

***THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEES
COMMITMENT; IN THE CASE OF JIMMA UNIVERSITY***

***A Thesis Submitted to college of business and economics, Department of management, in
partial fulfillment of the requirements for masters' of public management (MPM)***

By: TESFALEM ADISU

Advisors

Mr.:TAYE AMOGNE (PHD Candidate) And

Mr.:FIREW MULATU



JIMMA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

MPM PROGRAM

JULY, 2020

JIMMA, ETHIOPIA

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DECLARATION

I hereby declare that this thesis “**The EFFECT OF ORGANIZATION CULTURE ON EMPLOYEE COMITMENT; A Study at Jimma University**” has been carried out by me under the guidance and supervision Mr.TAYE AMOGNE (PHD Candidate) and FIREW MULATU.

The thesis is original and has not been submitted for the award of any degree or diploma to any university or institutions.

Researcher's Name

Date

Signature

CERTIFICATE

This is to certify that the thesis entitled “The Effect of Organizational Culture on Employee Commitment: A Case Study at Jimma University”, Submitted to Jimma University for the award of the Degree of Master of Public Management (MPM) and is a record of Valuable research work carried out by Mr. Tesfalem Adisu, under our guidance and supervision

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

Main Adviser’s Name

Date

Signature

Co-Advisor’s Name

Date

Signature

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ABSTRACT

The objective of this study was to assess and examine the relationship between organizational culture and employees' commitment. The researcher used explanatory research design with quantitative research approach in order to meet the objective of the study. The target population for this study was employees of Jimma University located in Jimma. Three hundred eighty one respondents were selected using Stratified Random Sampling Technique and out of those, Three hundred fifty six has responded. A structured and self-administered questionnaire was developed based on Denison's organizational culture dimensions (involvement, consistency, adaptability and mission) and employees' commitment, and distributed to the target respondents. A total of 356 questionnaires were used for this study and the data were analyzed using descriptive and inferential statistics. Descriptive analysis, Pearson correlation, analysis of variance (ANOVA) and regression were carried out to analyze the data using SPSS 23. Based on the output of the correlation matrix; the correlation between the main research variable (organizational culture and employee commitment), there is statistically significant (P -value <0.05) and OC variables such as involvement coefficient sought that moderate but positive association between Employee commitment ($r= .592$, $p<0.05$), Adaptability is a moderate positive association between Employee commitment ($r=0.682$, $p<0.05$), mission also moderate positive association with Employee commitment ($r=0.638$, $p<0.05$) and moreover, consistency coefficient sought that is weak but positive association between Employee commitment ($r=0.249$, $p<0.05$). In general positive correlation coefficient that means all organizational culture variables direct relationship with the employees' commitment. Based on the findings, the study recommends that Jimma University should reinforce team orientations, embrace integration, coordination, organizational learning, agreement and core values and they should create competence development to promote employees commitment.

Keywords: Organizational culture, involvement, consistency, adaptability, mission, and employee commitment

CHAPTER ONE

INTRODUCTION

This chapter presents the background of the study, background of the organization, statement of problem, objectives of the study, research questions, and significance of the study, scope of the study, organization of the study and operational definition of terms.

1.1. Background of the Study

Culture is defined as a pattern of shared assumptions and values which have been adapted by the organization through its learning experience and are deemed valid to be taught to new members of the organization. Shoaib, A., Zainab, N., Maqsood, H., and Sana, R., (2013)

According to George,j and Jones,G, (2012) Organizational culture is the set of shared values, beliefs, and norms that influences the way Employees think, feel, and behave toward each other and toward people outside the organization. Organizational culture can be considered as the shared assumptions people and groups learn to follow as they attempt to address opportunities and problems facing the organization. These beliefs and values are taught to new recruits who become members of an organization when they learn to perceive, think, and feel about these opportunities and problems in the same way as existing employees. The kind of values and beliefs in an organization's culture can promote supportive work attitudes and behaviors that increase organizational effectiveness, or they can lead to behaviors that harm an organization. This is because an organization's culture controls the way employees perceive and respond to the people and situation around them and how they use this information to make decisions.

According to Wambui (2018) Organizational culture is the social glue that bonds people together and makes them feel part of the organizational experience. The level of commitment in an organization can be raised significantly by designing a better organizational culture.

Organizational culture is a powerful force that works to clarify important matters and also to coordinate employee efforts thus lowering costs and eliminating inefficiencies due to close and immediate supervision. A good organizational culture will instill brawny employee behavior that is in turn conducive for good policy and strategy implementation Huma, A. (2014).

According to Hakim, (2015) Commitment means the employee wishes to remain retain their membership in the organization and are willing to do business for the high achievement of organizational goals. Armstrong (2006)define organizational commitment is the relative strength of the individual's identification with, and involvement in, a particular organization. It consists of three factors: a strong desire to remain a member of the organization, a strong belief in, and acceptance of, the values and goals of the organization and a readiness to exert considerable effort on behalf of the organization. Organizational commitment can be defined generally as a psychological link between the employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization. Allen and Meyer, (1996).

Organizational commitment is considered as mental and emotional dependence to the organization, based on which a highly committed person specifies his identity by the organization, participates in the organization and is involved in it and enjoys membership in organization Ghorbanhosseini, (2013).

The interest in this topic is due to the fact the employee commitment is an important elements which is compulsory for organizational success. When employee is strongly committed with an organization then there are fewer chances for disloyalty with organization.

Jimma University is located in the city of Jimma, situated around 352 kilometers southwest of Addis Ababa. It consists of the following academic units: School of Graduate Studies, Institute of Technology, Institute of Education and Professional Development Studies, College Of Agriculture and Veterinary Medicine, College of Business and Economics. the University is highly committed to pioneering concepts, as reflected in its motto, the university was initially founded based on the concept of Community-Based education (CBE). Throughout its history, the university has been committed to this scheme, and almost all of the academic curriculum are based on CBE programs. Jimma University is the first university in Africa that has established an exclusive office under the President's office to supervise all innovative programs across the university.

Source :(https://en.wikipedia.org/wiki/Jimma_University)

1.2. Statement of the Problem

A study by Nongo and Ikyanyon (2012) proved that corporate culture is important in improving the level of employee commitment to the organization but not all corporate cultural measures have effect on employee commitment. Accordingly, these researchers conclude that, consistency & Mission; two of the corporate culture traits on Denison Model, are not significantly correlated with organizational commitment. To the contrary, Hakim (2015) found out positive and significant relationship between overall organizational culture and organizational commitment. Asghar, firuzjaeyan and Sadeghi (2015)) research finding Indicate that there is significant relationship between organizational culture components and employees' commitment. Mersen, B. (2016) was initiated to investigate the effect of the selected organizational culture traits on employee commitment in Ethiopian Airlines Company. The study found that adaptability is the most contributing organizational culture traits in the prediction of employee commitment. The other three organizational culture traits; mission, involvement and consistency are ranked depending on their contribution from most to the least. The findings concluded that organizational culture is important in improving the level of employee commitment which is asserted by the positive contribution of adaptability, mission and involvement practice to employee commitment. The effect of organizational culture on employee commitment is not studied and the problem of uncommitted employee continues. Employee commitment is an important element which is compulsory for organizational success. When employee is strongly committed with an organization then there are fewer chances for disloyalty with organization these are the cases, which call for the study to undertake in the organization. Therefore, by studying the impact of organizational culture on employee commitment, it is possible to increase commitment there by organizational effectiveness. It is, therefore, necessary to assess the effect of organizational culture on employee commitment in Jimma University.

Other than that from the observation and according to officers believe that this organization, there are some of the employees are not showing a good commitment in doing their task. Some of them did not focus and sluggish in doing the job or task given by the top management. So this study kindly wants to know why these kinds of problems occurs that directly affecting the commitment to the organization that they serve. Studying the organizational culture and its effect on employee commitment might helps organizations to enrich its organizational culture practice and adjust its focus on most important organizational culture type that can bring employee commitment.

1.3. Research Question

The following research question was rise:

1. What is the effect of involvement dimension of organizational culture on employees' commitment in the university?
2. What is the effect of consistency dimension of organizational culture on employees' commitment in the university?
3. What is the effect of adaptability dimension of organizational culture on employees' commitment in the university?
4. What is the effect of mission dimension of organizational culture on employees' commitment in the university?
5. Which type of selected organizational culture has significant effect on employee commitment?

1.4. Research Objectives

1.4.1. General objective of the study

The main objective of the study is to test the effect of organizational culture on employee commitment of Jimma University.

1.4.2. Specific objectives of the study

- To assess the effect of **Involvement** on employee commitment
- To examine the effect of **Consistency** on employee commitment
- To test the effect of **Mission** on employee commitment
- To investigate the effect of **Adaptability** on employee commitment
- To describe the current organizational culture of the organization.

