

**THE EFFECT OF ORGANIZATIONAL CULTURE ON
EMPLOYEE COMMITMENT: THE CASE OF JIMMA CITY
ADMINISTRATION**

*A Thesis Submitted to Postgraduate Studies of Jimma University in Partial
Fulfillment for the Requirements for Master of Art in Business Administration*

BY: GEMECHU NUGUSE



**JIMMA UNIVERSITY
COLLEGE OF BUSINESS & ECONOMICS
MASTERS OF MBA PROGRAM**

JULY, 2023

JIMMA, ETHIOPIA

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CERTIFICATE

This is to certify that the thesis entitled “The Effect of Organizational Culture On Employee Commitment: The Case Of Jimma City Administration”, Submitted to Jimma University for the award of Master of Art in Business Administration and is a record of Valuable research work carried out by Mr. Gemechu Nuguse, under our guidance and supervision.

Therefore, we hereby declare that no part of this thesis has been submitted to any other university or institution for the award of any degree or diploma.

Main Adviser’s Name

Date

Signature

Co-Advisor’s Name

Date

Signature

DECLARATION

I, Gemechu Nuguse, here declare that this research entitled “The Effect of organizational culture on employees commitment: the case of Jimma City Administration.” Is submitted by me in partial fulfillment of the requirements of a Master’s Degree in Business Administration (MBA) at Jimma University. It is my original work and has been carried out by me under the guidance and supervision of Megersa Wedajo (Ass.Prof.) and Tsigereda Aboye. All sources and materials in this thesis have been duly acknowledged.

Researchers Name _____ Signature _____ Date _____

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We, the undersigned, members of the board of examiners read this thesis “The Effect Of Organizational Culture On Employee Commitment: The Case Of Jimma City Administration” and evaluated the final open defense by Gemechu Nuguse. We examined the candidate and then we certify that it is a suitable submission for the reward of Master of Arts in Business Administration

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ABSTRACT

The way employees carry out their duties and communicate with one another inside an organization is defined by its organizational culture. Employee commitment is a crucial component of organizational development. The objective of this research was to analyze how organizational culture affects employee commitment in Jimma City Administration. The study employed Denison's organizational culture model, with adaptability, employee empowerment, training and development, rewards and recognition, and effective communication as independent variables and employee commitment as the dependent variable. Both quantitative and qualitative research approach were utilized, combining both descriptive and explanatory research designs. A sample of 326 respondents was selected from the target population of 1757 employees in the Jimma City Administration sectors using a stratified random sampling technique. Multiple regression analysis was conducted, and the R square results showed that the independent variables could predict 79.2% of the variation in employee commitment. Pearson correlation coefficients indicated a positive and statistically significant relationship between each independent variable and employee commitment. The study revealed adaptability as the most significant independent variable, followed by employee empowerment, training and development, rewards and recognition, and effective communication. The data were analyzed using the Statistical Program for Social Science (SPSS) Version 24. The findings highlight the significance of organizational culture dimensions on employee commitment. Particularly, adaptability emerged as the most crucial factor, with a 30.8% increase in employee commitment with every increment in adaptability and followed by employee empowerment, training and development, rewards and recognition, and effective communication. Overall, by addressing these variables and improving the organizational culture, the Jimma City Administration sectors can enhance employee commitment, leading to better organizational development and success.

Keywords: *adaptability, effective communication, employee commitment, employee empowerment, organizational culture, reward and recognition, and training and development.*

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LIST OF ACRONYMS AND ABBREVIATION

ANOVA	Analysis of Variance
CDF	cumulative distribution function
DOCS	Denison Organizational Culture Survey
FGD	Focus group discussion
HRM	Human resource management
IT	Information technology
JCA	Jimma City Administration
OCQ	Organizational Commitment Questionnaire
SPSS	Statistical Package for Social Sciences
UNESCO	United Nations Educational Scientific and Cultural Organization
VIF	Variance Inflation Factor

CHAPTER ONE

1. INTRODUCTION

This chapter was shown the overall map of the study. It is contented with a background of the study, statement of the problem, research questions, the objective of the study, the significance of the study, the scope of the study, limitation of the study, and eventually organization of the study.

1.1. Background of the Study

In today's world, organizational culture is becoming more popular as a less well-researched component that encourages employee loyalty to the organization (Ashikali & Groeneveld, 2015). An organization is a group of people who cooperate such as a union, a firm, a charity or a neighborhood association. According to UNESCO, culture is a complex whole that consists of information, beliefs, arts, morality, laws, customs and any other skills or routines that a person develops while living in a society.

According to Denison and Neale (2011), organizational culture can be defined as the foundational values, beliefs and principles that shape an organization's management system. It comprises the visible aspects, such as work ethic, dress code and customer service demeanor, as well as the invisible assumptions like honesty, integrity, ethical behavior and exceeding customer expectations.

Moreover, according to Dolan and Lingham (2012), organizational culture is defined as a set of shared values and beliefs that determine which behaviors are acceptable and expected for a certain group. Nations, religious and ethnic organizations, and other environments of all kinds all have their own cultures. Only a few of the well-known organizational culture models have been clearly described, including the Charles Handy, Deal and Schein models. This study also includes the organizational culture Denison model. The four general elements of organizational culture in this model involvement; consistency, flexibility, and mission are used to assess the characteristics of an organization's culture.

Additionally, Abdullah Ramadhani (2017), and this will be modified for this study, teamwork, communication, training and development, and reward and recognition are the four characteristics that have the biggest effect on employees' behavior or commitment. The researcher goes on to discuss these organizational culture dimensions in more detail as follows: communication is one of these traits and refers to the means through which messages are passed between employees of the same company and between that company and other companies. Training and development are other organizational culture traits, a process by which both new and current employees are informed about the conducts, norms, and rules of the organization, as well as organized activities to develop and improve employees' skills, knowledge, wisdom and behaviors for their work. The third quality is reward and recognition, which is a technique to motivate workers by offering them incentives like pay raises, bonuses and promotions in exchange for increased performance, excellence, and innovation. The ability of the company to put the needs of the business environment into action is represented by the fourth trait, adaptability. The final characteristic, employee empowerment, deals with enabling the employee to equally participate in, contribute to, and benefit from any productive activities performed in the organization in ways that recognize the value of their contributions, respect their dignity, and make it possible to negotiate a more equitable distribution of the risks and rewards.

On the other hand, Hakim (2015) defines employee commitment as the desire and willingness of employees to stay with the organization and dedicate themselves to the success of the organization. In a similar, Robbins & Judge (2013) have defined employee commitment as the extent to which an employee identifies with a specific organization and its goals and wishes to maintain membership in the organization.

In addition, Meyer and Allen (1990) presented a three-part commitment model that combined affective commitment, continuation commitment, and normative commitment. The term "affective commitment" describes a worker's sentimental connection to, identification with, and involvement with the company. In other words, it refers to the depth of a person's emotional connection to the institution. This attachment may result from one's function to the objectives and principles of the organization or from a desire to support the organization in its own right. The continuity commitment refers to a commitment based on the expenses employees identify with quitting the company. The final one, normative commitment, is about employees feeling

obligated to stick with the company. The individual's experiences both before and after organizational socialization and cultural socialization will have an impact on this kind of commitment. The definition provided by Allen and Meyer will be used in this investigation as it is thought to be more appropriate.

Many researchers, in their respective studies, have found that organizational culture was related to employees' commitment. Among them, Nongo and Ikyanyon (2012) discovered that corporate culture influences employees' commitment to the organization and that the degree of organizational commitment is connected with the quality of corporate culture. Employees with a strong corporate culture are better able to understand the organization's goals and become more committed to achieving those goals (Nongo and Ikyanyon , 2012). Additionally, the findings of the study by Boon and Arumugam (2006) showed that teamwork, reward and recognition, training and development, and communication are all positively related to employees' commitment. Similar findings were made by several researchers about the relationship between overall organizational culture and employee commitment (Asghar, et.al, 2015); (Hakim, 2015); (Messner, 2013); (Azadi, et.al, 2013); (Sabir, et.al, 2012). Their research enhances our comprehension of the impact of company culture on employee dedication within an organization.

In general, organizational culture and employee commitment are important factors in determining the success and effectiveness of an organization. Several researchers have explored the relationship between organizational culture and employee commitment, highlighting various aspects that contribute to employee commitment.

One aspect that has been identified is the alignment of values. When the organizational culture aligns with the personal values of employees, it enhances their commitment. This alignment creates a sense of belonging and purpose, increasing job satisfaction and commitment (Allen et al., 1990).

Another important aspect is the promotion of a shared vision and goals. A strong organizational culture fosters a shared understanding of vision and goals among employees. This shared understanding provides a sense of direction and motivation for employees, increasing their commitment to the organization (Schein, 2004).

Creating a supportive environment is also crucial for fostering employee commitment. A positive and supportive organizational culture encourages employee commitment by providing support, recognition, and opportunities for growth and development (O'Reilly et al., 1991)

Employee engagement is closely linked to commitment, and organizational culture plays a significant role in fostering employee engagement. A culture that values employee input, autonomy, and involvement in decision-making fosters a sense of ownership and commitment (Macey & Schneider, 2008)

Additionally, trust and communication are vital components of a healthy organizational culture. When employees feel valued, respected and heard, they are more likely to be committed to the organization (Meyer & Allen, 1990).

Given the understanding of the concept of organizational culture and employee commitment and the relationship between them as asserted by various researchers, this study aims to investigate the impact of specific organizational culture traits (training and development, effective communication, reward and recognition, adaptability, and employee empowerment) on employee commitment in the Jimma City Administration sector.

1.2. Statement of the Problem

Employees are the greatest resource and play an important role in an organization's growth and development; they also help the organization stay competitive through their involvement and commitment (Roodt, et.al, 2002). According to Cohen (2007), "Organizations with higher levels of commitment among their workforce exhibit higher performance and productivity and lower levels of absenteeism and tardiness." On the other hand, organizations whose employees have lower levels of commitment show that they are not committed to organizational goals and objectives, they are unproductive and become lazy at work.

Every organization may have its own distinct set of practices, rituals, policies, and cultures that prepare the path for the achievement of its objectives. The culture that an organization establishes to run its operations affects how well its objectives are accomplished. Organizations with weak organizational cultures never succeed because their employees do not see themselves as belonging to the organization and lack the timeliness, honesty, creativity, and sensitivity

needed to carry out the organization's vision and goal. Employees in organizations with a good culture are highly committed to their organizations because these organizations allow for explicit sharing of commitment between every employee, enabling them to carry out their tasks as intended because they are highly committed to their organization (Geda, 2015).

Any organization has a unique culture that sets it apart from others. There have been several pieces of research done on the effect of organizational culture on employee commitment in business and service-oriented organizations around the world. Anuj Kuma and Bohatala's (2017) study proved that organizational culture is important in improving the level of employee commitment to the organization but not all organizational cultural measures have an effect on employee commitment. As a result, these researchers conclude that none of the organizational culture traits such as communication, adaptability, and reward have an impact on employee commitment. In contrast, a research study by Dolan, Lingham, and Zeinab (2012) on the effect of organizational culture on employee commitment: a mediating function of human resource development in Korean enterprises. The findings show that characteristics of organizational culture such as involvement, learning and growth, rewards and recognition, employee empowerment, and mission, have a positive relationship with and have a significant impact on employees' commitment.

Furthermore, Giao's (2020) study on organizational culture for increasing organizational commitment in Telecom Industry: evidence from Vietnam. The research found that the six organizational culture dimensions such as innovativeness, teamwork, training and development, reward and recognition, organizational communication, and empowerment had beneficial effects on organizational commitment.

According to Astri (2012), employee commitment is crucial for managers in both the public and private sectors to succeed. Additionally, organizational culture affects how committed employees are to their company and what kind of influence that has on employee commitment within the company. It is therefore important to clearly understand the organizational culture to promote organizational commitments.

In the Ethiopia context, there are a few researchers who studied the effect of organizational culture dimensions on employees' commitment. In a study conducted by Abraham (2019), the

impact of organizational culture on employee commitment was examined using the Commercial Bank of Ethiopia as a case study. The findings revealed that involvement, adaptability, and mission positively and significantly influenced employee commitment. Another related study conducted by Mersen (2016) and Meseret (2019), focused on the effect of organizational culture on employee commitment within Ethiopian Airlines. The results demonstrated that all four dimensions used to assess organizational culture were positively correlated and had significant associations with employee commitment.

However, the previous research on the subject, the effect of organizational culture on employee commitment, is likewise restricted to other businesses or organizations, and Jimma City Administration is not addressed. This makes it very challenging to apply research findings from other organizations on the same topic to Jimma City Administration, necessitating further study on the effect of organizational culture on employee commitment in the Jimma City Administration.

Additionally, based on observation and the officers' belief, some employees in the Jimma city administration sectors are not showing a good commitment to doing their tasks. Some of them did not focus and are sluggish in doing the job or task given by the top management. Therefore, there is clearly a need for much more research on the impact of organizational culture on employee commitment in public service institution.

Generally, The researcher identified three major research gaps in the existing literature. Firstly, there is a lack of empirical research on the key factor of human resource commitment in Ethiopia, despite it being a significant challenges for organizations. Second, previous studies primarily focused on certain aspects of organizational culture such as involvement, consistency, adaptability and mission, while neglecting other important traits likes effective communication, employee empowerment, reward and recognition, and training and development in Jimma city administration. Lastly, there is a lack of information regarding employee commitment public service sectors of Jimma city, as no research has been conducted on this topic before. Thus, the researcher was aimed to address this gaps by investigating the impact of organizational culture on employees commitment in Jimma City Administration. With regarding to this research gap the study bidden to respond to the following research question.

1.3. Research Questions

The study aimed to investigate the research problems by addressing the following research questions: -

1. Is effective communication affect employee commitment in JCA?
2. To what extent does training and development influence employee commitment in JCA?
3. How does employee empowerment affect employee commitment levels within JCA?
4. What is the relationship between adaptability and employee commitment in JCA?
5. How does reward and recognition impact employee commitment levels in JCA?

1.4. Objectives of the Study

1.4.1. General Objective of the Study

The primary aim of this study was to investigate the effect of organizational culture on employee commitment within the Jimma City administration.

1.4.2. Specific Objectives of the Study

The specific objectives of the research were:

- To assess the effect of effective communication on employee commitment in JCA.
- To examine the effect of training and development on employee commitment in JCA.
- To determine the effect of employee empowerment on employee commitment in JCA.
- To test the effect of adaptability on employee commitment in JCA.
- To evaluate the effect of reward and recognition on employee commitment in JCA.

1.5. Significance of the Study

The study produced essential data on the effect of organizational culture on employee commitment to the government, employees for themselves, and academicians or researchers. The study raised employee commitment levels and it identifies where employee commitment attributes were located in city administration.

