ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF MASTERS OF BUSINESSADMINISTRATION IN

GENERAL MANAGEMENT

THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEES'
COMMITMENT: THE CASE OF ST. MARY'S UNIVERSITY

BY

ABATE LAKEW

FEBRUARY, 2019

SMU, ADDIS ABABA

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A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION

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ACKNOWLEDGEMENTS

ABSTRACT

The main objective of this study was to investigate the impact of organizational culture on employees' commitment: The case of St. Mary's University. The research questions raised were: What does the perceived organizational culture of SMU look like? What is the level of employees' commitment currently at SMU? And To what extent organizational culture of SMU affects employees' commitment? Although SMU has different campuses, this study focused on employees working in the undergraduate program campus. Since the total number of employees is 160 & is manageable, all employees were participated in the study. Out of the 160 questionnaires distributed to respondents, 140 (52 females and 88 males) at the response return rate of 87.5% were collected & used in the analysis. Explanatory research design was utilized. Questionnaire was used as data gathering instrument. The collected data were analyzed by using descriptive statistics such as frequency, mean, percentage, and standard deviation, and by applying inferential statistics such as correlation, and regression. From the descriptive analysis of the study, it was found out that respondents agreed about the existence of stable culture at SMU. On the other hand, respondent are not sure about the existence of outcome-oriented culture, people oriented culture, team oriented culture, innovative culture, and aggressive culture at SMU. As the regression analysis showed, Of these six culture dimensions, four of them such as stable culture ($p<$)0.01), team oriented culture ($p<0.01$), aggressive culture ($p<0.01$), and people-oriented culture ($p<0.06$) have significant impact on commitment. The remaining two culture dimensions, which are innovative culture, and outcome oriented culture have insignificant impact on commitment. Moreover, it was found out that stable culture is the perceived (dominant) culture at SMU. With regard to levels of employees' commitment, almost half of the respondents had affective commitment to their university. And respondents are not sure about normative, and continuance commitment. The study suggested the necessity of further research on the area by considering all employees who have been working at all campuses of the university.

Key Words: Organizational culture, Commitment, St. Mary's University

DECLARATION

I, the undersigned, declare that the work entitled "The impact of organizational culture on employees' commitment: The case of St. Mary's university", is the outcome of my own effort and study and that all sources of materials used for the study have been duly acknowledged. I have produced it independently except for the guidance and suggestion of my advisor. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree. It is offered for the partial fulfillment of the Degree of Master of business administration (MBA).

<u>Abate Lakew</u>   _____

      Name   Signature and date

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a University advisor.

Terefe Feyera (PhD)   _____

Advisor   Signature and Date

St. Mary's University, Addis Ababa

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LIST OF ABBREVIATIONS

HR	Human Resource
OC	Organizational Culture
OD	Organizational Development
SMU	Saint Mary's University

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Culture at the work place is very powerful force, which is consciously and deliberately cultivated and is passed on to the incoming employees. It is the thread that holds the organization together (Singh & Sharma, 2017). Culture reflects the true nature and personality of an organization. Organizational culture acts as glue & binds the employees for shared purpose Ibid). Hofstede (1980) cited in Singh & Sharma (2017) also defined culture as the collective programming of the mind which distinguishes the members of one organization from another. Organizational culture is a macro phenomenon which reflects to the patterns of beliefs, assumptions, values and behaviors reflecting the community in people working together (Saiyadain, 2003). Organizational culture is the set of key values, beliefs, and attitudes shared by organizational members (William, 2002). Organizational culture is the way that things are done in an organization, the unwritten rules that influence individual and group behavior and attitudes.

The understanding of the relationship between employees' commitment and organizational culture is the main research subject because it is ascertain by different studies that employees' commitment is crucial for success of any organization. Likewise, the relationship between employees' commitment and organizational culture of St. Mary's University has significant role for the success of the university. In relation to this, the intention of this study is to see the impact of organizational culture on employees' commitment in the university under study.