1.5. Research Hypothesis

Based on the literature review the following hypotheses were tested:

- Ho: There is no significant relationship between employees' involvement in decision making and employees' commitment.
H1: There is significant relationship between employees' involvement in decision making and employees' commitment
- Ho: There is no significant relationship between consistency and employees' commitment
H1: There is significant relationship between consistency and employees' commitment
- Ho: There is no significant relationship between organization adaptability and employees' commitment
H1: There is significant relationship between organization adaptability and employees' commitment
- Ho: There is no significant relationship between employees' identification with organizational mission and employees' commitment
H1: There is significant relationship between employees' identification with organizational mission and employees' commitment

1.6. Significance of the Study

This study has a great advantage for different parties on showing the effect of organizational culture on employee commitment towards the attainment of organizational goals. First and foremost the findings are anticipated to provide concrete information to the senior leaders about the effect of organizational culture on employee commitment in the context of Jimma University. It can help Jimma University to enrich its organizational culture practice and adjust its focus on most important organizational culture practice and adjust its focus on most important organizational culture type that can bring employee commitment. It may initiate other researchers to deal more about the existing problems in depth and replicate the study to other higher education. Lastly; this research enhances the study area administrator's knowledge of how the organizational culture affects employee commitment and suggests what should be done to improve it. Furthermore, the research contributes towards the advancement of theoretical knowledge.

1.7. Scope of the Study

This study focused on assessing organizational culture and its relationship with employees' commitment in the organization under study, Jimma University. In this study, self-administered and closed-ended or structured questionnaire was used to collect data from employees located in Jimma.

Even though there are different work related factors such as job satisfaction, employee reward system, employees' motivation, employees' engagement and others which might have either positive or negative relationship with employees' commitment and influential impact on it, this research work assessed only one factor, i.e. organizational culture. Besides, Denison's cultural model with the four dimensions: involvement, consistency, adaptability and mission is considered for this research work to see their relationship with employees' commitment while there are different cultural models which are beyond the scope of this study but should be covered by other research works. As a methodological scope, the study used only quantitative research design. The rationale behind using quantitative approach is the nature of the research questions and the most appropriate method to address the research questions.

1.8. Operational Definitions

Organizational culture refers to a system of shared meaning held by members that

Distinguishes the organization from other organizations (Robbins and Judge, 2013).

Involvement - Involvement is building human capability, ownership, and responsibility in an organization (Denison and Neale, 2011)

Consistency - Consistency deals with defining the values and systems that are the basis of a strong culture in an organization (Denison and Neale, 2011).

Mission - Mission is defining a meaningful long-term direction for an organization. A mission provides purpose and meaning by defining a social role and external goals for the organization. It also provides a clear direction and goals that serve to define an appropriate course of action for the organization and its members (Denison and Neale, 2011).

Adaptability -Adaptability deals with translating the demands of the business environment into action. (Denison and Neale, 2011)

Employees' Commitment - Employees "commitment is a psychological state that characterizes the employee's relationship with the organization and has implication for the decision to continue membership in the organization (Meyer and Allen, 1996).

1.9. Organization of the Study

This study organized in to five chapters. The first chapter is the introduction which includes background of the study, statement of the problem, objective of the study, research question, significance of the study, scope of the research. The second chapter is about literature review. The third chapter is the methodology of the research. The fourth chapter is research findings and results and the last chapter goes to summary of finding, conclusion and recommendation.

CHAPTER TWO

2. REVIEW OF LITERATURES

2.1. Introduction

Literature review of this section highlights three parts: the theoretical part, empirical research study part and conceptual frame work part.

2.2. Theoretical Literature of Organization Culture

According to Dolan and Lingham (2013) culture is set of values and commonly held beliefs that determine which behaviors are acceptable and expected for a given group. Countries, religious and ethnic groups, and organizations all have cultures. Robbins and Judge (2013) support Dolan and Lingham definition by explaining culture as a system of shared meaning held by members that distinguishes the organization from other organizations.

According to Groysberg, Lee, Price and Cheng (2018) Organizational culture is the collective effect of the common beliefs, behaviors, and values of the people within a company. Those norms within any organization regulate how employees perform and serve customers, how they co-operate with each other, whether they feel motivated to meet goals.

According to Jennifer and Gareth (2012) Organizational culture is the set of shared values, beliefs, and norms that influences the way employees think, feel, and behave toward each other and toward people outside the organization. Organizational culture can be considered as the shared assumptions people and groups learn to follow as they attempt to address opportunities and problems facing the organization. These beliefs and values are taught to new recruits who become members of an organization when they learn to perceive, think, and feel about these opportunities and problems in the same way as existing employees. The kind of values and beliefs in an organization's culture can promote supportive work attitudes and behaviors that increase organizational effectiveness, or they can lead to behaviors that harm an organization. This is because an organization's culture controls the Way employees perceive and respond to the people and situation around them and how they use this information to make decisions. Similarly, Robbins and Judge, et, al (2013) refers Organizational culture is a system of shared meaning held by members that distinguishes the organization from other organizations. Organizational culture is the adhesive holding companies together in a country, is characterized by stability

processes, collectivity and predictability, and is a source of recreation, of new opportunities as well as of conflicts and of dynamics Donald Indiya and Obura.(2018)

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

Models of Organizational Culture

Different researchers develop models on organizational culture which incorporate different traits or behaviors driven by beliefs and assumptions that create an organizational culture. Dolan and Lingham (2012) have summarized some of the principal organizational culture models as Deal and Kennedy Model, Charles Handy Concept and Edgar Schein Model. In addition to the three models, a detail on Denison model of organization culture is also part of this section. Common to all model of culture and the linkages to organizational success assert that values of employees need to be aligned with vision and mission of the company.

Deal and Kennedy Model

Dolan and Lingham (2012) tried to summarize the model as follows. The model measured organization in respect of feedback or instant response accordingly four classification of organizational culture were developed. These are Tough-Guy Macho Culture, Work Hard / Play Hard Culture, Bet your Company Culture & Process Culture.

The first Tough-Guy Macho Culture where by feedback is quick and the rewards are high. This often applies to fast moving financial activities such as brokerage and it is very stressful culture in which to operate. Secondly, The Work Hard / Play Hard Culture is characterized by few risks being taken, all with rapid feedback. This is typical in large organizations, which strive for high quality customer service. Thirdly, bet your Company Culture in which big stakes decisions are taken, but it may be years before the results are known. Typically,

these might involve development or exploration projects, which take years to come to completion, such as oil prospecting or military aviation. Fourthly, Process Culture which occurs in organizations where there is little or no feedback. People become suspicious with how things are done not with what is to be achieved. This is often associated with bureaucracies.

Charles Handy's model

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

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

Edgar Schein Model

The last organizational culture model that Dolan and Lingham (2012) tried to summarize is Edgar Schein Model. This organizational culture model is described by three cognitive levels of organizational culture. At the first and most cursory level of Schein's model is organizational attributes that can be seen, felt and heard by the uninitiated observer. These includes facilities, offices, furnishings, visible awards and recognition, the way that its members dress, and how each person visibly interacts with each other and with organizational outsiders.

The next level deals with the perceived culture of an organization's members. At this level, company slogans, mission statements and other operational belief are often expressed, and local and personal values are widely

expressed within the organization. Finally, the third and deepest level depicts the organization's tacit assumptions. These are the elements of culture that are unseen and not cognitively identified in everyday interactions between organizational members. Many of these „unspoken rules' exist without the conscious knowledge of the membership.

The above three models encompasses organizational culture traits from psychological or personality perspective and mainly the third is designed and created within the academic environment which uses non-business language. To the contrary, Denison organizational culture model, which is discussed in the subsequent paragraphs, is behaviorally based that are designed and created within the business environment. And it is applicable to all levels of the organization in which business language is used to examine business results.

Denison Model

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

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

Consistency: Consistency is the second trait which emphasizes on maintenance of the status quo by being well coordinated and well integrated also the organization devises clear agreement about the right way and the wrong way to do things. Furthermore, consistency deals with defining the values and systems that are the basis of a

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

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

Mission: The last trait is mission whereby organizations devise meaningful long-term direction and organization with this trait clearly defines Strategic direction, Vision, Goals and Objectives of the company. Mission involves defining a meaningful long-term direction for the organization. A mission provides purpose and meaning by defining a social role and external goals for the organization. It provides a clear direction and goals that serve to define an appropriate course of action for the organization and its members. A sense of mission allows an organization to shape current behavior by envisioning a desired future state. Strategic direction, vision and intent, goals and objectives are the indices of the mission trait. Thus, strategic direction and intent deals with clear strategic intentions convey the organization's purpose and make it clear how everyone can contribute. The second indices, goals and objectives, stress on a clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work. Finally,

vision ensures that organization has a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organization's people, while providing guidance and direction.

1.7. Employee Commitment

Four Dimensions of Commitment to the Organization Among current conceptualizations, two primary dimensions of OC can be distinguished. The first dimension has been labeled attitudinal commitment, whereas the second is referred to as calculative commitment (Mathieu &Zajac, 1990). This distinction is consistent with Etzioni's (1961) contention that the bond between the individual and the organization is rooted in either moral or economic considerations. It also parallels March and Simon's (1958) distinction between the motivation to produce and the motivation to participate, which results respectively in value attachment and instrumental commitment to the organization (Mayer &Schoorman, 1992, 1998).