Furthermore, this study had the following significance:

- It helps the city administration in making decisions by identifying important factors and developing solutions to address and enhance employee commitment to the city administration.

- The effect of organizational culture on employee commitment in the departments of the Jimma city administration is unknown. Therefore, this study can help the Jimma City administration's sectors to enrich its organizational culture practice and adjust its focus on the most important organizational culture type that can bring employee commitment.
- By identifying the type of organizational culture that has the greatest influence on employee commitment, this study could contribute to enhancing workplace conditions and fostering stronger commitment among employees.
- The study is important to raising knowledge among the organization management of Jimma city administration on how organizational culture affects employees' levels of commitment.
- Additional support for the hypothesis that there is a connection between organizational culture and employee commitment will be provided by the research.
- The paper will serve as a base or reference for academicians and researchers who want to conduct further research on this topic in the study area and elsewhere in Ethiopia.

1.6. Scope of the Study

This study was delimited by specific variables in the effect of organizational culture on employee commitment which are the organizational culture dimension (effective communication, training and development, employee empowerment, adaptability, and reward and recognition) as an independent variable and employee commitment as a dependent variable. In addition, the researcher limited the scope of this study to Jimma City public sector areas to generate precise conclusions based on certain data and evidence regarding the effect of organizational culture on employee commitment. In addition, this study was carried out within one-year duration of time.

1.7. Limitations of the study

This research study focused solely on office employees within the Jimma city administration public sectors organization. The study specifically examined five dimensions of organizational culture: effective communication, training and development, employee empowerment, reward and recognition, and adaptability. Additionally, the study explored employee commitment, specifically affective, continuance, and normative commitment, within the context of the Jimma

City administration. Descriptive and inferential statistics were used to analyze the data collected. The researcher encountered several constraints, including a lack of literature on the topic in Ethiopia, limited research findings, and time constraints in obtaining questionnaire responses from participants. These limitations highlight the challenges researchers may encounter when conducting investigations and striving for utmost accuracy in achieving their aims and objectives.

1.8. Organization of the Study

The following text describes the structure and content of a thesis, which comprises of five chapters with references and appendices. Chapter one provides an introduction to the research topic, including the study's background, organization, problem statement, research question, objective, significance, scope and limitations, and organization. Chapter two focuses on the literature review, encompassing the theoretical, empirical, and conceptual framework, along with key findings in the study area and definitions of key variables. Chapter three outlines the research methodology, covering the study area, research design and approaches, data type and source, target population, sampling technique and size, data collection method, and data analysis. Chapter four explores the data analysis and discusses the results obtained. The final chapter summarizes the major findings, draws conclusions, and offers recommendations.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

INTRODUCTION

Chapter two provides an extensive literature review, exploring relevant sources and studies in the field. It examines the theoretical, empirical, and conceptual frameworks, and delves into key findings and definitions of important variables in the area of research.

2.1. Theoretical Literature Review

2.1.1. Definition and Concept of Organizational Culture

The concept of organizational culture had been given attention since the late 1980s and early 1990s (Okocha B., 2016). According to Linnenluecke and Griffiths (2010), researchers in the field of explanation culture have proposed several definitions. These definitions encompass a range of concepts, including accepted rules and norms of behavior, shared values and ideologies, beliefs, and common patterns of meaning. Organizational culture can be viewed from different perspectives, and defined by many writers. The majority of writers agreed on the concept of culture as it refers to a set of values, assumptions, beliefs, and expectations and shared in the organization.

Hellriegel and Slocum (2011), defined organizational culture as a system that personal values, beliefs, and shared actions created and developed within the organization and guide the behavior of its members. This system, for business organizations, refers to corporate culture. Moreover, organization culture includes ritual ceremonies, the language commonly used in the organization, norms shared by members, teams that exist throughout the organization, dominant values held by the organization, and the philosophy that guides management's policies and decision-making in the given organization.

Robbins and Judge (2013), define organizational culture as the perceived characteristics of an organization's culture, focusing on shared meaning among members that sets the organization apart from others. This definition emphasizes that organizational culture is descriptive, not based on personal preference. Schein (2010), adds to this definition by highlighting three cultural

elements: socialization, deeply held assumptions, and recognition within an organization. He further suggests that culture has three levels: artifacts, espoused beliefs and values, and underlying assumptions. Hellriegel and Slocum (2011), support this definition by stating that no two organizations have the same culture, similar to how no two individuals have the same personality. Dolan and Lingham (2012), see organizational culture as a system that includes input, process, and output. Input includes feedback from society, professions, laws, stories, and values. The process is based on assumptions, values, and norms, while output encompasses organizational behaviors, technologies, strategies, and appearance.

2.1.1.1. Benefits of Organizational Culture

Different researchers and scholars have identified numerous benefits of organizational culture. According to Robbins and Judge (2013), culture plays a crucial role in defining the boundaries of an organization and differentiating it from others. The organizational culture gives individuals a feeling of belonging and identity. Additionally, culture promotes commitment to something beyond individual self-interest and enhances the stability of the organization by providing standards for behavior.

Furthermore Kondalkar (2007), elaborates on the functions of organizational culture. Firstly, culture gives members an organizational identity, fostering a sense of togetherness and common purpose. It also facilitates collective commitment, with members strongly dedicated to the shared culture. Moreover, culture promotes system stability by encouraging integration and cooperation. It shapes behavior by providing a shared meaning and explanation for events within the organization, and it ensures conformity to expected behavior.

Robbins and Judge (2013), highlight key qualities of a great organizational culture. Firstly, it aligns the organization's objectives with employee motivation, creating unity and direction. Trust is another important factor, both within the organization and among employees. A positive culture fosters teamwork and collaboration, leading to a more integrated and productive work environment. Innovation is also enabled by a well-established culture, allowing the organization to maximize its resources and adapt to change. Lastly, organizational culture creates psychological safety for employees, providing a secure and supportive environment.

In summary, it is evident that organizational culture plays a crucial role in the success of an organization. It sets the organization apart, fosters commitment, shapes behavior and promotes stability, trust, teamwork, innovation and psychological safety. Without a strong culture, organizations would struggle to operate effectively and achieve their goals (Robbins & Judge, 2013; Kondalkar, 2007).

2.1.1.2. Models of organizational culture

A wide range of models have been developed by various researchers to explore the dimensions of organizational culture, which are shaped by the beliefs and assumptions that form this culture. Among these models Dolan and Lingham (2012), have emphasized the significance of the Edgar Schein Model, Deal and Kennedy Model, Charles Handy Model and the Denison model of organizational culture. It is essential to note that all of these models highlight the importance of aligning employee values with the company's vision and mission for organizational success.

2.1.1.2.1. Edgar Schein Model

The Dolan and Lingham (2012), study on conducted a comprehensive analysis of the Edgar Schein model, focusing on the three cognitive levels of organizational culture. They highlighted that the first level involves observable organizational characteristics, such as physical infrastructure, office spaces, furnishings, visible accolades, attire and interactions among members and external stakeholders. Moving on, the second level encompasses the perceived culture of individuals within the organization, which includes company mottos, mission statements, and personal values and beliefs. Lastly, they delved into the deepest level, where implicit assumptions of the organization are embedded. These assumptions form a part of the organizational culture and operate without conscious awareness among the members.

2.1.1.2.2. Deal and Kennedy Model

One of the models discussed by Dolan and Lingham (2012), is the Deal and Kennedy model, which evaluates organizational culture based on feedback and response time. This model identifies four types of organizational culture: Tough-guy macho culture, work hard/play hard culture, Bet your company culture and process culture.

The Tough-Guy Macho culture is characterized by quick feedback and high rewards, often found in fast-paced financial activities. The work hard/play hard culture involves minimal risk-taking

with rapid feedback and is commonly seen in large organizations striving for excellent customer service. The Bet your company culture involves making high-stakes decisions, but the results may not be known for several years. This culture is commonly found in long-term development or exploration projects. Lastly, the process culture lacks feedback and emphasizes suspicion towards processes rather than achieving goals. This culture is often found in bureaucratic organizations.

2.1.1.2.3. Charles Handy model

Another model discussed by Dolan and Lingham (2012), is the Charles Handy model, which classifies organizational culture based on organizational structure. This model identifies four types of organizational culture: power culture, role culture, task culture, and person culture.

Power culture is characterized by power being concentrated among a few individuals, with control radiating from the center. This culture has minimal rules and bureaucracy. Role culture is characterized by delegated authority within a highly defined structure, often seen in hierarchical bureaucracies. Task culture involves teams formed to solve specific problems, with power derived from expertise. Person culture exists when individuals consider themselves superior to the organization, and survival can be challenging for such organizations.

Overall, Dolan and Lingham (2012), discussed these models to provide a framework for understanding and classifying different types of organizational culture.

2.1.1.2.4. Denison's organizational culture model

The above three models encompass different dimensions of organizational culture from different perspectives. However, the first model is primarily focused on the academic environment and uses non-business language, while the Denison model is specifically designed for the business environment and uses business language to assess organizational culture. The Denison model is applicable to all levels of the organization and examines business results. Therefore, the researcher prefers to use the Denison model for their research.

According to Denison et al. (2012), the Denison model identifies four organizational cultural traits: involvement, consistency, adaptability, and mission. These traits are measured using twelve indices that are part of the model. The researcher will briefly discuss these four traits.

1. Involvement

Involvement is the act of fostering human capital, ownership, and accountability within an organization, guaranteeing that employees are actively involved in decision-making processes. This fosters skill development and promotes teamwork to accomplish tasks. Measuring an organization's culture as "highly involved" indicates a strong emphasis on empowering employees in decision-making and fostering a sense of ownership and accountability. Employee involvement may be informal, voluntary, and based on an implicit control system (Denison et.al, 2012).

There are three indices for involvement traits: empowerment, team orientation, and capability development.

Empowerment refers to the authority and initiative given to individuals to manage their work and create a sense of ownership and responsibility.

Team orientation emphasizes working cooperatively toward common goals and relying on team effort.

Capability development involves investing in employees' skills to stay competitive.

2. Consistency

Consistency is the second trait that focuses on coordination, integration, agreement, and core values (Warrick, et.al, 2016).

Coordination and integration ensure different functions and units work together well, without organizational boundaries interfering.

Agreement involves reaching consensus on critical issues and reconciling differences.

Core values create a sense of identity and clear expectations.

3. Adaptability

Adaptability is the third trait that involves creating change, customer focus and organizational learning (Denison and Neale, 2011).

Creating change means adapting to meet changing needs and reacting quickly to trends.

Customer focus entails understanding and anticipating customer needs.

Organizational learning involves interpreting signals from the environment to encourage innovation and develop capabilities (Denison. et.al, 2014).

4. Mission

The last trait of organizational culture is a mission whereby organizations set meaningful long-term direction. Most of the time a clear strategic direction, vision, goals, and objectives are obtained in organizations with this trait. The main purpose of this trait is to define a meaningful long-term direction that will assist the organization. Mission offers clear direction; goals, purpose, and meaning that allow the organization to shape current behavior by envisioning a desired future state (Warrick, et.al, 2016)

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 (Denison and Neale, 2011)

Strategic direction, goals and objectives, and vision and intent are the indices of the mission trait.

Strategic Direction and Intent- Clear strategic intentions convey the organization's purpose and make it clear how everyone can contribute, and “make their mark” in the company.

Goals and Objectives - 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.

Vision - The 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.

2.1.2. What is Employee Commitment?

Commitment is a psychological state that characterizes the employee's relationship with the organization. Commitment is a guarantee for the organization that reflects how an employee will stay in the organization under any situation (Meyer & Allen, 1997).

According to the definition of Davis and Newstrom (2002), employee commitment is a degree to which an employee identifies himself with the organization and his desire to preserve actively collaborating in the organization. Employee commitment is a measure of an employee's disposition to stay with a firm in the future. It usually reflects the employee's belief in the

mission and goals of the firm, temperament to expend effort in their accomplishment, and intentions to continue operating there.

Luthans, et al. (2007), also explained that, as an attitude, commitment is most often defined as a strong desire to remain as a member of a particular organization; a willingness to exert high levels of effort on behalf of the organization; and a definite belief in and acceptance of the values and goals of the organization. In different words, commitment is a mindset about employees' loyalty to their organization and is an ongoing technique via which organizational members express their concern for the organization and its enduring achievement and well-being.

According to Meyer and Allen (1997), a committed employee stays with the organization through thick and thin, attends work regularly, puts in a full day (and maybe more), protects the company's assets, shares company goals, and others. With this Meyer and Allen (1997) concluded that an organization with a committed employee has an advantage in many aspects. Besides, they state that commitment characterizes employees' relationship with the organization and it infers membership of employees in the organization.

In trying to measure commitment, Allen and Meyer (1990) also proposed a three-component model of commitment, which integrated affective commitment, continuance commitment, and normative commitment. Affective commitment refers to an employee's emotional attachment to, identification with, and involvement in the organization. In other words, it refers to the extent of the emotional attachment of a person to the organization. This attachment could be due to one's role concerning the organizational goals and values, or to the organization for its own sake. The continuance commitment refers to commitment based on the costs the employees associated with leaving the organization. As such, in this type of commitment, the fewer viable alternatives employees have, the stronger will be their continuance commitment to their current employer. Normative commitment refers to employees' feelings of obligation to remain with the organization. This type of commitment will be influenced by an individual's experience both before cultural socialization and following organizational socialization entry into the organization. For this study, we use the definition of Allen and Meyer which is found more suitable.

2.1.2.1. Types of Employee Commitment

According to the preceding paragraph, Allen and Meyer (1990), proposed three-component types of employees' commitment as affective commitment, continuance commitment, and normative commitment. Below is the detail:

Affective commitment: It describes an employee's emotional attachment to, identification with, and involvement in the organization and its goals. It affects and is induced by individual and organizational value congruence. Organizational members, who are committed to an organization on an effective basis, continue working for the organization because they want to (Allen and Meyer, 1990). Affective commitment is a degree to which an individual is emotionally bound to the organization through feelings such as loyalty, affection, and tenderness (Robbins and Judge, 2013). This definition shows that employees with strong affective commitment feel as a part of the organization and continue to work within the organization. Between the three types of commitment, affective commitment has the largest benefit to the organization, and it is also related to desirable work behavior (Blasco F. et.al, 2016).

Continuance commitment: Continuance commitment exhibits the individual's awareness of the costs of leaving an organization. Different factors make it too costly for an employee to leave and seek other engagements. To list some: community involvement, acquired job skills being unique to the organization, status, seniority, and monetary investments.

