The Effect of Organizational Climate on Employees commitment In Case Of Commercial Bank of Ethiopia in South Addis Ababa District

A Thesis Submitted To Research and Postgraduate Office for Partial Fulfillment of the Requirements For The Award Of Degree Of Masters Of Business Administration

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DECLARATION

I, the undersigned, declare that this study entitled "The Effect of Organizational Climate on Employees commitment commercial Bank of Ethiopia" is my original work and has not been presented for a degree in any other university, and that all sources of materials used for the study have been duly acknowledged.

Declared by:

Name: Betelhem Kibret

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Date_____

Certificate

This is to certify that this study, "The Effect of Organizational Climate on Employees commitment commercial Bank of Ethiopia**"**, undertaken by Betelhem Kibret for the partial fulfillment of Masters of Business Administration [MBA] at Jimma University, is an original work and not submitted earlier for any degree either at this University or any other University.

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ACKNOWLEDGEMENT

ACRONYM and ABBREVIATION

ANOVA= Analysis of Variance

CBE= Commercial Bank of Ethiopia

OC = organizational Commitment

OCL=organizational climate

SBE= State Bank of Ethiopia

SPSS = Statistical Package for Social science

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ABSTRACT

The commercial banks play important roles in worldwide economies and their employees are the best sources of delivering good services to their customers. Hence, this study conducted with the objective of assessing the effects of organizational climate on employees' commitment of commercial bank of Ethiopia south Addis Ababa district. The study has used both descriptive and explanatory research designed. Data for the analyses collected from primary through questionnaires and interview. The study has used simple random sampling technique to select 200 employees from 1796 employees of commercial bank of Ethiopian South Addis Ababa district. The study has used correlation and regressions to establish the relationship between variables. Correlation coefficients revealed a significant positive relationship between employees commitment. organizational climate such as; Autonomy, Trust, Team work, Rewards and Recognition, Fairness and supervisors and Support are positively and significantly affect employees commitment. Multiple regression analysis has also revealed that 79.70% the variance in employee's commitment are explained by organizational climate dimension; Autonomy, Trust, Team work, Rewards and Recognition, Fairness and supervisors and Support have significant effect on employees' commitment. Therefore, it can be concluded that any improvement in these organizational climate dimension can improve employee's commitment. The study recommends that commercial bank of Ethiopian of South Addis Ababa district should continue support team work since it contributes more for employees' commitment. Similarly, the study recommended that commercial Ethiopian bank of South Addis Ababa district should continue work on trust on mangers and Rewards and Recognition since they contributes more for employees' commitment. Moreover, the organization would be able to focus on selected organizational climate and also it would be possible to have improvements in workplaces to help employees become more committed to their jobs.

Key words: *Autonomy, Commercial bank of Ethiopia, Fairness and supervisors, Rewards and Recognition, Support, Team work, Trust, organizational climate, organizational commitment*

CHAPTER ONE

INTRODUCTION

The aim of this chapter is to provide background information on the study. The remaining parts of the chapter are organized as follows. The first section of the research presents background for the study, section two presents background of the organization and then statement of problems comes in the third section. The fourth, fifth and sixth section sets out objectives of the research, hypothesis and significance of the study respectively. Finally, section seven, eight and nine presents scope, limitation and structure of the study respectively.

1.1. Background of the study

The commercial banks play important roles in worldwide economies and their employees are the best sources of delivering good services to their customers. Excellent services provided and offered by employees can create a positive perception and ever lasting image in the eyes of banks customers. Organizational climate can affect how employees perform within an organization because the way people feel and the way they perform are strongly associated (Freedman, 2005).

A poor organizational climate characterized by lack of recognition, lack of trust, lack of cohesion, lack of organizational support, lack of accountability etc., may lead to low productivity, low profitability, decreasing market share and possibly high employee turnover. Because the literature did not suggest a specific and direct historical correlation between organizational climate and employee performance, understanding the relationship between organizational climate and employee performance would assist organizational leaders in increasing productivity through developing the organizational climate. Organizational climate has also been linked to the interactive relationships existing between and among employees and their employers, and the working environment they all find themselves (Schneider, 1990).

Studies have also shown that organizational climate affects the growth and success of a company when the perception of the workers about the structure and policies of the said company is strive (Patterson et al, 2004). Organizational climate has also been shown to significantly affect the morale, commitment, loyalty, satisfaction, welfare and performance of workers (Potosky and Ramahrishna, 2001). Also, it is essential to note that working in a wholesome and satisfying climate influences the levels and quality of performance of workers in an organization. This is

because it has long been clear that behavior is a function of both a person's characteristics and the nature of his or her environment (Potosky and Ramahrishna, 2001). Also, it is essential for an organization to put in place autonomy systems, develop trust among employees, develop fairness in all the company's dealings, apply efficient support systems and policies that will be work - and-organization-friendly in order to enhance productivity and innovativeness of the employees in the organization (Koys and De Cotiis, 1991). This is because important environmental features in work settings are essential for the analysis and determination of employee perceptions of their organizations (Patterson et al, 2004).

Ngerobo (2000) have posited that the excellent performance of workers translates into the productivity of an organization, thus enhances the organization's performance in the industry it finds itself. According to Ngerobo (2000), the primary aim of organizations is to make profit and survive. These objectives have made many purposeful organizations to thrive to enhance their performance to attain set targets. Thus, to achieve excellent performance at the corporate level, the work and the environment current conditions within the company which influences the attitude and behavior of workers must be one that can promote support, loyalty, reward and warmth that can motivate the workers to put their entire energy towards the success of the organization.

According Freedman,(2005) the organization's climate is very important for the progress of an organization because it impacts on employee commitment and their retention as well. If the organization's climate is flexible it will provide such working environment to employees in which they may work easily and independently without feeling any load. Every organization wants employee commitment because it is very important for an organizational effectiveness. If the employees are satisfied with the organizational climate so that there may be have commitment in their job and contribute for organization goals.

Despites of many researchers have studied their relationship between organizational culture and organizational commitment they provide no such reasonable relationship between organizational culture and employee commitment, the various studies based on empirical evidence have come as opposing results about their relationship. So there is further need to research to cover this gap

mostly researches have been conducted in developed countries.

Therefore, the purpose of this study is to assess Effect of Organizational Climate on Employees commitment In Case Of Commercial Bank of Ethiopia in South Addis Ababa District.

1.2. Background of the organization

Commercial Bank of Ethiopia (CBE) The leading bank in Ethiopia established in 1942. The bank is Pioneer to introduce modern banking to the country. It has more than 1444 branches stretched across the country and became leading African bank with capital of 17.8 billion Birr as on July 30th 2019(CBE profile, 2020). CBE plays a catalytic role in the economic progress & development of the country. It is the first bank in Ethiopia to introduce ATM service for local users currently has more than22 million account holders as of March 31, 2019. It has strong correspondent relationship with more than 50 renowned foreign banks like Comers' Bank A.G., Royal Bank of Canada, City Bank, HSBC Bank CBE profile, 2020). CBE has a SWIFT bilateral arrangement with more than 700 others banks across the world. It combines a wide capital base with more than 33,000 talented and committed employees. The bank is pioneer to introduce Western Union Money Transfer Services in Ethiopia early 1990s and currently working with other 20 money transfer agents like MoneyGram, Atlantic International (Bole), Xpress Money etc. CBE has opened four branches in South Sudan and has been in the business since June 2009 and has reliable and long-standing relationships with many internationally acclaimed banks throughout the world (CBE profile, 2020).

After the Ethiopian-English victory over Fascist Italy, the new government established the State Bank of Ethiopia a proclamation issued in August 1942. State Bank of Ethiopia commenced full operations on 15April 1943 with two branches and 43 staff. It served both as the Ethiopia's central bank with the power to issue bank notes and coins as the agent of the Ministry of Finance, and as the principal commercial bank in the country. In 1945 the Ethiopian government granted the bank the sole right of issuing currency CBE profile, 2020).

In 1958, the State Bank of Ethiopia established a branch in Khartoum, Sudan, that the Sudanese government nationalized in 1970. Over time grew to number 21 branches. In the 1950s, CBE

established a branch in Djibouti. In 1920 the Bank of Abyssinia opened a transit office in Djibouti. At some point after its creation, the State Bank of Ethiopia reopened the transit office, which in time became a branch (CBE profile, 2020).

The Ethiopian government merged Addis Bank into the Commercial Bank of Ethiopia in 1980 to make CBE the sole commercial bank in the country. The government had created Addis Bank from the merger of the newly nationalized Addis Ababa Bank, and the Ethiopian operations of the Banco di Roma and Banco di Napoli. Addis Ababa Bank was an affiliate that National and Grind lays Bank had established in 1963 and of which it owned 40%. At the time of nationalization, Addis Ababa Bank had 26 branches. The merger of Addis Ababa Bank with CBE made CBE the sole commercial bank in Ethiopia, with 128 branches and 3,633 employees (CBE profile, 2020).

In 1991, when Eritrea achieved its independence, CBE lost its branches in Eritrea to nationalization. These branches formed the base for what became in 1994 the Commercial Bank of Eritrea. Also in 1994, the Ethiopian government reorganized and re-established CBE. In2004, CBE closed its branch in Djibouti due to problems with loan losses. In January 2009, CBE received regulatory approval to open a branch in Juba, Southern Sudan. CBE expanded its presence in South Sudan to five branches in Juba and Malakal, but ongoing conflict in the country has forced CBE to close all but two branches in Juba (CBE profile, 2020).

1.3. Statement of the problem

Hoy and Miskel (2011) define organizational climate as the related characteristics of the environment of an organization that differentiate it from another and that affect the behavior of its members. In its widest meaning, it can be possible to explain organizational climate as displaying varying behaviors of groups or individuals when faced with a situation or problem in relation to the environmental conditions and situations of the organization (Tagiuri, 1968; cited in Senturk,C & Sagnak, 2012). Based on these conceptualizations, it is possible to say that organizational climate is the personality of the organization (Aydın, 1986; Celik, 2012; Halpin& Croft, 1962; Hoy & Miskel, 2011). Different from these definitions, Sisman (2011) emphasizes that organizational climate can be expressed as the subjective perceptions of the employees of an

organization in relation to its objective environment, practices and conditions.

Employees" commitment to the organization is a crucial issue in today's changing world and the level of employee's "organizational commitment is influenced by number of factors. Organizational commitment is becoming more important than ever before, because organizations need to ensure that those individuals who add value to their bottom line want to commit in the organization and want to continue pouring their effort into their work to the benefit of the organization (Brown & Leigh, 1996). Chughta & Zafar (2006) explained that commitment is negatively related turnover, absenteeism, counterproductive and positively related to job satisfaction and motivations and non-committed employees may describe the organization in negative terms to outsiders

In other words, organizational climate is the first interaction of an individual with the organization; the way they feel once they have entered the organization, the way they perceive the organization (Ballard, 2008) and the internal atmosphere of the organization (Norton, 1984) are apparent as organizational climate indicators. Hence the organization climate factors related with employee's commitment toward their organization and nature of influence that organizational climate has upon organizational commitment of employees within organization and is better to be clearly studied so that it will foster the organizational performance. Accordingly there are indications that employees of commercial bank are not committed to the organization (as per preliminary research). This can be proved by the recent high labor turnover and to be linked with the lack of employee's commitment to the organization. Currently banking industry is increasing in number and the competition among banks is getting a great attention. Hence the workforce and human resource systems to produce corporate- level competencies that create sustainable competitive advantage are the key factors of winning the competition. They need to have employees who are passionate about their work and strive to take their organization to greater heights. Mersen (2016) also suggest that organizational commitment is very important for managers in organization either government organization or private sector for their success

Concerning the research studies conducted in Ethiopia (Mersen, 2016) investigated the effect organizational culture traits on employee commitment in Ethiopian Airlines Company results show that the four traits measuring organizational culture such as involvement, consistency, adaptability and mission were positively related with employee's commitment and adaptability, mission, and involvement, indicate that there is significant relationship with employees' commitment. This study was limited to involvement, consistency, adaptability and mission and not included other factors such as Employees of Autonomy, employees trust on managers, team work /cohesion, rewards and recognition, Fairness and organizational supervisors Support. Similarly the study conducted by Bekele (2014) on Organizational Climate and Employees' Commitment in commercial bank of Ethiopia Addis Ababa Northern district finding indicate that organizational climate such trust, support, autonomy, fairness, reward, and teamwork have significant positive relationship organizational commitment. His study was limited only to commercial bank of Ethiopian North district and not included other district, so there is further need to research focus on other district, in addition the author used only quantitative approach by using survey data.