St. Mary's University (SMU) established in 1998 is an Ethiopian institution of higher learning located in the capital Addis Ababa. After fifteen years of service as college first and a university college since 2008, it earned university status from the Ethiopian Ministry of Education in September 2013. The university has four campuses in Addis

Ababa, 13 Distance Education Regional centers and 160 coordination offices throughout the country. It has 200 full-time academic staffs and 1000 employees. It caters to the needs of six thousand undergraduate students, twenty thousand students enrolled in distance education programs, and two thousand students in graduate programs.

Eight graduate programs are run in partnership with Indira Gandhi National Open University (IGNOU). These programs include Business Administration, Public Administration, Library and Information Science, Sociology, Economics, Commerce,, Rural Development, and Political Science in the distance mode of learning. In the conventional mode of learning, SMU is accredited for ten graduate programs: MBA, HRM, Project Management, Accounting and Finance, Marketing Management, Development Economics, Computer Science, Agribusiness, Agricultural Economics and Rural Development. The university has a testing center that provides standardized tests, Job placement tests, and international tests such as the IBT-TOEFL and GRE .St. Mary's University has opened a K-12 school that is widening its reach in the realms of general education (SMU, 2018), www:smuc.edu.et accessed date 25 July 2018).

1.2 Statement of the Problem

The success of an organization depends on its culture, as it is invisible power governing the organization when the thinking and action of the employees are institutionalized organizational culture takes birth (Mishara, 2001). Organizational culture has assumed considerable importance in the 21st century because of its impact on employees' performance. It is the imperative of every organization to understand its own dynamic culture so that managers can capitalize on the insights generated by the cultural perspective to wield greater control over their organizations. The culture of an organization has an important impact on its performance. With the ever-changing technology and fast paced business arena, companies today are grappling to find new and innovative ways of improving performance with the minimal addition of cost. Culture is one aspect that is not tangible, yet it plays a very important role to the success of any business organization (Naicker, 2008). Every organization develops and maintains a unique culture, which provides guidelines and boundaries for the behavior of the members of the organization (Gutterman, 2016). Likewise, St. Mary's University (SMU)

which is more than twenty years old has its own culture. From the researcher's own experience and as the preliminary interview made with the HR Manager of the university indicates, SMU has been experiencing high staff turnover in recent times. But the manager was reserved to explain the turn-over rate of employees of the university as he believed that such issue is sensitive. It is a common practice to see new employees now and then. New employees are coming to SMU and other employees are leaving for the university. It is clear that the new comers will come up with their own culture which may be new and against to SMU's institutional culture. It is a usual practice to see low commitment of employees towards their job and to the university. Some of the issues observed are Lateness, lack of team spirit among the employees, and absenteeism without informing the immediate boss are the common ones. As majority of the employees are instructors, one can see how absenteeism becomes a common practice just by looking at the absenteeism records which is available at the data base of the program office of the university. For instance, at the time between November 08 and November 18/2018, 196 (one hundred ninety six) class hours absenteeism were recorded. At the time of between November 20 and December 24/2018, 1409 (one thousand four hundred nine) class hours absenteeism were also registered. This showed that on average there is 230 (two hundred thirty) weekly class hours absenteeism recorded on instructors..

There are many employees that we do not know by names and even in which department they have been working (there is no introduction and communication program for new comers). There are no forums in which the top management and employees are communicating or making discussions on employees concerns. The researcher could not find a study conducted on impact of organizational culture on employees commitment in the case of SMU with the six culture dimensions included in the study. Other international studies conducted on the topic also used their own culture dimensions and had their own different research findings. The researcher was motivated to know the impact of organizational culture on employees' commitment considering the six dimensions. SMU now faces major challenges in preventing the loss of employees to its competitors. It is the researcher's beliefs that understanding the culture of SMU and its impact on employees' commitment will help to enhance employees' commitment towards their job and to the university, at the same time, in finding new ways of retaining

employees... Staff organizational commitment contributes to workforce stability and better customer service hence increases business performance (Nguyen, 2014). In relation to this, the purpose of this research is to investigate the impact of organizational culture on employees' commitment and forward suggestions that will enable to mi nimize or eradicate the problems associated with employees' commitment. In other words, the study tried to find out answers to the following basic questions:

1.3 Research Questions

1. What does the perceived organizational culture of SMU look like?

2. What is the level of employees' commitment currently at SMU?

3. To what extent organizational culture of SMU affects employees' commitment?

1.4 Objectives of the study

. The study has the following general and specific objectives.