According to Meyer and Allen, (1990) when employees do not have alternative opportunities or awareness of the costs associated with leaving the organization they will be bound with the organization or increase their commitment. The comparison between affective and continuance commitment as made by Meyer and Allen, (1990) is individuals develop affective commitment because they are familiar with it and they have an emotional attachment to it. But an individual with high continuance commitment has a strong connection with the organization because the individual simply has no choice. Robbins and Judge (2013) also defined Continuous Commitment as it is based on losses when leaving the organization, which is often interpreted as a calculative commitment.

Normative commitment: Normative commitment can be defined as a feeling of obligation to continue employment. The sense of moral obligations that used to remain in the organization is

expressed by normative commitment. An employee with high normative commitment makes personal sacrifices and doesn't criticize the organization (Meyer & Allen, 1997).

Suliman and Iles (2000) also said that the strength of normative employee commitment is influenced by accepted rules about obligations between the organization and its members. According to Robbins and Judge (2013), employees develop normative commitment simply because of personal loyalty, by obeying the rules set by the organization

2.1.2.2. The theoretical background of the dependent variable and independent variable

The dependent variable in this research is employee commitment, which refers to an employee's emotional attachment, dedication, and loyalty toward their organization.

To understand the theoretical background of employee commitment, it is better to rely on the work of Meyer and Allen (1991), who proposed the three-component model of organizational commitment. According to this model, employee commitment has three components: affective commitment, continuance commitment, and normative commitment.

Affective commitment refers to an employee's emotional attachment and identification with their organization. It is based on positive feelings and a strong belief in the organization's values and goals. Meyer and Allen argue that affective commitment is influenced by factors such as job satisfaction, organizational support, and organizational justice.

Continuance commitment, on the other hand, is driven by the perceived costs associated with leaving an organization. Employees with high continuance commitment stay with the organization because they feel they have invested too much to leave, or because they fear negative consequences, such as losing benefits or seniority. This aspect of commitment is influenced by factors such as perceived alternatives, job market conditions, and the availability of transferable skills.

Normative commitment is based on an employee's sense of obligation or moral responsibility towards their organization. It is driven by a belief in the importance of loyalty and fulfilling commitments. This aspect of commitment is influenced by factors such as organizational culture, ethical climate, and leadership behavior.

This research focuses particularly interested in examining the impact of organizational culture on employee commitment. Organizational culture refers to the shared values, beliefs, and norms that guide behavior within an organization. Employees are more likely to be committed to an organization if its culture aligns with their values and if they perceive the organization as supportive, empowering, and adaptive.

To analyze the impact of organizational culture on employee commitment, the study drew on various theoretical perspectives, including the Denison model of organizational culture (Denison, 1990), as discussed in the previous response. Additionally, the study considers other relevant theories and conceptual frameworks on organizational culture and employee commitment from scholarly sources, such as articles, books, and academic journals.

2.2. Empirical Literature Review

2.2.1. Organizational Culture and employee commitment

There are multiple studies investigating the effect of organizational culture on employee commitment. Their results exhibited that there is a positive or negative relationship between organizational culture and employee commitment.

The conclusion of Ooi and Veeri, (2006) researches the influence of corporate culture on organizational commitment: a case study of semiconductor organizations in Malaysia. Accordingly, the results of the study revealed that communication, training and development, reward and recognition, and teamwork are positively associated with employees' commitment.

Messner, (2013) concluded that there is a positive and significant relationship between organizational culture and organizational commitment. He further recommended that for organizations it is imperative designing a corporate culture change strategy to increase organizational commitment. When employees feel they are part and parcel of the organization, such identification directly helps to foster a high level of commitment and innovation.

Furthermore, Geda, (2015) has researched the effect of organizational culture on employee commitment. The result of the study showed that organizational culture traits namely,

involvement, training and development, reward and recognition, employee empowerment, and mission are positively related to and significantly affect employee commitment.

Moreover, Okocha Belemenanya (2016) has conducted a study to examine the effect of corporate culture on employees' commitment to selected supermarkets in Port Harcourt; the findings revealed that corporate culture is significantly related to employees' commitment. Mersen (2016) has researched the effect of organizational culture on employee commitment; the case of Ethiopian Airlines company and the result of his study show that all organizational culture traits namely, involvement, consistency, adaptability, and mission are positively related to employees' commitment while from an inferential statistical point of view the adaptability, mission, and involvement, indicate that there is a significant relationship with employees' commitment and consistency doesn't have a significant effect on employee commitment.

Anuj Kumar (2017) research the impact of an organization's culture on employees' commitment: evidence from five homogeneous units under a group of companies operating in different states in India. This study is aiming at investigating the impact of four dimensions on organizational culture which includes training & development, reward & recognition, teamwork and Communication over organizational commitment; and the result of the study show that training and development, reward and recognition, and teamwork are significantly affected employee commitment while the communication insignificantly affects the employee commitment. Bohatala, (2017) research the impact of organizational culture on employee commitment in the IT sector of Pakistan. Accordingly, the results of the study show that collaboration, training and development, and recognition are significantly affecting employee commitment while adaptability and rewards insignificantly commitment. Inanlou et al. (2017) proved that organizational culture defined by better communication among superiors and subordinates, trust, and innovative climate, is positively related to organizational commitment.

Razali et al. (2018) deduced that organizational culture significantly influences either negative or positive employee loyalty. A strong organizational culture positively affects employee loyalty while weak organizational culture contributes to negative employee loyalty.

Abraham (2019), research the effect of organizational culture on employee commitment (the case of the Commercial Bank of Ethiopia). The study used both descriptive and statistical

inferential analysis of data with multiple regression models and the study shows that there is a positive relationship between organizational culture and employees' commitment.

Meseret's (2019), study was to assess and examine the relationship between organizational culture and employees' commitment. The result of multiple regression Analysis revealed that 23.7% of the variation in employee commitment can be predicted by the independent variables i.e., involvement, consistency, adaptability, and mission. In addition, the two organizational culture dimensions (i.e., adaptability and mission) had significant contributions to employees' commitment at a 95% confidence level. Conversely, the contribution of involvement and consistency is positive but statistically towards employees' commitment. Hence for further creativity and improvement maintaining the organizational culture with a significant contribution commitment by collaborating the missions and visions of the organization to employees is recommended by the researcher. The need to establish a clearly defined and visible expression of organizational culture is also recommended by the researcher.

Gebremichael (2019) research the effect of organizational culture on army forces commitment: The case of the federal democratic republic of Ethiopia Ministry of Defense force head quarters. correlation and regression analysis are implemented to analyze the relationship between independent and dependent variables of the study and to examine the effect of organizational culture variables on the army forces commitment respectively. The result shows that training and development, reward system, pay and allowance, teamwork/morale of the members, and the work-life balance that exists in the specified area are found at an unsatisfactory level. Particularly those pay and allowance, mutual trust, teamwork/morale of army members, organizational honesty/open channel, and discipline/authority/standard variables are the five better predictors of army forces commitment respectively. Moreover, the finding proved that these variables of organizational culture explain 67% of the variation in total commitment.

These findings show that there is a positive relationship between these independent variables of organizational culture and the dependent variables of employee commitment. So, it needs to assess whether it has a similar effect on Jimma city administration or not.

Research Hypothesis

Effective Communication

Dwyer, (2005) stated that “communication is necessary for passing information between people working in the same company and between the company and other organizations. Communication includes written, oral, and nonverbal. Communication plays a vital role in designing rules, regulations, and responsibilities, and presenting them to the members of the organization (Akpinar, et.al, 2013). Communication is one of the most critical factors in organizational operations and it is known that employees devote an extensive portion of their work time to collecting and disseminating information regarding crucial matters such as company policy, performance feedback, role expectations, and task instructions (Akpinar, et.al, 2013).

Several authors note that communication is important for improving employee commitment and for positive outcomes (Akpinar, et.al, 2013). Stuart (1999,) argued that “communication can affect empowerment of employees, which in turn affects organizational commitment”. Moreover, how the organizational missions, goals, and objectives are communicated to employees strongly affects organizational commitment (Brunetto & Farr-Wharton, 2004).

Style or form of communication by leaders and colleagues plays an important role in the achievement of organizational goals. Effective communication can motivate employees to carry out their duties. Hence, effective communication is important to transmit certain data and skills from the data of sender and receiver of information (Adeogun, et.al, 2017); (Wardini, et.al, 2020). Similarly, some previous researchers examined and found that organizational communication has a positive effect on employee commitment (Marchalina and Ahmad, 2017). Hence it will be hypothesized that;

Ho₁: There is no significant relationship between effective communication and employee commitment.

Training and Development

Training is defined as activities of various skills and techniques for implementing certain detailed and routine work, training is a short-term educational process that uses a systematic and organized process in which employees learn knowledge and technical skills (Tannady, 2019). Similarly, Bulut & Culha, (2010) defined training and development as “systematic activities to

develop and improve employees' skills, knowledge and behaviors to enable them to perform job-related duties, accomplish specific tasks and meet the quality requirements of human resources for the future.

Moreover, according to Fisher, Schoenfeld, and Shaw (2002), institutions make available training for many reasons: "to orient new hires to the organizations or teach them how to perform in their initial assignment, to improve the current performance of employees who may not be working as effectively as desired, or to prepare employees for future promotions or upcoming changes in design, process or technology in their present jobs".

Silva & Dias, (2016) stated that "Training should be seen as a factor of human resources development, which gives advantages and benefits both for employees and organizations". Silva & Dias, (2016) suggests that organizations can use training as a method of developing employee's attitudes and behaviors, particularly organizational commitment. Organizational training is closely related to the attainment and expansion of skills of employees.

When training and development are certainly meeting organizational needs and personal needs, staff tend to be more committed. They will be active and dynamic at work when they are fully qualified, capable, and well-trained, it also increases commitment. Training motivates employees to be attached to their jobs and employees realize there are great learning opportunities available for them to improve their skills and abilities and enrich their experience. They never make intentions to leave the organization instead they stay committed to their jobs (Cooper et al., 2009).

The overall benefits obtained from employee training are increased satisfaction and morale, increased motivation, enhanced efficiencies in processes, causing for financial gain, increased capacity to implement new technologies and methods, improved innovation in strategies and operations, and reduced turnover/resignation of army forces (Elnaga & Imran, 2013). Some previous researchers found that training and development have a positive impact on employee commitment (Hanaysha, 2016). Hence it will be hypothesized that;

H₀₂: There is no significant relationship between training and development and employee commitment.

Reward and Recognition

Juran & Gryna, (1993) defined reward and recognition as “benefits as increased salary, bonuses, and promotion, which are conferred as a public acknowledgment of superior performance concerning the company’s objectives” (Abdullah Ramdhani, 2017).

According to Andrew (2004), the commitment of all employees is based on rewards and recognition. Flynn (1998) argued that rewards and recognition programs keep great enthusiasm among employees and increase their morale. Armstrong (2012) also argues that when rewards are managed appropriately, the anticipated commitment is achieved efficiently and effectively as far as the employees acquire a sense of mutual gain. The reward and recognition programs serve as the most dependent factor in maintaining employees’ self-worth high and passion (Danish and Usman, 2010).

Reward is always a difficult issue in society and within the enterprise. There is no perfect reward policy and can be applied absolutely to all organizations and employees. Rewards must be consistent with corporate culture. It contains the contradictory relationship between workers’ expectations and the company’s ability, between accumulation and consumption, and the income of other positions. A company's reward system plays an important role in motivating employees to perform creatively, to stimulate employee’s creativity many managers have used extrinsic rewards i.e., monetary incentives, and recognition to motivate their employees (Edirisooriya & Waruni A, 2014); (Silavwe,et. al, 2020).

At a certain level, the reward can be considered as evidence to show the value, position, and prestige of employees for personal and social reasons. Moreover, recognition is one of the most important factors which can’t be lacking in a rewards management system. It is considered as “esteem needs” in the hierarchy of Maslow’s need theory. Johnson, (1996) argued that cash awards are good, but they are not very effective in the long term, because many people want to be respected and valued for their contributions. The organizations, therefore, should enhance their employee commitment by offering financial as well as non-financial benefits. Also, it is expected that employees are more likely to commit themselves to their work. With these arguments, it can assume that appropriate recognition and rewards are important for commitment. Moreover, some prior researchers demonstrated that there was a positive

relationship between reward and recognition and employee commitment (Jaworski, 2018). Hence it will be hypothesized that;

H₀₃: There is no significant relationship between reward and recognition and employee commitment.

Employee Empowerment

Employee empowerment deals with enabling the employee to participate in, contribute to and benefit from any productive activities performed in the organization equally in ways that recognize the value of their contributions, respect their dignity, and make it possible to negotiate a fairer distribution of the benefits and risks. If the organizational culture gives room for employee empowerment, employees become trustworthy in their organization and they always strive to perform their best in every daily duty. This on the other hand increases their commitment to the organization (Dolan & Lingham, 2012).

Page & Czuba, (1999) defined empowerment as the social stages of a process that supports people to get control over themselves. Further, it has been revealed that the manager's power and control sharing with subordinates would be very productive forms of organizational power and effectiveness. Nevertheless, empowerment is a very general concept, and several researchers have argued that it is not about management practices or structural sharing power, but it should be about the individual psychological experience of empowerment. Moreover, some researchers find that subordinates' internal behaviors which firstly help employees to perceive themselves as being empowered would be the true benefits of empowerment. According to expectancy theory, a motivation to increase a subordinate's effort to fulfill a given task would lead to the expected performance, and that expected performance would lead to employee commitment. The research of Hanaysha, (2016) found that empowerment had a positive relationship to employee commitment. Hence it will be hypothesized that;

H₀₄: There is no significant relationship between employee empowerment and employee commitment.

Adaptability

The other dimension of organizational culture is adaptability which 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.

According to Denison's cultural model, the indices of adaptability were creating change, customer focus, and organizational learning. First, creating change deals with the ability of an organization to create adaptive ways to meet changing needs. In this regard, the organization can read the business environment, quickly, react to current trends, and anticipate future changes. The second index is customer focus in which the organization understands and reacts to their customer, and anticipates their future needs. It also reflects the degree to which the organization is driven by a concern to satisfy their customer. The last one is organizational learning which is reflected when the organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge, and developing capabilities.

A study conducted by Nongo and Ikyanyon (2012) said that Adaptability predicts employee commitment more than any other corporate cultural variable. Employees are more committed to organizations that adapt to changing circumstances. Companies should encourage innovation and teamwork among employees. This will enable employees to adapt to an environment of change, thereby improving their level of commitment.

A study conducted by Ezekiel and Darius, 2012 on the influence of corporate culture on employee commitment to the organization in Canada the study result shows that there was a significant and positive relationship between adaptability and commitment. Hence it will be hypothesized that;

H₀₅: There is no significant relationship between adaptability and employee commitment.