The pervious study conducted by Mersen, (2016) and Bekele (2014) have methodological gaps and not exhaustively measured organization climate and employees commitment and their finding cannot be generalize for all bank in Ethiopia.

Therefore, fill the above gaps this study was conducted to investigate the effects of organizational climate on employees commitment of commercial bank of Ethiopia South Addis Ababa district focused on factors such as; Employees of Autonomy, employees trust on managers, team work, rewards and recognition, employees Perception toward Fairness and Employees perception toward organizational supervisors Support by using mixed research approach so as to triangulate the survey result with interview findings.

Research Question

This research tried to seek answer for the following key research question;

➢ **To what extent;**

- Autonomy affects on employee commitment in commercial bank of Ethiopia south

Addis Ababa?

- Trust affects on employee commitment in commercial bank of Ethiopia south Addis Ababa?

- Team work affects on employee commitment in commercial bank of Ethiopia south Addis Ababa?

- Rewards and recognition affect on employee commitment in commercial bank of Ethiopia south Addis Ababa?

- Fairness affect on employee commitment in commercial bank of Ethiopia south Addis Ababa?

- Supervisors Support effect on employee commitment in commercial bank of Ethiopia south Addis Ababa?

➢ Which organizational climate dimensions has significant effect on employee commitment?

1.4. Objective of the study

1.4.1. General objective of the study

The main objective of this study was to assess the effect of organizational climate on employee commitment in case of commercial bank of Ethiopia south Addis Ababa district.

1.4.2. Specific Objectives of the study

The specific objectives of the study are;

➢ To evaluate Autonomy effects on employee commitment in commercial bank of Ethiopia south Addis Ababa.

➢ To examine of trust effects on employee commitment in commercial bank of Ethiopia south Addis Ababa.

➢ To analyzed team work effects on employee commitment in commercial bank of Ethiopia south Addis Ababa.

➢ To evaluate rewards and recognition effect on employee commitment in commercial bank of Ethiopia south Addis Ababa.

➢ To examine Fairness effect on employee commitment in commercial bank of Ethiopia south Addis Ababa.

➢ To analyzed supervisors Support effect on employee commitment in commercial bank of Ethiopia south Addis Ababa.

1.5. Research Hypothesis

Based on empirical review the following hypothesis were formulated and tested

H1: Autonomy has significant positive effect on employee's commitment.

H2: Trust has significant positive effect on employee's commitment.

H3: Team work has significant positive effect on o employee's commitment.

H4: Rewards and recognition has significant positive effect on employee's commitment.

H5: Fairness has significant positive effect on employee's commitment.

H6: Supervisor Support has significant positive effect on employee's commitment.

1.6. Significance of the study

✦ The study could benefit the case organization by determining which type of organizational climate dimension has highest effect on employee's commitment. This could also lead to improvements in workplaces to help employees become more committed to their jobs. This study provides guidance to bank managers and leaders by providing information necessary to increase employee commitment by improving organizational climate.

✦ The bank might use the study finding as an input to amend its policy and procedure on organizational culture and other related human capital management strategies.

✦ Moreover there is lack of studies concerning organizational climate and organizational commitment hence this study might contribute to the existing literature through identifying the significant relationship between organizational climate dimensions and employee commitment and it gives a better understanding for future researchers who are interested to conduct their studies on this issues.

1.7. Scope of the study

The study aims to assess the effect of organizational climate on employee commitment in the commercial bank of Ethiopia. Hence an attempt will made to find out the extent of participation in organizational climate and assess the mechanism performance by management of organization and the challenges associated with organizational climate and examine the effect of organizational climate on employee commitment. Whether these packages enhance staff commitment; and how management can strategically maximize the human resource potentials of the organization to the fullest in the midst of the new entrants. This study Geographical delimited to Commercial Bank of South Addis Ababa due limited time, energy and cost to required cover all district of commercial bank.

1.8. Limitation of the study

During this research the major limitation was lack of studies conducted in Ethiopia investigating the relationship of organizational climate and organizational commitment; this limits the triangulation of findings with previous studies in Ethiopian context. In addition there is no adequate study conducted in this area of study for this reason the literature review part of the study is not rich enough.

Since the research study was conducted in a certain branches of the bank; it might not be generalized to other organizations. Therefore future research should be conducted on large scale by considering more organizations and banks overall country.

1.9. Organization of the study

The study is presented in five chapters. Chapter one includes: Introduction, Statement of problem, Objective of the study, significance of the study, scope of the study and limitation of the study; The Brief background of Organization of the study. Chapter Two reviewed of literature of organization climate performance and employee commitment Chapter Three incudes outlines the research methodology and procedure used in this study, source and types of data collection instruments. Chapter Four, analyses and presents the research findings. Finally, Chapter five ends the thesis with summary of analysis, discussion of the results, and conclusion.

1.10. Definition of Key Terms

Organizational climate; is a shared perception of what the organization is like in terms of practices, policies, procedures, routines, and rewards- what is important and what behaviors are expected and rewarded- and is based on shared perceptions among employees within formal organizational units.

Organizational commitment; is defined as a measure of an employee's identification with the organization included assessments of motivation, intent to stay, and identification with the values of the organization.

CHAPTER TWO

LITERATURE REVIEW

This chapter focus on literature review of the area of the study is the effect of organizational climate on commitment. First it presents the concept and theories supporting the study and followed by a review of the empirical studies conducted by research on organizational climate on commitment and finally the conceptual framework developed based on the literature reviewed.

2.1. Theoretical review

This section presents concepts of organizational climate and commitment, dimensions of organizational climate and organizational commitment and the effect of organizational climate on organizational commitment.

2.1.1. Concept of organizational climate

Organizational climate is also referred to as the "situational determinants" or "Environmental determinants" which affect the human behavior. Climate of an organization is somewhat like the personality of a person. Just as every individual has a personality that makes him unique and different from other persons. Each organization has an organizational climate that clearly distinguishes it from other organizations. Basically, the organizational climate reflects a person's perception of the organization to which he belongs. It is a set of unique characteristics and features that are perceived by the employees about their organizations which serves as a major force in influencing their behavior. Thus, organizational climate in a broad sense, can be understood as the social setting of the organization. Climate is one of the foremost parameters that affect an organization's productivity, efficiency and ability to reach its objectives. Thus, it is one of the main concepts to be addressed when investigating organizations (Sıgınır, 2013).

Many definitions have been proposed for organizational climate to date, indicating that there is no consensus on the definition. The first and most renowned conceptualization concerning organizational climate was by Halpin and Croft (1962). Halpin and Croft (1962) explain organizational climate as characteristics that vary between the open and closed ends of the scale. Six different types of climate are emphasized within the process: open, autonomous, controlled, familiar, paternal and closed. Open climate is an expression of energetic and living organizations

that attempt to reach their objectives and ensure the satisfaction of their group members. Autonomous climate is the type of climate where the leader is separate from the group and has very little control over its group members. Controlled climate is a climate type that is not personal and focuses on the task. The behaviors of the group are primarily oriented towards completing the task, and a low level of importance is given to meeting social needs. Familiar climate is considerably personal and offers no control. The organization satisfies the social needs of its members; however, a low level of importance is placed on social control for the completion of tasks.

Paternal climate is the type of climate in which the manager does not allow a leader to emerge from the group and where the manager takes on all responsibilities. Closed climate is the type of climate where the dimensions of resolution, prevention and close monitoring are of a higher level than with the open climate type and has very low levels of dimensions such as morale, sincerity, commitment and understanding (Emeksiz, 2003).

According to Forehand and Gilmer, "Climate consists of a set of characteristics that describe an organization, distinguish it from other organizations are relatively enduring over time and influence the behavior of people in it." According to Campbell, "Organizational climate can be defined as a set of attributes specific to a particular organization that may be induced from the way that organization deals with its members and its environment. For the individual members within the organization, climate takes the form of a set of attitudes and experiences which describe the organization in terms of both static characteristics (such as degree of autonomy) and behavior outcome and outcome- outcome contingencies.

Thus, organizational climate is a relatively enduring quality of the internal environment that is experienced by its members, influences their behavior and can be described in terms of the value of a set of characteristics of the organization. It may be possible to have as many climates as there are people in the organization when considered collectively, the actions of the individuals become more meaningful for viewing the total impact upon the climate and determining the stability of the work environment. The climate should be viewed from a total system perspective. While there may be differences in climates within departments these will be integrated to a

certain extent to denote overall organizational climate.

2.1.2 Organizational climate dimensions

There is a general agreement that organizational climate is a multidimensional concept, and that a number of typical dimensions could be described, measurement and dimension of organizational climate different based on purpose of investigation. The dimensions utilized to measure organizational climate in this study are the dimension developed by koy and decotiis together with dimensions identified by (Litwin and Stringer, 1968; Dippenaar and Roodt, 1996; Campbell et al. 1970). Hence, six key dimensions to measure organizational climate are used in this study which includes: Reward and recognition Autonomy, Cohesion, Trust, Support, participation, Fairness. Therefore in the next section the identified organizational climate dimension and their relation with organizational commitment will be discussed as theoretical frame work for the study which can used as base for developing the research hypotheses which show the relationship between organizational climate and organizational commitment.

2.1.2.1 Employees Perceived of Autonomy

According to Choudhur(2011) Autonomy refers to freedom or independence to use power without any fear. It means giving freedom to the employee to enjoy power of a position but within certain limits set by the organization. Management respects employee's feelings and encourages them to take the responsibility. Autonomy increases with the responsibility of a

person. The outcome of autonomy is development of mutual respect between employees and employers and confidence among employees. Effective delegation can bring proper autonomy in the organizational climate (Choudhury, 2011).

Newman(2010) also define Autonomy as the ability of the employee to determine the way and manner in which they carry out their job .It is an important intrinsic motivator and should be positively related to commitment as it helps to satisfy the internal psychological needs of the individual employees. According to Oldham (1976) Autonomy refers to the ability of the employee to determine the way and manner in which they carry out their job. It is an important intrinsic motivator and should be positively related to affective commitment as it helps to satisfy the internal psychological needs of the individual employee. He stated that there is Positive Wrelationship between autonomy and organizational commitment.

Mathiew & Zajac(1994) if management only emphasizes discipline, authority, and control,
commitment to the organization will be eroded, or it simply will not develop in the first place
Organizational commitment and autonomy are positively related reasonable autonomy creates an organizational climate where organizational commitment can be nurtured and developed. They also indicated that the lack of autonomy and the use of close supervision in organizations result in diminished performance and employee stress.

2.1.2.2 Employees Perception of Trust on Manager

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Trust can be defined as "one's expectations, assumptions or beliefs about the likelihood that another's future actions will be beneficial or at least not detrimental to one's interests"

(Robinson, 1996, cited in Sanna Malinen, etal 2013). Rousseau et.al. (1998) explained trust as a psychological state comprising the intention to be vulnerable based upon positive expectations about the intentions or behavior an expectation that one can rely on another person's words and actions and that the person has good intentions toward oneself (Dirks, 2000,) and a subjective state of positive expectations regarding another person's goodwill in a risky situation.

According to Mayer and Gavin (2005) trust in management, particularly during times of uncertainty, is likely to influence one's commitment in the organization. That is, if trust towards senior management is high, employees expect wise business decisions to be made by management, making the organization more stable. Trust is believed by many to be a crucial ingredient of organizational effectiveness, and its role in the workplace is increasingly attracting the attention of organizational scholars (Afsar and Seed, 2010).

Trust is fundamental to the existence of healthy working relationships. Colquitt, Scott and LePine (2007) in their meta-analysis of 132 trust studies, concluded

that trust is a vital component of effective working relationships. Trust-based relationship between subordinates and supervisors plays an important role in acting for the accomplishment of organizational goals in cooperation, increasing efficiency and productivity in the organization as a whole (Brower et al, 2009). Low employee trust contributes to further organizational dysfunctions, from increased stress, absenteeism and lower performance to greater turnover and an unwillingness to behave in ways that contribute positively to organizational functioning. Organizational trust is shown as an important factor in improvement of organizational commitment and realization of organizational aims. Trust in organization probably affects all activities of the organization Existence of a climate of trust in an organization keeps employees and management together and enables them to trust each other and act openly.

