IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEES' COMMITMENT: A CASE OF ODA BULTUM UNIVERSITY

Dr. A. Suresh Kumar

*Associate Professor,
Department of Management,
College of Business and Economics,
Oda Bultum University, Chiro,
Oromia, Ethiopia.*

ABSTRACT

The purpose of this study was to determine the effect of organizational culture on the commitment of employees in the Oda Bultum University. To achieve the study objectives, the researcher has used explanatory research design in determining relationship between different types of organizational cultural traits and employees' commitment. The stratified random sampling technique has been used to select the sample size of 298 numbers from Different Directorates, Colleges, Institutes of the 1167 study population. Data has been collected for the study from the sample with the use of standardized questionnaires, adapted from the Denison organizational culture survey and Allen and Meyer's standard questioner known as organizational commitment questionnaire (OCQ) The collected data has been be analyzed and interpreted quantitatively using descriptive and inferential statics in SPSS version 20. The study has evaluated the existing organizational culture of the University and showed clearly what the organizational culture looks like and what impact that culture brought on employees' commitment.

Key Words: Organizational Culture, Employees' Commitment

INTRODUCTION

Organizational culture is an elusive concept with varying but closely related definitions. According to (Denison, 1990) culture refers to the deep structure of organizations, which is rooted in the values, beliefs and assumptions held by organizational members. (Schein, 2010) stated culture as a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. For (Bauer & Erdogan, , 2012) Organizational culture refers to a system of shared assumptions, values, and beliefs that show employees what is appropriate and inappropriate. Generally, from the above definitions we can understand that culture is a set of values, belief systems and norms that are inherent in an organization and to which the members of the organizations adhere to and taught to new members.

Among these various culture representations, the Denison model is chosen for this study because first it is rooted in research on how culture influences organizational performance, and is focused on those cultural traits that emerged from the research as having a key impact on business performance. In contrast to most other frameworks, this model also offers a convenient measurement of parameters and assessment methods for culture and applicable to all organizational levels. This model is based on four cultural traits that have been shown to have a strong influence on organizational performance: involvement, consistency, adaptability, and mission. Each of these traits is measured with three component indexes, and each of those indexes is measured with five survey items (Cooper, Cartwright, & Earley, 2001) Just like organizational culture, there is also no consensus on the definition and models of employees' commitment.(Meyer, 2016) Although there are several definitions and models that portray the dimensions of employees' commitment, a tri-dimensional model that incorporates affective, continuance, and normative commitments,

developed by Allen and Meyer (1990), will be used in this study to examine its association with organizational culture.

As (Vanarse, 2019) referring to Allen and Meyer (1990) stated affective commitment is the desire to remain a member of an organization due to an emotional attachment to the organization. Members who are committed as an effective level stay with organization because they view their personal employment relationship as congruent to the goals and values of the organization.

The second dimension of the tri-dimensional model of organizational commitment is continuance commitment. Continuance commitment is a desire to remain a member of an organization because of awareness of the cost associated with leaving it. According to (Allen & Meyer, 1990) continuance commitment is 'the perception that it would be costly to discontinue a course of action'. So, employees prefer to continue employment in the organization because they need to do so. Continuance commitment comes into existence when employees feel that they will get benefit if they stay and they will incur cost if they leave. For example employees might be enjoying high pay and other benefits related to Job seniority if they stay in their current organization but such benefits may be lost if they move to another organization (Vanarse, 2019) The third dimension is normative commitment it is defined as the individual's bond with the organization due to an obligation on the part of the individual. Meyer and Parfyonova (2010) believed that normative commitment has two faces: one is moral duty and the second is indebted obligation. Normative commitment exists when employees have the feeling to stay in the organization is the 'right' or 'moral' thing to do so. As (Allen & Meyer, 1991) has stated that 'this moral obligation arises either through the process of socialization within the society or the organization'. In either case it is based on a norm of reciprocity, in other words if the employee receives any benefit, it places him in the organization under the moral obligation to respond in kindness.

Even though there is inconsistency of conclusions on the degree of its influence and which organizational culture traits have significant and positive influence on employees' commitment, most researchers agree that organizational culture is one the major factor which has significant impact on employees' commitment (Allen & Meyer, 1990); (Meyer, 2016); (Jahan, Huynh, & Mass, 2022).

1. STATEMENT OF THE PROBLEM
Among the numerous studies who has shown impact of organizational culture on employees' commitment from around the world, Africa, and Ethiopia, let us see some of them.

Aiming at assessing effect of organizational culture on the organizational commitment, (Sarhan, Harb, Shrafat, & Alhusban, 2019); and (Shoaib A. , Zainab, r Maqsood, & Sana, 2012); (Asghar, Mojbate, & Sedeghi, 2015) have shown that there is significant positive relationship between overall organizational culture and employee commitment. In contrast, to the above According to Williams, Rondeau & France Scutti, (2007) the culture does not have a strong and significant effect on the employees' commitment.