Research gaps

The researcher identified three major research gaps in the existing literature. Firstly, there is a lack of empirical research on the key factor of human resource commitment in Ethiopia, despite it being a significant challenge for organizations. Second, previous studies primarily focused on certain aspects of organizational culture such as involvement, consistency, adaptability and mission, while neglecting other important traits like effective communication, employee empowerment, reward and recognition, and training and development in Jimma city administration. Lastly, there is a lack of information regarding employee commitment in public service sectors of Jimma city, as no research has been conducted on this topic before. Thus, the researcher was aimed to address this gap by investigating the impact of organizational culture on employees' commitment in Jimma City Administration. With regard to this research gap, the study is bidden to respond to the following research question.

2.3. Conceptual Framework

Kothari (2004) argues about the conceptual framework that, while the theoretical framework is the theory on which the study is based, the conceptual framework is the operationalization of the theory and helps to show the direction of the study and the relationships between variables that are being investigated. It is an image or symbolic representation of an abstract idea. The conceptual framework below illustrates the relationship between the independent variables of organizational culture (training and development, effective communication, reward and recognition, Adaptability, and employee empowerment) and their effect on the dependent variable: employee commitment.

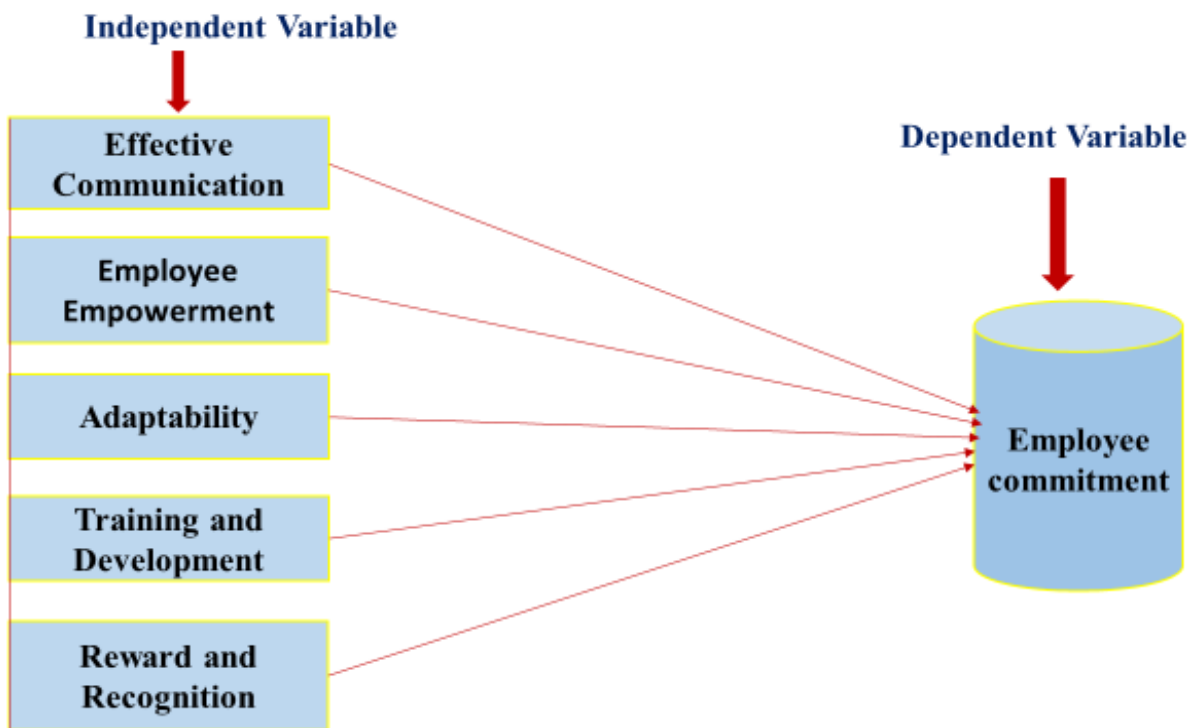


Figure 1: Conceptual Framework

Source: Adopted from literature review

CHAPTER THREE

3. RESEARCH METHODOLOGY

3. 1. INTRODUCTION

This chapter provides an overview of the research methodology used in this study, including the study area, research design, research approach, and target population. The research methodology is a scientific procedure used to identify and solve research problems. It includes various components such as the study area, research design, population, sample size, data source, data collection and analysis methods, model specification, validity and reliability testing, and ethical considerations.

3.2. Description of the Study Area

The research was conducted in Jimma city, located in the Oromia region and Jimma zone of Ethiopia. The city is comprised of seventeen kebeles and is situated around 350km southwest of Ethiopia. It has a current structural plan area of 11,417 hectares and a projected population of 425,816 individuals, with 240,267 males and 185,549 females. The total number of households in the city is 37,878. The temperature in the city is relatively low in the early morning and during the night, but high around noon. Temperature variation is observed among seasons. The lowest temperatures are observed during December - January period. According to the data obtained from Jimma meteorology branch 2016, the hottest months are February, March, and April. And the coldest months are July, August, September, and October. But, December, January & February are the coldest months during morning time it is in the range of 6.2oC to 30.3oC with a mean daily temperature of 19.8Co. The topography of Jimma consists of escarpments and alluvial plains, within the city boundary ranges from the lowest 1720m MSL of the airfield (Kitto) to the highest 2010m MSL of Jiren. As shown below Jimma City is grouped between 1500-2000m elevations that cover 0.52% of the considered area. According to the current structural plan (master plan) JCA is cover 0.66% Area of the Jimma Zone.

3.3. Research Design

A research design is the organization of parameters for data collection and analysis to balance procedural economy with relevance to the study goal (Kothari, 2004). According to McDaniel and Gates (2006), a research design is also a strategy for the study that specifies the steps the researcher will take to accomplish the research objective and test the hypothesis. The researcher employed a descriptive and explanatory research design for the study's objectives. The explanatory research design was used to study the relationship between the independent variables (dimensions of organizational culture) and the dependent variable (employee commitment). Descriptive research aims to describe the information about the topic.

3.4. Research Approach

Research approaches are plans and procedures for conducting studies that specify the progression from general hypotheses to specific techniques for gathering, analyzing, and interpreting data (Creswell, 2014).

According to Christensen and Johnson (2014), three approaches are used in business and social science research: quantitative, qualitative, and mixed research approaches. Quantitative research approaches involve the compilation of numerical data, while qualitative research approaches entail the collection of non-numerical data in the form of words and images. Mixed research is developed based on the collection of numeric and non-numeric data (Hesse-Biber & Johnson, 2015). For this study both quantitative and qualitative research approach were used to investigate the effect organizational culture had on employee commitment, as the quantitative technique helps to explore, present, describe, and examine relationships and trends within data, and it also helps to answer the research questions and achieve the objectives of the study.

3.5. Target Population

According to Bell and Waters (2014), the term "population" refers to the entire group of people or units that the researcher is interested in as well as those to who the results of the study can be applied generally. Population is the entire group of people being examined, from which samples are taken (Sekaran, 2016). The Jimma city administration consists of thirty sectors headed by the city mayor and five main departments: finance and economics, health and education, planning and construction, environmental and social protection, and security and administration.

According to Jimma City administration public sector statistics from 2022, there are 1757 total employees in all of these departments (N=1757).

3.6. Sampling Technique and Sample Size Determination

3.6.1. Sampling Technique

The sample selection process for this study involved using a stratified sampling method, which entailed dividing the Jimma city administration sectors into distinct strata. This approach was employed to ensure that survey questionnaires were distributed in a manner that captured employees' perceptions of organizational culture and their commitment to the organization. By employing stratified sampling, the study aimed to include representative units from each stratum or division within the sample. This technique was favored due to its ability to reduce bias when dealing with the population and its suitability for the specific characteristics of the population. The employees were classified based on their respective sectors, and random samples were drawn from each stratum. The research employed proportionate stratification, which involved determining the sample size for each stratum based on its proportion to the total population.

3.6.2 Sample Size Determination

According to Denscombe (2014), sample size is the number of components taken from a given population. Under the Jimma City administration, the mayor of the city oversees thirty sectors. The number of employees varies per organization. The entire Jimma city administration as a sector has answered the surveys as respondents. Since the city administration is the primarily responsible entity, the student researcher chooses all of its departments. The study population typically includes 1757 employees. The student researcher determined the sample size using the Yemane formula. The sample size was determined using this formula, $e = 0.05$, at a 95% level of confidence and a 5% margin of error. And where n is the sample size, N is the population size, and e is the degree of precision (Yemane, 1967).

The formula is:
$$n = \frac{N}{1 + N(e)^2}$$

Where, n = Number of Samples

N = Total Population

e = error = 0.05

Therefore, $n = \frac{1757}{1+1757(0.05)^2} = 326$. Based on the above formula the student researcher selected 326 respondents from all sectors. To select respondents from each sector the following formula was applied (C.R.Kothari, 1990) $n_1 = n\left(\frac{N_i}{N}\right)$.

Where,

n_1 = Sample in Sector one

N_i = Strata Population One

N = Total Population

Table 1: Summary of Sample Size Determination

No	Name of Department (Strata)	Total Number of Employees	Percentage of each stratum	Samples Size, $n_1 = n\left(\frac{N_i}{N}\right)$.
1	Finance and Economics department	330	0.187	$326\left(\frac{330}{1757}\right) = 61$
2	Health and Education department	443	0.252	$326\left(\frac{443}{1757}\right) = 82$
3	Planning and construction department	588	0.334	$326\left(\frac{588}{1757}\right) = 109$
4	Environmental and social protection department	279	0.158	$326\left(\frac{279}{1757}\right) = 52$
5	Security and Administration department	117	0.067	$326\left(\frac{117}{1757}\right) = 22$
	Total	1757	1	326
Source: Jimma City Administration Public Sectors (2022)				

➤ **Finally, the sample size of the study was 326 key respondents.**

3.7. Types and Sources of Data

There are two categories of data sourcing. These two types of data sources primary data and secondary data are used to gather accurate and clear information on the subject being discussed. To achieve the best results, both primary and secondary data were used.

Primary data sources: These types of data are original and gathered by the first user of the data through survey questions from the sample respondent (N=326) in the Jimma city administration sectors.

Secondary data sources: Secondary data was found in published or unpublished sources like newspapers, organizational manuals, magazines, and annual reports of JCA sectors.

3.8. Method of Data Collection

The study was conducted using primary data and interviews to conclude. The data-gathering tools for this study were a questionnaire and an interview.

3.8.1. Questionnaires

The primary source of data for this research was collected from Jimma City administration employees through standard survey questionnaires. First, the researcher informed the respondents that the utilization of the data is confidential and is used only for academic purposes. Before distributing the whole questionnaire, a pilot test was conducted on a few respondents to understand further comments on the design questionnaire. After that, the questionnaire was distributed to all respondents by the researcher himself and it will be given seven days to fill out the entire questionnaire. The researcher was given his contact address to support respondents with any difficulty when they fill out the questionnaire. After seven days the researcher was collected and checked for completeness immediately and the researcher was contacted again to respondents that fall to fill properly. The secondary data was gathered from secondary sources by reviewing both published and unpublished documents such as journals, articles, internet browsers, manuals or guidelines, magazines, books, and a variety of annual reports and other publications.

3.8.2 Interview

The main advantage of interviews is their value in obtaining in-depth knowledge about personal feelings, perceptions, and opinions. It gets a high response rate and enables asking more in-depth questions. A semi-structured interview was undertaken to ascertain how well the participants understand the idea of organizational culture as a factor in employee commitment. Focus group discussion (FGD): It is also essential in triangulating the ideas of different informants.

3.9. Method of Data Analysis

Different statistical techniques were used to evaluate and interpret the data that was gathered from primary sources using questionnaires from respondents. Statistical Package for the Social Sciences (SPSS) version 24 was used to summarize and analyze the collected data using descriptive and inferential statistics. Using descriptive statistics like frequencies, percentages,

means, and standard deviations, the demographic data of the study sample was examined. Tables are also going to be used to make the survey results easier to understand and compare. The data collected from parts two and three of the survey, which were scored on a 5-point Likert scale, was examined using inferential statistics, such as Pearson correlation and regression analysis.

The researcher used the Pearson correlation to examine whether there was a relationship between organizational culture (training and development, effective communication, reward and recognition, adaptability, and employee empowerment) and employee commitment. The study aimed to determine the types of organizational cultures that have a greater effect on employee commitment. To test the hypothesis and achieve this goal, regression analysis was employed.

Additionally, this study used multiple regression analysis to look at how organizational culture dimensions (the independent variables) affect employee commitment (the dependent variable). Because of this, multiple regression analysis was utilized to determine how one or more predictor factors affect the dependent variable. To determine the analysis of variance on dependent variables, the researcher employed several linear regression models, including the R-squared and the ANOVA.

3.10. Relevance of the Denison Model to the Study

The Denison model of organizational culture is highly relevant to the study on the impact of organizational culture on employee commitment in the Jimma City Administration sector. The Denison model provides a comprehensive framework for understanding and assessing organizational culture, which can help to analyze and measure the specific organizational culture traits that influence employee commitment.

The Denison model focuses on four key dimensions of organizational culture: involvement, consistency, adaptability, and mission. These dimensions align with the specific traits that are investigated in the research: training and development, effective communication, adaptability, and employee empowerment.

The involvement dimension of the Denison model emphasizes employee participation and engagement in decision-making processes. This dimension relates to the research objective of exploring the impact of employee empowerment on employee commitment. By assessing the level of employee involvement in Jimma City Administration sector, to evaluate its influence on employee commitment.

The consistency dimension of the Denison model relates to the values, norms, and behaviors that are shared and practiced within an organization. This dimension aligns with the research objective of examining the alignment of organizational values with the personal values of employees. By evaluating the level of consistency in the Jimma City Administration sector, it is possible to determine its impact on employee commitment.

The adaptability dimension of the Denison model focuses on an organization's ability to respond and adapt to changes in the external environment. This dimension resonates with the research objective of exploring the impact of adaptability on employee commitment. By assessing the level of adaptability in the Jimma City Administration sector, we can analyze its influence on employee commitment.

Overall, the Denison model provides a relevant framework for understanding and assessing organizational culture, allowing the study to effectively investigate the impact of specific organizational culture traits on employee commitment in the Jimma City Administration sector. It helps to establish a strong theoretical foundation for the research and guides the data analysis and interpretation.

3.11. Model Specification

A model specification can be defined as the exercise of formally stating a model i.e. the explicit translation of theory into mathematical equations involves using all the available relevant theory research and information and developing a theoretical model. Multiple regression analysis was used to understand how one or more predictor variables influence the dependent variable. That is, this analysis enabled the study to understand the extent that the independent variables affect the prediction of the dependent variable. Thus, a multiple regression model was used in this study to examine the effect of organizational culture on employee commitment.

In this regard, organizational culture was the independent variable while employee commitment is the dependent variable.