1.4.1 General Objective

The primary purpose of this study was to examine the impact of organizational culture on employees' commitment in all the three forms (Affective, Normative, and Continuance commitments).

1.4.2 Specific Objectives

The study has the following specific objectives:

1. To investigate the perceived organizational culture of SMU.

2. To examine the level of employees commitment currently at SMU.

3. To explain to what extent organizational culture of SMU affects employees'
   Commitment?

1.5 Research Hypotheses:

(H1) There is a significant relationship between organizational culture and employees' commitment

(H1)   There are significant relationships between each organizational culture dimensions considered in the study and employees' commitment. At the end of this research, the researcher tried to show whether the hypothesis is accepted or rejected.

1.6 Significance of the study

Different parties are expected to be benefited from this research: Firstly, it will help SMU's management to be aware about the impact of existing culture on commitment of employees in order to survive successfully in turbulent business environment. Besides, based on the findings of the study, SMU will design a strategy to maintain the strong culture and improve the weak one. Secondly, the employees will be benefited out of the change that the management will make. Thirdly, other researchers who want to conduct similar study at a wider scale will use this research as sources of information. Lastly, as research is an academic exercise, it helped the researcher to be equipped with new knowledge and skills on the area investigated.

1.7 Scope of the study

The study has been delimited with respect to the following dimensions:

 1.7.1 Geographical delimitation

SMU has Post Graduate, and Under Graduate campuses. Even in the under graduate program, there are conventional and distance modes of teaching and learning.   However, this study focused only on the under graduate campus population, particularly the conventional mode.

 1.7.2 Topics delimitation

Although there are different topics to be studied at the institutional level, this study focused only on impact of organizational culture on employees' commitment. Although there are different dimensions of organizational culture, this study considered six organizational culture dimensions: Innovative cultures, Aggressive cultures, Outcome-oriented cultures, Stable cultures, People-oriented cultures, and Team-oriented cultures. With regard to employees' commitment, the three types of employees' commitment

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namely, Affective commitment, Normative commitment, and Continuance commitment are included in the study.

1.7.3 Time delimitation

One of the factors that need to be considered while conducting a research is time. This study focused on the current year (2018). It is the researcher's belief that a one year data is enough to get the required data for the study.

1.7.4 Methodological delimitation

Although there are different types of data gathering tools, this study employed only questionnaire as it fits to inferential statistics analysis.

1.8 Ethical Considerations

The researcher made the required efforts to get the respondents' consent prior to administering the questionnaire. The respondents were informed about the fact that the research is conducted only for academic purpose. They were assured that the information collected from them will be kept confidential. Following such awareness, every respondent promised to give me proper information and did accordingly. In addition, all reference materials are acknowledged with proper citation.

1.9 Organization of the study

This study is consisted of five chapters. The first chapter is focused on the introduction part which in turn comprised of background of the study, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study, ethical considerations, and organization of the study. The second chapter is devoted to review of related literature. The third chapter contains research design and methodology. The fourth chapter consisted of data presentation, analysis, and interpretation. The final chapter which is chapter five deals with summary of the major findings, conclusions, recommendations, and limitations of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

The purpose of this chapter, based on an extensive review of the literature, is to explain the theoretical frameworks of organizational culture which includes definitions and meanings of culture and organizational culture, elements of organizational culture, patterns of organizational culture, organizational culture dimensions, organizational culture and effectiveness, definitions and types of commitment, relationships between organizational culture and employees' commitment, empirical studies, and conceptual frameworks.