Though the number of researches conducted on the relationship between of organizational culture and employees' commitment are very few unlike other part of the world, the same controversy in the conclusions of the researchers is still continued among African scholars too. For example, A study by (Nongo & 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. They have shown in their research that, consistency & Mission; two of the organizational culture traits on Dension model, are not significantly correlated with employees' commitment. To the contrary, Hakim (2015) and Mousa, M. (2017). found out positive and significant relationship between overall organizational culture and employees' commitment.

2. RESEARCH QUESTION
The following research question were raised:
• What is impact of involvement trait of organizational culture on employees' commitment in the university?
• What is impact of consistency trait of organizational culture on employees' commitment in the university?
• What is impact of adaptability trait of organizational culture on employees' commitment in the university?
• What is impact of mission trait of organizational culture on employees' commitment in the university?

3. OBJECTIVES OF THE STUDY
1.3.1. General objective of the study
The main objective of the study was to assess the impact of organizational culture on employee commitment in Oda Bultum University.

4. SPECIFIC OBJECTIVES OF THE STUDY
The specific objectives of this study were to assess:
• Impact of involvement trait of organizational culture on employees' commitment in the university?
• Impact of consistency trait of organizational culture on employees' commitment in the university.
• Impact of adaptability trait of organizational culture on employees' commitment in the university.
• Impact of mission trait of organizational culture on employees' commitment in the university.

5. RESEARCH HYPOTHESIS
Based on the literature review the following hypotheses were tested:
Ho1: There is no significant relationship between involvement and employees' commitment. (Ho1:r=0)
H1: There is significant relationship between involvement and employees' commitment. (H1:r ≠0)

Ho2: There is no significant relationship between consistency and employees' commitment. (Ho2:r=0)

H2: There is significant relationship between consistency and employees' commitment. (H2:r≠0

Ho3: There is no significant relationship between adaptability and employees' commitment. (Ho3:r=0)

H3: There is significant relationship between adaptability and employees' commitment. (H3:r≠0

Ho4: There is no significant relationship between organizational mission and employees' commitment. (Ho4:r=0)

H4: There is significant relationship between organizational mission and employees' commitment. .(H4:r≠0)

6. RESEARCH DESIGN

In order to achieve the study objectives, the researcher used explanatory research design in determining causal relationship between the different types of organizational cultural traits and employee commitment. Across- sectional survey (one-shot study) using a standardized questionnaire administered to a sample will be used as a research strategy. (Saunders, Lewis, & Thornhill, 2009) I used cross sectional survey because my research question needs the study of a particular phenomenon at point of time. This strategy also be used to collect quantitative data which has been analyzed and interpreted quantitatively using descriptive and inferential statics in SPSS version 20

6.1 Types and Source of Data

Both Primary and secondary data sources were used during the study. Primary data was collected from employee of Oda Bultum University with the use of standardized questionnaires. Secondary data was collected from books, journals and from different offices of the university by interviewing concerned bodies.

6.2. Method of Data Collection

Data was collected for this study with the use of standardized questionnaires. Organizational culture was measured using some items adapted from the Denison organizational culture survey (Denison, 1990) The instrument has four sub scales measuring the four main cultural traits

namely, involvement, consistency, adaptability, and mission.

Organizational commitment was measured using Allen and Meyer's organizational commitment questionnaire (OCQ). The instrument contains 18 items that measure the employees' level of identification with their organizations on a 5-point Likert type scale starting from 1-strongly disagree to 5- strongly agree.

6.3. Sampling Design

6.3 .1. Study Population

The study population was the total number of academic and administration staff members of Oda Bultum University (1167 employees)

6.3.2 Sample Size and Its Determination

In quantitative research it is believed that if the sample is chosen carefully using the correct procedure, it is then possible to generalize the result to the whole of the research population (Dawson, 2002). Thus, to determine the appropriate sample size from the study population, for 95% confidence level and 0.05 precision applying Yamane (1967) formula:

$$n=N/1+N (e^2)$$

Where:

N = study population

n= sample size

e = 0.05 at 95% confidence level.

Therefore, the sample size has been

$$n= 1167/1+1167(0.05)^2=298$$

6.4.3. Sampling Technique

The study used probability sampling technique. The aggregate population of the study was stratified according to different directorates, colleges, institutions and schools in the university. The stratified random sampling technique was applied, and the sample size of each stratum was determined using the method of proportional allocation under which the sizes of the sample from different strata were kept proportional to the size of the strata .That is if pi represents the proportion of the population included in stratum i and n represents the total sample size, the number of elements selected from stratum i is n*pi. (C.R.Kothari, 2004)

Table 1.Summary of Population and sample size from Directorates

	Name of Directorate,College or Institute of OBU	Total population	Sample population	Percentage
1	Registrar Office	20	5	1.7 %
2	Ethics and Anti-Corruption Directorate		1	0.33 %
3	HRM Directorate	17	4	1.3 %
4	Facility Development Management Directorate	300	76	25 %
6	Public and International Relation Dictorate	4	1	0.33 %
7	Internal Audit Directorate	3	1	0.33 %
8	Finance and Procurement Directorate	39	10	3.3%
9	Income Generation Enterprise Directorate	20	5	1.7 %
10	Student Service Directorate	214	55	18%
11	ICT Directorate	12	3	1%
12	Library and Documentation Directorate	59	15	5%
13	Dender, HIV/AIDs and Special need Dir	4	1	0.33 %
14	Academic Program and Development Directorate	3	1	0.33 %
15	Quality Assurance Directorate	9	2	0.67 %
16	Property Administration Directorate	19	5	1.7 %
18	The President and V/Precedents Offices Supportive Staff Members	12	3	1%
	Sub Total	742	189	64%