The multiple regression equation for predicting the dependent variable (EC) can be expressed as follows:

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \beta_5 x_5 + \varepsilon$$

Where: Y= Dependent variable (employee commitment)

β_0 = Constant

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

X1 = Effective communication

X2 = Employee empowerment

X3 = Adaptability

X4 = Training and development

X5 = Reward and recognition

ϵ = error term

3.12. Measurement

The researcher employed survey questionnaires as the primary data collection tool to measure the independent variable of organizational culture and the dependent variable of employee commitment. The survey questionnaires were chosen because they allow respondents to consider the questions, provide a quick method of data collection, and are cost-effective. The questionnaire used in this study was closed-ended and self-administered, involving 326 respondents. The instrument consisted of four parts.

The first part was the introduction, while the second part focused on the respondents' general demographic profile. The third part measured organizational culture using standard questionnaires adapted from the Denison Organizational Culture Survey (DOCS, 2011). The standard questionnaire aimed to assess five organizational culture traits: effective communication, training and development, employee empowerment, adaptability, and reward and recognition. Respondents were asked to express their level of agreement or disagreement on a 5-point Likert scale, where (1) = strongly disagree, (2) = Disagree, (3) = neither agree nor disagree, (4) = Agree, and (5) = strongly agree.

Additionally, the fourth part of the instrument measured employee commitment using the Organizational Commitment Questionnaire (OCQ) developed by Mowday, S., (1979). This instrument comprised 15 items that gauged the employees' level of identification with their organizations on a 5-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The Likert scale method was employed for several reasons: (i) it allows respondents to easily choose the option that best aligns with their opinion, (ii) the Likert scale is widely used and easily understood in survey collection, (iii) responses can be quantified, enabling respondents to indicate their degree of agreement, and (iv) it provides a quick, efficient, and cost-effective method of data collection.

3.13. Validity and Reliability of the Instrument

3.13.1. Validity

The data collection instrument was checked for its validity by the advisors of this research. Peer discussion is also another way of checking the appropriateness of questions. Moreover, pilot tests were conducted before the actual data collection which can help to get valuable comments. Furthermore, to test the construct validity, the correlation coefficient for the independent and dependent variables will be calculated to ensure that independent variables are positively related to the dependent variables, thus the independent variables can be considered as a good measure of employee commitment. In addition, all reference materials are acknowledged with proper citation, and confidentiality of data will be maintained throughout the process.

3.13.2. Reliability

The survey instrument undergoes a thorough examination of its reliability. According to Hair et al. (2007), reliability assesses the degree to which variables or sets of variables consistently measure what they are intended to. To gauge the internal consistency of the questionnaire, reliability analysis is employed. Various methods exist for testing reliability, but for this particular study, Cronbach's alpha is deemed appropriate. Cronbach's alpha is the most widely used measure for evaluating internal consistency and reliability. As stated by George & Mallery (2003), a Cronbach's alpha coefficient value of above 0.7 is considered acceptable, indicating a satisfactory level of internal consistency and reliability.

Table 3-1 Reliability Test for organizational culture and Employee Commitment

Variable Naming	Labeled variables	Cronbach's Alpha	Number of items
EfC	Effective Communication	0.711	6
TrAdev	Training and Development	0.778	6
RewARec	Reward and Recognition	0.733	6
EmplEmpo	Employee Empowerment	0.702	5
Adap	Adaptability	0.724	5
OrgCul	Organizational Culture	0.889	28
EmpCom	Employee Commitment	0.719	15
The total test scale	Dependent and independent variable items	0.913	43

Source: own computation based on survey data, 2023

3.14. Ethical Consideration

The student researcher was taken the ethical considerations from Jimma University to keep the confidentiality of the respondents to do so. Participation in surveys is voluntary, falsification and misinterpretation of data was avoided and works of other researchers and authors used in research are referenced using the APA referencing system. Finally, any types of communication to the research were done with honesty and transparency and also exclude misleading information. As well as representation of primary data findings in a biased way was avoided.

CHAPTER FOUR

4. RESULT AND DISCUSSION

4.1 Introduction

In this chapter, the data collected through different data collection methods and tools are discussed and analyzed carefully to know the effect of organizational culture on employee commitment. It provides presentation, analysis, analysis of reliability and validity, descriptive statistics about the variables, and analysis of inferential statistics results as well as the participants' biographical data. The data concerning organizational culture and employee commitment gathered through closed structured questions are presented and analyzed to provide in-depth explanations and give answers to the research questions presented in chapters one. The Statistical Package for Social Sciences (SPSS) is also used for processing and analyzing the data obtained from questionnaires. The information gathered through interviews is also used to complement the data collected through questionnaires. The data presentation is done in such a way that the response questions and data are grouped according to the respective research questions. Given that, the responses are presented in descriptive and econometric parts as follows.

4.2 Descriptive analysis

The researcher has collected a wide range of demographic and socio-economic information which is essential to the interpretation of the findings and the understanding of the results of the study on the effect of organizational culture on employee commitment.

4.2.1 General Information and Response Rate of Respondents

Total Questionnaires Distributed	Questionnaires Returned	Questionnaires not returned	Questionnaire not correctly completed	Usable Questionnaires	Response rate
326	323	3	4	319	97.9%

This section summarizes the response rate and the demographic characteristics of the respondents, which include age, gender, marital status, and educational level, position in the sector, work experience, and salary scales. The researcher distributed 326 questionnaires to Jimma City administration employees. As shown in Table 4.1 below, Among 326 questionnaires, only 319 (97.9%) were correctly filled in, while the rest 7 questionnaires which include 4(1.23%) questionnaires were returned with incomplete responses and the remaining 3 (0.92%) questionnaires were not returned. According to Mugenda and Mugenda (2003), a response rate of $\geq 70\%$ is advisable for reporting and analysis. Based on this assertion, the response rate (97.9%) for the data-gathering instrument was enough. Thus, the result analysis in this study was based on data from 319 questionnaires. Whereas, the purpose of the demographic analysis in this research is just to describe the characteristics of the sample population. Descriptive statistics have been done using frequency counts and percentages for the demographic information. The result of the analysis is presented here below in Table 4.1:

Table 4-1 General Information and Response Rate of Respondents

Demographic Profiles	Category	Frequency	Percent
Age of the respondents	Between 18 -28years	73	22.4
	29 – 39 years	171	52.5
	40 – 50 years	69	21.2
	Above 50years	6	1.8
	Total	319	97.9
	Missing	7	2.1
	Total	326	100.0
Gender	Female	70	21.5
	Male	249	76.4
	Total	319	97.9
	Missing	7	2.1
	Total	326	100.0
Marital status	Single	70	21.5
	Married	223	68.4
	Divorce	21	6.4
	Widow	5	1.5
	Total	319	97.9
	Missing	7	2.1
	Total	326	100.0

Educational Level	Diploma	81	24.8
	1st Degree	169	51.8
	Masters	69	21.2
	Total	319	97.9
	Missing	7	2.1
	Total	326	100.0
Position in the Sectors	Management	8	2.5
	Non-management	311	95.4
	Total	319	97.9
	Missing	7	2.1
	Total	326	100.0
Work Experience	0 – 5 years	168	51.5
	6 – 10 years	101	31.0
	11 – 20 years	39	12
	Above 20 years	11	3.4
	Total	319	97.9
	Missing	7	2.1
	Total	326	100.0
Salary Scales	601 – 1650birr	1	0.3
	1651 – 3200birr	55	16.9
	3201 – 5250birr	185	56.7
	5251 - 7800birr	60	18.4
	7801 – 10900birr	10	3.1
	Above 10900birr	8	2.5
	Total	319	97.9
	Missing	7	2.1
	Total	326	100.0

Source: own computation based on survey data, 2023

As depicted in Table 4.1 seven of the respondents from the total sample of 326 which is 2.1% did not give their response to the questionnaires which is missed items in all categories, merely 319(97.9%) gave the full attempt to the questionnaires. With the above-given information as can be seen in Table 4.1 depending on only 319(97.9) respondents interpretation is given as follows; only 6 (1.8%) respondents have above 50 years old. The majority of 171(52.5%) respondents fall into the age group between 29-39 years, and next to this, the age group between 18-28 yields 73 (22.4%). Whereas the other 69(21.2%) of respondents are in the age group between 40-50 years. The sex composition depicts that 249 (76.4%) of the employers who participated in the

study were male and 70 (21.5%) of respondents were female employees. This implies that male employers are dominant in the selected study area and the selected population group. In addition to the above sex composition majority, 223 (68.4%) of respondents are married whereas 70(21.5%) are single. Whereas the remaining such as divorce and widowed respondents show 21(6.4%), and 5(1.5%) respectively. One can conclude that the majority of the respondents have established their own families. It implies that being married the majority has at least a little impact on the work-life balance as well as financial matters of these members. Regarding the educational level of respondents, table 4.1 shows that 81 (24.8%) were diploma holders, 169(51.8%) were 1st-degree holders, and 69 (21.2%) were master's holders.

From this data, one can infer that the majority of respondents above 50% of the sample population were first-degree holders. Jimma City administration has a fairly educated employee in the specified place. Even though, the majority of participants depicts in Table 4.1 of the study 311 (95.4%) were non-management officers whereas 8 (2.5%) were management officers. This implies that the majority of the sample population was non-management officers. Regarding the work of experience the majority of the respondents which was 168 (51.5%) respondents have less than 5 years of experience, secondly, 101 (31.0%) respondents have 6 – 10 years of service. Thirdly the respondents 39 (12.0%) have 11 - 20 years of service. Lastly, the more experienced employee which was 11(3.4%) of the respondents have more than a service of 20 years. This helps to show how much the respondents know about the institution and its activities. On the other hand, these members have got different pieces of training in their past job careers and developed some organizational commitment. Therefore, it implies the institution needs to work on how to retain those experienced employees.

The table also shows the monthly income of respondents in a customer currency. Only 1(0.3%) of the respondents has an income lower than 1650 Ethiopian birr. Among the respondents,55 sample employees which were (16.9%) of respondents fall into the salary scale of 1651 – 3200birr per month. Whereas 60 (18.4%) respondents have an income between 5251-7800 birr salary per month. The majority of respondents 185 (56.7%) of the total sample have fallen into the salary scale between 3201 – 5250 birr per month. The other 10 (3.1%) of respondents lay between 7801-10900 birr monthly salary. The last and most payable individual respondents are 8(2.5%) with a monthly salary of more than 10900 birrs. This implies that despite of majority

respondents having several years of experience in the institution and at least a first-degree educational level, 56.7% of them have incomes of less than 5250 birr per month.

4.2.2 Descriptive analysis on organizational culture measures and employee commitment

Before testing the hypothesis, mean and standard deviation were computed. The mean, or the average, is a measure of central tendency and the standard deviation is a measure of dispersion (Sekaran & Bougie, 2016). Tables 4.2 and 4.3 show the mean and standard deviation for all the research variables.

Table 4-2 Mean and Standard Deviation for Organizational Culture

Descriptive Statistics							
	N	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance
Effective Communication	319	3.00	5.00	1358.00	4.2571	.29632	.088
Training and Development	319	3.00	5.00	1372.17	4.3015	.33767	.114
Reward and Recognition	319	3.00	5.00	1366.50	4.2837	.34603	.120
Employee Empowerment	319	3.00	5.00	1370.20	4.2953	.39962	.160
Adaptability	319	3.00	5.00	1357.80	4.2564	.39055	.153
General	319	3.00	5.00	3,844.934	4.2788	.35404	0.127

Source: own computation based on survey data, 2023

Table 4.2 also shows that training and development has a mean of 4.3015, which is the highest mean compared to the other dimensions of organizational culture. Employee empowerment and reward and recognition have very close means of 4.2953 and 4.2837, following respectively.

Next, effective communication and adaptability have relatively less as compared to the other with a mean of 4.2571 and 4.2564 respectively. However, in general all the independent variables mean showed that Jimma City administration has a high level of organizational culture.

Descriptive Statistics

	N	Range	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance	Rank
Employee Commitment	319	2.00	3.00	5.00	1367.73	4.2876	.28781	0.083	High

Table 4-3 Mean and Standard Deviation for Employee Commitment

Source: own computation based on survey data, 2023

Table 4.3 shows that the general response of the respondents shows a mean value of 4.2876, which indicates that the Jimma City administration has a high level of employee commitment.

4.3. Association between Organizational Culture Dimensions and Employee commitment

The correlation analysis was conducted to know the relationship between organizational culture and employee commitment in the Jimma City administration. The correlation analysis had been undertaken here to know the relationship between each other. The researcher used Pearson bivariate correlation analysis to find out whether the dependent variables of employee commitment are correlated with each independent variable including effective communication, training and development, reward and recognition, employee empowerment and adaptability, or not. Correlation analysis is a parametric technique used to indicate the relationship of one variable to another and can be considered as a standardized covariance that shows the extent to which a change in one variable corresponds systematically to a change in another (Zikmund, Carr, & Griffin, 2013). This study employed correlation analysis, which investigates the strength of the relationships between organizational culture dimensions (effective communication, training and development, reward and recognition, employee empowerment and adaptability) and employee commitment. The strength of the relationship between the variables is obtained through Pearson product-moment correlation coefficient ‘r’. The value of Pearson product-

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

4.3.1 Pearson Correlation analysis

The relationship of the variables is expressed by value within the range of -1.00 to + 1.00 as Pearson product-moment correlation technique indicates. Pearson correlation coefficient will be +1 in the case of a perfect increasing (positive) linear relationship (correlation) -1 and 1 in all other cases indicating the degree of linear dependency between variables. To determine the relationship between the five organizational cultural dimensions (i.e effective communication, training and development, reward and recognition, employee empowerment and adaptability) and employee commitment, the Pearson correlation was computed Table 4.4, presents the results of the Pearson correlation matrix on the relationship between the organizational culture dimensions (i.e. effective communication, training and development, reward and recognition, employee empowerment and adaptability) and employee commitment. According to Cramer (2003) Strength of the relationship was $r=0.10$ to 0.29 is a weak relationship; $r = 0.30$ to 0.49 is a medium correlation and $r = 0.50$ to 1.0 is a strong relationship among variables. If there is too much correlation, a value greater than 0.9 , means absolute correlation, and significantly less than 0.05 is significant, and above 0.05 values is insignificant. As with Cramer, pearson’s correlation is the ratio of the variance shared by two variables. These results are presented in Table 4.4.