According to Mayer and Gavin (2005) trust in management, particularly during times of uncertainty, is likely to influence one's engagement in the organization. That is, if trust towards senior management is high, employees expect wise business decisions to be made by management, making the organization more stable. High levels of trust can therefore leave employees to concentrate on their day-to-day work. Trust in organizational authorities has been shown to influence a variety of subordinate's work attitudes and behavior. When trust levels are high, employees are supportive of, or committed to, authorities and the institutions that authorities they represent (Chughtai & Zafar, 2006). Brockner and his colleagues (1997) report that trust has a positive although non-significant effect on employee commitment. According to Dirks & Ferrin(2002),being supervised by someone that one does not trust can be psychologically distressing, and this distress will likely affect one's job attitudes , One such attitude is affective organizational commitment. Thus one of the

Outcomes of Trust-in Supervisor is organizational commitment.

2.1.2.3 Employees Perception Cohesion Team workers

Hosseini (2012)defined teamwork as defined by "as a cooperative process that allows ordinary people to achieve extraordinary results. A team has common goal or purpose where team members can develop effective, mutual relationships to achieve team goals. Teamwork replies upon individuals working together in a cooperative environment to achieve common team goals through sharing knowledge and skills (Harris & Harris 1996).According successful teamwork relies upon synergism existing between all team members creating an environment where they are all willing to contribute and participate in order to promote and nurture a positive, effective team environment. Team members must be flexible enough to adapt to cooperative working environments where goals are achieved through collaboration and social Interdependence rather than individualized, competitive goal. According to Steers (1977) opportunities for social interaction positively correlated with feelings of commitment. Satisfaction with co-workers is taken as an index of how employees value the nature of working relationships with coworkers, which in turn is expected to positively relate to commitment. Astri(2011)also stated that ,teamwork facilitates the meeting of affiliate needs within the workplace and has been directly connected to organizational commitment.

2.1.2.4 Perception of Rewards and Recognition

Rewards refer to all the benefits, financial and non-financial; that an employee

obtains   through
his/her employment relationship with an organization (newman, 2010) .Reward
identifies   the
feeling of being rewarded fairly and equitably as well as the perceived
organization's   promotion
policies. If an employee feels that he or she is unlikely to obtain a good
evaluation   or   promotion
even after having great endeavors in such a working environment, he or she will
probably   search
for another job elsewhere (Jeswani & Dave, 2012). Meyer and Allen (1997)
explained that, the positive impact of reward, such as pay and incentives on
work attitudes can be derived from the argument that an individual's" perception
of being valued by the organization may be significantly influenced by the
organization's reward for the individual's effort.

According to Saks (2006) greater incentives and recognitions of the employees
performance,
contribute that employees might be satisfied in their mind and also this
workplace   was   fit   to
them. When the employees received recognitions or rewards from their
organization,   they   would
be willingness to react through their best level of commitment towards their
organization.

2.1.2.5 Employees Perception of Fairness

Employees are concerned with both the fairness of the outcomes that they
receive   and   the

fairness of their treatment within the organization (Williams, 2002). The first fairness perception is distributive justice, and it addresses the organizational reward system (i.e., equity theory). If employees perceive unfair compensation, and then they may be less likely to perform, produce, and commit to the organization. Organ (1990) suggested that perceived procedural unfairness alters an employee's relationship with the organization from one of social exchange (i.e., diffuse obligations based on reciprocal trust), in which citizenship behaviors are likely to be one of economic exchange (i.e., contractual obligations and precise terms of exchange), to one in which the employee does only what is required. Aquino (1995) has explained that interactional justice is in action when the supervisor gives an accurate performance rating. Greenberg (1991) showed that, if the workers perceived that they had received fair treatment in the organization, that perception gives them a feeling of job security. Greenberg (1991) proposed that the employees" view toward justice is correlated with turnover. According Aquino (1995) interactional justice has an effect on trust in management, organizational commitment, and withdrawal behaviors..

2.1.2.6 Employees' Perception of Support

Supportive leader behaviors and a generally facilitative organizational climate may be subsumed under a variable entitled Perceived Organizational Support. Eisenberger (1986) demonstrated that individuals tend to "form global beliefs concerning the extent to which the organization values their contributions and cares about their well-being". Specifically, individuals evaluate the behavior of organizational agent (leaders and mangers) towards them and infer the general motive underlying that treatment, with the categories that are considered important varying considerably between organizations and between persons. Some individuals might base their sense of perceived organizational support upon such factors as the organization members" willingness to provide them with special assistance or special equipment in order to complete a project. Others might develop a strong sense of Perceived organizational Support based upon the organization members" willingness to provide them with additional opportunities for training in an area that was of particular interest to them. Furthermore, employees are frequently sensitive to relevant environmental and organizational constraints that might limit the ability to provide them with desired Rewards. Eisenberger (1990) suggested that a employees view regarding organization is strongly concerned to their relationship with supervisor. If supervisor support, open communication and have good relationship with employees, the employees turnover intention are likely less and more engaged with organization . Organ(1988) suggest that employees with higher levels of Perceived organizational support are likely to be more committed and possibly more willing to engage in extra role or organizational citizenship, behaviors than are employees who feel that the organization does not value them as highly. According to (Oldham, 1976) Satisfaction with

supervision is likely to be an important predictor of organizational commitment employees. Because supervisors create much of a subordinate's work environment they might be described as representing the organization to the subordinates. Thus, supervisors play a crucial role in the perceptions employee form about the organization's supportiveness and the extent to which they can be trusted to look after their interests. It follows that satisfaction with supervision could be expected to positively relate to organizational commitment.

2.1.3 Concept of Organizational Commitment

Organization commitment has been studied in the public, private, and non-profit sector, and more recently internationally. Multiple definitions of organization commitment are found in the literature. Morgan (1994) state that organizational commitment has been operationally defined as multidimensional in nature, involving an employee's loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership .When looking at employee commitment within an organization, it is the relative strength of an individual's identification with and involvement in a particular organization. In relation to this, Allen & Meyer (1990) define employee commitment as a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue employment with the organization.

Meyer & Becker (2004) define a committed employee as being one stays with an organization, attends work regularly, puts in a full day and more, protects corporate assets, and believes in the Organizational goals. This employee positively contributes to the organization because of its commitment to the organization.

Mowday eta. (1982) defined organizational commitment as the relative strength of an individual's identification with, and involvement in, a particular organization). Mowday et al. (1982) mention three characteristics of organizational commitment: (1) a strong belief in, and acceptance of, the organization's goals and values, (2) a willingness to exert a considerable effort on behalf of the organization, and (3) a strong intent or desire to remain with the organization.

Abdullah (2012) stated that Commitment is a sort of bond between an employee and the organization he is working for .The strength of this bond is dependent on various factor and Organizational commitment has a strong relation with the employee behavior.

According to Brockner et al. (1992) individuals and organizations are adversely affected when commitment is low, and that both benefit when commitment is high .This implies that Organizational commitment is associated with increased satisfaction, performance, and organizational adaptability as well as decreased absenteeism and employee turnover (Meyer & Becker, 2004).

2.1.4 Dimensions of Organization Commitment

The most basic theory of employee commitment is Allen and Meyer"s conceptualization.   They identified three dimensions of employee commitment: affective, continuance, and normative

commitment (Allen & Meyer, 1990).

2.1.4.1 Affective commitment

According to Meyer and Allen (1997), Affective organizational commitment refers   to   an employee's affection to, recognition with, and participation in the organization. An   employee who has a strong affective organizational commitment to an organization stays with   the organization because he or she needs to continue working in the organization. Members   who   are committed to an affective level stay with the organization because they view

their personal employment relationship as congruent to the goals and values of the organization (Beck and Wilson 2000).Affective commitment involves three aspects such as the formation of an emotional attachment to an organization, identification with, and the desire to maintain organizational membership. In this context, affective commitment reflects the identification and commitment situation where the employees stay in the organization with their own will (Allen & Meyer, 1990; Meyer *et al.*, 2004). According to Meyer and Allen (1997) affective commitment is influenced by factors such as job challenge, role clarity, and goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equity, Organizational Support ,Autonomy, feedback, participation, and dependability.

2.1.4.2 Continuance commitment

According to Meyer and Allen(1997) Continuance organizational commitment refers to the awareness of cost linked with the departure from the organizations .Employees with a strong continuance organizational commitment know that leaving the organization may be harmful to them fiscally due to the lack of employment option and a loss of savings. In

continuance

commitment, the employees consider the disadvantages of leaving the organization and avoid quitting. Those with high levels of continuance commitment stay with the organization because they *need to.* Thus, the employee keeps his organization membership thinking it might cost him too much to leave the organization (Allen & Meyer, 1990).

2.1.4.3 Normative commitment

The third dimension of employee commitment is normative commitment, which reflects a feeling of obligation to continue employment. According to (Allen & Meyer, 1990) those with high levels of normative Commitment stay with an organization because they feel they ought to remain. According to Schneider (2003), normative organizational commitment is the ethical Obligation the employee develops after the organization has spent on him or her.

2.1.5 The effect of organizational climate on organizational commitment

Studies on organizational behavior have long been interested in understanding employees‟ perceptions of the work environment and how these perceptions influence individuals‟ work related attitudes and behaviors. Social climate or atmosphere created in a workplace had

significant consequences employees" perceptions of the work context purportedly influenced the extent to which people were satisfied and perform up to their potential, which in turn, was predicted to influence organizational productivity (Katz & Kahn, 2004).

According to McMurray, Scott and Pace (2004) Positive relationship between organizational

climate and organizational commitment implies a few very important principles for human resource development. The climate of an organization is a result of the way in which workers perceive certain elements of the organization. Negative perceptions of work conditions, supervision, compensation, and advancement, relationships with colleagues, organization rules, decision-making practices, and available resources tell us that workers are living useless, uninspired, meaningless existences. As a result, the organization may become hateful to workers and one from which they withdraw their support. The climate in an organization affects both the workers" physical exertion of their bodies and the mental exertion of their minds (McMurray, Scott and Pace, 2004).

According to Guzley (1992) a positive organizational climate encourages commitment to the

organization. Ruth (1992) suggested that organizational climate is positive affects to the commitment relationship towards organization, the better organizational climate is, the more organizational commitment. Ruth (1992) stated that many workers have experience the effect of organizational climate at some point on their performance and commitment. Organizational

climate dimension are significant associated with attitudinal commitment of employees. The extent to which an employee perceived its organizational climate, directly or indirectly affects the exhibition of commitment of its job which in turn affects the growth of the organization

positively or negatively (Ruth, 1992).

According to Fauziah et al. (2013) a positive organizational climate is said to be the catalyst that will encourage this discretionary effort and commitment. According to Cotton (2004) Organizational climate is believed important because it has many impacts, including an impact on individual well-being, absenteeism and turnover. Cotton (2004) explained that Climate is important because the way an employee views one's employer and work environment influences how one feels and behaves when working.

2.2. Empirical literature review

There are not much direct studies on organizational climate. Most studies focus on the organizational climate with some of the result variables such as productivity, job satisfaction,

organization citizenship behavior, intention to leave, turnover, labor management relations which play a crucial role in determining the overall wellbeing of any industrial organization. Even though not much direct studies, there is certain previous researches have devoted a great deal of attention to the organizational climate. As the organizational Climate has been reported in the organizational and management literatures .They tried to shows organizational Climate has an influence on employee's organizational commitment. Certain studies a found a positive organizational climate. For instance, Mojtahedzadeh,suzan and Mastaneh (2011) in their Study on Organizational Climate staff in Sosangerd Azad Islamic University conclude that there is significant correlation between organizational climate and committing to institution. They utilized seven organizational climate dimension which are : structural ,responsibility, reward, intimacy ,supporting and identity rules dimension is with commitment ,their find shows all dimension positively correlated to organization commitment.

The study of Astri (2013) under title on Organizational Climate as Predictor of Organizational Commitment: Evidence from University of selangor more, was explore the organizational climate dimension and conclude that there is the significant between dimension of organizational climate (autonomy, cohesion, trust, pressure, support, recognition, fairness, and innovation) with organizational commitment (affective commitment, continuance commitment ,and normative commitment). Zhang (2010) study under titled of, Organizational Climate and its Effects on Organizational Variables shows that, organizational climate has significant main effects on organization effectiveness like staff members" organization commitment and collective identity.