Table 2. Summary of Population and sample size from Colleges, Institutes and from School of Law

	Name of College or Institute of OBU	Total population	Sample population	Percentage
20	College of Agriculture	71	18	6%
21	College of Natural Resource and Environmental Science	47	12	4%
22	College of Natural and Computational Science	97	25	8%
23	College of Business and Economics	31	8	2.7%

24	College of Social Science and Humanity	**63**	**16**	**5.4%**
25	Institute of Technology	**77**	**19**	**6.4%**
26	Institute of Land Administration	**28**	**7**	**2.3%**
27	School of Law	**11**	**3**	**1%**
	Sub Total	**425**	**108**	**36%**
	Grand Total	**1167**	**298**	**100 %**

6.5. Data Analysis

6.5.1. Method of data analysis

After the data was collected, it was analyzed in both descriptive and inferential statistics. In the descriptive statistics, the researcher used frequencies, percentages, Mean and S.D and in the inferential statistics, Correlation analysis and multiple regression analysis were applied. The researcher used correlation analysis to know existence of any association between variables under the study and if there is an association, of what degree? Multiple regression was used to answer the question "is there any cause and effect relationship between the dependent variable and the independent variables?"If yes, of what degree and in which direction? (C.R.Kothari, 2004) To apply the Correlation and multiple regression analysis, data was coded and summarized, then it was transferred to SPSS to be analyzed and presented.

6.5.2. Model Specification

The following model was used for the purpose of running multiple linear regressions that is necessary to test impact and statistical significance of organization culture on employees" commitment
Research Model,

$$Y = B + B1\ 1 + B2\ 2 + B3\ 3 + B4\ 4 + \varepsilon$$

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

B = the constant term
B1,B2,B3 and B4 = coefficient of slope of regression model
X1, X2, X3, and X4= Independent variables (involvement, consistency, adaptability and Mission)

ε = error term

7. Validity and Reliability of the Study

To avoid defective measurement tools errors, in this research the researcher used previously validated items adapted from the Denison organizational culture survey and Allen and Meyer's standard questionnaire known as organizational commitment questionnaire (OCQ) Besides the validity and reliability of these items also evaluated in other many research works (Jahan, Huynh, & Mass, 2022); (Nongo & Ikyanyon, 2012); (Srinivasan, Desalew, & Belayneh, 2018) Apart from these, to determine the validity and reliability of the items the researcher also used correlation coefficient and Cronbach Coefficient alpha test. In order to test the construct validity, correlation coefficient for the independent and dependent variables was calculated to ensure that independent variables are positively related with the dependent variable, thus the independent variables can be considered as a good measure of employee commitment. The Cronbach Coefficient alpha test was applied to establish the instrument reliability and it was used to measure the internal consistency of independent and dependent variables.

Reliability: According to C.R. Kothari,2004 reliability refers to consistency, where internal consistency involves correlating the responses to each question in the questionnaire with those other questions in the questionnaire.

One of the foremost commonly used indicators of internal consistency is Cronbach's alpha coefficient. According to (Pallant ,2005), the Cronbach's alpha coefficient of scales should be at least 0.70 and the higher the better. Therefore, as shown on table 3.2 below, the results for reliability test of Cronbach's Alpha Coefficients are above 0.7. Therefore, it can be concluded that each variable represents a reliable and valid construct.

TABLE 3.2: Measurement of reliability Analysis

Organizational Culture Dimensions	Cronbach's Alpha	No. of Items
Involvement	0.808	9
Consistency	0.830	9
Adaptability	0.823	9
Mission	0.884	9
Employees' Commitment	0.779	18

8.1 Demographic Profile of the Respondents
This section presents a descriptive analysis of the personal profile of the respondents of Oda Bultum University employees. The personal profile includes age, gender education level, experience, marital status and employment groups respectively. This profile of respondents is summarized in the table 4.1 below.

Table Demographic profile of Respondents

Variables	Categories	Frequency	Percentage
Age	18-27	81	33.6
	28-37	105	43.6
	38-47	43	17.8
	48 and above	12	5.0
	Total	241	100.0
Gender	Male	191	79.3
	Female	50	20.7
	Total	241	100.0
Educational level	Level I-1V	54	22.4
	first degree	73	30.3
	Masters and above	114	47.3
	Total	241	100.0
Experience	less than 1 year	27	11.2
	1 to 3Years	41	17.0
	3 to 5Years	82	34.0
	Above 5Years	91	37.8
	Total	241	100.0
. Marital Status	Single	54	22.4
	Married	184	76.3
	Divorce	3	1.2
	Total	241	100.0
Employment Group	Academic Staff	97	40.2 %)
	Administrative staff	144	59.8%)
	Total	241	100.0

Source: Primary Data computed in SPSS, 2020

As shown in the table above, 84 (34.9%) of the respondents were between 18-27 years of age, 100 (41.5%) of them were between 28-37 years of age, 45(18.7%) of them were between 38- 47 years and the remaining 12 (5%) of them were at the age of 48 and above. This result shows majority of the respondents were found between 18 and 37 years of age . As far as gender is concerned 192(79.7%) of the respondents were male and the remaining 49(20.3%) were females.