Table 4-4 Pearson Correlation analysis

		Correlations					
		Effective Communication	Training and Development	Reward and Recognition	Employee Empowerment	Adaptability	Employee Commitment
Effective Communication	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	319					
Training and Development	Pearson Correlation	.534 ^{**}	1				
	Sig. (2-tailed)	.000					
	N	319					
Reward and Recognition	Pearson Correlation	.431 ^{**}	.466 ^{**}	1			
	Sig. (2-tailed)	.000	.000				
	N	319	319				
Employee Empowerment	Pearson Correlation	.394 ^{**}	.477 ^{**}	.278 ^{**}	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	319	319	319			
Adaptability	Pearson Correlation	.418 ^{**}	.555 ^{**}	.387 ^{**}	.586 ^{**}	1	
	Sig. (2-tailed)	.000	.000	.000	.000		

	N	319	319	319	319	319	
Employee Commitment	Pearson Correlation	.542**	.691**	.540**	.687**	.788**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	319	319	319	319	319	
**. Correlation is significant at the 0.01 level (2-tailed).							

Source: own computation based on survey data, 2023

The Correlations between Dimension of Organizational Culture and Employee Commitment. The relationship between effective communication culture and employee commitment. As we can observe in Table 4.4, can infer that there is a strong relationship between employee commitment and effective communication culture ($r=0.542$, $p<0.01$). This indicates the commitment score of Jimma City administration employees correlated with the effective communication culture score of 0.542. That is, employee commitment score correlated with effective communication culture has positive relation though it is significant.

The relationship between training and development culture and employee commitment is significant ($r=0.691$, $p<0.01$). The relationship between employee empowerment and employee commitment is also significant ($r=0.687$, $p<0.01$). The relationship between adaptability culture and employee commitment is significant ($r=0.788$, $p<0.01$). The relationship between reward and recognition culture and employee commitment is significant ($r=0.540$, $p<0.01$). Overall, there is a strong relationship between employee commitment and effective communication, training and development, reward and recognition, employee empowerment, and adaptability culture. Adaptability culture has the strongest positive correlation with employee commitment. Based on these results, it can be concluded that employee commitment is influenced by the organizational culture of the Jimma City Administration. All variables have a positive and significant relationship. The researcher raised various open ended questions based on dimensions of organizational culture and employee's commitment for the leaders and management of employee of Jimma city administration, to support results from the sample survey. Interview results from the management side indicate that the organization encompasses training and development,

effective communication, reward and recognition, adaptability and employee empowerment in a positive aspect with its employee commitment.

In addition the results from management tend to take side with employees are satisfied with organizational culture and other different factors. On the other hand interview results from representatives of employees go against with the management, and they said majority of the above culture dimensions were existed in the organization culture and that effect on their job commitment, like the management was given attention to the detail of job they committed, they are treated fairly, and they are encourage to take risk and try new things in committing their job.

According to interviewers the main objectives of the organization was enhanced the knowledge or skill or employees in various fields thereby to enhance the competitiveness of the organization. In addition to the above objectives, among interviewers some of the respondents replied that the organization offered organizational culture for its employee in order to enhance employee commitment. Most of the respondents said that different new reform types of organization culture like training and development, effective communication, reward and recognition, adaptability and employee empowerment have been given, which can support their employees for their actual work.

All of top management as well as leaders who were interviewed responded to have organized training to the employees under their respective process or sub-process or service team. Almost all of the interviewers replied the training approaches used were on-the-job and off-the job training either separately or in combination as deemed necessary. The respondents have the opinion that in addition to short- term trainings, the organization should also provide long-term organization training opportunities to further enhance competitiveness as well as maximize employee commitment. Majority of them said giving a training to their employees was to upgrade the skills, knowledge, capabilities, and attitude of the employees in the area which the employees had deficiency. Therefore, the organization was more focused and offered training on reform job areas and operational job areas, which have significant effect on employee's commitment.

Generally by aggregating interview results from both side and sample survey result, the researcher concludes that in the organization, employees tend to agree that dimensions were exist in the organization, so that it contributes for high level of employee's job commitment.

4.4 Validity and Reliability Analysis

According to Heale & Tulycross (2015), the term validity refers to the extent to which a questionnaire or instrument, a concept is accurately measured in a quantitative study. After designing an instrument, the validity and appropriateness of the questionnaire would be seen by an advisor of this study. Also, the researcher asked for feedback and comments from instructors. Based on the collected data, information, and comments the researcher made all the necessary amendments and eliminated unclear words for the main study. Reliability analysis is very important in research and is widely used to measure the accuracy of the study. The most common type to measure the internal consistency of items in the questionnaire is their reliability which is commonly called Cronbach's alpha. The coefficient tells how closely related a set of items are as a group. George and Mallery (2003) provide a rule of thumb: if the alpha value > 0.7 is acceptable, whereas if the alpha value is less than 0.7 it is questionable and not advising. Therefore, to test the internal consistency of the instrument, the researcher collected the data from the pilot study sample respondents and coded it in SPSS Version 25 and test coefficient alpha.

Table 4-5 Reliability Test for organizational culture and Employee Commitment

Variable Naming	Labeled variables	Cronbach's Alpha	Number of items
EfC	Effective Communication	0.711	6
TrAdev	Training and Development	0.778	6
RewARec	Reward and Recognition	0.733	6
EmplEmpo	Employee Empowerment	0.702	5
Adap	Adaptability	0.724	5
OrgCul	Organizational Culture	0.889	28
EmpCom	Employee Commitment	0.719	15
The total test scale	Dependent and independent variable items	0.913	43

Source: own computation based on survey data, 2023

Table 4.5 depicted that, Cronbach's alpha for effective communication, training and development, reward and recognition, employee empowerment and adaptability items of the

values of Cronbach α is, 0.711, 0.778, 0.733, 0.702, and 0.724 respectively. Therefore, the reliability is good and acceptable. Whereas, the output of the test as indicated by Cronbach's alpha for the independent variable (organizational culture) and dependent variable (employee commitment) is 0.889 and 0.719 respectively. Finally, the total test scale of Cronbach α is 0.913, for the entire questionnaire which indicates excellent reliability. Therefore, as per George and Mallery, the overall result shows that the questionnaire was reliable.

4.5. Statistical Analysis

Under this analysis section, the multiple linear regression model was employed to identify the effect of organizational culture on employee commitment: the case of the Jimma City administration. The multiple linear regression model is the multivariate statistical tool used to analyze the relationship between the dependent variable (employee commitment) and the independent variables (organizational culture) namely; effective communication, training and development, reward and recognition, employee empowerment, and adaptability. The multiple linear regression model helps to analyze Likert scale close-ended questionnaires. However, before going to analysis, it is better to see the goodness of fit of the model, multicollinearity, and model specification diagnoses test must be done to avoid variables that may affect the model output.

4.5.1 Multicollinearity Tests

Multicollinearity is a phenomenon in which two or more independent variables in a multiple linear regression model are highly correlated, meaning that one can be linearly predicted from the others with a substantial degree of accuracy. Therefore, to test the multicollinearity effect in the model, this study used the Variance Inflation Factor estimator (VIF). When the VIF value of a given independent variable is less than 10 the variable reflects no multicollinearity problem. Tolerance is defined as $1/VIF$, It is indicated by many researchers to check the degree of collinearity. The decision rule whose tolerance value is less than 0.1 shows the possible existence of a multicollinearity problem. So, in the below table the tolerance values of each independent variable greater than 0.1 show that do not reject the null hypothesis, there is no multicollinearity between each independent variable. Similarly, the tolerance of these all variables is more than 0.5. This indicates that the assumption for multicollinearity is satisfied and there by the

researcher concludes, the multicollinearity tests for all independent variables assured that there is no such problematic multicollinearity that could be a threat to the estimation of the results of the model. As a result, all five explanatory variables were entered into the multiple linear regressions to identify the effects of organizational culture on employee commitment in the case of the Jimma City administration.

Table 4-6 Multicollinearity test

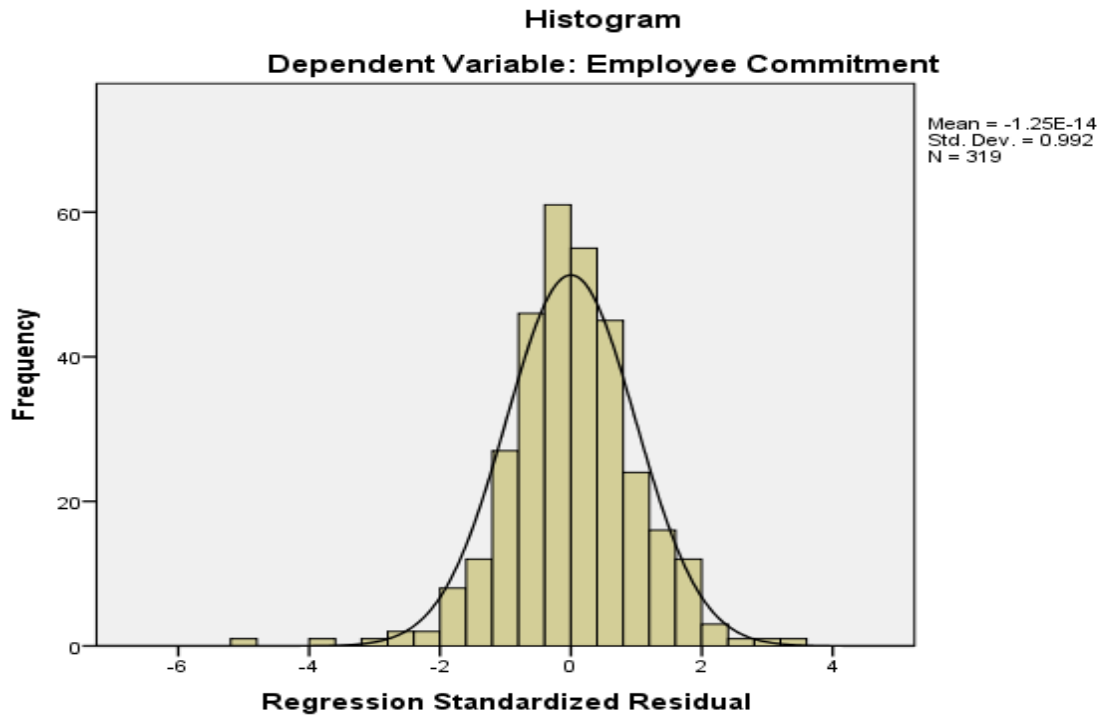
Model	Collinearity Statistics	
	Tolerance =1/VIF	VIF
Effective Communication	0.649	1.541
Training and Development	0.536	1.867
Reward and Recognition	0.721	1.386
Employee Empowerment	0.613	1.632
Adaptability	0.542	1.846

Source: Own computation based on survey data, 2023

4.5.2 Normality test

It is important to check the distribution of the error term or the disturbance term before going to discuss the regression result. To check the normality of the distribution of the error term or the disturbance term it is better to look at the histogram. Normality is mainly used to describe the bell-shaped curve, which has the greatest frequency of scores in the middle with smaller frequencies towards the extremes. It fulfills the assumption that the scores on ordinal variables are normally distributed about the mean (i.e., the bell-shaped distribution). The histogram of a variable needs to have a roughly symmetrical bell-shaped curve. Accordingly, the normality of the data of the standardized residual seems as follows:

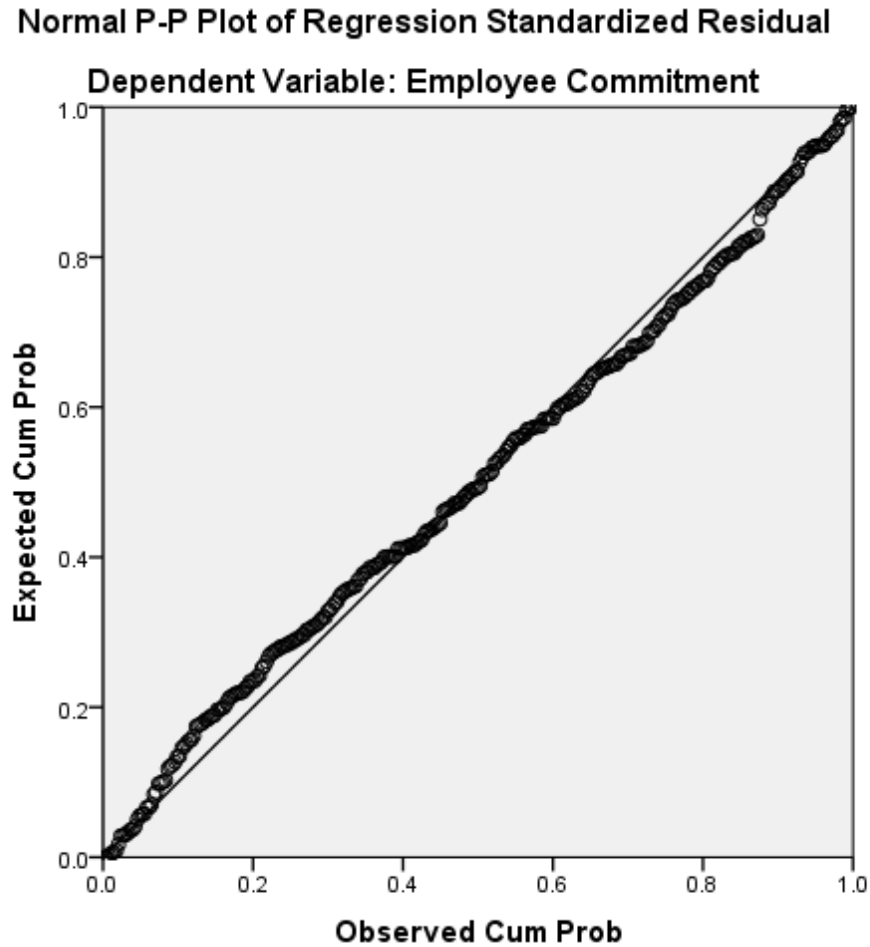
Figure 1 Histogram of Standardized Residual



Source: Own computation based on survey data, 2023

As can be seen in the above figure 1 the histogram is a perfectly smooth normal curve. One can conclude that the variables of interest are normally distributed. An alternative graphical method of assessing normality to the histogram is also the normal probability plot. So, this is applied in the study to check whether the data comes from the normal distribution and has been presented as follows:

Figure 2 Normal P-P plot of Regression Standardized Residual



Source: Own computation based on survey data, 2023

As can be seen in Figure 2, the P-P plot compares the observed cumulative distribution function (CDF) of the standardized residual to the expected CDF of the normal distribution. The P-P plot tests the normality of the residuals, not the predictors. Accordingly, the points have fallen more or less on a straight line to the diagonal line. This indicates that the data are normally distributed. Therefore, the researcher concludes that the data satisfies the assumption of normality.

4.6 Regression Analysis

Regression analysis is a way of studying and modeling the relationship between a dependent variable and one or more independent variables. It's a way to find out how a certain thing is affected by different factors. As a result, a multiple linear regression was used to show the effect

of organizational culture on employee commitment. It also shows how much variation there is between variables.