Organizational commitment has been the subject of several critical reviews in 1980s and 1990s. Which marked increased in the interest by social scientists in the concept of organizational commitment. Furthermore, their interest has been expressed in both theoretical efforts to explain the construct and empirical efforts to determine the antecedents of commitment. (Meyer & Allen (1991), Mowday (1979)

In addition, Organizational commitment has been studied from various theoretical perspectives. According to Amernic and Aranya (1983) two major theoretical approaches have been employed in the literature on organizational commitment: the exchange approach and the investment approach. These researchers have summarized previous researchers' explanation regarding these two approaches as follows; Firstly, the exchange theory refers that individual's organizational commitment depends on his or her perceived balance of reward utilities over input utilities. This approach emphasizes the exchange relation between individuals and organizations. Thus, the more favorable exchange from the participant's viewpoint, the greater his or her commitment to the organization. Secondly, the investment approach focuses on the time element; the longer a person has been with an organization, the more that person wants to stay. This encompasses tenure and pension benefits or social involvements, which is the interaction and identification with other members of the organization.

Furthermore, three variables can be taken as to measure individual perceptions of the amount of their investment in the organization: age, length of service, perceived balance of reward utilities over input utilities, and the likelihood of finding a suitable position in some other organization. In addition, Meyer and Allen (1991) describe the second approach as side-bet theory of organizational commitment where by commitment increases

when perceived economic and social cost of leaving increases that includes increase with the accumulation of side bet or investments in the organization.

All the above discussed theories define organizational commitment in terms of attitude (attitudinal commitment), that exists when the identity of the person is linked to organization. These include perceived balance of reward utilities over input utilities, investment in the organization tenure, pension benefits or social involvements etc. Hence, membership will be maintained when goals of employee's and organization become increasingly integrated Mowday (1979) and same perspective of commitment, attitudinal commitment, is considered in this study.

The following paragraphs shows definition of organizational commitment given by several researchers. Hakim (2015) defines organizational commitment as the desire and the willingness of employees to remain in the organization and devote themselves to the success of an organization.

Similarly, Nongo and Ikyanyon (2012) summarized the three defined characteristics of Organizational commitment which was devised by Mowday. These are a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership in the organization. Moreover, Mowday, Steers, and Porter (1979) stress that commitment represents something beyond mere passive loyalty to an organization. It involves an active relationship with the organization such that individuals are willing to give something of themselves in order to contribute to the organization well being.

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

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

Antecedents of each types of commitment could be summarized as follows; affective commitment its antecedents fall generally into four categories: personal characteristics, structural characteristics, job-related characteristics, and work experiences. Continuance commitment anything that increases perceived costs can be considered an antecedent.

The most frequently studied antecedents have been side bets, or investments and the availability of alternatives. Normative commitment may result from the internalization of normative pressures exerted on an individual prior to or following entry into the organization. Normative commitment may also develop, however, when an organization provides the employee with "rewards in advance" such as paying college tuition or incurs significant costs in providing employment that includes, costs associated with job training. Meyer & Allen,(1991)

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

Abraham (2019) was conducted to determine the relationship between involvement culture, consistency culture, adaptability culture and the relationship between mission culture and employees commitment in commercial bank of Ethiopia. The study used quantitative research method and explanatory research design to objectively answer the proposed research questions. He used a cluster sampling technique to select the four districts from the total of 15 districts and also proportionate stratified sampling technique was adopted to treat the 368 participants. Descriptive analysis, Pearson correlation, analysis of variance (ANOVA) and regression were carried out to analyze the data. The result showed that there is positive relationship between organizational culture and employees' commitment.

A study also conducted by Meseret (2019) to assess and examine the relationship between organizational culture and employees' commitment in Ethiopian Airlines located in Addis Ababa, Head Quarter. The researcher used explanatory research design with quantitative research approach in order to meet the objective of the study using Stratified Random Sampling Technique. A structured and self-administered questionnaire was developed based on Denison's organizational culture dimensions (involvement, consistency, adaptability and mission) and employees' commitment, and distributed to the target respondents. A total of 331 questionnaires were distributed and the data were analyzed using descriptive and inferential statistics. Pearson Correlation analysis shows that there was statistically significant positive relationship between all the four organizational dimensions

(i.e. involvement, consistency, adaptability and mission) and employees' commitment. Moreover, mission had stronger positive and statistically significant correlation with employees' commitment than the other dimensions. Relatively, involvement had less positive correlation with employees' commitment. The result of multiple regressions Analysis revealed that 23.7% of the variation of employees' commitment can be predicted by the independent variables i.e. Involvement, consistency, adaptability and mission. In addition, the two organization culture dimensions (i.e. Adaptability and mission) had significant contribution to employees' commitment at 95% confidence level. However, involvement and consistency had a positive but statistically insignificant contribution towards employees' commitment.

1.8. Empirical Literature

Involvement and Employee Commitment

A study conducted by Mersen B. (2016) finding shows that involvement has moderate level of correlation with employee commitment, which means that employees are committed to their organizations when they are involved in decision making and also sense of ownership result a greater commitment to the organization. Furthermore, teamwork, investment to develop the skills of employees, room to receive inputs from organizational members enhances both implementation process and employee commitment. Similarly, a study conducted by Nongo and Ikyanyon (2012) found a significant and positive relationship between involvement and commitment. This means that employees are committed to their organizations when they are involved in decision-making. The key success factors for organizations today are employee empowerment, teamwork, and employee development. These enable managers and employees more committed to work and feel that they own a piece of the organization. People at all levels feel that they have at least some inputs into decisions that will affect their work and that their work is directly connected to the goals of the organization. Similarly, Ghorbanhosseini, (2013) Found out that there is a significant relationship between employee involvement and organizational commitment. Singh and Varghese (2015) found out that there is a significant positive relationship between employee empowerment and organizational commitment. by involving them in the decision making process of the organization to a certain extent can ensure employee's continuous involvement thus employees feel to be participative in the organization Furthermore, Asghar, Mojtaba and Sadeghi (2015), found out that involvement is one of the most important dimensions of organizational culture and it has great role in fulfillment of employees' commitment of teachers. This shows that people participation in work helps their intention to stay in work space. The employees' involvement means using them in decision making and this leads to the stability of their commitment. Moreover, a study carried out in Bank Saderat Iran shows that there were positive

relationship between Involvement and Employees' Commitment Bani et al(2014).study conducted in Bayelsa State Civil Service found that there is a significant relation between involvement and employees' commitment

Sunarsih and Mashithoh (2016) found of that involvement and employees commitments significantly relationship.Agwu,M, (2013).Ghader and Afkhami (2014); research show that there is significant relationship between involvement and employees comitment.Nikpour.A (2017) found of that involvement and employees commitments significantly relationship.similiarly,Azadi, Bagheri, Eslami and Aroufzad (2013) finding that there is significant relationship between involvement and employees' commitment.

Consistency and Employee Commitment

According to Nongo and Ikyanyon (2012) found out that there was no significant relationship between consistency and commitment. As much as organizations try to maintain a strong culture by being highly consistent, well-coordinated, and well integrated, this does not impact significantly on the level of employee commitment. In other words, employees prefer to be given the freedom to do the job rather than being compelled to do it in a rigid manner. Hence, the researcher concludes that the key success factor for organizations today is flexibility rather than consistency. Similarly Mersen B (2016). Consistency doesn't have significant effect on employee commitment. Hence, as much as organizations try to maintain a strong culture by being highly consistent, well-coordinated, and well integrated; this does not have significant contribution to the level of employee commitment.

To the contrary, research finding by Mousa (2017) consistency tends to be the most influential trait in terms of normative commitment. Stability (consistency) is the most powerful in shaping the organizational culture variable Hakim, (2015).It means that, cultural values that received the most attention in the activities of the organization, which emphasizes the maintenance of the status quo as a contrast to the growth will have positive effect on organizational commitment. Similarly, Asghar, Mojtaba and Sadeghi (2015), revealed that there is positive relationship between consistency and employees' commitment in which coordination and integration, agreement and fundamental values as a component of consistency increase employee commitment to provide efficient and effective work. An empirical stud carried out in Bank Saderat Iran shows that there was positive relationship between consistency and employees' commitment. The study determined that consistency affected employees' commitment very strongly Bani et al. (2014).Study conducted in Bayelsa State Civil Service found that there is a significant relation between consistency and employees' commitment Agwu,M,et,al.(2013)Ghader and Afkhami,et,al.(2014); research show that there is significant relationship between consistency and employees commitment.

Adaptability and Employee Commitment

According to Nongo&Ikyanyon, (2012) Adaptability predicts employee commitment more than any other corporate cultural variables. Employees are more committed to organizations that adapt to changing circumstances. Companies should encourage innovation and teamwork among employees. This enable employee adapt in an environment of change, thereby improving their level of commitment. Similarly, employees exhibited the highest employees' commitment when they perceived higher learning culture (adaptability traits) which includes culture of creating, acquiring, and transferring knowledge and also quickly react to current trends, and anticipate future changes.Ghader&Afkhami, (2014). Similarly, Mersen (2016) found out that Adaptability is the most contributing organizational culture traits in the prediction of employee commitment in Ethiopian Airlines Mersen (2016). A study carried out in Bank Saderat Iran shows that there was positive relationship between adaptability and employees' commitment (Bani et al. 2014). Study conducted in Bayelsa State Civil Service found that there is a significant relation between adaptability and employees' commitment Agwu,M,et,al.(2013).