Regarding Level of Education of the respondents, most of the them i.e. 180 (74.7%) were university graduates with Bachelor degree, and masters and above, and the remaining 61(25.3%) of them were. Level I- IV. Besides 169 (70.1%) of the respondents had 3 and more than 3 years of work experience in the organization.

As far as employment group of the respondents is concerned 144 (59.8%) them were in administrative group and the remaining 97 (40.2 %) of the them were academic staffs.

8.2 Descriptive Analysis
In this section the researcher has summarized the responses of the respondents for the 36 organizational culture dimensions items and the

As we can easily understand from the table, The lower the mean, the more the respondents disagree with the statements. The higher the mean, the more the respondents agree with the statement. Hence, in this study, the opinion of

18 employees' commitment Likert scale items using frequencies, percentages, mean and standard deviation. Finally grand mean and standard deviation were used for interpretation The main reason for using these measurements is to demonstrate the average and variability responses of respondents for each dimension included under independent and dependent variables.

According to (Sozen & Güven, 2019), (Tadesse & Umbuse, 2021) the calculated mean score of an item was classified in ranges of five-scaled Likert's measured strongly disagree, disagree, neutral, agree, and strongly agree (very low, low, moderate, high and very high) as shown in Table 4.1. below.

Table Weighted mean results for Likert scale

Mean	Response
From 1.00 to less than 1.80	**Very low**
From 1.81 to less than 2.60	**Low**
From 2.61 to less than 3.40	**Moderate**
From 3.41 to less than 4.20	**High**
From 4.21 to less than 5.00	**Very high**

employees on each dimension for both independent and dependent variables are labelled according to the grand mean and standard deviations score result.

Table 2.Descriptive statistics summary result of Involvement dimension of organizational culture

	Responses frequencies and percentages Respectively										Mean	S. D
	StronglyAgree		Agree		Neither Agreenor Disagree		Disagree		Strongly Disagree			
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%		
Q1	19	7.9	121	50.2	37	15.4	32	13.3	32	13.3	3.27	1.210
Q2	62	25.7	93	38.6	45	18.7	35	14.5	6	2.5	3.71	1.080
Q3	15	6.2	60	24.9	74	30.7	84	34.9	8	3.3	2.96	.991
Q4	17	7.1	75	31.1	50	20.7	90	37.3	9	3.7	3.00	1.059
Q5	59	24.5	73	30.3	30	12.4	58	24.1	21	8.7	3.38	1.318
Q6	45	18.7	96	39.8	33	13.7	53	22.0	14	5.8	3.44	1.189
Q7	23	9.5	62	25.7	39	16.2	94	39.0	23	9.5	2.87	1.183
Q8	30	12.4	70	29.0	94	39.0	34	14.1	13	5.4	3.29	1.032
Q9	13	5.4	74	30.7	46	19.1	76	31.5	32	13.2	2.83	1.161
											3.19	**1.136**

Table 3.Descriptive statistics summary result of Consistency dimension of organizational culture

	Responses frequencies and percentages Respectively										M	S. D
	Strongly Agree		Agree		Neither Agreeenor Disagree		Disagree		Strongly Disagree			
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%		
Q10	16	6.6	68	28.2	74	30.7	58	24.1	25	10.4	2.97	1.099
Q11	27	11.2	90	37.3	53	22.0	59	24.5	12	5.0	3.25	1.098
Q12	46	18.1	114	47.3	55	22.8	18	7.5	8	3.3	3.71	.969
Q13	23	9.5	55	22.8	82	34.0	70	29.0	11	4.6	3.04	1.042
Q14	28	11.6	79	32.8	51	21.2	66	27.4	17	7.1	3.15	1.155
Q15	19	7.9	65	27.0	71	29.5	53	22.0	33	13.7	2.93	1.164
Q16	21	8.7	67	27.8	69	28.6	70	29.0	14	5.8	3.05	1.073
Q17	9	3.7	58	24.1	77	32.0	71	29.5	26	10.8	2.80	1.041
Q18	18	7.5	91	37.8	62	25.7	61	25.3	9	3.7	3.20	1.022

8.2.3. Adaptability Dimension

Table 4.Descriptive statistics summary result of Adaptability dimension of organizational culture