2.2 Theoretical Frameworks of Organizational Culture

In order to have broad perspectives of the topic studied, the various views of organizational culture and employees' commitment, and similar studies conducted together with their results are presented in the following subsequent paragraphs.

2.2.1 Definitions and meanings of culture

Culture is the basis of social relations. Culture is historically and socially constructed, incorporates deep structures of meaning, beliefs, assumptions and expectations which interact. It's an implicit aspect of social life that isn't readily observable and interpretable by a person outside the group. These deep structures represent the agreement on the reality for each group member. Culture is a concept borrowed from anthropology and transferred in organizational studies along with all the know-how developed in decades of research on cultures of company lands and subcultures in Metropolitan communities Bitsani (2013).

2.2.2 Dominant Culture, Subculture and Counterculture

When discussing organizational culture, we are actually referring to the dominant culture; that is, the themes shared most widely by the organization's members. However, organizations are also comprised of subcultures located throughout its various divisions,

geographic regions, and occupational groups. Some subcultures enhance the dominant culture by espousing parallel assumptions, values, and beliefs; others are called countercultures because they directly oppose the organization's core values.

Subcultures, particularly countercultures, potentially create conflict and dissension among employees, but they also serve two important functions. First, they maintain the organization's standards of performance and ethical behavior. Employees who hold countercultural values are an important source of surveillance and evaluation of the dominant order. They encourage constructive controversy and more creative thinking about how the organization should interact with its environment. Subcultures prevent employees from blindly following one set of values and thereby help the organization to abide by society's ethical values.

The second function of subcultures is that they are the spawning grounds for emerging values that keep the firm aligned with the needs of customers, suppliers, society, and other stakeholders. Companies eventually need to replace their dominant values with ones that are more appropriate for the changing environment. If subcultures are suppressed, the organization may take longer to discover and adopt values aligned with the emerging environment (Ibid).

From the points raised above, one can learn that culture is something formed and shared among the members of an organization and then transferred from senior employees to the new ones. It is also clear that in an organization, we may find a dominant culture, subculture, and counterculture together as the activities of the organization is distributed across different departments and sections. Each department/section has its own culture. Likewise, in SMU we may find all these types of cultures at different intensity.

2.2.3 Definitions and meanings of organizational culture

Organizational culture is an effective tool helping an organization quantifying business function (Sinha and Kumar, 2017), which is developed either by its employer, or a conscious effort on the part of management to improve upon the performance and efficiency. Whichever the way it is developed, is identifiable through its people.

Organizational culture defines a system of belief, shared values, & assumptions which dictates how human resource employees should behave in the organizations. Such shared values strongly influence the employees in the organization and portrays that how they should act, wear dress code and the way to do their jobs.

Organizational culture is a widely used term but one that seems to give rise to a degree of ambiguity. Donnell and Boyle (2008), emphasizes that the concept of culture originally derived from a metaphor of the organization as 'something cultivated'. For the past number of decades, most academics and practioners studying organizations suggest the concept of culture is the climate and practices that organizations develop around their handling of people, or to the promoted values and statements of beliefs of an organization (Schein, 2004) cited in Donnell and Boyle (2008). Schein (2004) highlights that the only thing of real importance that leaders do is to create and manage culture; that the unique talent of leaders is their ability to understand and work with culture; and that it is an ultimate act of leadership to destroy culture when it is viewed as dysfunctional. Culture therefore gives organizations a sense of identity and determines, through the organization's legends, rituals, beliefs, meanings, values, norms and language, the way in which 'things are done around here'. An organization's culture encapsulates what it has been good at and what has worked in the past. These practices can often be accepted without question by long-serving members of an Organization.