Fauziah et al. (2010) study at Malaysian telecommunication environment found that the correlations between majority of dimensions of organizational climate and organizational commitment show that organizational climates are significantly and positively related. Their finding also indicate that continuance commitment has no correlations with their some specific organizational climate dimension such as design, teamwork, and decision- making dimension of organization climate while and also their results shows that normative commitment has no correlation with decision-making dimension of organization climate.

 Iqbal (2007) study under titled organizational climate and organization commitment evidence

from Pakistan knit wear industry. The research utilized nine organizational climate dimensions (freedom, support, playness and humor, debate, trust, idea time, risk taking and conflict). The finding shows that out of nine variables six were found positive and significant with commitment but the three dimensions (debate ,risk taking and idea time has no significant relationship with commitment). He concludes that the dimension of organizational climate had greater influence on organizational commitment than organizational climate as whole.

The research of Arora and Nuseir (2012) by using a meta-analytic research method to determine the strength of relationship of between organizational climate and organization commitment. Their research reviewed 106 valid studies after screening from 256 studies. Ten moderators were utilized to see the degree of change in relationship. Case 1 had four moderators namely gender, tenure, age, educational background, while for Case 2, there were two major moderators namely tenure and age. The unfavorable OCL is correlated negatively with organizational commitment .The favorable OCL and is correlated positively with organization climate. They also suggested that unfavorable climate factor seems to influence less on commitment levels as compared to favorable climate factors. This gives an insight that during low commitment levels the employee may prevent it from becoming visible to the outside and hence also not visible in research studies.

Research finding of Benjamin (2012) on HR Climate and Employee Commitment in Nigerian Banks show that a human resource climate influences Affective Commitment more than it does for Continuance and Normative Commitment. It is also show that although HR climate positive correlates with both Normative and Continuance Commitment, the relationship is not so strong. Affective Commitment is an employee's psychological attachment to the organization. Observed that those who perceive a positive human resource development within an organization are more likely to have higher feelings of affective commitment.

 The study of McMurray, Scott and Pace (2004) through adapting eight organizational climate dimension under took the study on relationship between organizational commitment and organizational climate in three large automotive component manufacturers in Australia and they found that there is a significant positive relationship between measures of organizational

commitment and organizational climate. Their results indicated that when respondents" reactions to organizational climate were positive, their reactions to organizational commitment were positive, and as a corollary, when a respondent's orientations to organizational climate were negative, their orientations to organizational commitment were negative. This implies that there is organizational climate can influence employees commitment to their organization. To sum up, as it has been discussed above there is some literature that describes the relationship organizational climate from a multitude of angles and views. Some articles also repeat the related topics and findings and the author chose to include just to show that the findings are similar but from a wide range of domains.

In many researches in the literature it was determined that there was a strong relationship organizational climate (Arora and Nuseir, 2010; Zhang, 2010; McMurray, Scott and Pace, 2004; Benjamin, 2012; Iqbal, 2005; Fauziah et al. (2010); Astri, 2013) However, the majority of empirical studies discussed above are based on different context and some organizational climate variables they included in their study were different within their respect studies. Despite those studies were generally conducted on different sectors of organizations, yet there have been few researches conducted in Ethiopia organizations hence it needs further investigation in Ethiopian context. Therefore, this study designed to fill the gap existed in Ethiopian context regarding the effect of organizational climate on employee's commitment.

2.3. Conceptual framework

Based on the overall review of related literatures and the theoretical framework, the following conceptual frame work in which this specific study governed is developed. As explained in the literature, organizational climate has significant relationship influence on organizational Commitment. Therefore in this study Organizational climate was taken as dependent variable while, Organizational climate is as independent variable. In the independent variable organizational climate includes six dimensions such Trust on supervisors, organizational support, Reward and recognition, Fairness, Autonomy and cohesion of team workers.

Organizational Climate is a very popular subject for research in the domain of industrial and organizational psychology. The origin and the use of the specific term are found to be as old as

the original concept of management itself. However, over a long period of time there appeared various frameworks, conceptual as well as operational, different sets of dimensions, techniques of measurements, and research findings that are highly diverse and often contradictory. It created considerable ambiguity in the area.

Based on the theoretical and empirical review study conducted on Organizational Climate the researcher developed the following conceptual frame

Figure 1 Conceptual framework

Independent variables   **Dependent variable**

Organizational climate dimensions

| Autonomy |
| Trust |
| Teamwork |
| 'Reward and recognition |
| Fairness |
| Organization support |

Employee commitment
➢ **Affective commitment**
➢ **Continuance commitment**
➢ **Normative commitment**

Source: Developed by Research, 2020

CHAPTER THREE

RESEARCH DESIGN AND METHODOS

This chapter shows the research design and methodology used in the study. The subheadings to be covered in this chapter are; research design, research approach, sources of data, target group, method of sampling, and finally summaries the chapter by including the methods of data analysis and presentation.

3.1. Research Design

For this study descriptive and explanatory research design were used. Descriptive research design was used in order to systematically describe organizational climate and organizational commitment dimensions. Whereas explanatory research design was used so as to describe why and how there is a relationship between organizational climate dimensions and employees commitment. According Reid (1987) Correlation research aims to ascertain if there is a significant association between two variables. Creswell (2005) also explained that the correlational research method is useful for identifying the type of association, explaining complex relationships of multiple factors that explain an outcome, and predicting an outcome from one or more predictors. In addition to investigating the relationship of the variables, the influence of independent variable (organizational climate) on organization performance would be undertaken through regression analysis. Creswell (2005) asserted that, regression is used for explaining a relationship among variables you are interested in determining whether one or more variables might influence another variable.

3.2. Research approach

For the purpose of this study mixed research was be used. Mixed research approach advocates the combination of both qualitative and quantitative has proved to be ideal for the study. Mixed method approach focuses on collecting, analyzing and mixing both quantitative and qualitative data in a single study or series of studies. The decisive argument here is that the use of both

quantitative and qualitative approaches in combination provides a better understanding of research problems than either approach achieves alone (Creswell, 2003).

3.3. Source and method of data collection

The study used primary source of data. The primary data includes the information gathered through questionnaires distributed to the bank staff and interview of bank managers. For this research data was collected from selected branches of Commercial Bank of Ethiopia located in south Addis Ababa was used, to assess the influence of organizational climate on employee's commitment in CBE.

3.4. Target group, sampling technique and sample size

The target group for this study was bank managers and Permanent employees who are currently on job. They were addressed through questionnaires. The total target population was 1796 employees. The researcher for the purpose of this study used using simple random sampling as it is assumed to provide more efficient sample considering managers and staff of the bank. Malhortra and Peterson (2006) stated that, larger the sampling size of a research, the more accurate the data generated but the sample size was different due to different situation. Due to time and financial limitations and the nature of the population sample determination method developed by Carvalho (1984), was applied to determine a sample size.

Table 3.1: Sample size determination

Population size	Small	Medium	Large
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1200-3200	**50**	**125**	**200**
3021-10000	80	200	315
10,001-35,000	125	315	500
35001-150,000	200	500	800

Therefore, based on carvalhio (1984) sample size determination method, for this study to increase the accuracy of the data, a large sample size was selected. Accordingly the population 1796 range was between **1200-3200** and large sample size selected was 200 employees who participated in this particular study.

3.5. Method of Data Analysis

The researcher used to both qualitative and quantitative data analysis. Quantitative data was gather through structure questioners was processed by using computerized software SPSS (statistical package for social science) to get descriptive result. Mean, standard deviation, frequency table and percentage were used to present process information.

And then, for inferential statics correlation analysis the dependent and independent variable are employed to show the relationship and effect between extents of organizational climate, challenges associated with organizational climate and effect of on employee commitment.

Regression analysis was conducted to establish the form of relationship between dependent variable and the independent variables. The regression equation was used to regress employee commitment on selected variables. The linear regression model for the study was presented as follows;

$$Yi = \beta 0 + \beta 1\,(x1) + \beta 2\,(x2) + \beta 3\,(x3) + \beta 4x4) + \beta 5(x5) + +\beta 6(x6) + \acute{\varepsilon}$$

Where:-

Y is the dependent variable- employee's commitment

B0 is the intercept term- constant which would be equal to the mean if all slope coefficients are 0.

$\beta 1, + \beta 2, + \beta 3, +\beta 4, \beta 5, \beta 6$ are the coefficients associated with each independent variable which measures the change in the mean value of Y, per unit change in their respective independent variables.

X1=Autonomy x2=Trust x3=Team work x4=Rewards and Recognition x5= Fairness x6=Support.

3.6. Validity and Reliability

Validity represents how well a variable measures what it is supposed to measure more simply, validity is the accuracy of measurement (Saunders, 2003). In order to ensure the validity of this study and data collection instrument, a pilot survey was conducted in order to ensure that the questionnaire is appropriate and statements are generally understandable. Besides, proper detection by an advisor was also taken to ensure validity of the instruments. Finally, the improved version of the questionnaires were printed and distributed. The instruments selected can help to show organizational climate dimensions that affect organizational commitment.

The reliability of instruments measures the consistency of instruments. Filed (2009) considered the reliability of the instruments as the degree of consistency that the instruments or procedure demonstrates. To show the reliability of the instrument the researcher was conducted internal consistency reliability test using Statistical Package for Social Science (SPSS). A pretest of the designed questionnaires was carried out to test their reliability in CBE targeted respondents.

Reliability was tested using cronbach alpha coefficient method of internal consistence. The coefficients were:

Table 3.2 Reliability Statistics

	Cronbach's Alpha	N of Items
Autonomy	0.789	5
Trust	0.759	6
Team work	0.744	6
Rewards and Recognition	0.809	7
Fairness	0.745	8
supervisors Support	0.794	8
Affective commitment	0.862	8
Continuance Organizational Commitment Scale	0.893	6
Normative Organizational Commitment Scale	0.798	6

Sources: -own survey 2020 calculated by Cronbach alpha

According to Filed (2009), the figure of 0.70 or more usually treated as a rule of thumb to denote an accepted level of reliability.

3.7. Ethical Considerations

Conducting research requires good ethical considerations. In carrying out the study the researcher was abided by the ethical research principles. The managers, owners and employees of the sample CBE were informed of the objective of the research project and clear consensus information shared about the investigation, objectives of the measuring instrument, voluntary participation of the respondents, assurance regarding confidentiality and anonymity, the intention to reveal the findings up on completion of the study which in turn enables all of them to became cooperative. The contact detail of the researcher was disclosed in the data collection instrument.

CHAPTER FOUR

RESULT PRESENTATION AND ANALYSIS

4.1. Introduction

This chapter deals data presentation and analysis. The data were collected and then analyzed in response to the problems posed in the first chapter of this study. The findings are based on the responses of manger and employees through data collected with the help of questionnaire and interview. 200 questionnaires were distributed and 188 returned from respondents and the response rate was 94 % percent. Therefore, data were analyzed based on the data collected using questionnaires from the remaining 188 (94%) respondents as well as data collected through interviews from managers.

4.2. Demographic Characteristics of Sample Respondents

In order to have clear understanding about the result of the study, it is important to be familiar with demographic characteristics of the sample respondents of commercial bank of Ethiopia Addis Ababa south district.

Table 4.1: Age of Respondents

	Frequency	Percent
21-25 Years	101	54
26-35 Years	49	26
36-45 Years	21	11
46- 55 Years	11	6
56 Years and above	6	3
Total	188	100

Source: **Survey 2020**

As shown in the above table 4.1, the age of the respondents 101(54%) were 21-25 Years old, 49(26%) were 26-35 Years old, 21(11%) were 46- 55 Years old and 6(3%) were 56 Years and above. The finding implies that majority of the respondents found within the age between 21 to

25 age group followed by respondents aged 26 to 35. Therefore, most of the current sample employees of the bank are less than age of 40 and considerably young.

Table 4.2: Gender Respondents

	Frequency	Percent
Male	131	70
Female	57	30
Total	188	100

Source: Survey 2020

As depicted table 4.2 above, the Gender respondents 131(70%) were male and 57(30%) were Female. Based on the findings, the majority of the employees were male and the female participation are less when compare to male in commercial bank of Ethiopia south Addis Ababa district.

Table 4.3: Employee Qualification

	Frequency	Percent
Diploma	17	9
First Degree	150	80
Masters	21	11

Source: Survey 2020

As shown in the above table 4.3, 150(80%) of employees are First degree, 21(11%) of respondents are master and 17(9%) of respondents are diploma. This indicates that the research comprises the majority the respondent were first degree holder and the bank has educated man power.