Mission and Employee Commitment

Nongo and Ikyanyon (2012) found no significant relationship between mission and commitment. This means that employees' identification with the purpose, mission, and goals of the organization does not bring commitment to the organization. But companies should define the mission of their organization clearly and communicate same to employees at all times. To the contrary Denison and Neale (2011) mission provides purpose and meaning by defining a social role and external goals for the organization. And also mission provides clear direction and goals that serves to define an appropriate course of action for the origination and its members which result the increase in level of employee commitment to the organization.Mersen B. (2016) to internalize and identify with an organizational mission contributes to both short and long term commitment of employees to the organization. Saadat, Marjani and Momeni (2012) found of that mission and employees' commitment has significant relationship. An empirical study also carried out in Bank Saderat Iran shows that there was positive relationship between mission and employees' commitment. The study determined that mission affected employees' commitment very strongly Bani et al. (2014).Study conducted in Bayelsa State Civil Service found that there is a significant relation between mission and employees commitment Agwu,M,et,al.(2013)Ghader and Afkhami,et,al. (2014); research show that there is significant relationship between mission and employees comitment.similiarly,Azadi, Bagheri, Eslami and Aroufzad,et,al (2013) finding that there is significant relationship between mission and employees commitment.AsgharFiruzjaeyan,A.

firuzjaeyan,M. and Sadeghi,B., (2015) research show that there is significant relationship between mission and employees' commitment.

1.9. Conceptual Framework

Conceptual framework is a scheme of concept (variables) which the researcher operationalizes in order to achieve the set objectives Mugenda&Mugenda, (2003). The conceptual framework below illustrates the effect of independent variables: Adaptability, Consistency, Involvement, Mission Trait developed by Denison and Neale (2011) and their effect on the dependent variable: employees' commitment.

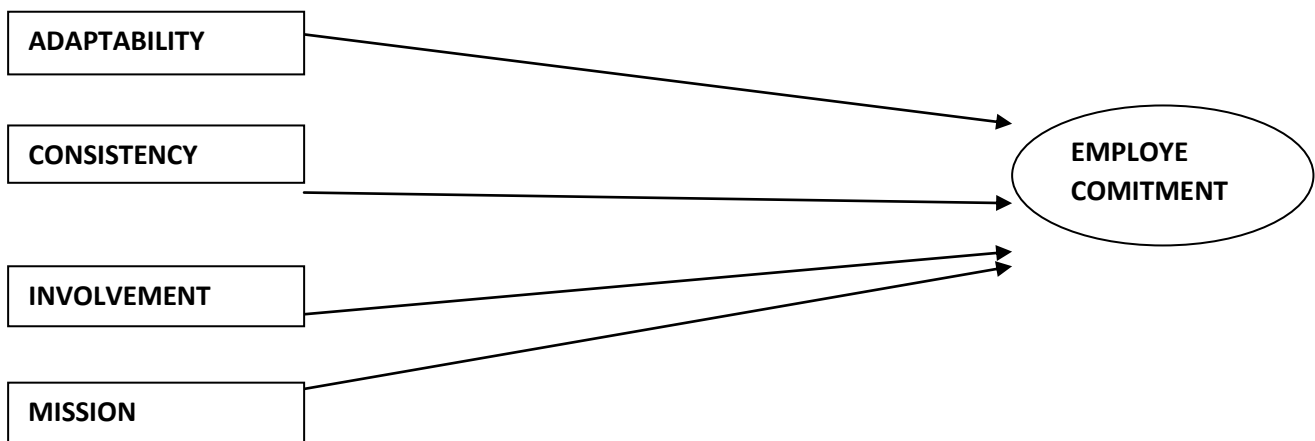


Figure 1: Conceptual Framework

Source Denison and Neale (2011)

CHAPTER THREE

3. RESEARCH METHODOLOGY

The study was covered Jimma university four campuses that are found in Jimma town.

3.1. Description of the Study Area

The study carried out in Jimma University, which is about 352km from the capital Addis Ababa to the southwestern Ethiopia on the topic the effect of organizational culture on employee commitment in case of Jimma University. The study covers four campus of Jimma University in Jimma town.

3.2. Research Design

The researcher believes that explanatory research design is appropriate for the study because the study was concerned with finding out the effects of organizational culture on employee commitment on the basis of quantitative approaches.

3.3. Target Population

The study sampling was used probability sampling techniques which ensures each subject, object or respondents has equal chances of the representation (Mugenda 2003) For the purpose of this study, From probability sampling simple random sampling (SRS) was use in the selection of employee and From non-probability or purposive sampling techniques was administer in the selection of the faculty.

3.4. Sample Size

The sample size has been determined using Yemane1997 formula which is presented below. This formula assumes the confidence level of 95%.

$$n = \frac{N}{1 + Ne^2}$$
$$\frac{7735}{1 + 7735 \times 0.0025} = 381$$

Where:

N=Population size

n= sample size

e= margin of error (degree of accuracy) (0.05)

Sample Size Distribution

| Staff | Staff size | % of total size | Sample size distribution |
|----------------------|------------|-----------------|--------------------------|
| Administrative staff | 6608 | 85% | 325 |
| Academic staff | 1138 | 15% | 56 |
| Total | 7746 | 100% | 381 |

Source: Jimma University Human Resources Data Base for the month of October, 2019.

3.5. Measurement of Variables

This research uses questionnaire tagged “Organizational Culture and “Organizational Commitment for the generation of primary data, measures the four dimensions of organizational culture. Which is originally developed by Denison and Neale (2011).The instruments are self-explanatory and was completed individually by respondents. Supervision is not necessary, a covering letter was attached to the questionnaire, explaining the aim of the study, reassuring respondents of the confidentiality of responses and giving instructions for completing the questionnaire. A questionnaire on biographical information was included, containing questions on the variables of age, gender, marital status years of service and highest qualification. The questioner was distributing to all respondents in the sample.

In this paper Organizational Culture is served as independent variables. The subscales for these variables are found in the questioner namely; Adaptability, Involvement, Consistency and Mission. Alternatively, Employee Commitment is the dependent variables. the model are expressed using 5-point Likert scale from strongly agree (SA), Agree (A), Neutral (N), Disagree (DA) to strongly disagree (SDA) with each of the points assigned a value as follows: SA =5, A=4, N=3, DA=2, SDA=1.

3.6. Source of Data

The primary data was collected from employee of Jimma University, questionnaire customized from (Denison and Neale, 2011) and (Allen and Mayer, 1990). The Secondary data sources are mainly used to review the related literature on the topic under study and to get the human resource related data of the Jimma University.

3.7. Sampling Techniques and Procedures

The respondents from each stratum were identified using simple random sampling so that every respondent have an equal chance of being selected to participate in the study. The strata in this study were divided into two and it contained the academic and administrative staff within in Jimma University.

3.8. Method of Data Collection

Structured questionnaire was developed by the researcher for this study. The data collection method was self-administered questionnaire. The data collection instrument was tested with some respondents of the total target respondents representing various functions in Jimma University, who are included in the final selection of the population. The problems anticipated to be encountered during pilot testing of the data collection instrument was addressed by making necessary adjustments to the questionnaire before administering it to the study sample. After revision of the data collection instrument, the whole study sample was subjected to the data collection instrument.

3.9. Method of Data Analysis and presentation

Data editing and coding was done by the researcher to reduce error during the data entry stage and ensure that clean data was used for analysis. Inferential analysis was done to check for the meaning of the data provided. A reliability as well as validity analysis was conducted to check for consistency of the responses and variables that best described the given responses respectively. Correlation analysis was used to test for the association among the dependent variables and independent variables for the study. Thereafter, regression analysis was used to test for the effect of the independent variable of the organizational culture on the dependent variable (employee commitment). The result was presented in form of tables and figures with brief descriptions.

3.10. Validity

The data collection instrument was check for their validity by the advisors of this research. Peer discussion was also another way of checking the appropriateness of questions. Moreover, pilot test was conduct prior to the

actual data collection that can help to get valuable comments. Furthermore, in order to test the construct validity, correlation coefficient for the independent and dependent variables was calculate to ensure that independent variables are positively related with the dependent variables, thus the independent variables can be considered as a good measure of employee commitment. In addition, all reference materials were acknowledged with proper citation and confidentiality of data was maintained throughout the process.

3.11. Reliability

A reliability test is performed to check the consistency and accuracy of the measurement scales. Most commonly use Internal Consistency indicator is Cronbach's coefficient alpha and ideally, this coefficient should be above 0.7Pallant, (2005).

3.12. Model Specification

The following model was proposed for the purpose of running multiple linear regressions that is necessarily to test the effects and statistical significance of organization culture on employees' commitment.

Research Model,

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: \check{Y} = Dependent variable (organization commitment)

β_0 = constant

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

X_1 = Involvement

X_2 = Consistency

X_3 = Adaptability

X_4 = Mission

ε = error term

Additionally, to test the significance of the overall effect of organizational culture on employees' commitment the researcher was use simple regression analysis.

Reliability test

One of the methods to estimate the reliability of the scores on a test or measurements is Cornbach's coefficients alpha method. Hence, Cornbach's coefficients alpha refers to the extent to which there is interrelatedness among the responses to the multiple items comprising in the Likert scale. Hence, as explored by Field (2009), if Alpha Coefficients were above 0.70, consistency and involvement were considered high. Accordingly, the reliability measures of each of the major variables are presented in the following table to ease the process of the data analysis

Table 3.1 Reliability Statistics

| | Cronbach's Alpha | Number of items |
|-------------------------|-------------------------|------------------------|
| Involvement (X1) | .786 | 9 |
| Consistency (X2) | .854 | 9 |
| Adaptability (X3) | .746 | 9 |
| Mission (X4) | .742 | 9 |
| Employee Commitment (Y) | .727 | 18 |

Thus, as shown in table 3.1 the reliability of the scores was evident by strong Cronbach's alpha coefficients for all variables, which used as independent and dependent variables of the study. The Cronbach's alpha ranged from 0.727 to 0.854, indicating that items are highly reliable to measure the variables they are expected to measure.