4.6.1 Model summary

Table 4-7 Regression Model Summary

Model summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.890 ^a	.792	.788	.13246	2.252

a. Predictors: (Constant), Adaptability, Reward and Recognition, Effective Communication, Employee Empowerment, Training and Development

b. Dependent Variable: Employee Commitment

Source: Own computation based on survey data, 2023

Based on Table 4.7 above, the regression model justifies that the R-value of 0.890 indicates that there's a strong correlation between organizational culture and employee commitment. It also explains to what extent the variance of one variable explains the variance of another variable. The R-square is 0.792, meaning 79.2% of the variation in commitment is explained by the explanatory variables in the model while the remaining 20.8% of the variation of the employees' commitment in Jimma City administration is explained by other factors which are not included in the model. The adjusted R-square of 0.788 proves that most of the organizational culture dimensions included in the model were relevant in explaining commitment. All in all, there's a strong connection between the two.

4.6.2 Analysis of Variance (ANOVA)

Analysis of variance (ANOVA) is a way of breaking down the differences between groups in a sample. It divides the total variance of a variable into parts that are attributable to different sources and tests whether two or more population means are equal. It's an extension of the t-test, which looks at the differences between two means.

Table 4-8 ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.849	5	4.170	237.650	.000 ^b
	Residual	5.492	313	.018		
	Total	26.341	318			

a. Dependent Variable: Employee Commitment

b. Predictors: (Constant), Adaptability, Reward and Recognition, Effective Communication, Employee Empowerment, Training and Development

Source: Own computation based on survey data, 2023

In the above ANOVA Table 4.8, F value =237.650p=.000 was statistically significant at $p < 0.05$ level of significance. This indicates that the organizational culture dimension has statistically significant effect on employee commitment in the Jimma City administration. Therefore, significance level is 0.000 which is less than 0.05. This shows that the model was statistically significant at the 5% level of significance. Therefore, the regression model is suitable for explaining the effect of organizational culture dimensions on employee commitment.

4.6.3 Multiple Linear Regression Coefficients

The regression coefficient is useful to identify the relationship between a dependent variable and one or more independent variables. A model of the relationship is hypothesized, and estimates of the parameter values are used to develop an estimated regression equation. Various tests are then employed to determine if the model is satisfactory. If the model is supposed satisfactory, the estimated regression equation can be used to predict the value of the dependent variable given values for the independent variables.

Table 4-9 Regression Coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.453	0.125		3.616	0.000		
	Effective Communication	0.074	0.031	0.076	2.386	0.018	0.649	1.541
	Training and Development	0.181	0.030	0.212	6.020	0.000	0.536	1.867
	Reward and Recognition	0.144	0.025	0.173	5.699	0.000	0.721	1.386
	Employee Empowerment	0.189	0.024	0.262	7.961	0.000	0.613	1.632
	Adaptability	0.308	0.026	0.418	11.918	0.000	0.542	1.846

a. Dependent Variable: Employee Commitment

Source: Own computation based on survey data, 2023

The regression result presented in Table 4.9 above shows the relative contribution of each of the organizational culture factors on employee commitment. Unstandardized regression coefficients indicate how much one-unit change in the independent variable predicts the outcome (dependent) variable. Regarding the regression coefficient above, the constant value indicates, if all independent variables (effective communication, training and development, reward and recognition, employee empowerment and adaptability) constant at the value of zero, employee commitments account for 0.453. Holding all the other independent variables constant, a percentage increase in effective communication would lead to a 7.4% increase in employee commitment and one can infer that effective communication has a significant effect on employee commitment but little effect than other independent variables. The Beta coefficient result of 0.181 is significant in that for a percentage change in the independent variable (training and development), the dependent variable (employee commitment) would change by 18.1%. In

addition, holding all the other independent variables constant, a percentage increase in reward and recognition would lead to a 14.4 % increase in employee commitment. The Beta Coefficient result of 0.189 is significant in that for a percentage change in the independent variable (employee empowerment), the dependent variable (employee commitment) would change by 18.9%. Finally, the finding shows that holding all the other variables constant, a percentage increase in adaptability would lead to a 30.8% increase in employee commitment. From the finding, it is possible to conclude that Adaptability culture had the greatest significant positive effect on employee commitment in Jimma City administration, followed by Employee empowerment, and training and development culture. However, the association between reward and recognition culture and employee commitment was insignificant. According to George and Mallery, 2003, a high beta value (β) and a small p-value (<0.05) indicate the predictor variable has a statistically significant effect on the dependent variable. On the other hand, a small beta value (β) and a high p-value ($p >0.05$) indicate the predictor variable statistically insignificant effect on the dependent variable. The regression result presented in Table 4.9 is summarized in the model specified in the methodology section of this study which is presented as follows.

$$\mathbf{EmplCom = \beta_0 + \beta_1(EfC) + \beta_2(TrAdev) + \beta_3(RewARec) + \beta_4(EmplEmpo) + \beta_5(Adap) + e_i}$$

Therefore, employee commitment (EmplCom) described in the form of the multiple regression equation effective communication (EfC), training and development(TrAdev), reward and recognition (RewARec), employee empowerment(EmplEmpo) and adaptability (Adap) in Jimma City administration would be:

$$\mathbf{EmplCom = 0.453 + 0.074 (EfC) + 0.181(TrAdev) + 0.144 (RewARec) + 0.189(EmplEmpo) + 0.308(Adap) + e_i}$$

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATION

5.1. Summary of finding's

The study hypothesized that there was a statistically significant relationship between effective communication, training and development, reward and recognition, employee empowerment and adaptability with employee commitment in the Oromia regional state, Jimma City administration. Through the descriptive statistical analysis, an overall frequency, percentages, and mean score were computed for each independent variable (effective communication, training and development, reward and recognition, employee empowerment and adaptability) and dependent variable (employee commitment).

The study revealed that the dimensions of organizational culture such as; the mean score for the measures of training and development relatively highest 4.3015, followed by employee empowerment, reward and recognition, effective communication, and adaptability was high but relatively less as compared to raining and development with a cumulative mean value of 4.2953,4.2837, 4.2571 and 4.2564 respectively.

On the other hand, the mean score of employee commitment (4.2876) implies that respondents agreed highly on the commitment measures.

Pearson correlation coefficients were determined to obtain information about the relationships between the dependent (employee commitment) and independent variables (organizational culture). The study revealed that there is a positive and statistically significant relationship between each independent variable and the dependent variable.

Based on the pearson correlation analysis result, all selected organizational culture traits reward and recognition($r=0.540$, $p<0.01$), training and development ($r=0.691$, $p<0.01$), effective communication($r=0.542$, $p<0.01$), employee empowerment ($r=0.687$, $p<0.01$) and adaptability($r=0.788$, $p<0.01$) had a strong level of positive correlation with employee's commitment in the organization and all variables statistically significant with each other.

Multiple regression analysis was used to determine whether the independent variables influenced the dependent variable. R square value from the regression model summary ($R^2 = 0.792$) indicated that 79.2% of the variation in the employee commitment of Jimma City administration can be predicted by the independent variables i.e. effective communication, training and development, reward and recognition, employee empowerment and adaptability. This implied that employee commitment is influenced by 79.2% of the organizational culture and the remaining 20.8% of the variation of employee commitment can be explained by other variables in Jimma City administration. The Analysis of variance (ANOVA) test result revealed that the independent variables statistically and significantly predict the dependent variable ($F = 237.650$, $p < 0.00$). This is to mean that the model was significant and acceptable from a statistical perspective.

The regression analysis result further revealed that the predictor variables of all selected organizational culture traits i.e. effective communication, training and development, reward and recognition, employee empowerment and adaptability had a statistically significant effect on employee commitment at a 95% confidence level, since their p- values are 0.018, 0.000, 0.000, 0.000 and 0.000 respectively and the significance level for them were less than 0.05 ($p < 0.05$). Relatively except effective communication all other independent variables are the most significant variable in the dimension of organizational culture which had a significant effect on employee commitment with a p-value of 0.018 but others with a p-value of 0.000. All alternative hypotheses related to the relationship between the dimensions of organizational culture and employee commitment were accepted and the null hypothesis of all variables was rejected. All the independent variables are significant at $p < 0.05$. As a result, this implies that all selected organizational culture dimensions have a positive significant effect on the level of employee commitment in the Jimma City administration.

5.2. Conclusion

The main objective of the study was to examine the effect of organizational culture on employee commitment in the Jimma City administration. Based on the findings of this study, the following conclusions can be drawn for each specific question:

- ✚ Effective communication has a positive and significant relationship with employee commitment. Employees who have a better understanding of the organization's purpose, goals, and vision are more committed to their work. Effective communication contributes to employee commitment by fostering a sense of involvement and connection to the organization.
- ✚ Training and development have a positive and significant relationship with employee commitment. Employees who receive training and development opportunities are more committed to their work. Training and development contribute to employee commitment by enhancing their skills, knowledge, and job satisfaction.
- ✚ Employee empowerment has a positive and significant relationship with employee commitment. Employees who can make decisions and have input into their work are more committed to their organization. Employee empowerment contributes to employee commitment by giving them a sense of control and ownership over their work.
- ✚ Adaptability has the strongest positive correlation with employee commitment. Employees who work in an adaptable culture, where new ideas, change, and customer feedback are encouraged, are more committed to their work. Adaptability contributes to employee commitment by providing a flexible and innovative work environment.
- ✚ Reward and recognition culture has a positive and significant relationship with employee commitment. Employees who are rewarded and recognized for their work are more committed to their organization. Reward and recognition contribute to employee commitment by increasing job satisfaction and motivation.

Overall, the study found that all organizational culture dimensions (effective communication, training and development, employee empowerment, adaptability, and reward and recognition) have a positive and significant effect on employee commitment in JCA. Adaptability is the most significant independent variable with the highest effect on employee commitment. These findings suggest that improving these aspects of organizational culture can enhance employee commitment in Jimma City Administration.

5.3. Recommendations

Based on these findings, we have several recommendations for Jimma City Administration (JCA):

- Enhance communication channels and practices within the organization. This could include regular team meetings, open-door policies, and clear communication of the organization's goals, vision, and values. A transparent and open communication culture will foster a sense of involvement and connection, leading to higher employee commitment.
- Provide employees with training and development opportunities to enhance their skills and knowledge. This could include workshops, seminars, and professional development programs. By investing in their growth, JCA can increase employee commitment as employees feel valued and motivated to contribute their best.
- Increase employee involvement in decision-making processes and provide them with autonomy and control over their work. This can be done by delegating responsibilities, seeking employees' input, and allowing them to take ownership of their projects. Empowered employees are more committed as they feel a sense of control and pride in their work.
- Create a culture that embraces change, innovation, and customer feedback. Encourage employees to come up with new ideas and adapt to new challenges. By fostering an adaptable culture, JCA can create a more engaging and dynamic work environment that promotes employee commitment.
- Establish a culture of reward and recognition for employees who perform well or go above and beyond their responsibilities. This could include employee recognition programs, performance-based bonuses, or public acknowledgment of achievements. Reward and recognition will increase job satisfaction and motivation, leading to higher employee commitment.

Overall, by focusing on improving these aspects of organizational culture, JCA can enhance employee commitment and create a more engaged and motivated workforce. It is important to

regularly assess and monitor the impact of these interventions to ensure continued improvement in employee commitment.

5.4. Future Research Directions

This particular study was conducted in the Jimma City administration at Jimma Town. Future researchers should also make their research in different organizations and other related sectors by increasing the sample size and diversifying organization types to broaden empirical evidence in the area. Future researchers can also apply various types of organizational culture models formulated by different authors other than the Denison model; therefore, their perspectives regarding organizational culture will be widened. This study is limited to investigating the effect of organizational culture on employee commitment.

- The culture of an organization may affect other aspects of the organization like, job satisfaction, job evaluation, and others. So, the researcher recommended future studies focus on these areas. The current study focused only on the quantitative measure, so future approaches should also include a qualitative inquiry for a better understanding of the issue under study.
- Changes and trends could not be determined due to the lack of previous research using the same approach. As a result, it is suggested that this study be replicated in the future.
- Future researchers can also apply various types of organizational culture models formulated by different authors other than the Denison model; therefore, their perspectives regarding organizational culture will be widened.

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APPENDIX I
Questionnaires
Jimma University
College Of Business and Economics
Departments Of Management MBA Program
Part I: Introduction

Questionnaires to be filled by Jimma City Administration Employees:

Dear participants,

First, I would like to thank you for your time. My name is **Gemechu Nuguse** and I am a postgraduate student at Jimma University College of Business and Economics. For the study “The effect of organizational culture on employee commitment: in the case of Jimma City Administration”. The study is required for the partial fulfillment of the requirements of the Master of Business Administration. The result of the study will assist the case organization (Jimma City Administration) by determining which type of organizational culture has a greater effect on employee commitment and adjusting its focus on the most important organizational culture type. Hence, for this study, your response will be kept confidential and your participation is voluntary. The information you provide and your genuine response will determine the soundness and validity of the finding. Therefore, I kindly request you to fill out the questionnaire carefully as soon as possible. Please mark your response with “x” If you have any questions, please contact me through:

Name: Gemechu Nuguse E-mail: gemechunuguse321@gmail.com Phone: +251925923474

Part II: General Information (Please put an “x” mark in the box that best describes you).

1. Age

Between 18 -28 29 – 39 40 – 50 Above 50

2. Gender Male Female

3. Marital status Single Married Divorce Widow

4. Educational Level

Diploma 1st Degree Masters PhD and Above

5. Position in the Sectors

Managent Non management

6. Work Experience 0 – 5 years 6 – 10 years’ 11 – 20 years > 20 years

7. Salary Scales below 600 601 – 1650 1651 – 3200 3201 – 5250

5251 - 7800 7801 – 10900 Above 10900

Part III: Questions Related to Organizational Culture

The listed below dimensions are enabled us to evaluate employee Commitment in JCA. From those listed factors depending on your experience, please express your opinion on the rate of importance in Organizational culture based on the representative numbers listed below. Please tick the appropriate box (1 = Strongly Disagree, 2 =Disagree, 3=Neutral, 4=Agree, 5 = Strongly Agree)

Table 2: Questionnaires for Organizational Culture English Version

S. N	Dimensions of Organizational Culture	Agreement scale				
		1	2	3	4	5
Effective Communication						
1	Information and knowledge are shared openly in my organization.					
2	My Leaders are willing and open to listening to ideas raised by the subordinates.					
3	Communication between me and other employees is good.					
4	Communication between me and my immediate leader/supervisor is good.					
5	Communication is encouraged in this organization/institution.					
6	Effective teamwork is facilitated through a clear and open					

	communication culture.					
Training and Development						
1	I have adequate opportunities for professional growth in this institution.					
2	The institution has good career prospects for its members.					
3	I am pleased with the opportunities I have to be promoted in this institution.					
4	My leaders“ encourage and support my career development.					
5	I believe this institution offers sufficient mission focus training or related job training for employees.					
6	I received the training which necessarily required doing my job well.					
Reward and Recognition						
1	I receive recognition from my organization/institution when I do a good job.					
2	The reward and recognition given to high-performer employees raise their performance sustainably.					
3	Everybody is treated fairly in my organization.					
4	Employees in my organization get reward/recognition in a timely and meaningful way.					
5	There is a holistic and effective reward system to make employees fully exploit their existing capacity.					
6	My organization /institution values the contribution I make.					
Employee Empowerment						
1	Some employees are empowered in my organization.					
2	Employees in my organization are fully effective in discharging their responsibilities.					