Table 4.4: Employee Service Year

	Frequency	Percent
1-5 Years	107	57
6-10 Years	56	30
11-15 Years	25	13
Total	188	100

Source: Survey 2020

As shown in the above table 4.4, 107(57%) of employees are 1-5 Years' experience, 56(30%) of respondents are 6-10 Years' experience master and 25(13%) of respondents are 11-15 Years' experience. The indicated that majority of the respondents majority have been working in a bank for between 1-5 year and they have work experience to perform their job.

4.3. Descriptive Analysis of Organizational Climate Dimensions

In order to see the general perception of the respondents regarding Organizational Climate Dimensions, the researcher has summarized the measures with the respective means and standard deviations. Thus, the mean indicates to what extent the sample group averagely agrees or does not agree with the different statements. The lower the mean, the more the respondents disagree with the statements. The higher the mean, the more the respondents agree with the statement. On the other hand, standard deviation shows the variability of an observed response from a single sample. The analysis was based on liker scale range from 1 – 5; Where 1= strongly disagree, 2= disagree, 3= Neutral 4= Agree, 5= strongly agree and the details analysis of organizational climate dimension was present as the flows;

Table 4.5: Employees Perceived of Autonomy

Descriptions	Mean	Std. Deviation	N
I make most of the decisions that affect the way I do my work.	3.74	1.392	188
I determine my own work procedure	3.56	1.305	188
I have independence for organizing my own work	3.29	1.438	188
I set the performance standards for my Job.	3.70	1.214	188
I organize my work as I see best	3.94	1.207	188
Employees Perceived of Autonomy	**3.64**	**1.31**	

Source; Survey data, 2020

As indicated in above table 4.5 the mean scores of Employees Perceived of Autonomy was high (mean 3.64and SD 1.31) and the standard deviation indicated individual responses to a question vary from the mean. Specifically, employees organize their work to see best (3.94), employees make the decisions that affect the way they do their work and set the performance standards for

30

their job (3.70) were the highest mean score. The finding implies that majority of the respondents agreed that the employees perceived of Autonomy during accomplishing their job. The interview conducted with CBE manger result showed that; employees have independence for organizing their own work and work as per the performance standards set for the job in the organization.

The standard deviation for Employees Perceived of Autonomy was between 1.207-1.438, indicated the respondent responses to a question vary from the mean.

Table 4.6: Trust on managers

Descriptions	Mean	Std. Deviation	N
My supervisor has a lot of personal integrity(honesty)	3.47	1.130	188
My supervisor is transparent	4.16	.959	188
My supervisor is not likely to give me bad advice	3.38	1.003	188
I have confidence on my supervisors to keep the things I tell him confidential	3.55	1.357	188
Management of the organization delivers what they promise	4.35	.711	188
Our Staff members generally trust on their management	3.94	.949	188
Trust on mangers	**3.90**	**1.018**	

Source; Survey data, 2020

The mean score for employees trust on mangers was relatively high (mean 3.90 and SD 1.018). This indicates that employees give more value and agree with the measure of trust on managers statements. Although, existence of supervisor transparent (4.38) and Management of the organization delivers what they promise (4.35) scores a higher mean, the other items that measure trust of mangers also contributes significantly to the grand mean. This implies the majority of the respondents agree that the organization managers are Trusted for their duties they accomplished as management. The interview conducted with CBE manger result indicate that; there is honest during the work with employees, Management of the organization delivers what is promise for employee and there is good relation between staff although trust among employees and management of CBE. They managers agreed on the three was trust with employees what they are doing as management.

The standard deviation for Trust on mangers was between 0.949-1.357, indicated the respondent responses to a question vary from the mean.

Table 4.7: Team work /cohesion

Descriptions	Mean	Std. Deviation	N
My work group offer a support and encouragement to help each other's succeed	4.30	.765	188
Friendly atmosphere exist among most members of my work groups	4.44	.656	188
I feel like I have a lot in common with the Commercial bank of Ethiopia's employees I know	3.84	1.104	188
Employees in my work group are usually easy to communicate with each other about work problem	3.53	1.293	188
There is a lot of team sprit among my work mates	4.20	1.030	188
Employees I work with are enjoyable	4.35		188
Team work /cohesion	**4.11**	**0.94**	

Source; Survey data, 2020

As indicated in above table 4.7 the mean scores of Team work /cohesion was high (mean 4.11 and SD 0.94). This implies that most respondents agree on team work /cohesion. Specifically; employees friendly atmosphere exist among most members of their work groups (4.44), employees work group offer support and encouragement to help each other's succeed employees work are enjoyable (4.35), employees team sprit among their work mates (4.20) were the highest mean contributes significantly to the grand mean. The finding implies that majority of the respondents agreed that there was Team work /cohesion at Commercial bank of South Addis Ababa district. The interview conducted with CBE manger result indicate that; there were team spirit and team work among the employees, employees were support and encouragement each other and there is good communication mechanism among the team and the mangers at CBE. They managers agreed on the three were team work among employees.

The standard deviation for Team work /cohesion was between 0.797-1.293, indicated the respondent responses to a question vary from the mean.

Table 4.8: Rewards and Recognition

Descriptions	Mean	Std. Deviation	N
In our organization the employees efforts are adequately rewarded	3.78	1.003	188
The organization appreciates and takes care of employees Competencies	3.60	1.117	188
When employees do something well, the supervisors praise them	3.89	1.039	188
My organization is quick to recognize good performance.	3.75	1.141	188
My supervisor knows what my strengths are and tells me.	3.94	1.131	188
The benefits offered at our organization are satisfactory	4.16	.928	188
This organization treats its employees better in terms of monetary Reward	3.96	1.064	188
Rewards and Recognition	**3.90**	**1.060**	

Source; Survey data, 2020

As indicated in above table 4.8 the mean scores of Rewards and Recognition was high (mean 3.90 and SD 1.060). This implies that most respondents agree on Rewards and Recognition. Specifically; employees benefits offered at the organization are satisfactory (4.16), organization treats its employees better in terms of monetary reward (3.96) and supervisor knows what employees' strengths are and tells them (3.94) were the highest mean contributes significantly to the grand mean. The finding implies that majority of the respondents agreed that there was Rewards and Recognition at Commercial bank of South Addis Ababa district. The interview conducted with CBE manger result indicate that; there were rewards and recognition for best performed employees and employees were treats better in terms of monetary Reward. They managers agreed on   the presence of rearwards and recognition mechanism at CBE.

The standard deviation for Rewards and Recognition was between 0.928-1.141, indicated the respondent responses to a question vary from the mean.

Table 4.9: Employees Perception toward Fairness

Descriptions	Mean	Std. Deviation	N
My supervisors does not play favorites/discrimination	3.93	1.077	188
I am confident on a fair deal of my supervisor	3.60	1.191	188
In our organization people get reward and recognition based on how well they do their jobs	3.57	1.179	188
Promotion at my organization are handled fairly	4.22	.795	188
I feel that rewards employees receive at our organization is fair	3.87	.969	188
The feedback I received appropriate for the work I have completed	3.76	1.267	188
My outcomes reflect what I have contributed to the organization	3.80	1.095	188
The objects my supervisors sets for my job are reasonable	3.91	1.015	188
Employees Perception toward Fairness	**3.80**	**1.0735**	

Source; Survey data, 2020

As indicated in above table 4.9 the mean scores of Employees Perception toward Fairness was high (Mean 3.80 and SD 1.0735). This implies that most respondents agree on Rewards and Recognition. Specifically; Promotion at my organization are handled fairly (4.22), my supervisors does not play favorites/discrimination (3.93) and the objects my supervisors sets for my job are reasonable (3.94) were the highest mean contributes significantly to the grand mean. The finding implies that majority of the respondents agreed that there was Employees Perception toward Fairness at Commercial bank of South Addis Ababa district. The interview conducted with CBE manger result indicate that; there were Fairness among the employees and employees are treated equal during performing their job at commercial bank of Ethiopia. The mangers agreed on fairness existed among the employees of CBE

The standard deviation for Employees Perception toward Fairness was between 0.795-1.179, indicated the respondent responses to a question vary from the mean.

Table 4.10: Employees perception toward organizational/supervisors Support

Description	Mean	Std. Deviation	N
My organization is supportive of my goals and values	4.10	1.055	188
Help is available from my organization when I have a problem	3.80	1.115	188
My organization really cares about my well- being	4.01	1.003	188
My organization cares about my opinion.	4.09	.912	188
The supervisor are willing to listen to their employees	3.96	.918	188
My supervisors help me as I learn from my mistake	3.84	1.109	188
My supervisors is easy to talk to about Job-related problems	3.98	.981	188
I feel that the organization has care for its employees	3.19	1.351	188
Supervisors Support	**3.87**	**1.05**	

Source; Survey data, 2020

As indicated in above table 4.10 the mean scores of Employees perception toward organizational/supervisors Support was high (mean 3.87 and SD 1.05). This implies that most respondents agree on Employees perception toward organizational/supervisors Support. Specifically; organization supportive of goals and values of employees (4.10), organization cares about employees opinion (4.09), organization really cares about employees well- being(4.010, supervisors is easy to talk to about Job-related problems(3.98) and the supervisor are willing to listen to their employees (3.96) were the highest mean contributes significantly to the grand mean. The finding implies that majority of the respondents agreed that there was Employees perception toward organizational/supervisors Support at Commercial bank of South Addis Ababa district. The interview conducted with CBE manger result indicates that; there were organizational/supervisors Support for employees' commercial bank of Ethiopia while performing their job. The organization supportive of employee goals and values, CBE feel and care for its employees for Job-related problems and provide support for its employees.

The standard deviation for Employees perception toward organizational/supervisors Support was between 0.912-1.351, indicated the respondent responses to a question vary from the mean.

4.4. Descriptive Analysis of Employees commitment Dimensions

The employee commitment dimension was measuring using support Affective organizational commitment scale, continuance organizational commitment scale and normative organizational commitment Scale and data were collected from respondent through likeret scale questionnaires. The details analysis was presented as follows;

Table 4.11: Support Affective Organizational commitment scale

Description	Mean	Std. Deviation	N
I would very happy to spend the rest of my Career with this organization.	3.46	1.153	188
I enjoy discussing my organization with People outside it.	3.57	1.254	188
I really feel as if this organization's problems are my own	3.78	1.171	188
I think that I could easily become attached to another organization as I am attached to this organization.	3.89	1.091	188
I do not feel like part of the family in my Organization	2.89	1.215	188
I do not feel emotionally attached" to this Organization	3.81	1.157	188
I do not feel a strong sense of belonging to my organization	3.68	1.213	188
This organization has a great deal of personal meaning for me.	3.47	1.256	188
Support Affective Organizational commitment scale	**3.6**	**1.18**	

Source; Survey data, 2020

As indicated in above table 4.11 the mean scores of Support Affective Organizational commitment scale was high (3.60 and SD 1.18). This implies that most respondents agree on Support Affective Organizational commitment scale. Specifically; employees think that there could easily become attached to another organization as I am attached to this organization(3.89) and employees do not feel emotionally attached to this Organization(3.81)were the highest mean contributes significantly to the grand mean. The finding implies that majority of the respondents agreed that there was Support Affective Organizational commitment scale at Commercial bank of South Addis Ababa district.

The standard deviation for Support Affective Organizational commitment scale was between 1.091-1.256, indicated the respondent responses to a question vary from the mean.

Table 4.12: Continuance Organizational Commitment Scale

Description	Mean	Std. Deviation	N
I am not afraid of what might happen if I quit my job without having another one job.	3.39	1.285	188
It would not be too costly for me to leave my organization now	3.48	1.168	188
Right now, staying with my organization is a matter of necessity as much as desire	3.84	1.128	188
I feel I have too few options to consider leaving this organization	3.73	1.222	188
One of the few serious consequences of leaving this organization would be the scarcity of available alternatives, benefits I have here	3.82	1.078	188
Continuance Organizational Commitment Scale	**3.70**	**1.17**	

Source; Survey data, 2020

As indicated in above table 4.12 the mean scores of Continuance Organizational Commitment Scale was high (mean 3.70 and SD1.17). This implies that most respondents agree on Continuance Organizational Commitment Scale. Specifically; staying with my organization is a matter of necessity as much as desire (3.84) and one of the few serious consequences of leaving this organization would be the scarcity of available alternatives, benefits I have here (3.82)were the highest mean contributes significantly to the grand mean. The finding implies that majority of the respondents agreed that there was continuance Organizational Commitment Scale at Commercial bank of South Addis Ababa district.