3.13. Ethical Consideration

The researcher was address ethical considerations of confidentiality and privacy throughout the research process. A written guarantee was given to the respondents that their names are not be revealed in the questionnaire and the research report. Moreover, the participants were given a verbal and written description of the study, and informed consent is obtained before the survey. Participation in the study was made only voluntarily and also they were assured that the responses were kept confidentially and only be used for the purpose of this study. Finally, a copy of the final report could be given to the organization if demanded.

CHAPTE FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETAION

4.2. Introduction

This chapter contains data presentation, analysis, interpretation and discussion on findings under each presentation, aimed at achieving the research objective. The data was collected through survey questionnaire. The survey questionnaires were distributed to a randomly selected 381 administrative and academic staff in Jimma University. Nineteen respondents could not be returned and a total of returned 6 responses were excluded from the analysis due to irrelevant information and not correctly filling the questionnaires. Thus, the study analysed the data on only 356 responses of administrative and academic staff, which resulted a sufficient percentage (93.43%) response rate. Hence, the data gathered were organized and analysed in a manner that enables to answer the basic research questions raised at the beginning of the study by using SPSS version23.

4.3. Demographic Profile of Respondents

Under this section, the selected demographic characteristics of the study respondents such as Age, Gender, and Level of Education, Work Experience, Employment Group, Marital Status and monthly salary were presented. The purpose of the demographic analysis in this research was to describe the characteristics and background of the sample employees such as the proportion of male and female employees in the sample, range of Age, Level of Education, Marital status and Employment Group, so that the analysis could be more meaningful. The results obtained from the collected structured questionnaire were presented on the below table.

4.1: Demographic Profile of Respondents

| Variables | Categories | Frequency | Percentage |
|-------------------|-------------------|------------------|-------------------|
| Age | 18-27 | 67 | 18.8 |
| | 28-37 | 160 | 44.9 |
| | 38-47 | 112 | 31.5 |
| | 48 and above | 17 | 4.8 |
| | Total | 356 | 100.0 |
| Gender | Male | 191 | 53.7 |
| | Female | 165 | 46.3 |
| | Total | 356 | 100.0 |
| Educational level | Diploma/Level IV | 4 | 1.1 |
| | First degree | 176 | 49.4 |
| | Masters and above | 176 | 49.4 |
| | Total | 356 | 100.0 |
| Employments group | Administrative | 305 | 85.7 |
| | Academic | 51 | 14.3 |
| | Total | 356 | 100.0 |

As shown in the table above, regarding age of the respondents, 67(18.8%) of them were between 18-27 years of age, 160(44.9%) of them were between 28-37 years of age, 112(31.5%) of them were between 38-47 years and the remaining 17 (4.8%) of them were at the age of 48 and above. This result shows majority

of the respondents were found between 28 and 37 years of old. Regarding Level of Education of the respondents, most of the respondents i.e. 176(49.4%) were university graduates with Bachelor degree, and masters and above, and the remaining 4(1.1%) of them were Diploma/Level IV holders.

Furthermore, majority of the respondents i.e. 305 (85.7%) were in administrative group and the remaining 51 (14.3 %) of the respondents were academic staffs. To summarize, most of them are between 28-37 years of age. When we summarize education further, majority from the sample employees were a holder of Bachelor Degree and above. Further, 85.7% of the respondents are working in administrative group.

4.4. Descriptive Analysis on Current Organizational Culture Measure

Table 4.2 Summary statistics for involvement

| Involvement culture | N | Mean | Std. |
|----------------------------|----------|-------------|-------------|
| Empowerment | 356 | 3.75 | .885 |
| Team Orientation | 356 | 3.55 | .808 |
| Capability Development | 356 | 3.70 | .807 |

From the research findings the study established that majority of the respondents agreed that empowerment should be considered as the first option, since it is clearly best to ensure employees commitment if possible as shown by a mean of 3.75 and a standard deviation of 0.885. Capability development of the employees will ensure that their responses are aimed for the same goal as shown by a mean of 3.55 and a standard deviation of 0.808 and team orientation will also help in ensuring effective employees commitment since team orientation of employees is very important as shown by a mean of 3.70 and a standard deviation of 0.807.

Table 4.3 Summary statistics for Consistency

| Consistency culture | N | Mean | Std. |
|----------------------------|----------|-------------|-------------|
| Core Values | 356 | 3.115 | .650 |
| Agreement | 356 | 3.258 | .412 |

| | | | |
|------------------------------|-----|-------|------|
| Coordination and Integration | 356 | 2.514 | .756 |
|------------------------------|-----|-------|------|

The above table sought that majority of the respondents disagreed that coordination and integration is a key trait in affecting employees' commitment and should be of paramount consideration as shown by a mean of 2.514 and a standard deviation of 0.756. Agreement between employees is also an important factor to be considered in ensuring effective employees commitment as shown by a mean of 3.258 and a standard deviation of 0.412 and Core Values as shown by a mean of 3.115 and a standard deviation of 0.650.

Table 4.4 Summary statistics for Adaptability

| Adaptability culture | N | Mean | Std. |
|-----------------------------|----------|-------------|-------------|
| Creating Change | 356 | 3.62 | .795 |
| Customer Focus | 356 | 3.71 | .831 |
| Organizational Learning | 356 | 4.12 | .604 |

The above table sought that majority of the respondents agreed that Organizational Learning is a key adaptability culture trait on employees commitment as shown by a mean of 4.12 and a standard deviation of 0.604. Customer Focus by the organization is also important in ensuring fruitful employees commitment as shown by a mean of 3.71 and a standard deviation of 0.831 and lastly Creating Change in the organization is also important as this will ensure new methods adopted thus resulting to effective employees commitment as shown by a mean of 3.62 and a standard deviation of 0.795.

Table 4.5 Summary statistics for mission

| Mission culture | N | Mean | Std. |
|--------------------------------|----------|-------------|-------------|
| Strategic Direction and Intent | 356 | 3.94 | .762 |
| Goals and Objectives | 356 | 3.74 | .689 |
| Vision | 356 | 3.56 | .796 |

Finally the above table sought that majority of the respondents agreed that the organization’s strategic intent is a major concern in ensuring effective commitment by employees as a mean of 3.94 and a standard deviation of 0.762,taking into account Goals and Objectives to be achieved by a mean of 3.74 and a standard deviation of 0.689 and utmost the management should monitor its employees so as to ensure its Vision is achieved in the long run as shown by a mean of 3.56 and a standard deviation of 0.796, the above findings concurs with the findings by (Denison & Neale, 2011). According to Denison & Neale (2011), when strategic direction, intent and visionare higher than goals and objectives, this indicates that the organization may have a difficult time executing or operationalzing its mission. There may be brilliant visionaries who have a difficult time translating dreams into reality. When goals and objectives are higher than strategic direction, intent and vision, this often indicates that the organization is good at execution but lacks a real sense of direction, purpose or long-range planning. The focus is usually a short term, bottom-line focus with little forward planning.

4.5. Correlation Analysis

A correlation analysis was conducted to establish the relationship between the independent and dependent variables; this helped to test the hypotheses of the study and show the degree of relationship between the independent and dependent variables. The purpose of doing correlations was to allow the study to make a prediction on how a variable deviates from the normal. Pearson r was used to determine if there was a significant, positive association between each independent variable and employee’s commitment. Pearson r is a measure of the degree of association between two variables which are both measured in either the interval or ratio scale. Its value ranges from -1.0 to +1.0, with bigger absolute values indicating stronger relationship; the sign denotes the direction of association. A positive correlation indicates that as one variable increases, the other also goes up; meanwhile a negative correlation suggests that as one variable increases, the other correspondingly goes down (Saunders *et.al*, 2009).

The following values were used as a guide when interpreting data (Hussey & Hussey, 1997).

Table 4.6: Guideline on Strength of relationship R Value

| | Interpretation |
|----------------|--------------------------|
| 0.39 and below | Low positive association |

| | |
|-------------|-------------------------------|
| 04 to 0.69 | Moderate positive association |
| 0.7 to 0.99 | A high positive association |

The table 4.8 below explains the relationship between the overall organizational culture (OC) and employees' commitments (EC). Based on the output of the correlation matrix; the correlation between the main research variable (OC and EC), there is statistically significant (P-value<0.05) and OC variables such as involvement coefficient sought that moderate but positive association between EC (r= .592, p<0.05), Adaptability is a moderate positive association between EC (r=0.682, p<0.05), mission also moderate positive association with EC (r=0.638p<0.05) and moreover, consistency coefficient sought that is weak but positive association between EC (r=0.249,p<0.05). In general positive correlation coefficient that means all organizational culture variables direct relationship with the employees' commitment (as one goes up, the other goes up). Therefore the null hypothesis is rejected at <0.05 significance level.