3	My organization has a good culture of empowering employees.					
4	The way of employee empowerment in my organization is fair.					
5	All employees in my organization have equal opportunities for empowerment.					
Adaptability						
1	In my company, new and improved ways to do work are continually adapted.					
2	Different parts of the organization often cooperate to create change.					
3	Employees understand customers' wants and needs.					
4	In my company, Customers' comments and recommendations lead to changes.					
5	In my company, Innovation and risk-taking are encouraged and rewarded.					

Part IV: Employee Commitment

From those listed factors depending on your experience, please express your opinion on the rate of importance in Employee Commitment based on the representative numbers listed below. Please tick the appropriate box (1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5= Strongly Agree)

Table 3: Questionnaires for Employee Commitment English Version

S. N	Employee Commitment	Agreement scale				
		1	2	3	4	5
1	I am willing to put in a great deal of effort beyond the normal expected, to help this organization to be successful					
2	I talk about this organization to my friends as a great organization to work for.					
3	I am glad that I have chosen this organization to work for over others.					
4	I would accept any type of job assignment to keep working for this organization.					
5	I find that my values and the organization's values are very similar.					

6	I am proud to tell others that I am part of this organization.					
7	For me, this is the best of all possible organizations for which to work.					
8	This organization inspires the very best in me in the way of job performance.					
9	I care about the fate of this organization.					
10	I feel very little loyalty to this organization (R)					
11	I could just as well be working for a different organization as long as the type of work was similar. (R)					
12	It would take very little change in my present circumstances to cause me to leave this organization. (R)					
13	There's not too much to be gained by sticking with the organization indefinitely. (R)					
14	Often, I find it difficult to agree with this organization's policies on important matters relating to its employees. (R)					
15	Deciding to work for this organization was a definite mistake on my part. (R)					

Anything you want to add or any opinion you may have on the effect of organizational culture on your commitment please state your comment here.

Thank You for Your Time and Patience to Complete the Questionnaire!

APPENDIX II
JIMMA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION (MBA)

Interview Questions for Key Informants of the Jimma city administration

Dear respondents, I am Gemechu Nuguse, a student with a Master's Degree in Business Administration. The main objective of this questionnaire is to obtain data related to "The effect of organizational culture on employee commitment: in the case of Jimma City Administration". All information you provide to my study will be kept strictly confidential and shall be used for academic purposes only. The findings of the study will be generalized for the study population and will not reflect anything particular about individual persons. The semi-structured interview questions will take about 1 hour, so I kindly request you spare me this time for the study.

1. As a leader and as a responsible person how can you suggest about your organization's culture?
2. What are objectives of your organization?
3. How do you communicate with your office supervisors?
4. What do you expect from your organization to be empowered?
5. Does your organization have a training plan for employees of your office?
6. Any other issues you can raise regarding the organization culture and employee commitment in your office?

APPENDIX I
Gaafiiwwan/ Odeeffannoolee Qoraannoo
Yuuniveersitii Jimmaa
Koolleejjii Biizinaazii fi Ikoonomiksii
Gosa Barumsa Manajimeentii Saganta MBA
Kutaa 1^{ffaa} : Seensaa

Gaafiilee Qoraannoon kun kan deebiffaman hojjettoota Bulchiinsa Magaalaa Jimmaattin Duraan durse, yeroo keessan wanta naaf kennitaniif baay'ee sin galaateefadha. Maqaan koo **Gammachuu Nugusee** jedhama. Akkasumma, Ani Yuuniveersitii Jimmaatti gosaa barumsa kutaa Manajimeentii/ hoggansaa Biizinaazii digrii 2^{ffaa} ti eebbiffama bara kana yammuun ta'u, Qoraannoon koo kan xiyyefatuu **Dhiibban/ bu'aan aadaa hojii bulchiisa magaalaa Jimmaa kakka'umsa hojjeetoota isaa irratti qabu**(**The effect of organizational culture on employees' commitment in case of Jimma city Administration**). Gaafiilee qoraannoon kana sirriitti dubbisuu erga huubatani deebii sirrii deebisuundeeggarsi keessan odeeffannoo dhugaa fi amansiisaa ta'e argachuudhaaf kan na gargaaruudha. Akkasumma deebii isin irraa argame kun yaada qoraannoo kanaaf qofakan oluu dha. Gaafilee dhiyaatan hunda obsaan deebisuudhaan waan na deeggartaniif irra deebii'ee isin galateefadha. Deebii keessan mallattoo kanaan “√” naa deebisaa.

Maqaa nama qorannoo gageessu: Gemechu Nuguse E-mail: gemechunuguse321@gmail.com
Lakk bilbila: +251925923474

Kutaa II: odeeffaannoo waliigala.

1. Umurii

Waggaa 18 -28 29 – 39 40 – 49 Waggaa 50 olii

2. Saala Dhiraa Duubara

3. Gaa'ila kan hin funee/ hin heerumne kan fudhee/ heerume kan hiike/te
Abbaan warran kan irra du'e

4. Sadarkaa Barnootaa

Diipiloomaa Digrii jalqabaa Digrii lamaffaa Digrii sadaffaa fi ol

5. Dhaabbataa keessan keesatii gahee hojii kessanii Hooggansaa Raawwatoota

6. Muuxannoo Hojii Waggaa 0 – 5 Waggaa 6 – 10 Waggaa 11 – 20

Waggaa 20 oli

7. Iskeelii Miindaa 600 gadi 601 – 1650 1651 – 3200 3201 – 5250

5251 - 7800 7801 – 10900 10900 oli

Kutaa III: Gaaffiilee/ odeeffaannoo aadaa mana hojii tokko waliin walqabatuu.

Gaaffilee armaan gadii Bulchiisaa magaalaa Jimmaa keessatti dhibban/ bu'aan aadaa hojii kakka'umsa hojjeetoota isaa irratti qabu agarsiisuu dha. Isin tajaajila turtii waajjira keessannin hundaa'uudhaan safartuu dhiyaatan keessaaa sirritii naaf agarsiisaa (1= Baay'een walii hin galu 2= Itti waliihin galu 3= yaada hin qabu 4= Ittin walii gala 5= Baay'een ittin walii gala).

Gabatee 1: Gaaffiilee/ odeeffaannoo aadaa mana hojii afaan Oromiffaan

Lak	Bulchiinsaa Magaalaa Jimmaatti Safartuu aadaa mana hojii	Safartuu Waligaltee				
		1	2	3	4	5
Iftoominaan waliinduubachuu						
1	Odeeffaannoo fi beekumsi dhaabbata kana keessatti iftoominaan waliif qoodama.					
2	Hoogganaan koo yaada hojjeetoota isaa waliin hojjetan irra madduu dhageeffachuuf eeyyamama fi banaadha.					
3	Waliin duubin ana fi hojjeetoota kan biroo gidduu jiruu gaariidha.					
4	Waliin duubin ana fi hoogganaa dhihoo koo gidduu jiruu gaariidha.					
5	Waliin duubin dhaabbata kana keessatti jajjaabeeffama dha.					
6	Gareen hojjechuun aadaa waliin duubii karaa sirrii fi ifaa ta'een raawwatama jira.					
Leenjiisuu fi guddisuu						
1	Ani dhaabbata kana keessatti carraa oguummaa barumsa kootin guddachuu gahaa argadhera.					

2	Dhaabbanni kun hojjeetoota isaaf ilaalcha hojii gaarii qaba.					
3	Ani dhaabbata kana keessatti carraa jajjaabeeffamuu argaachuu kooti naan gammada.					
4	Hoogganaa koo guddinaa hojii kootif na gargaara fi na jajjaabeessa.					
5	Dhaabbanni kun hojjeetoota isaattif leenjii hojii kaayyoo gahaa ta'een akka kennuu naan ammaana.					
6	Ani hojii hojjedhuu irratti leenjii barbaachisuu sirriitti argaadhera.					
Badhaasaa fi beekanti kennu						
1	Dhaabbata Kana keessatti ani yeroon hojii gaarii hojjedhuu beekamtin akka naaf kennamuu nan ammaana.					
2	Badhaasni fi beekamtin hojjeta raawwii guddaa qabuf kennamuu itti fufinsa raawwii dabaala.					
3	Qaamni kammiyyuu dhaabbata kana keessatti walqixaa tajaajilama.					
4	Hojjeetoonni dhaabbata kana badhaasa fi beekamtin yerooodha fi kallatti hiikaa qabun argaata.					
5	Sirni beekanti waligalaa fi sirrii hojjetoota dandeetti muuxannoo isaanitti kennamu jira.					
6	Gahee hirmaanna ani godhuun dhaabbanni kun gatii/ bu'aa kenna.					
Hojjeeta Gahoosuu						
1	Dhaabbata kana keessa hojjeetoonni gahoomani jiruu.					
2	Dhaabbata kana keessa hojjeetoonni itti gaaffatamuummaa isaani guutuuma guutuutti sirriitti ni raawwatuu.					
3	Dhaabbanni kun aadaa hojjeeta gahoosuu gaarii qaba.					
4	Kallattin dhaabbanni kun hojjeeta isaa gahoosuu karaa sirrii fi walqixxaadha.					
5	Dhaabbata kana keessatti hojjeetoonni hunduu carraa walqixxaa					

	gahoomuu qabu.					
	Dandeetti ofiin waliigaluu					
1	Dhaabbata kana keessatti hojii hojjechuuf wanta haaraa fi fooyya'aan yeroo hundaa ni fudhatama.					
2	Kutaalee hojii adda addaa waliin qindoomani waliin hojjetama.					
3	Hojjeetoonni fedhii maammiltoota isaani ni hubatuu.					
4	Dhaabbata kana keessatti yaadni fi gorsii maammiltoota kennamuu haallooni jiranu akka jijjiramuu ni godhuu.					
5	Dhaabbata kana keessatti kallaqni fi kisaara uummamuu fudhachuun ni jajjaabeeffamu.					

Kutaa Sadii: Safartuu Kakka'umsa hojjetoota

Gaaffilee armaan gadii Bulchiisaa magaalaa Jimmaa keessatti kakka'umsa hojjeetoota sadarkaa isaa eegate kan agarsiisuudha. Isin tajaajila turtii waajjira keessannin hundaa'uudhaan safartuu dhiyaatan keessaaa sirritii naaf agarsiisaa (1= Baay'een walii hin galu 2= Itti waliihin galu 3= yaada hin qabu 4= Ittin walii gala 5= Baay'een ittin walii gala).

Gabatee 2: Gaaffiilee/ odeeffaannoo kakka'umsa hojjeta hojii isaatif qabu afaan Oromiffaan

Lakk	kakka'umsa hojjeta	Safartuu Waligaltee				
		1	2	3	4	5
1	Dhaabbata kana galmaan gahuuf akkumma baraamee fi kan dheegamuu olitti kakka'umsa guddaa gochuuf eeyyamamaadha.					
2	Ani dhaabbani kun hojii isaattin dhaabbata guddaa akka ta'uu hiriyoota kootti na himaa.					
3	Ani dhaabbata kana kan biroo irra filaadhee keessatti hojjechuu koottif gammachuu guddaa qaba.					

4	Ani hojii kammiyyuu dhaabbata kanaaf kennamuu fudhee hojjechuu nan barbaada.					
5	Ani fayidaa/ gatiin koo fi dhaabbata koo akka walfakkatuu nan barbaada.					
6	Ani miseensa dhaabbata kana ta'uu koo nama birootti yeroon himuu na boonsaa.					
7	Carra biroo qabu hundaa dhisee dhaabbata kanaf hojjechuu murteessuun koo na boonsaa.					
8	Ana dhugumaatti carraan dhaabbata kana na yaadeessa.					
9	Anaaf dhaabbani kun dhaabbata hojjechuu danda'u keessa isaa duratti.					
10	Dhaabbata kanaaf sirriitti ammantuummaan xiqqoo natti dhagahama.					
11	Ani akkuma dhaabbata kanaaf hojjedhuu osoo dhaabbata biraaf hojjedhera ta'e hojiichi kana walii walfakkata ture.					
12	Amma booda haala kanan dhaabbata kana gadhisuuf sabaaba xiqqoo na gaha.					
13	Hanga dhummati hojjeta dhaabbata kana ta'ee itti fufuun koo bu'aa baay'ee naf hin qabu.					
14	Yeroo amma kana dhimmoota hojjetoota waliin walqabatan qajeelfamoota bahan irratti waliigaluuf na rakkisa.					
15	Dhaabbata kanaaf hojjechuuf murteessuun guutumaa guutuutti doggoggoraa dha.					

Yaada kammiyyuu Bu'aa aadaa mana hojii keessan kakka'umsa hojjeetoota irratti qabu kan gabatee armaan olii keessatti hin ibsamnee yoo jiraate haa ibsamu ?

Galatoomaa!!!

APPENDIX II
Odeeffannoo qorannoo gaafii Afaanii
Yuuniveersitii Jimmaa
Koolleejjii Biizinaazii fi Ikoonomiksii
Gosa Barumsa Manajimeentii Saganta MBA

Gaafiilee Afaanii Qoraannoo kun kan qophaa'e itti gaaffatamtoota fi hojii gaggeesitoota Bulchiinsa Magaalaa Jimmaattif

1. Akka hoogganaa fi itti gaaffatammaa hojii kanatti aadaa hojii waajjiiraa/ dhaabbata keessani irratti yaadni qabdan maal fakkataa?
2. Kaayyoon mana hojii/dhaabbataa keessani maalii ?
3. Waajjiirri/ dhaabbanni keessan akkamitti to'atoota/ deeggartoota waajjiiraa keessanni waliin walquunnamtuu?
4. Dhaabbanni keessan hojjeetoota isaa gahoomsuu/ ciimsuu irratti maal fakkataa?
5. Waajjiirri / dhaabbanni keessankaroorra hojjeetoota leenjiisuu irratti maal fakkataa?
6. Aadaa hojii fi kakka'umsa hojjeetoota waajjiiraa keessanni ilaalchisee yaada kammiyyuu yoo qabaatan maal fakkataa?

Gargaarsa Keessanif Baay'ee Galatoomaa!!!