The standard deviation for Continuance Organizational Commitment Scale was between 1.078-1.285, indicated the respondent responses to a question vary from the mean.

Table 4.13: Normative Organizational Commitment Scale

Description	Mean	Std. Deviation	N
I think that people these days move from company to company too Often	3.32	1.302	188
I do not believe that a person must always be Loyal to his or her Organization.	3.88	.990	188
Jumping from organization to organization does not seem at all unethical to me	2.52	.910	188
One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	4.18	.794	188
If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization	4.01	1.003	188
I was taught to believe in the value of remaining loyal to one Organization	4.20	1.030	188
Normative Organizational Commitment Scale	**3.68**	**1.00**	

Source; Survey data, 2020

As indicated in above table 4.13 the mean scores of Normative Organizational Commitment Scale was high (mean 3.68 and SD 1.00). This implies that most respondents agree on Normative Organizational Commitment Scale. Specifically; employees were taught to believe in the value of remaining loyal to one Organization (4.20) and One of the major reasons employees continue to work for the organization were that loyalty is important and therefore feel a sense of moral obligation to remain one of the few serious consequences of leaving this organization would be the scarcity of available alternatives, benefits (4.28) and If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization(4,01) were the highest mean contributes significantly to the grand mean. The finding implies that majority of the respondents agreed that there was normative Organizational Commitment Scale at Commercial bank of South Addis Ababa district. The interview conducted with CBE manger result indicates that; most of the employees are committed toward their job and work hard to achieve the goals of the

organization. The management of CBE works to improve employee's commitment since without the employee's commitment it is difficult to achieve the Bank goals.

The standard deviation for Normative Organizational Commitment Scale was between 0.794-1.302, indicated the respondent responses to a question vary from the mean.

4.5 Analysis of interview result

Based on the interview conducted on the effect of organizational climate on employee's commitment with managers of commercial bank of Ethiopia the response was presented as follows:

Employees Perceived of Autonomy: The interview conducted with CBE manger result showed that; employees have independence for organizing their own work and work as per the performance standards set for the job in the organization. This implies that autonomy is an important intrinsic motivator it helps to satisfy the internal psychological needs of the individual employees and enhance mutual respect between employees and employers and confidence among employees this maximize employee's commitment. The finding is consistent with (Choudhury, 2011) and Newman (2010) reasonable autonomy creates an organizational climate where organizational commitment can be nurtured and developed.

Trust on managers: The interview conducted with CBE manger result indicate that; there is honest during the work with employees, Management of the organization delivers what is promise for employee and there is good relation between staff although trust among employees and management of CBE. The finding indicates that trust-based relationship between subordinates and supervisors plays an important role in acting for the accomplishment of organizational goals in cooperation, increasing efficiency and productivity in the organization as a whole. Thus, organizational trust is shown as an important factor in improvement of organizational commitment and realization of organizational aims. The finding is consistent with Dirks & Ferrin(

2002) the outcomes of trust between subordinates and supervisors is organizational commitment.

Teamwork/cohesion: The interview conducted with CBE manger result indicate that; there were team spirit and team work among the employees, employees were support and encouragement each other and there is good communication mechanism among the team and the mangers at CBE. The finding implies that successful teamwork creates synergy and team members promote and nurture a positive, effective team environment. Opportunities for social interaction positively correlated with feelings of commitment. Satisfaction with co-workers is taken as an index of how employees value the nature of working relationships with coworkers, which in turn is expected to positively relate to commitment. The finding is consistent with Astri(2011) ,teamwork facilitates the meeting of affiliate needs within the workplace and has been directly connected to organizational commitment.

Rewards and recognition: The interview conducted with CBE manger result indicate that; there were rewards and recognition for best performed employees and employees were treats better in terms of monetary and non-monetary reward. The finding implies that reward and recognition increase employee's job satisfaction and maximize their commitment. The finding is consistent with Saks (2006) when the employees received recognitions or rewards from their organization, they would be willingness to react through their best level of commitment towards their organization.

Employees Perception toward Fairness: The interview conducted with CBE manger result indicate that; there were Fairness among the employees and employees are treated equal during performing their job at commercial bank of Ethiopia hence fairness can be considered as a determining factor for organizational commitment. The finding is consistent with Greenberg (1991) showed that, if the workers perceived that they had received fair treatment   in the organization, that perception gives them a feeling of job security. Aquino

(1995)

interactional justice has an effect on trust in management, organizational commitment,   and withdrawal behaviors.

Employee's perception toward organizational/supervisors Support: The interview conducted with CBE manger result indicates that; there were organizational/supervisors Support for employees' commercial bank of Ethiopia while performing their job. The organization supportive of employee goals and values, CBE feel and care for its employees for Job-related problems and provide support for its employees hence fairness can be considered as a determining factor for organizational commitment. The finding is consistent with Eisenberger (1990) if supervisor support, open communication and have good relationship with employees, the employees turnover intention are likely less and more engaged with organization . Organ(1988) employees with higher levels of Perceived organizational support are likely to be more committed and possibly more willing to engage in extra role.

4.6. Analysis of Inferential Statistics Results

In this section, the results of inferential statistics are presented. For assessing the objectives of the study, Pearson's Product Moment Correlation Coefficient and regression analyses were performed. With the aid of these statistical techniques, conclusions are drawn with regard to the sample.

4.6.1. Correlation Analysis

In this study Pearson's Product Moment Correlation Coefficient was used to determine whether there is significant relationship between Autonomy, Trust, Team work, w Rewards and Recognition, Fairness and Support variables with employees' commitment. The following section presents the results of Pearson's Product Moment Correlation on the relationship between independent variables and dependent variable. According to Filed (2009) the correlation

coefficient (r) 0.1 to 0.29 small correlation, 0.3 to 0.49 medium correlation and 0.50 to 1.0 large correlation.

In this section, correlation analysis conducted in the light of each research objectives and hypotheses developed. The relationship between organizational climate and employee performance was Investigated using correlation analysis. This provided correlation Coefficients which indicated the strength and direction of relationship. The p-value also indicated the probability of this relationship's significant. Correlation analysis was conducted to know of relationship between Organizational climate and employees commitment in CBE. The study shows that the correlation coefficient was range middle level correlation 0.317 up to 0.499. The detail was presented as follow in table 4.14.

Table 4.14 correlation Analysis of organizational climate and performance

		Employees commitment	Autonomy	Trust	Team work	Rewards and Recognition	Fairness	supervisors Support
Employees commitment	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	188						
Autonomy	Pearson Correlation	.413**	1					
	Sig. (2-tailed)	.000						
	N	188	188					
Trust	Pearson Correlation	.465**	.067	1				
	Sig. (2-tailed)	.000	.364					
	N	188	188	188				
Team work	Pearson Correlation	.499**	.157*	.067	1			
	Sig. (2-tailed)	.000	.032	.362				
	N	188	188	188	188			
Rewards and	Pearson Correlation	.369**	.078	.001	.099	1		

		.000	.916	.993	.176			
Recognition	Sig. (2-tailed)	.000	.916	.993	.176			
	N	188	188	188	188	188		
Fairness	Pearson Correlation	.317**	.059	.031	.161*	.053	1	
	Sig. (2-tailed)	.000	.936	.676	.028	.467		
	N	188	188	188	188	188	188	
supervisors Support	Pearson Correlation	.345**	.041	.262**	.009	.061	.049	1
	Sig. (2-tailed)	.000	.578	.000	.899	.408	.502	
	N	188	188	188	188	188	188	188
**. Correlation is significant at the 0.01 level (2-tailed).								
*. Correlation is significant at the 0.05 level (2-tailed).								

Source: Survey, 2020

As shown in the table 4.14, there is significant positive relationship between Organizational climate and employees commitment. The results of the correlation analysis indicated that employees perceived Autonomy is positively associated employees commitment with a Pearson correlation coefficient of $r =.413$ and the significance value .000 two tailed and hence employees perceived Autonomy had significant medium effect and positive association with employees' commitment.

Trust on manger factor $r =.465$ and the significance value .000 two tailed had significant medium effect and positive association with employees' commitment.

Team work factor $r =.499$and the significance value .000 two tailed had significant medium effect and positive association with employees' commitment.

Rewards and Recognition factor $r =.369$ and the significance value .000 two tailed had significant medium effect and positive association with employees' commitment.

Employees perceived Fairness factor $r =.317$and the significance value .000 two tailed had significant medium effect and positive association with employees' commitment.

Organizational supervisors Support factor *r* =.345 and the significance value .000 two tailed had significant medium effect and positive association with employees' commitment.

The finding of the study implies that there is a direct relation between organizational climate and employees' commitment which means as organizational climate is good performance is increases. This indicates organizations with favorable climate increase performance of employees and maintain a long term relationship with their organization. Thus, the result supports for the main hypothesis states that there is a significant Organizational climate and organizational performance of employees in Commercial Bank of Ethiopia. The study support study conducted by Mersen, (2016) and Bekele (2014) on organizational climate and employee's commitment in Ethiopia.

4.6.2. Regression Analysis

4.6.2.1.   Model Assumption tests

For the purposes of determining, the extent to which the explanatory variables explain the variance in the explained variable, regression analysis was employed. The data was passed through the necessarily model assumption tests such as multicollinearity test. According to Filed (2009) when the mean tolerance statistic is less than 0.1 and VIF is greater than 10 then there is multicollinearity. The result from regression analysis shows that the mean VIF is 1.05 and tolerance is 0.95 indicating that there is no multicollinearity problem.

Table 4.15 Collinearity Statistics test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Autonomy	.967	1.034
	Trust	.921	1.086
	Team work	.937	1.067
	Rewards and Recognition	.985	1.016

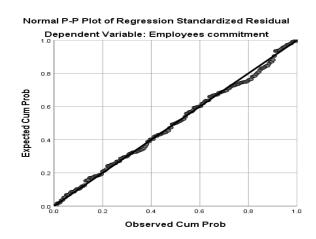|		.969	1.032
	Fairness		
	supervisors Support	.923	1.084
a. Dependent Variable: Employees commitment			

Source: Own survey (2020)

Homoscedasticity; refers to equal variance of errors across all levels of the independent variables which means that the researcher assumes that errors are spread out consistently between variables. Heteroscedasticity is indicated when the scatter is not even; fan and butter fly shapes are common patterns of violations. And also if the P- plot is a straight line graph with a positive slope or if it is not shaped like a stair-case we can observe absence of heteroscedasticity. So, since there is no substantial deviation seen in the scatter and P-plots below the researcher assumed that problem of Heteroscedasticity were not recognized for the data.

Normality; which means errors are normally distributed is shown by the normal P-plot for each of the four independent variables in the following figures which ensured the existence of normal distribution of errors.

The straight line in this plot represents a normal distribution, and the points represent the observed residuals. Therefore, in a perfectly normally distributed data set, all points will lie on the line. Hence the data meet the necessary assumption of regression model.
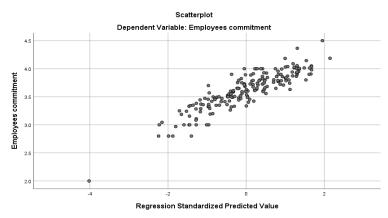

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Employees commitment

Figure 2 Normality of regression

Linearity; The researcher conducted linearity test for all independent variables with dependent variables in the figures below and from the scatter plots linearity of the data was ensured. The detail analysis was attached at the annexed part.

4.6.2.2. Hypothesis Testing

In order to see contribution each organizational climate on employee commitment, multiple regression analysis was employed. The regression model presents how much of the variance in employee commitment is explained by the selected organizational climate: Autonomy, Trust, Team work, Rewards and Recognition, Fairness and supervisors Support variables with employees' commitment.

The result of the regression analysis shows that 79.7%(where by R square is 0.797 and adjusted R square is 0.790) variations in response to employees commitment were explained by Autonomy, Trust, Team work, Rewards and Recognition, Fairness and supervisors Support. R Square has used to find out how well the independent variables are able to predict the dependent variables. Further, it is widely accepted in the social and psychological applications that an R2 adjusted of above 75 per cent is very good; between 50–75 per cent is good; between 25–50 per cent is fair and below 25 per cent is poor (Sakaran, 2000). Based on the result the model is very good (79%).

The ANOVA table indicates that the model as a whole account for significant variations between employee's commitment and organizational climate dimensions.