Organizational Development (OD) efforts are also a means to create, change or reinforce the organizational culture. Organizational Culture (OC) reflects the shared assumptions, norms, values, and beliefs that shape the behavior of its members (Sekaran, 2004). The norms and values are inculcated by the founders of the system at the helm whose philosophy creates and shapes members' perceptions of organizational culture. OC determines what the organization ought to be and look like, how it should deal with its external and internal environments, how to manage and integrate its internal subsystems and their interrelationships and what kind of an image it should project to its external client systems (Ibid).

OC involves two sets of activities-external adaptation and internal integration. External adaptation explores goals with regard to outside agencies-the tasks to be accomplished,

means to achieve the goals and methods of coping with success and failure. Such issues as the company's mission, how it is to be attained and important external constituencies are examined in the process. Internal integration signifies the creation of a collective identity of members and ways of working together harmoniously (Ibid).In the business world, the organization's culture sets standards for determining the difference between good and bad decision making and behavior (Pimple, 2012).

An organization's culture may be one of its strongest, as well as its biggest liability. In fact, it has been argued that organizations that have a rare and hard-to-imitate organizational culture benefit from it as competitive advantage Bauer, 2012. In a survey conducted by the management consulting firm Bain & Company in 2007, worldwide business leaders identified corporate culture as important as corporate strategy for business (Ibid). This comes as no surprise to many leaders of successful businesses, who are quick to attribute their company's success to their organization's culture.

The above paragraphs implied that a culture of an organization can be formed by the founder of that specific organization or by its management and is reflected by the members of the organization. The intention of such culture formation is to shape the members of the organization to work towards the goal of the organization. The practice of SMU will not be outside of this assumption. The culture that is existing at SMU was developed more than a decade years back by the founders or management in general. Such culture differentiated SMU from other organizations/institutions.

2.2.4 Elements of Organizational Culture

The assumptions, values, and beliefs that represent organizational culture operate beneath the surface of organizational behavior. They are not directly observed, yet their effects are everywhere. Assumptions represent the deepest part of organizational structure because they are unconscious and taken for granted. Assumptions are the shared mental models –the broad worldviews or theories-in-use that people rely on to guide their perceptions and behaviors.

Consider two organizations with different "absence cultures." Absence cultures exist where employees have a shared understanding about taking time away from regularly

scheduled work. In one company, employees assume that sick leave is the right to use, whether or not they are sick. At another company, sick leave is reserved for real illnesses; people would not imagine taking paid time off unless they were truly sick. In both firms, assumptions about taking sick leave are ingrained, taken for granted.

An organization's cultural beliefs and values are somewhat easier to decipher than assumptions because people are aware of them. Beliefs represent the individual's perceptions of reality. Values are more stable, long-lasting beliefs about what is important. They help us define what is right or wrong, or good or bad in the world.

We can't determine an organization's cultural values just by asking employees and other people about them. Values are socially desirable, so what people say they value (called espoused values) may differ from what they truly value (enacted values). Espoused values do not represent an organization's culture. Rather, they establish the public image that corporate leaders want to display. Enacted values, on the other hand, are values-in-use. They are the values that guide individual decisions and behavior in the workplace (Glinow and McShane, 2000).

As Sekaran (2004) stated, small organizations often tend to have a single dominant culture where members share the same set of values and beliefs that mould their behavior. In large systems, subcultures could develop, with groups forming their own patterns of values and beliefs that are consistent with that of the larger organization. For example, nurses in hospitals may have their own subculture of extreme tenderness in assisting patients, which is consistent with those of the hospital itself. It should be noted that counter cultures that reject the values and philosophy of the larger system could also exist. Mergers and acquisitions of companies could produce such counter culture with values and assumptions quite in contrast to those of the acquiring firm. Counter cultures could also result from diversity of gender, regional affiliations and ethnic and geographical differences (Ibid). The national culture determines the norms of OC to a great extent, though the norms and values of each organization within a country may vary depending on the individual values of those at the helm. In Indian organizations, based on the national culture, authority is respected and when a senior executive comes to the desk, the subordinate stands up and responds with deference (Ibid).