	Responses frequencies and percentages Respectively										Mean	S. D
	Strongly Agree		Agree		Neither Agreeenor Disagree		Disagree		Strongly Disagree			
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%		
Q19	30	12.4	73	30.3	49	20.3	69	28.6	20	8.3	3.10	1.190
Q20	20	8.3	107	44.4	60	24.9	34	14.1	20	8.3	3.30	1.078
Q21	27	11.2	59	24.5	58	24.1	85	35..3	12	5.0	3.02	1.118
Q22	36	14.9	90	37.3	64	26.6	26	10.8	25	10.4	3.36	1.171
Q23	31	12.9	116	48.1	62	25.7	20	8.3	12	5.0	3.56	.986
Q24	17	7.1	83	34.4	58	24.1	40	16.6	43	17.8	2.96	1.229
Q25	39	16.2	49	20.3	63	26.1	76	31.5	14	5.8	3.10	1.181
Q26	96	39.8.	99	41.1	19	7.9	16	6.6	11	4.6	4.05	1.075
Q27	22	9.1	77	32.0	74	30.7	57	23.7	11	4.5	3.17	1.038
3.29	**1.118**											

8.2.4. Mission Dimension

Table 5.Descriptive statistics summary result of Mission dimension of organizational culture

	Responses frequencies and percentages Respectively										Mean	S. D
	Strongly Agree		Agree		Neither Agreenor Disagree		Disagree		Strongly Disagree			
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%		
Q28	60	24.9	111	46.1	15	6.2	47	19.5	8	3.3	3.70	1.142
Q29	63	26.1	85	35.3	53	22.0	27	11.2	13	5.4	3.66	1.141
Q30	63	26.1	98	40.7	27	11.2	47	19.5	6	2.5	3.68	1.133
Q31	19	7.9	74	30.7	89	36.9	40	16.6	19	7.9	3.14	1.043
Q32	27	11.2	76	31.5	91	37.8	47	19.5	0	0	3.34	.918
Q33	39	16.2	97	40.2	63	26.1	36	14.9	6	2.5	3.53	1.013
Q34	40	16.6	73	30.3	46	19.1	53	22.0	29	12.0	3.17	1.282
Q35	41	17.0	67	27.8	68	28.2	56	23.2	9	3.7	3.31	1.117
Q36	27	11.2	55	22.8	61	25.3	75	31.1	23	9.5	2.95	1.172
3.39	**1.107**											

8.2.5 Employees' Commitment

Table 6. Descriptive statistics summary result of employees' commitment

	Responses frequencies and percentages Respectively										Mean	S. D
	Strongly Agree		Agree		Neither Agreenor Disagree		Disagree		Strongly Disagree			
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%		
Q1	52	21.6	49	20.3	32	13.3	90	37.3	18	7.5	3.11	1.317
Q2	86	35.7	71	29.5	38	15.8	42	17.4	4	1.7	3.80	1.152
Q3	41	17.0	60	24.9	48	19.9	81	33.6	11	4.6	3.16	1.195
Q4	24	10.0	96	39.8	50	20.7	68	28.2	3	1.2	3.29	1.024
Q5	60	24.9	73	30.3	52	21.6	35	14.5	21	8.7	3.48	1.252
Q6	31	12.9	64	26.6	51	21.2	85	35.3	10	4.1	3.09	1.139
Q7	41	17.0	66	27.4	47	19.5	67	27.8	20	8.3	3.17	1.242
Q8	10	4.1	46	19.1	71	29.5	82	34.0	32	13.3	2.67	1.060

Q9	21	8.7	86	35.7	55	22.8	60	24.9	19	7.9	3.12	1.122
Q10	43	17.8	56	23.2	52	21.6	67	27.8	23	9.5	3.12	1.264
Q11	26	10.8	49	20.3	54	22.4	80	33.2	32	13.3	2.82	1.213
Q12	33	13.7	91	37.8	48	19.9	45	18.7	24	10.0	3.27	1.202
Q13	64	26.6	88	36.5	42	17.4	21	8.7	26	10.8	3.59	1.265
Q14	34	14.1	36	14.9	42	17.4	90	37.3	39	16.2	2.73	1.293
Q15	31	12.9	34	14.1	62	25.7	87	36.1	27	11.2	2.81	1.198
Q16	50	20.7	101	41.9	56	23.2	28	11.6	6	2.5	3.67	1.011
Q17	33	13.7	56	23.2	77	32.0	68	28.2	7	2.9	3.17	1.075
Q18	34	14.1	80	33.2	35	14.5	72	29.9	20	8.3	3.13	1.223
3.18	**1.18**											

As we can see from above tables (table 4.2-4.6) organizational culture model involvement has a total mean of 3.19 with standard deviation 1.136 and consistency has a total mean of 3.12 with a standard deviation of 1.074. Adaptability and mission has 3.29 mean with1.118 standard deviation and 3.39 mean with 1.107 standard deviation respectively. Similarly, employees' commitment has 3.18 mean with 1.180 standard deviation.

Generally, from the grand means of the above organizational culture dimensions and employees' commitment, we can understand that, all the components of organizational culture models and employee's commitment are falling in to the moderate agreement level. This finding of the grand mean is consistent with the research finding in Arba Minch University by- (Srinivasan, Desalew, & Belayneh, 2018) as far as Adaptability of organizational culture dimension and employees' commitment are concerned since they also confirmed that most of the university academic staffs had medium level of agreement. However, regarding organizational dimensions: involvement, Consistency and mission majority of the Oda Bultum university academic staffs had low level agreement in contrary to this research finding.