Table4.7. Correlations

| | | Involvement | Consistency | Adaptability | Mission | Employee commitment |
|--------------|---------------------|-------------|-------------|--------------|---------|---------------------|
| Involvement | Pearson Correlation | 1 | | | | |
| | Sig. (2-tailed) | | | | | |
| | N | 356 | | | | |
| Consistency | Pearson Correlation | .259* | 1 | | | |
| | Sig. (2-tailed) | .000 | | | | |
| | N | 356 | 356 | | | |
| Adaptability | Pearson Correlation | .466* | .103 | 1 | | |

| | | | | | | |
|------------------------|---------------------|--------------|--------------|--------------|--------------|------------|
| | Sig. (2-tailed) | .000 | .052 | | | |
| | N | 356 | 356 | 356 | | |
| Mission | Pearson Correlation | .475* | .211* | .757* | 1 | |
| | Sig. (2-tailed) | .000 | .000 | .000 | | |
| | N | 356 | 356 | 356 | 356 | |
| Employee commitment | Pearson Correlation | .592* | .249* | .682* | .638* | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 356 | 356 | 356 | 356 | 356 |

*Correlation is significant at the 0.05 level (2-tailed).

4.6. Multiple Linear Regression Analysis

Multiple regression analysis was then conducted to find out the effect of organizational culture on employees commitment. It gives more detailed analysis as it enabled the examination of the influence of each of the independent variables on dependent variables, controlling for all other factors. It also allowed the researcher to determine the combined effect of the variables (Gay, Mills, & Airasian, 2006).

Multiple linear regression analysis is a well-known statistical technique which fits a relationship between one dependent and more than one independent variable. Accordingly, model summary, an analysis of variance (ANOVA) and regression coefficient for the dependent variables were discussed under this subsection.

In this section and the subsequent sections on regression results, the coefficient of determination (R square) was used as a measure of the explanatory power to show how the independent variables explain the dependent variable. The F statistics (ANOVA) was used as a measure of the model goodness of fit. Pearson correlation and the regression coefficient summary were used to explain the nature of the relationship between the dependent and independent variables. The significance levels of the regression results were also taken into account for proper interpretations.

4.6.1. Parameter estimation

The multiple linear regression models are used to study the relation between one dependent variable and two or more explanatory variables. Suppose the response variable Y may be related to four explanatory variables. The model's is given by:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: X_1 = Involvement, X_2 =Consistency, X_3 = Adaptability, X_4 =Mission

4.6.2. Assumption of multiple linear regression analysis

Certain assumptions must be tested and met in order for the results of multiple regression analysis to be useful. It assumes that variables have normal distributions and that the relation between the dependent and the independent variable is linear when all other independent variables are held constant. Observations of the visual representations of the histogram, scattered plot, and partial plots revealed that the assumptions of normality and linearity for the dependent variable (employees' commitment) will be checked and the assumptions of multiple linear regressions should satisfy.

To test the normality assumption the histogram of residuals was used to check the extent to which the residuals are normally distributed. The residuals histogram in figure 4.1, below, shows us fairly normal distribution for the variable. Thus, based on these results, the normality of residuals assumption is satisfied for the dependent variable employees' commitment.

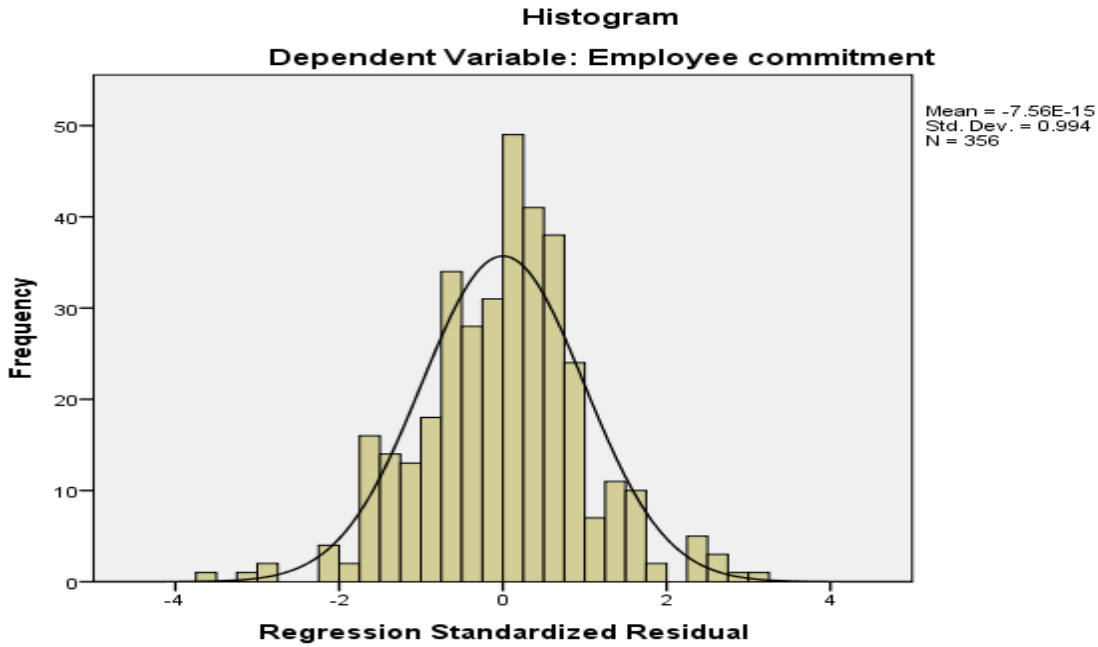


Figure 4.1: Histogram

To check the linearity assumption in multiple linear regressions the normal P-P plot was used, the plot shows all observed values somewhat spread along the straight diagonal line. Figure 4.2 in below shows us most of the observed values are spread very close to the straight line; there is high likelihood that the data are normally distributed and linear.

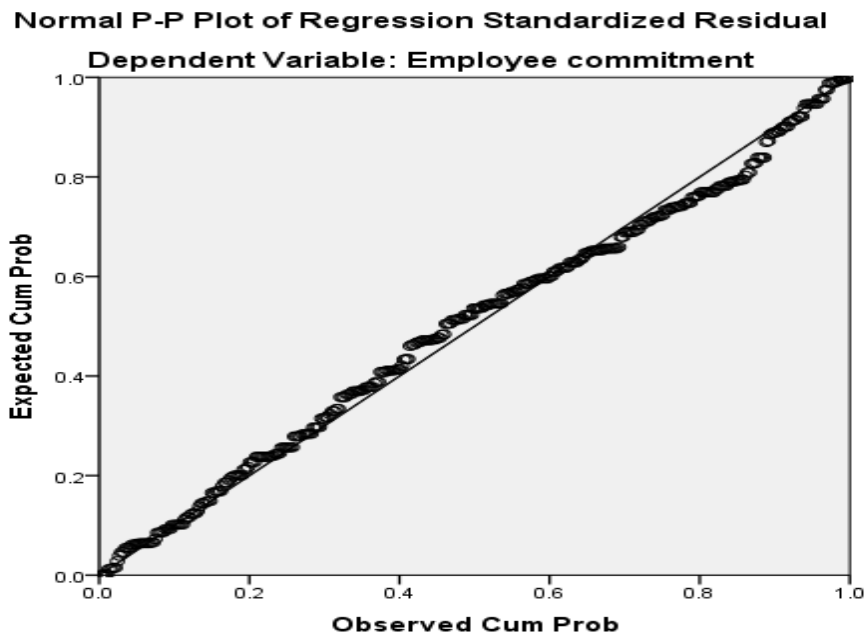


Figure 4.2: Normal P-P plot

To check homogeneity assumption a scatter plot of the residuals against the predicted values was used to indicate whether the homogeneity of variance assumption is met. If it is met, there should be no pattern to the residuals plotted against the predicted values. In the following scatter plot, (Figure 4.3) in below, shows there is no clear pattern, which suggests homogeneity of variance assumption is met.