Because values and norms are firmly embedded, it is extremely difficult to change the culture of a well-established system if a new management takes over, or if changes in the environment necessitate it. Prolonged and intense Organizational Development efforts may be needed in such cases to bring about a change in the corporate culture (Ibid).

The above information showed that when a culture of an organization is formed and accepted by the members of the organization, it will be very difficult to change it. Because once it is established and believed, members of the organization will practice it. Their behaviors will be shaped by such a culture. It will become something that differentiate from other organizations.

2.2,5 Patterns of Organizational Culture

Organizational culture can vary in a number of ways. It is these variances that differentiate one organization from the others. Some of the bases of the differentiation as stated by Saiyadain (2003), is presented below:

1. Strong vs weak culture: Organizational culture can be labeled as strong or weak based on sharedness of the core values among organizational members and the degree of commitment the members have to these core values. The higher the sharedness and commitment, the stronger the culture. A strong culture increases the possibility of behavior consistency amongst its members, while a weak culture opens avenues for each one of the members showing concerns unique to themselves.

2. Soft vs hard culture: Soft work culture can emerge in an organization where the organization pursues multiple and conflicting goals. In a soft culture the employees choose to pursue a few objectives which serve personal or sectional interests rather than focusing on organizational interests. A typical example of soft culture can be found in a number of public sector organizations in India where the management feels constrained to take action against employees to maintain high productivity. The culture is welfare oriented; people are held accountable for their mistakes but are not rewarded for good performance. Consequently, the employees consider work to be less important than personal and social obligations (Saiyadain, 2003) has presented a case study of a public sector fertilizer company which was established in an industrially back ward rural area to

promote employment generation and industrial activity. Under pressure from local communities and the government, the company succumbed to overstaffing, converting mechanized operations into manual operations, payment of overtime, and poor discipline. This resulted in huge financial losses (up to 60 percent of the capital) to the company.

3. Formal vs informal culture: The work culture of an organization, to a large extent, is influenced by the formal components of organizational culture. Roles, responsibilities, accountability, rules and regulations are components of formal culture. They set the expectations that the organization has from every member and indicates the consequences if these expectations are not fulfilled. Informal culture on the other hand has tangible and intangible, specific and non-specific manifestations of shared values, beliefs, and assumptions. This part of organizational culture comprising of artifacts, symbols, ceremonies, rites, and stories is highlighted in almost all the definitions of organizational culture (Ibid).

The above information showed that different organizations are not expected to have similar type of culture. This is why one organization differs from the others. The culture may be strong or weak depending up on members' commitment in accepting and implementing the culture of the organization. Some offices or departments within an organization may be focusing on the objectives of their own department or office with less attention to the general objective of the organization. This implies a soft culture. In SMU, there is performance difference across the various departments and offices. This may be due to whether or not they are working towards the achievements of the goal of the university.

2.**2.6** Organizational Culture Dimensions

Different scholars indicated that a small business has its own culture. The owner of that business may or may not have consciously built that culture, but it is there. If you begin to examine the dimensions of your organization's culture, you can start making decisions about the direction you want your company to go in. Examine the elements that go into forming a company's philosophy so that you can shape it.

Bauer (2012) also discussed organizational culture dimensions as follows: Which values an organization's culture? Even though culture may not be immediately observable, identifying a set of values that might be used to describe an organization's culture helps us identify, measure, and manage culture more effectively. For this purpose, several researchers have proposed various culture typologies. One typology that has received a lot of research attention is the organizational culture profile (OCP), in which culture is represented by seven distinct values (Chatman & Jehn,1991).

2.2.6.1 Innovative Culture

According to the OCP framework, companies that have innovative cultures are flexible and adaptable, and experiment with new ideas. These companies are characterized by a flat hierarchy in which titles and other status distinctions tend to be downplayed. For example, Gore & Associate Inc. is a company with innovative products such as GORE-TEX (the breathable fabric that is windproof and waterproof), Glide dental floss, and Elixir guitar strings, earning the company the distinction of being elected as the most innovative company in the United States by Fast Company magazine in 2004. Gore consistently manages to innovate and capture the majority of market share in a wide variety of industries, in large part due to its unique culture. In this company, employees do not have bosses in the traditional sense, and risk taking is encouraged by celebrating failures as well as successes. Google also encourage their employees to take risks by allowing engineers to devote 20% of their time to projects of their own choosing. This may imply that SMU is expected to encourage its employees to participate in researches and other entrepreneurial activities by offering them time protection.