8.3.1. Correlation Analysis

As per (Marczyk, DeMatteo, & Festinger, 2005) Correlations is the most basic and most useful measure of association between two or more variables expressed in a single number called a correlation coefficient (r). Correlations provide information about the direction of the relationship (either positive or negative) and the intensity of the relationship. It takes values in the [1,-1] ranges. If r>o it indicates direct or positive correlation. If r<o it indicates indirect or negative correlation. Whereas if r=0 there is no relationship between the variables under consideration. The closer it gets to 1.0 (whether it is negative or positive), the stronger the relationship. Marczyk et al., (2005) also stated correlations of .01 to .30 are considered as weak, correlations of .30 to .70 are considered as moderate, correlations of .70 to .90 are considered as strong, and correlations of .90 to 1.00 are considered as very strong. Accordingly, the Correlations between the selected four organizational culture dimensions (i.e. involvement, consistency, adaptability and mission) and employees' commitment was computed in the following the table below:

Table 7. Correlation coefficients between dependent and independent variables

``		Involvement	Consistancy	Adaptablity	Mission	Employees_Commitment
Involvement	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	241				
Consistancy	Pearson Correlation	.757**	1			
	Sig. (2-tailed)	.000				
	N	241	241			
Adaptablity	Pearson Correlation	.728**	.832**	1		
	Sig. (2-tailed)	.000	.000			
	N	241	241	241		
Mission	Pearson Correlation	.635**	.636**	.661**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	241	241	241	241	
Employees_Commitment	Pearson Correlation	.648**	.678**	.714**	.617**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	241	241	241	241	241
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Own Survey, computed in SPSS, 2020

The above table 4.7 explains the relationship between the overall organizational culture and employees' commitments. Based on the output indicated, there is a moderate positive significant correlation between involvement, consistency and mission dimensions of organizational culture and employee's commitment with correlation coefficient r=0.648, 0.678, 0.617 respectively. Adaptability has strong positive statistically significant correlation with employees commitment (r=0.714 with p<0.01) Therefore from the above finding the researcher has rejected the null hypotheses there is no significant relationship between involvement, consistency, adaptability ,mission dimensions of organizational culture and employees' commitment because he surely approved the existence of association between the four organizational culture dimensions and employees' commitment including the degree of the association.

8.3.2. Multiple Regression Analysis

In contrast to the correlation coefficient, the coefficient of determination (sometimes known as the regression coefficient) enables us to assess the strength of relationship between a numerical dependent variable and one or more numerical independent variables. The coefficient of determination (represented by r2) can take on any value between 0 and +1. It measures the proportion of the variation in a dependent variable that can be explained statistically by the independent variable. (Saunders, Lewis, & Thornhill, 2009)

The process of calculating coefficient of determination and regression equation using one independent variable is normally termed regression analysis. Calculating a coefficient of multiple determination (multiple regression coefficient) and regression equation using two or more independent variables is termed multiple regression analysis. (Saunders, Lewis, & Thornhill, 2009)

Regression analysis can also be used to predict the values of a dependent variable given the values of one or more independent variables by calculating a regression equation. To predict how much employees' commitment is affected by the values of the four organizational culture dimensions, the researcher would represent this as a regression equation:

$$Y = B_o +$$

$B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + \varepsilon$

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

B_o = the constant term

B_1, B_2, B_3 and B_4 = coefficient of slope of regression model

X_1, X_2, X_3, and X_4 = Independent variables(involvement, consistency, adaptability and Mission)

ε = error term

B_1, B_2, B_3 and B_4 = coefficient of slope of regression model

X_1, X_2, X_3, and X_4 = Independent variables(involvement, consistency, adaptability and Mission)

ε = error term

However, before calculating a regression equation the researcher would need to ensure the following assumptions are met:

Linearity assumption: Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables. According to (Saunders, Lewis, & Thornhill, 2009) linearity can easily be examined through scatter plots usually drawn by the analysis software. The researcher in this thesis also tested the assumption by producing scatter plots of the relationship between the four independent organizational culture dimensions variables and the dependent variable. By visually looking at the scatter plot produced by SPSS. The relationship between independent variables and the dependent variable found to be linear as shown in the figures below.