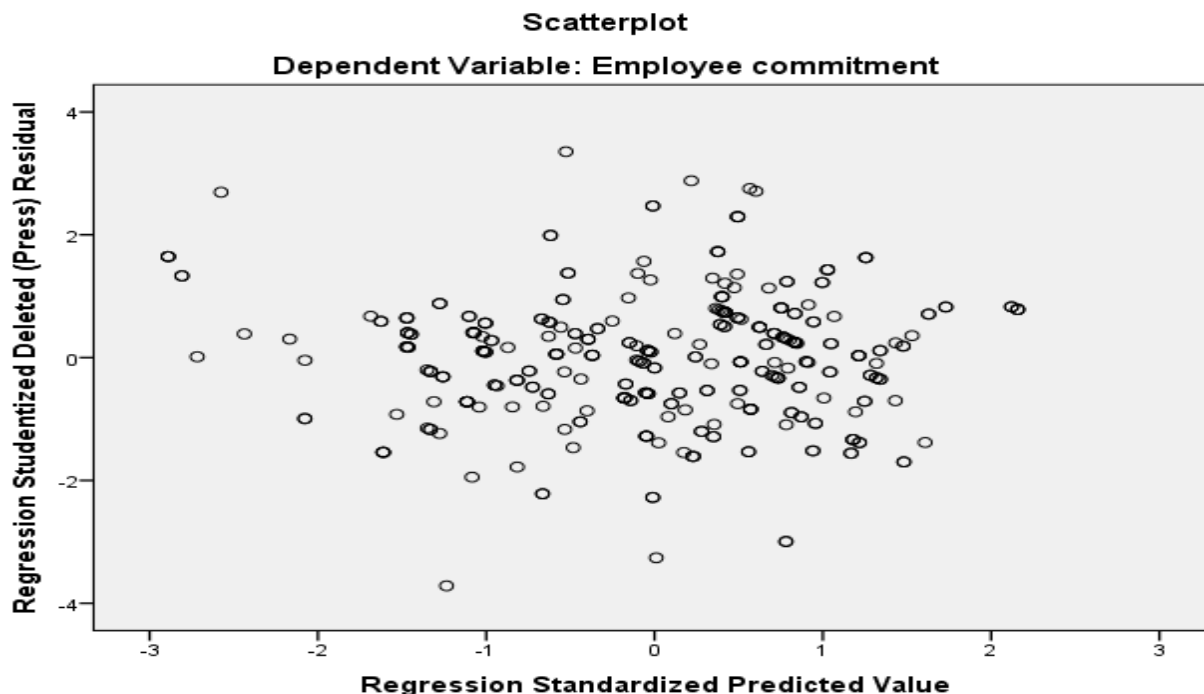


Figure 4.3: Scatter Plot

A common problem that arises in multiple regression analysis is also multi-co linearity. This basically means that two or more of the independent variables being used are highly correlated with each other and in effect measure the same thing. This makes it difficult to identify the unique relation between each predictor variable and the dependent variable (Urdan, 2005). The co linearity statistics for this study revealed that none of the Variance Inflation Factors were above 10 for each independent variable. In research this is said to be an acceptable number to test for multi-co linearity as any number above 10 would be cause for concern. The tolerances are all above 0.2. If a variable has co linearity tolerance below 0.2, it implies that 80% of its variance is shared with some other independent variables (Table 4.9).

Table 4.8 Multi-co linearity test

| Independent variables | Co linearity Statistics | |
|-----------------------|-------------------------|-------|
| | Tolerance | VIF |
| (Constant) | | |
| Involvement | .716 | 1.396 |
| Consistency | .908 | 1.102 |
| Adaptability | .405 | 2.466 |
| Mission | .397 | 2.519 |

4.6.3. Regression analysis

Regression analysis was conducted to empirically determine whether independent variable was a significant determinant of employees' commitment.

Table 4.9 Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .765 ^a | .585 | .580 | .47760 |

Regression results in table 4.10 indicate the goodness of fit for the regression between employees' commitment and independent variable was satisfactory. The adjusted R squared of 0.580 indicates that 58% of the variances in employees' commitment can be explained by the organizational culture. The remaining variances on the dependent variable could be explained by other explanatory variables not included in this study.

Table 4.10.ANOVA

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 112.637 | 4 | 28.159 | 123.45 | .000 ^b |
| | Residual | 80.064 | 351 | .228 | | |
| | Total | 192.701 | 355 | | | |

From table 4.11, it is apparent that the regression model was significant using ‘between the organizational culture and employees’ commitment. An F statistic of 123.45 and a probability value of 0.000 clearly indicate that the model was significant.

Table 4.11 Regression analysis on Employees commitment

| Variables | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. | 95.0% Confidence Interval for B | |
|--------------|-----------------------------|------------|---------------------------|--------|-------|---------------------------------|-------------|
| | B | Std. Error | Beta | | | Lower Bound | Upper Bound |
| (Constant) | -.689 | .244 | | -2.819 | .005 | -1.170 | -.208 |
| Involvement | .292 | .040 | .299 | 7.358 | .000* | .214 | .370 |
| Consistency | .185 | .071 | .094 | 2.591 | .010* | .044 | .325 |
| Adaptability | .472 | .063 | .404 | 7.468 | .000* | .348 | .597 |
| Mission | .184 | .059 | .171 | 3.126 | .002* | .068 | .300 |

*Indicates significance (p-value<0.05)

In this study, four explanatory variables were identifying to determine a significant difference on employees’ commitment at 5% level of significance.

The estimated regression model was

$$\text{Employees commitment} = -0.689 + 0.292 \text{ Involvement} + 0.185 \text{ Consistency} + 0.472 \text{ adaptability} + 0.184 \text{ Mission} + \varepsilon$$

Hence, the coefficient explains the average amount of change in dependent variable that is caused by a unit of change in the independent variable. Accordingly, the unstandardized beta coefficients (β) tell us the unique contribution of each factor to the model. A small p value (<0.05) indicate the predictor variable has made a statistically significance contribution to the model. On the other hand, a high p value ($p >0.05$) indicate the predictor variable has no significant contribution to the model (George and Mallery, 2003). Table 4.12 shows all the p-value for independent variables is less than 0.05 and all the β values are positive, that shows Involvement, Consistency, Adaptability, and Mission have a positive effect on employees' commitment in Jimma University.

The results of Multiple Regression, as presented on table 4.12 above, revealed that Involvement has a positive and significant effect on employees' commitment with $\beta = 0.292$, at 95% confidence level ($p < 0.05$). The Beta value (β) i.e. 0.292 shows that if there is one unit increase in involvement, there will be 29.2% increase on employees' commitment. Therefore, Involvement has a positive effect on employees' commitment in Jimma University.

Similarly consistency has a positive statistically significant effect on employee's commitment with $\beta = 0.185$, at 95% confidence level ($p < 0.05$). The Beta value ($\beta = 0.185$) shows that if there is one unit increase in consistency, there will be 18.5% increase on employees' commitment. This indicates that consistency has a positive statistically significant effect on employees' commitment.

Likewise, the adaptability has a positive and significant effect on employees commitment with $\beta = 0.472$, at 95% confidence level ($p < 0.05$). The Beta value ($\beta = 0.472$) shows that if there is one unit increase in adaptability, there will be 47.2% increase on employees commitment. Therefore, adaptability has a positive effect on employees' commitment in Jimma University.

Mission is also the other variable, it has a positive and significant effect on employees commitment with $\beta = 0.184$, at 95% confidence level ($p < 0.05$). The Beta value ($\beta = 0.184$) shows that if there is a one unit increase in employees' identification of organizational mission, there will be 18.4% increase on

employees' commitment. Therefore, employees' identification with organizational mission has statistically significant effect on employees' commitment in Jimma University.

In general from the regression analysis, the higher the absolute value of the beta coefficient of the variables, the higher the contribution that the independent variables (Organization culture) have on the dependent variable (employees' commitment). Therefore, adaptability has highest contribution ($\beta=0.472$, $p<0.05$) on employees' commitment, then followed by involvement, consistency and mission ($\beta=0.184$, $p<0.05$) was least effect on employees' commitment. Therefore, organizational culture has a positive effect of on employee commitment in Jimma University.

Discussions

The aim of this study was to test the effect of organizational culture on employee commitment of Jimma University. The result of correlation and regression analysis shows that Involvement, Consistency, Adaptability and Mission have positive effect on the employees' commitment. This finding was supported by Meseret (2019), who conducted in the case of Ethiopian Airlines, Addis Ababa, from 331 employees, which suggested that there was statistically significant positive relationship between all the four organizational dimensions (i.e. involvement, consistency, adaptability and mission) and employees' commitment.

According to Mersen (2016), the thesis on the effect of organizational on employees' commitment concluded that positive contribution of adaptability, mission and involvement practice to employee commitment. To conclude, consistency effect employees' commitment positively from theoretical perspective; in practical data analysis of this research, the consistency has a negative effect on employees' commitment. Adaptability, mission and involvement have significant and positive relationship with employee commitment. The found of this research the same as with theoretical perspective of adaptability, mission and involvement have positive effect on employees' commitment. In addition that, consistency effect employees' commitment negatively according to the data analysis results.

According to Nongo and Ikyanyon, (2012) findings who have indicated that there was a significant relationship between all the components of organizational culture including adaptability, involvement, consistency, mission and organizational commitment Saadat, Marjani&Momeni (2012). Whose research finding shows that consistency has significant relationship with organizational commitment, this study found the same result.

According to Abraham (2019), the thesis on the effect of Organizational Culture on Employee Commitment, in the Case of Commercial Bank of Ethiopia the result of correlation and regression analysis shows that Involvement, Adaptability and Mission have positive effect on the employees' commitment but Consistence has negative effect on the employees' commitment. The found of this research is the same as with theoretical perspective of adaptability, mission and involvement have positive effect on employees' commitment. In addition that, consistency affect employees' commitment.

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.2. Summary of Findings

- ✓ Majority of the respondents i.e. 305 (85.7%) were in administrative group and the remaining 51 (14.3 %) of the respondents were academic staffs.
- ✓ Most of the respondents i.e. 176(49.4%) were university graduates with Bachelor degree, and masters and above, and the remaining 4(1.1%) of them were Diploma/Level IV holders.
- ✓ This research has shown that there is a statistically significant four organizational culture and employee commitment in which $p < 0.05$. Accordingly, null hypotheses related to involvement, adaptability, consistency and mission were rejected.
- ✓ Pearson coefficients indicate that all organizational culture traits have a positive correlation with employees' commitment within the range of 0.249 to 0.682, all were significant at $p < 0.01$ level.
- ✓ The adjusted R squared of 0.580 indicates that 58% of the variances in employees' commitment can be explained by the organizational culture.
- ✓ From the regression analysis, adaptability has highest contribution ($\beta = 0.472$, $p < 0.05$) on employees' commitment, then followed by involvement, consistency and mission ($\beta = 0.184$, $p < 0.05$) was least effect on employees' commitment.