Table 4.16 Regression result of selected organizational climate on employee commitment

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.893[a]	.797	.790	.155
a. Predictors: (Constant), supervisors Support, Team work , Rewards and Recognition, Autonomy, Fairness, Trust				
b. Dependent Variable: Employees commitment				

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.982	6	2.830	118.149	.000[b]
	Residual	4.336	181	.024		
	Total	21.318	187			
a. Dependent Variable: Employees commitment						
b. Predictors: (Constant), supervisors Support, Team work , Rewards and Recognition, Autonomy, Fairness, Trust						

Source: Own survey (2020)

Table 4.17 Regression coefficients

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	
		B	Std. Error	Beta		Sig.
1	(Constant)	1.089	.102		10.687	.000
	Autonomy	.112	.011	.352	10.329	.000
	Trust	.100	.010	.347	9.926	.000
	Team work	.120	.012	.346	9.990	.000
	Rewards and Recognition	.090	.009	.342	10.115	.000
	Fairness	.111	.014	.271	7.946	.000
	supervisors Support	.130	.015	.306	8.777	.000
a. Dependent Variable: Employees commitment						

Source: Own survey (2020)

As indicated in above table 4.17 the entire organizational climate dimension significantly contribute for employee's commitment. The strength of each predictor (independent) variable influence on the criterion (dependent) variable can be investigated via standardized Beta coefficient. Hence, the regression coefficient explain the average amount of change in dependent

variable that caused by a unit of change in the independent variable. Based on regression coefficients supervisors Support (B=0.13), Team work (B= 0.120), Autonomy (B=0.112) and Fairness (B= .111) have much more impacts upon Employees commitment. The details analysis was presented as follows;

Employee perceived Autonomy - is significant at less than 1 percent (P= 0.000 P < 0.01) and positively associated employees commitment. A unit increase in the Employee perceived Autonomy will increase the employees' commitment by 0.112. The study finding was similar with study conducted by Bekele (2014) employee perceived Autonomy is significantly and positively influence employees' commitment. The finding is also consistent with (Choudhury, 2011) and Newman (2010) reasonable autonomy creates an organizational climate where organizational commitment can be nurtured and developed.

Employees Trust on managers - is significant at less than 1 percent (P= 0.000 P < 0.01) and positively associated employees commitment. A unit increase in the Employee Trust will increase the employees' commitment by 0.100. The study finding was similar with study conducted by Bekele (2014) employees trust is significantly and positively influence employees' commitment. The finding is also consistent with Dirks & Ferrin (2002) the outcomes of trust between subordinates and supervisors is organizational commitment.

Team work - is significant at less than 1 percent (P= 0.000 P < 0.01) and positively associated employees commitment. A unit increase in the Employee Team work will increase the employees' commitment by 0.120. The study finding was similar with study conducted by Bekele (2014) employee Team work is significantly and positively influence employees' commitment. The finding is also consistent with Astri (2011), teamwork facilitates the meeting of affiliate needs within the workplace and has been directly connected to organizational commitment.

Rewards and Recognition - is significant at less than 1 percent (P= 0.000 P < 0.01) and positively associated employees commitment. A unit increase in the Employee Rewards and Recognition will increase the employees' commitment by 0.090. The study finding was similar with study conducted by Bekele (2014) employee Rewards and Recognition is significantly and

positively influence employees' commitment. The finding is also consistent with Saks (2006) when the employees received recognitions or rewards from their organization, they would be willingness to react through their best level of commitment towards their organization.

Employees perceived Fairness - is significant at less than 1 percent (P= 0.000 P < 0.01) and positively associated employees commitment. A unit increase in the Employee Fairness will increase the employees' commitment by 0.111. The study finding was similar with study conducted by Bekele (2014) employee Fairness is significantly and positively influence employees' commitment. The finding is also consistent with Greenberg (1991) showed that, if the workers perceived that they had received fair treatment in the organization, that perception gives them a feeling of job security.

Employees supervisors Support - is significant at less than 1 percent (P= 0.000 P < 0.01) and positively associated employees commitment. A unit increase in the Employee supervisors Support will increase the employees' commitment by 0.130. The study finding was similar with study conducted by Bekele (2014) employee supervisors Support is significantly and positively influence employees' commitment. The result also showed, all six organizational climate dimensions, significantly and positively influence the employees commitment of commercial bank of Ethiopia. The finding is also consistent with Eisenberger (1990) if supervisor support, open communication and have good relationship with employees, the employees turnover intention are likely less and more engaged with organization and Organ(1988) employees with higher levels of Perceived organizational support are likely to be more committed and possibly more willing to engage in extra role.

In general the hypotheses testing result show organizational climate dimensions have positive and significant impact employees' commitments. The detail analysis of variable and hypothesis test is as follows in table 4.18;

Table 4.18: Summary of overall outcome of the research hypothesis

Hypothesis	Result
H1: Autonomy has significant effect on employee's commitment	B=.112 p< 0.05 **H1:Accepted**
H2: Trust has significant effect on employee's commitment	B =.100 p< 0.05 **H2:Accepted**
H3: Team work has significant effect on employee's commitment.	B = .120 p < 0.05 **H3:Accepted**
H4: rewards and recognition has significant effect on employee's commitment.	B = .090 p < 0.05 **H4:Accepted**
H5: Fairness has significant effect on employee's commitment.	B=.111 p < 0.05 **H5:Accepted**
H6: Supervisor Support has significant effect on employee's commitment.	B = .130p < 0.05 **H6:Accepted**

Source: Own survey (2020)

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This is the last chapter of the thesis which summarizes of all of the findings and researcher's conclusion based on the results of the study. Finally, some points will be forwarded by the researcher so as to improve organizational climate and employees' commitment.

5.1.   Summary of major findings

Based on the analysis made in chapter four regarding effects of organizational climate on employee's commitment the researcher summarized major findings as follows:

➢ As the findings of age of respondents indicate, the majority 101(54%) age between 21 to 25

and 49(26%) respondents aged 26 to 35 years. The majority of the employees 131(70%) were males and 150(80%) of employees were First degree holders. Respondents experience year indicate that most of them have 1-5 years of experiences demonstrating 57.0 percent.

➢ The descriptive analysis showed that Majority of the respondents (3.64) agreed an employee perceived of Autonomy has effect on employee's commitment. For Employees trust on mangers the respondents agreed (3.94) that trust on manager has effect on employee's commitment. Team work /cohesion (4.11) most respondents agree on team work /cohesion has effect on employee's commitment.

➢ Similarly majority of the respondents agreed rewards and recognition, employees perception toward Fairness and Employees perception toward organizational/supervisors Support have effect on employee's commitment with mean score 3.90, 3.80, and 3.87 respectively.

➢ The findings of employee's commitment dimension indicated that majority of the respondents agree that Support Affective Organizational commitment scale, Continuance Organizational Commitment Scale and Normative Organizational Commitment Scale statement with the grand mean sore of 3.60, 3.70 and 3.68.

➢ Inferential statistics of quantitative analysis revealed significant most of aspects of organizational climate on performance. The correlation analysis result indicates that organizational climate (r=0.568) and its six dimensions i.e. Autonomy(r=0.413), employees Trust on manager (r=0.465), Team work (r=0.499), Reward and Recognition (r=0.369), Fairness (r=0.317), Support (r=0.345 have positive relations with employees commitment in Commercial Bank of Ethiopia. Among the six dimensions, Team work and the trust have the highest Positive correlation with employees commitment and but according to result Fairness has small significant relationship with employees commitment.

➢ According regression output, the overall independent variables such as Autonomy, Trust, Team work, Rewards and Recognition, Fairness and supervisors and Support were observed to explain 79.7% of the variance in the employees commitment (R square = 0. 790).

5.2. Conclusions

The main purpose of this study was to determine if there effects of organizational climate on employees commitment in Commercial Bank of Ethiopia south Addis Ababa district. Data for analysis was obtained by use of questionnaires adopted with some modification. Information obtained was analyzed quantitatively with the aid of statistical package for social sciences

(SPSS) version 26 computer software. Simple random sampling technique employed to select target respondents of the study. 200 questionnaires were distributed and 188 returned from respondents and the response rate was 94 % percent. Data were collected from both primary and secondary sources. The collected data was analyzed by using descriptive and inferential statistics. Based on the analysis made in chapter four the following conclusions are made on major effects of organizational climate on employees commitment as follows:

➢ As the findings of participants profile indicates, males' employees were 70 percent compared with females. The age of participants, mostly fall between 21-25 years demonstrating 54 percent. Most of MSEs educational qualification was first degree holder indicating 80 percent. Respondents experience year indicate that most of them have 1-5 years of experiences demonstrating 70 percent. For this finding it can be concluded that most of the male and female employees were unequal and in Commercial bank there were low number of female employees were low compared to male. From experience it can be concluded, that the employees of commercial bank have work experience to perform their job. Further from age of the respondent it can be concluded that the employees were Young and productive work group they can contribute for the development of commercial bank Ethiopia.

➢ As the findings of descriptive analysis on; Autonomy, trust on mangers ,Team work /cohesion, rewards and recognition, employees perception toward Fairness and Employees perception toward organizational/supervisors Support have effect on employee's commitment. It can be conclude that improving organization climate dimension improve employee's commitment in Commercial bank of Ethiopia.

➢ This study used Pearson test to examined the correlations between employees' commitment and the independent variables. The result shows that Autonomy, trust on mangers, Team work /cohesion, rewards and recognition, employees perception toward Fairness and Employees perception toward organizational/supervisors Support are positively related to employees commitment and it can be concluded that improving those variables increase employees commitment.

➢ In the regression model the overall independent variable were observed to explain 79.7% of the variance in the dependent variable. The remaining 20.3 % of the variance is explained

by other variables not included in this study. Autonomy, trust on mangers, Team work /cohesion, rewards and recognition, employees perception toward Fairness and Employees perception toward organizational/supervisors Support have significant effect on employees commitment. Therefore, it can be concluded that any improvement organizational climate can improve employee commitment.

5.3.   Recommendations

Based on the findings, discussion and conclusion drawn in the study, researcher recommends as follows;

➢ Organizational climate is important in improving the level of employee commitment, the organization is better to emphasize on Autonomy, trust on mangers, Team work /cohesion, rewards and recognition, employees perception toward Fairness and Employees perception toward organizational/supervisors Support since there contribution to employee commitment were high.

➢ Team work has the highest mean score in which most respondents agree on employees" team work in practice. Specifically the organization offer training and technical support and encouragement to help each other's succeed employees' work and employee's team sprit among their work mates were the highest contributes significantly team work. Therefore, commercial bank of Ethiopian South Addis Ababa district should continue support team work since it contributes more for employees' commitment.

➢ The mean score for employees trust on mangers was relatively high. Trust-based relationship between subordinates and supervisors plays an important role in acting for the accomplishment of organizational goals in cooperation, increasing efficiency and productivity in the organization as a whole. Therefore, commercial bank of Ethiopia South Addis Ababa district should continue work on trust on mangers and Rewards and Recognition since they contributes more for employees' commitment.

➢ The finding of the study indicated that there is direct and positive relationship between organizational climate dimensions and Organizational commitment of employees and

all six organization climate dimension have significant effect on employees' commitment. Therefore Commercial bank of Ethiopian South Addis Ababa district should to improve organizational climate dimension in order increase employees' commitment.

➤ Finally, implementing the above listed recommendation, the organization would be able to focus on selected organizational climate and also it would be possible to have improvements in workplaces to help employees become more committed to their jobs.

5.4. Areas for Further Study

Because of the limited time and resource, this study was conducted in Commercial bank of Addis Ababa South district. However, this may not represent the situation of bank in different branch and it is difficult to generalize at country level. Besides, the study was used a sample employees from commercial bank, an interesting finding may come up by conducting studies at different bank included different branch.

Therefore, further studies will be conducted to explore the relationship between organizational climate dimensions that are perceived as being internal to or having a direct influence on the employee and organizational dimensions that are perceived as being external to or having an indirect influence on employee satisfaction levels focus on other bank and other organization.

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Dear Respondents

I am graduating class of MBA student at JIMMA University. This questionnaire is prepared for research purpose entitled **effect of organizational climate on performance in Case Commercial Bank of Ethiopia**. As member of your organization, your participation in this study will be valuable and greatly appreciated. Information gathered will be treated with utmost confidentiality and will not be used for any other purpose

INSTRUCTIONS: The questionnaires contain statements about organizational climate and Organizational performance. Give your own opinion and feeling about each item.