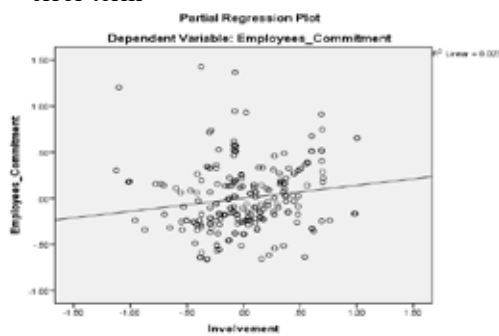**Source: Own Survey, computed in SPSS, 2020**

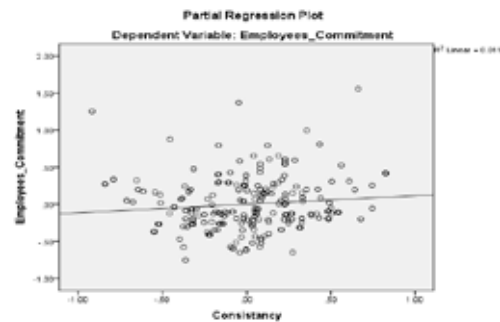Figure 2. Relationship between Involvement and Employees Commitment

Figure 3. Relationship between Consistency and Employees Commitment
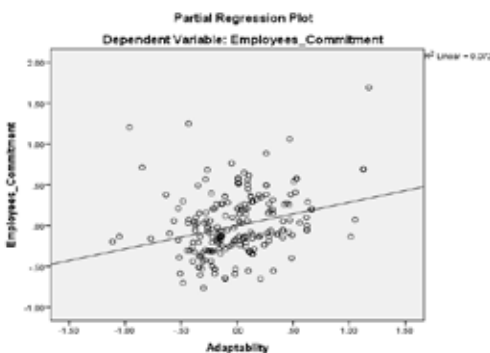

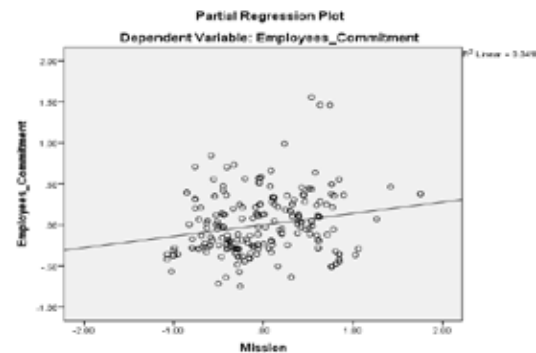Figure 4. Relationship between Adaptability and Employees Commitment

Figure 5. Relationship between Mission and Employees Commitment

Normality assumption test: According to (Gujarati & Porter, 2009) normality assumption says the variables, error terms(ε_i) has normal distribution with mean zero and variance $\sigma2$ for all. Normality assumption can be checked either graphically or numerically. Graphically it can be checked by histogram. Numerically it can be checked either by Kolmogorov-Smirnov and Shapiro-Wilk normality test or by skewness and kurtosis indicators. (Saunders, Lewis, & Thornhill, 2009) However the researcher in this thesis used the graphic (histogram) method to show normality of: his data as follows in figure 4.2.

Therefore, as we can see from the graph since most of the data's is included in the line graph and since it neither skewed to the right nor to the

Figure 6 .Normality Assumption Test (graphically)

left, the researcher has concluded that his data has no normality problem.

Detecting multi collinearity problem: Multicollinearity issue is not detecting whether it is present or not it is a question of degree. There should no high degree (perfect) linear relationship among independent variables. If the variables are perfectly linear estimation of the regression coefficients would be difficult. (Gujarati & Porter, 2009)

As a rule of thumb if our VIF in our SPSS output is < than 10 and tolerance level greater 10%, there is no multi collinearity problem. so, we can continue doing our regression analysis. However, if our SPSS output shows > 10 VIF and tolerance level less than 10%, there is a multi co linearity

problem so we should take remedial measures before proceeding to regression analysis Damodar N. Gujarat and Dawn C. Porter (2009). Based on the above scholars' idea, the researcher has checked whether his data has multi collinearity problem or not as follows:

Table 10. Result of Multi collinearity test

Coefficients		
Model	**Collinearity**	
	Tolerance	**VIF**
Involvement	.373	2.680
Consistency	.257	3.897
Adaptability	.268	3.728
Mission	.507	1.971

Source: Own Survey, computed in SPSS, 2020

From the above SPSS output, we can easily observe the VIF of all variables are < than 10 and we have tolerance level greater 10% all, thus we can conclude that our data is again free from multi collinearity problem.

Detecting Autocorrelation Problem: The assumption autocorrelation tells us that the error term at time t is not correlated with error term at any other point of time. It occurs most frequently in time series data (Gujarati & Porter, 2009) Though there are many ways of testing
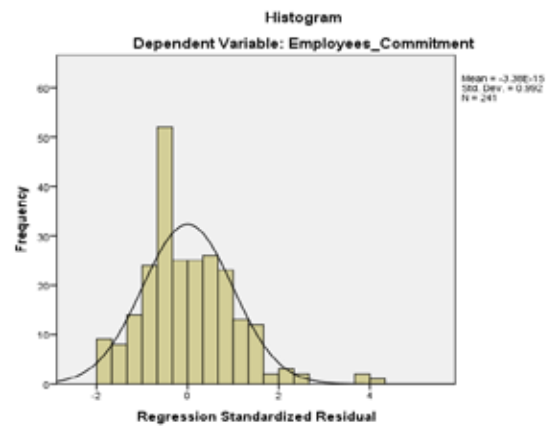
autocorrelation in different literatures, in this research the researcher has used the Durbin Watson method. As a rule of thumb, the DW (Durbin – Watson) statistic should be between the range of 1.5 and 2.5 for the independent observation that is acceptable (Garson, 2012).