5.3. Conclusions

This study was initiated to investigate the effect of the selected organizational culture traits on employee commitment in Jimma University. The study found that involvement is the most contributing organizational culture traits in the prediction of employee commitment. The other three organizational culture traits; adaptability, consistency and mission are ranked depending on their contribution from most to the least.

Based on the above findings, involvement had stronger positive and statistically significant correlation with employees' commitment. This implies that, the participation of employees on decision making and continual investments on skill development have significant contribution towards employees' commitment. The other three organizational culture dimensions; adaptability, consistency and mission were ranked depending on their correlation level from most correlated to the least correlated.

Next to involvement, adaptability is the significant predictor of employees' commitment and has significant contribution towards employees' commitment. Therefore, it can be concluded that the more the organization adapt to changing circumstances, the more employees are committed to the company.

The result from multiple regression analysis indicates that consistency has a positive statistically significant effect on employee's commitment. This implies that employees prefer to do it in a rigid manner.

Next to consistency mission is also the other variable, it has a positive and significant effect on employee's commitment. This also implies that employees strongly agreed with the measure of mission.

Overall, it can be concluded that organizational culture definitely has a positive impact on organizational commitment. If managers want greater employee commitment, they should work to improve the organizational culture of their organization.

5.4. Recommendation

- The study recommends that Jimma University should empower employees and reinforce team orientations, embrace integration, coordination, organizational learning, agreement and core values and they should create competence development to promote employees commitment.
- The study recommended that the organization has to maintain the significant cultural dimensions.
- The organization has to continue in communicating its mission and vision to newly hired employees consistently and ensure employees understand, internalize and work towards the achievement of the goals of the organization.
- Involvement has positive and significant predictor of employee commitment, the organization should continue its investment to develop the skills of employees and empower employees so as to increase capacity for autonomy.
- The organization should continue to encourage innovation and teamwork among employees so as to enable them adapt in an environment of change, thereby increased their level of commitment.
- Further study is also recommended to assess the relationship between and also to review effects of organizational culture on Employees' Performance, Job Satisfaction, organizational effectiveness etc as this research work covers only employees' commitment as a dependent variable.

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ANNEX

Jimma University

College of Business and Economics

MSC in Management Program

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

Dear Participant,

I am, Tesfalem Adisu a graduate student at Jimma University, Business and Economics College. Currently, I am undertaking a research to identify the effect of organizational culture on employee's commitment. The result of the study will assist the case organization (**Jimma University**) by determining which type of organizational culture has greater effect on employees' commitment and to adjust its focus on the most important organizational culture type. Your participation in this survey is voluntary. The information you provide will be used only for the purpose of the study and will be kept strictly confidential.

It takes about 15 minutes to fill out questions under General profile, Organizational Culture and Employees' commitment category. Please do not write your name or contact address on the questionnaire.

Thank you in advance for your kind cooperation.

Part 1: General Profile (Please put a „√“ mark in the box that best describes you)

1. Age: 18 - 27 28- 37 38 - 47 48 and above

2. Gender: Female Male

3. Highest educational level obtained:

Diploma / Level IV First Degree Masters and above

4. How long have you been in this organization? _____

5. Marital Status; Single Married Divorce Widow

6. Employment Group: Administrative Academic

7. Salary Scale: Below 600 601-1650 1651-3200 3201-5250

5251-7800 7801-10900 Above10900

Part 2: Questions related to Organizational Culture and Employee commitment

Please indicate the degree of your agreement/disagreement with the following statements associated with organizational culture of Jimma university please complete the following by mark your choices with (√) in the appropriate box

| No. | Traits of Jimma University Organizational Culture | Strongly disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly agree |
|-------------------------------|--|-------------------|----------|----------------------------|-------|----------------|
| | | 1 | 2 | 3 | 4 | 5 |
| I. INVOLVEMENT | | | | | | |
| Empowerment | | | | | | |
| 1 | Decisions are made at the levels where right information is available | | | | | |
| 2 | Employees believes that they can have a positive impact | | | | | |
| 3 | Information is widely shared so that employees can get the information they need | | | | | |
| Team Orientation | | | | | | |
| 4 | Cooperation across different parts of the organization is encouraged | | | | | |
| 5 | Teamwork is used to get work done, rather than hierarchy | | | | | |
| 6 | Employees work like they are part of a team | | | | | |
| Capability Development | | | | | | |
| 7 | There is a continuous investment to develop the skills of employees | | | | | |
| 8 | The capabilities of employees are viewed as an important source of competitive advantage | | | | | |
| 9 | Authority is delegated so that employees can act on their own | | | | | |

| No. | II. CONSISTENCY | Strongly disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly agree |
|-----|---|-------------------|----------|----------------------------|-------|----------------|
| | | 1 | 2 | 3 | 4 | 5 |
| | Core Values | | | | | |
| 10 | Managers "practice what they preach" | | | | | |
| 11 | There is a consistent set of values that govern the way Jimma university does | | | | | |
| 12 | There is an ethical code that guides employees' behavior and tells right from wrong | | | | | |
| | Agreement | | | | | |
| 13 | When disagreements occur, employee work hard to achieve a "win-win" solutions | | | | | |
| 14 | There is a clear agreement regarding the right way and the wrong way to do things | | | | | |
| 15 | It is easy to reach consensus, even on conflicting issues. | | | | | |
| | Coordination and Integration | | | | | |
| 16 | Employees from different parts of the organization share a common perspective | | | | | |
| 17 | It is easy to coordinate projects across different parts of the organization | | | | | |
| 18 | The approach to doing business is very consistent | | | | | |

| No. | III. ADAPTABILITY | Strongly disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly agree |
|-----|--|-------------------|----------|----------------------------|-------|----------------|
| | | 1 | 2 | 3 | 4 | 5 |
| | Creating Change | | | | | |
| 19 | Improved ways to do work are continually adapted | | | | | |
| 20 | Different parts of the organization cooperate to create change | | | | | |
| 21 | Jimma University respond to competitors actions and other changes in the Education Environment | | | | | |
| | Customer Focus | | | | | |
| 22 | Students comment leads to changes and influences decision making | | | | | |
| 23 | Employees understand Students wants and needs | | | | | |
| 24 | Students inputs directly influences organization decisions | | | | | |
| | Organizational Learning | | | | | |
| 25 | Innovations are encouraged | | | | | |
| 26 | Learning is an important objective in a day-to-day work of the organization | | | | | |
| 27 | Organization view failures as an opportunity for learning and improvement | | | | | |

| IV. MISSION | | Strongly disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly agree |
|---------------------------------------|--|--------------------------|-----------------|-----------------------------------|--------------|-----------------------|
| | | 1 | 2 | 3 | 4 | 5 |
| Strategic Direction and Intent | | | | | | |
| 28 | There is a clear mission that gives meaning and direction | | | | | |
| 29 | Jimma University strategic direction is clear to me | | | | | |
| 30 | There is a long-term purpose and direction of the organization | | | | | |
| Goals and Objectives | | | | | | |
| 31 | Leaders set goals that are ambitious, but realistic | | | | | |
| 32 | Jimma University continuously track its progress against the stated goals | | | | | |
| 33 | There is widespread agreement about the goals of the Organization | | | | | |
| Vision | | | | | | |
| 34 | Employees have a shared vision of what the organization will look like in the future | | | | | |
| 35 | Leaders have a long-term viewpoint | | | | | |
| 36 | Jimma University vision creates excitement and motivation for employees | | | | | |

Part 3: Employee commitment

Please indicate the degree of your agreement/disagreement with the following statements associated with the measurement of employees' commitment in Jimma University.

| No. | Employee Commitment | Strongly disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly agree |
|-----|---|-------------------|----------|----------------------------|-------|----------------|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | I would be very happy to spend the rest of my career in this university. | | | | | |
| 2 | I really feel as if this university problem is my own. | | | | | |
| 3 | I do not feel like "part of my family" at this university. | | | | | |
| 4 | I do not feel „emotionally attached“ to this university. | | | | | |
| 5 | This university has a great deal of personal meaning for me. | | | | | |
| 6 | I do not feel a strong sense of belonging to this university. | | | | | |
| 7 | I do not feel any obligation to remain with my university. | | | | | |
| 8 | Even if it were to my advantage, I do not feel it would be | | | | | |
| 9 | I would feel guilty if I left this university now. | | | | | |
| 10 | This university deserves my loyalty. | | | | | |
| 11 | I would not leave my university right now because of my Sense of obligation to it. | | | | | |
| 12 | I owe a great deal to this university. | | | | | |
| 13 | It would be very hard for me to leave my job at this university right now even if I wanted to | | | | | |
| 14 | Too much of my life would be disrupted if I leave my university. | | | | | |
| 15 | Right now, staying with my job at this university is a matter of necessity as much as desire. | | | | | |
| 16 | I believe I have too few options to consider leaving this university. | | | | | |
| 17 | One of the few negative consequences of leaving my job at this university would be the scarcity of available alternative elsewhere. | | | | | |
| 18 | One of the major reasons I continue to work for this university is that leaving would require considerable personal sacrifice. | | | | | |

Source: adopted from (Denison and Neale, 2011) and (Allen and Mayer, 1990)

3. IF You Have Any Additional Comment or Suggestion

Thank you for filling the questionnaire.