2.2.6.2 Aggressive Culture

Companies with aggressive cultures value competitiveness and outperforming competitors: By emphasizing this, they may fall short in the area of corporate social responsibility. For example, Microsoft Corporation is often identified as a company with an aggressive culture. The company has faced a number of antitrust lawsuits and disputes with competitors over the years. In aggressive companies, people may use language such as "we will kill our competition." In the past, Microsoft executives often made statements such as "we are going to cut off Netscape's air supply. Everything they

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are selling we are going to give away." This implies that organizations like SMU are required to encourage their employees to have feelings of competitiveness and develop strategies to retain such competitive and experienced employees.

2.2.6.3 Outcome –oriented Culture

The OCP framework describes outcome oriented cultures as those that emphasize achievement, results, and action as important values. A good example of an outcome oriented culture may be Best Buy Co. Inc. Having a culture emphasizing sales performance, Best Buy tallies revenues and other relevant figures daily by department. Employees are trained and mentored to sell company products effectively, and they learn how much money their department made every day. Results oriented work environment allows employees to work anywhere and anytime; they are evaluated based on results and fulfillment of clearly outlined objectives. Outcome oriented cultures hold employees as well as managers accountable for success and utilize systems that reward employee and group output. In these companies, it is more common to see rewards tied to performance indicators as opposed to seniority or loyalty. Research indicates that organizations that have a performance-oriented culture tend to outperform companies that are lacking such culture (Bauer, 2012. This may imply that organizations which evaluate employees performance and give recognition will become more successful and profitable than others. Hence, If SMU entertains such culture, it will become successful in the education sector.

2.2.6.4.Stable Culture

Stable cultures are predictable, rule-based, and bureaucratic. These organizations aim to coordinate and align individual effort for greatest levels of efficiency. When the environment is stable and certain, these cultures may help the organization be effective by providing stable and constant levels of output. Stable cultures prevent quick action, and as a result may be a misfit to a changing and dynamic environment. Public sector institutions may be viewed as stable cultures. In the private sector, Kraft Food Inc. is an example of a company with centralized decision making and rule orientation that suffered as a result of the culture environment mismatch. The bureaucratic culture is blamed for killing good ideas in an early stages and preventing the company from innovating. The

implication here is that if SMU adopts stable culture, employees involvement on researches and other entrepreneurial activities will be minimal.

2.2.6.5 People- oriented Culture

People oriented cultures value fairness, supportiveness, and respect for individual rights. These organizations truly live the mantra that "people are their greatest asset."In addition to having fair procedures and management styles, these companies create an atmosphere where work is fun and employees do not feel required to choose between work and other aspects of their lives. In these organizations, there is a greater emphasis on and expectation of treating people with respect and dignity. Star Backs Corporation is an example of a people oriented culture. The company pays employees above minimum wage, offers health care and tuition reimbursement benefits to its part-time as well as full-time employees, and has creative perks such as weekly free coffee for all associates. As a result of these policies, the company benefits from a turnover rate lower than the industry average. This may imply that organizations that treat their employees fairly with justice and transparency and give varieties of fringe benefits will have less employees turn-over rate than the industry. Having lower turn-over rate is advantageous for that particular organization to maintain its competitive advantage.