Having the above Durbin-Watson rule in mind, the researcher tried to compute autocorrelation in SPSS and displayed the output in the following table

Table 11. Autocorrelation model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.755ª	.570	.563	.36843	1.792
a. Predictors: (Constant), Mission, Involvement, Adaptability, Consistency					
b. Dependent Variable: Employees' Commitment					

Source: Research Data, 2020

*Dr. A. Suresh Kumar*

In the above table, the value of Durbin – Watson statistic is 1.792. and we can see that it is between acceptable ranges. This implies that our data has no Autocorrelation problem.

Homoscedasticity assumption test: The assumption of homoscedasticity refers to equal variance of errors across all levels of the independent variables. This means that errors are spread out consistently between the variables. This is evident when the variance around the regression line is the same for all values of the predictor variable. Homoscedasticity can be checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value. Ideally, residuals are randomly scattered around zero (the horizontal line) providing even distribution.

To assess homoscedasticity, the researcher created a scatter plot of standardized residuals versus standardized predicted values using SPSS and found that heteroscedasticity was not a major problem as shown in the figure below
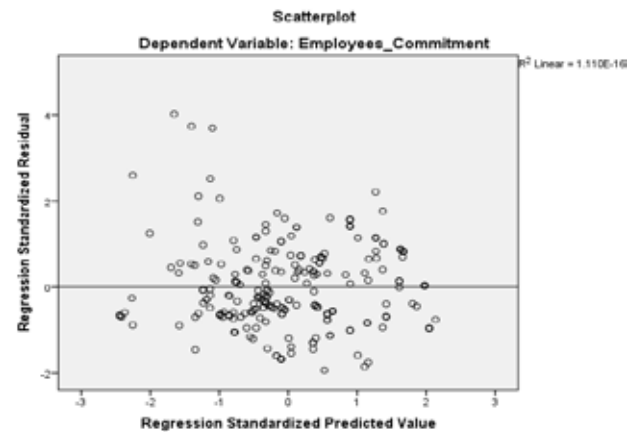
Figure 7 Homoscedasticity assumption test

Regression analysis: After the data was checked for the above required multiple regression assumptions and researcher confirmed that it has passed all the assumptions tests, multiple regression analysis was carried out to determine how well the regression model fits the data (model summary), independent variables statistically significantly predict the dependent variable (ANOVA) and statistical significance of each of the independent variables (regression coefficients)

Table 12. ANOVAᵃ Model fit

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.453	4	10.613	78.188	.000ᵇ
	Residual	32.034	236	.136		
	Total	74.487	240			
a. Dependent Variable: Employees_Commitment						
b. Predictors: (Constant), Mission, Involvement, Adaptablity, Consistancy						

From table 4.10, it is apparent that the regression model 'between the organizational culture and employees' commitment. Has an F statistic of 78.188 and a probability value of 0.000 clearly indicate that the model was significant.

Table 1   Regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant	.988	.130		7.627	.000	.733	1.243		
Involvement	.141	.059	.166	2.374	.018	.024	.258	.373	2.680
Consistancy	.116	.071	.138	1.639	.102	-.023	.255	.257	3.897
Adabtablity	.286	.067	.352	4.268	.000	.154	.417	.268	3.728
Mission	.139	.044	.191	3.187	.002	.053	.225	.507	1.971

Dependent Variable: Employees' Commitment

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 is :

$$Y = B + B_1 1 + B_2 2 + B_3 3 + B_4 4 + \varepsilon$$

$$= 0.988 + 0.141X_1 + 0.116X_2 + 0.286X_3 + 0.139X_4 + \varepsilon$$

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 un standardized beta coefficients (β) tell us the unique contribution of each factor to the model. A small p value (<0.05) indicates the predictor variable has made a statistically significance contribution to the model. On the other hand, a high p value (p >0.05) indicates the predictor variable has no significant contribution to the model (George and Mallery, 2003).

The above multiple regression analysis table revealed that adaptability has a positive and significant effect on employees' commitment with $\beta = 0.286$, at 95% confidence level (p <0.05). The Beta value ($\beta=0.286$) shows that if there is one unit increase in adaptability, there will be 28.6% increase in employees' commitment. Besides since adaptability has higher the absolute value of the beta coefficient compared to other variables of organizational culture dimensions it has higher effect on employees' commitment.

Involvement also has a positive and significant effect on employees'' commitment with $\beta= 0.141$ at 95% confidence level (p<0.05). The Beta value (β) i.e. 0.141 shows that if there is one unit increase in involvement, there will be 14.1% increase on employees'' commitment.

Similarly, Mission has a positive and significant effect on employees' commitment with $\beta= 0.139$, at 95% confidence level (p <0.05). The Beta value ($\beta=0.139$) shows that if there is a one unit increase in employees'' identification of organizational mission, there will be 13.9% increase in employees' commitment. However contrary to the above three dimensions though consistency has positive effect on employees' commitment with $\beta= 0.116$, its effect is insignificant since its p value is greater to 5% (p>0.05)

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