Please circle your response to each statement according to the following five-point scale in terms of your own agreement and disagreement of the statement. 5= Strongly Agree 4= Agree 3= Neutral 2= Disagree 1= Strongly Disagree Example: If you strongly agree with any of the statements given in the questionnaire, you should circle on #5 and if you strongly disagree with any statements please circle on #1. For the statement, where you cannot make a decision, circle on #3 and rate others categories accordingly

Dear respondent, some words in the questionnaire have special meanings you need to know. The definitions of some terms for the purpose of this Questionnaire are as follows

"Supervisor" means your boss or immediate manage

"**Your Organization**" implies your bank (commercial bank of Ethiopia) **Dear respondent here is my address, contact me for any inconvenience**

Name: BETELHEM KIBRET

Email: bettytizu12@gmail.com and Phone No: +251913908735

Section1. Demographic Information:

1. Years of experience in the bank

    2 - 5years   0   6 -10 years   0   11 -4 years   0   above 16 years 0

2. Age: 20-30 0   30-40 0   40-50 0   above 50   0
3. Gender: M 0   F   0

4. Your level of education

    High School 0   College diploma   0   First Degree 0   Masters Degree 0

Section 2: Items Related to Organizational Climate Factors

No	Description of Items	Strongly disagree	disagree	Neutral	Agree	Strongly agree
	Employees Perceived of Autonomy					
1	I make most of the decisions that affect the way I do my work.	1	2	3	4	5
2	I determine my own work procedure	1	2	3	4	5
3	I have independence for organizing my own work	1	2	3	4	5
4	I set the performance standards for my Job.	1	2	3	4	5
5	I organize my work as I see best	1	2	3	4	5
	Trust on managers					
1	My supervisor has a lot of personal integrity(honesty)	1	2	3	4	5
2	My supervisor is transparent	1	2	3	4	5
3	My supervisor is not likely to give me bad advice	1	2	3	4	5
4	I have confidence on my supervisor s to keep the things I tell him confidential	1	2	3	4	5
5	Management of the organization delivers what they promise	1	2	3	4	5
6	Our Staff members generally trust on their management	1	2	3	4	5
	Team work /cohesion					
1	My work group offer a support and encouragement to help each other's succeed	1	2	3	4	5
2	Friendly atmosphere exist among most members of my work groups	1	2	3	4	5
3	I feel like I have a lot in common with the Commercial bank of Ethiopia's employees I know	1	2	3	4	5
4	Employees in my work group are usually easy to communicate with each other about work problem.	1	2	3	4	5
5	There is a lot of team sprit among my work mates	1	2	3	4	5
6	Employees I work with are enjoyable	1	2	3	4	5
	Rewards and Recognition					
1	In our organization the employees efforts are adequately rewarded	1	2	3	4	5
2	The organization appreciates and takes care of employees Competencies	1	2	3	4	5
3	When employees do something well, the supervisors praise them	1	2	3	4	5

4	My organization is quick to recognize good performance.	1	2	3	4	5
5	My supervisor knows what my strengths are and tells me.	1	2	3	4	5
6	The benefits offered at our organization are satisfactory	1	2	3	4	5
7	This organization treats its employees better in terms of monetary Reward	1	2	3	4	5

Employees Perception Toward Fairness						
1	My supervisors does not play favorites/discrimination	1	2	3	4	5
2	I am confident on a fair deal of my supervisor	1	2	3	4	5
3	In our organization people get reward and recognition based on how well they do their jobs	1	2	3	4	5
4	Promotion at my organization are handled fairly	1	2	3	4	5
5	I feel that rewards employees receive at our organization is fair	1	2	3	4	5
6	The feedback I received appropriate for the work I have completed	1	2	3	4	5
7	My outcomes reflect what I have contributed to the organization	1	2	3	4	5
8	The objects my supervisors sets for my job are reasonable	1	2	3	4	5

Employees perception Toward organizational/supervisors Support						
1	My organization is supportive of my goals and values.	1	2	3	4	5
2	Help is available from my organization when I have a problem.	1	2	3	4	5
3	My organization really cares about my well- being.	1	2	3	4	5
4	My organization cares about my opinion.	1	2	3	4	5
5	The supervisor are willing to listen to their employees	1	2	3	4	5
6	My supervisors help me as I learn from my mistake	1	2	3	4	5
7	My supervisors is easy to talk to about Job-related problems	1	2	3	4	5
8	I feel that the organization has care for its employees	1	2	3	4	5

Section 3: Items Related to employees commitment

Affective commitment						
1	I would very happy to spend the rest of my Career with this organization.	1	2	3	4	5
2	I enjoy discussing my organization with People outside it.	1	2	3	4	5
3	I really feel as if this organization's problems are my own	1	2	3	4	5
4	I think that I could easily become attached to another organization as I am attached to this organization.	1	2	3	4	5
5	I do not feel like „part of the family" in my Organization.	1	2	3	4	5
6	I do not feel „emotionally attached" to this Organization	1	2	3	4	5
7	I do not feel a strong sense of belonging to my organization	1	2	3	4	5
8	This organization has a great deal of personal meaning for me.	1	2	3	4	5

Continuance Organizational Commitment Scale						
1	I am not afraid of what might happen if I quit my job without having another one job.	1	2	3	4	5

2	It would not be too costly for me to leave my organization now	1	2	3	4	5
3	Right now, staying with my organization is a matter of necessity as much as desire	1	2	3	4	5
4	I feel I have too few options to consider leaving this organization	1	2	3	4	5
5	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives, benefits I have here	1	2	3	4	5
Normative Organizational Commitment Scale						
1	I think that people these days move from company to company too Often	1	2	3	4	5
2	I do not believe that a person must always be Loyal to his or her Organization.	1	2	3	4	5
3	Jumping from organization to organization does not seem at all unethical to me.	1	2	3	4	5
4	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	1	2	3	4	5
5	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization	1	2	3	4	5
6	I was taught to believe in the value of remaining loyal to one Organization	1	2	3	4	5

If any comment please well come

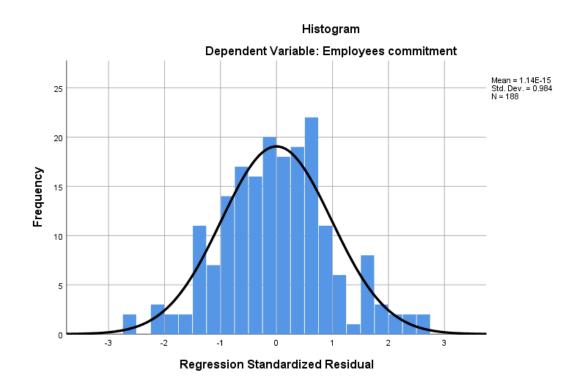_____

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Your efforts are greatly appreciated   Thank you for your

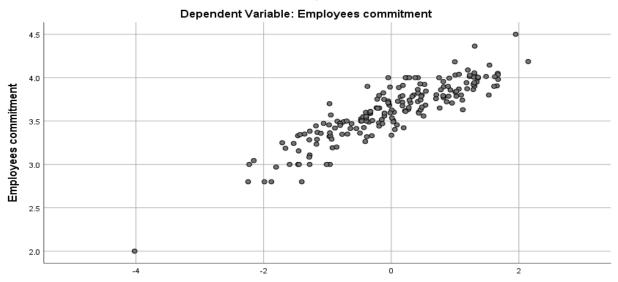**cooperation!!!!!!!!!!!!!!!!!!**

Interview Questions for mangers

1. How do you see employees perceived of autonomy effects on employee's commitment in your organization?

2. How do you see Trust on manager's effects on employee's commitment in your organization?

3. How do you see Team work /cohesion effects on employee's commitment in your organization?

4. How do you see Rewards and Recognition effects on employee's commitment in your organization?

5. How do you see Employees Perception toward Fairness effects on employee's commitment in your organization?

6. How do you see Employees perception toward organizational/supervisors Support effects on employee's commitment in your organization?

7. How do you see Employees perception toward organizational/supervisors Support effects on employee's commitment in your organization?
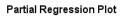
APPENDIX 3 Regressions Tables

<table>
<tr><th colspan="12">Coefficients^a</th></tr>
<tr>
<td></td><td></td>
<td colspan="2">Unstandardized Coefficients</td>
<td>Standardized Coefficients</td>
<td></td><td></td>
<td colspan="2">95.0% Confidence Interval for B</td>
<td colspan="2">Collinearity Statistics</td>
</tr>
<tr>
<td colspan="2">Model</td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td>t</td>
<td>Sig.</td>
<td>Lower Bound</td>
<td>Upper Bound</td>
<td>Tolerance</td>
<td>VIF</td>
</tr>
<tr><td>1</td><td>(Constant)</td><td>1.089</td><td>.102</td><td></td><td>10.687</td><td>.000</td><td>.888</td><td>1.290</td><td></td><td></td></tr>
<tr><td></td><td>Autonomy</td><td>.112</td><td>.011</td><td>.352</td><td>10.329</td><td>.000</td><td>.091</td><td>.134</td><td>.967</td><td>1.034</td></tr>
<tr><td></td><td>Trust</td><td>.100</td><td>.010</td><td>.347</td><td>9.926</td><td>.000</td><td>.080</td><td>.120</td><td>.921</td><td>1.086</td></tr>
<tr><td></td><td>Team work</td><td>.120</td><td>.012</td><td>.346</td><td>9.990</td><td>.000</td><td>.097</td><td>.144</td><td>.937</td><td>1.067</td></tr>
<tr><td></td><td>Rewards and Recognition</td><td>.090</td><td>.009</td><td>.342</td><td>10.115</td><td>.000</td><td>.072</td><td>.107</td><td>.985</td><td>1.016</td></tr>
<tr><td></td><td>Fairness</td><td>.111</td><td>.014</td><td>.271</td><td>7.946</td><td>.000</td><td>.084</td><td>.139</td><td>.969</td><td>1.032</td></tr>
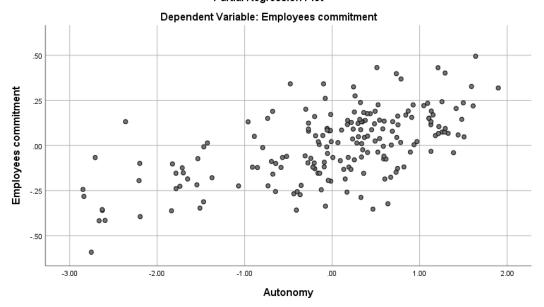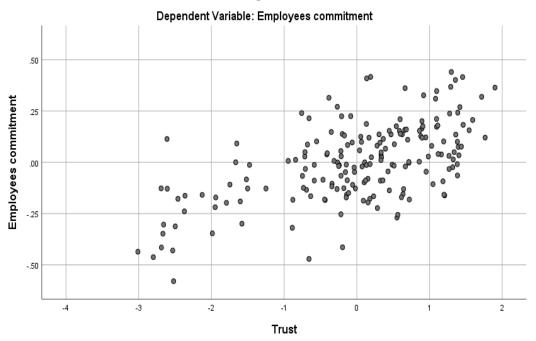<tr><td></td><td>supervisors Support</td><td>.130</td><td>.015</td><td>.306</td><td>8.777</td><td>.000</td><td>.101</td><td>.160</td><td>.923</td><td>1.084</td></tr>
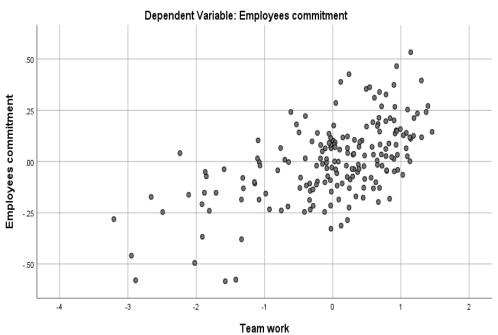<tr><td colspan="12">a. Dependent Variable: Employees commitment</td></tr>
</table>

Histogram
Dependent Variable: Employees commitment

Mean = 1.14E-15
Std. Dev. = 0.984
N = 188

Scatterplot

Dependent Variable: Employees commitment

Partial Regression Plot

Dependent Variable: Employees commitment

Partial Regression Plot

Dependent Variable: Employees commitment

Partial Regression Plot

Dependent Variable: Employees commitment

Partial Regression Plot

Dependent Variable: Employees commitment

Partial Regression Plot

Dependent Variable: Employees commitment

Partial Regression Plot

Dependent Variable: Employees commitment