2.2.6.6 Team oriented Culture

Companies with team oriented cultures are collaborative and emphasize cooperation among employees. For example, Southwest Airlines Company facilitates a team-oriented culture by cross-training its employees so that they are capable of helping each other when needed. The company also places emphasis on training intact work teams. Employees participate in meetings and discussions where they collaborate to understand sources of problems and determine future courses of action. In Southwest's selection system, applicants who are not viewed as team players are not hired as employees. In team oriented organizations, members tend to have more positive relationships with their coworkers and particularly with their managers. The implication is that successful organizations will have employees that will help one another. The employees will have mutual spirit, common understandings, work together for the attainment of the goal of the organization. They will also have good interpersonal relationships with their respective

bosses and managers.   The employees in statements like; two heads are better than one! unity is strength! Similarly, employees of SMU need to have such belief.

2.2.6.7.Detail-oriented culture

Organizations with detail-oriented cultures are characterized in the OCP framework as emphasizing precision and paying attention to details. Such a culture gives a competitive advantage to companies in the hospitality industry by helping them differentiate themselves from others. For example, four seasons hotels Ltd. And the Ritz-Carlton Company LLC are among hotels whose who keep records of all customer requests, such as which newspaper the guest prefers or what type of pillow the customer uses. This information is put into a computer system and used to provide better service to returning customers. Any requests hotel employees receive, as well as overhear, might be entered into the database to serve customers better.

The information mentioned above pointed out that   organizational culture or formation of the philosophy of an organization is a combination of different dimensions.   If we take the culture of SMU we can find different culture dimensions like working on the basis of rules and regulations, discipline, Cooperation among staff members, and other culture dimensions which are shared by members of the university as the different culture dimensions at SMU..

2.3 Organizational Culture and Effectiveness

As Sudan and Kumar (2003) stated, Organizational culture is somewhat similar to the culture in a society. An organization's culture consists of shared values, beliefs, assumptions, perceptions, norms, artifacts, and patterns of behavior. According to culture experts, culture is to the organization what personality is to the individual-a hidden, yet unifying theme that provides meaning, direction, and mobilization. It is the culture in an organization that helps workers respond to the inevitable uncertainties and chaos of performing a job.

Secondly, organizational culture is a way of looking at and thinking about behavior of individuals in organizations, a perspective to take for understanding what is occurring.

In this manner, Organizational culture refers to a collection of themes that attempt to explain and predict how organizations and people in them behave in different circumstances.

Organizational Culture, in simple terms, is considered to be the "personality" or "feel" of the organization. Culture influences the way people act within organizations. How they perform, view their job, work with colleagues, and look at the future are largely determined by cultural norms, values, and beliefs. These ingredients constitute the culture.

Glinow and McShane (2000) on their part indicated that culture is pervasive and operates unconsciously. You might think of it as an automatic pilot, directing employees in ways that are consistent with organizational expectations. They also added that corporate culture is the "social glue" that bonds people together and makes them feel part of the organizational experience. Employees are motivated to internalize the organization's dominant culture because it fulfills their need for social identity. This is increasingly important in organizations with global and virtual workforces because culture is one of the few means to tie these people together. Corporate culture consists of the sense-making process.

As it is explained above, culture is something that can differentiate one organization from the others. It is a distinguishing factor of an organization. As personality differs from individual to individual, culture varies from organization to organization. In general, how employees of an organization behave/act is determined by the culture of the specific organization. In the same token, one can say that how employees of SMU behave is guided by its culture.

2.4 Definition and types of Commitment

Commitment has been defined as the force that binds an individual to a course of action of relevance to one or more targets (Meyer and McCroskey (2007). We might think of commitment simply in terms of feelings of obligation or emotional attachment. However, in the last 15 years, a growing consensus has emerged that commitment should be viewed as a multidimensional construct. Allen & Meyer (1990) developed an early model that

has received considerable attention. The three-component model they advocated was based on their observation that existing definitions of commitment at that time reflected at least three distinct themes: an affective emotional attachment towards an organization (Affective Commitment); the recognition of costs associated with leaving an organization (Continuance Commitment); and a moral obligation to remain with an organization (Normative Commitment). One important point is that not all forms of employee commitment are positively associated with superior performance (Meyer & Allen, 1997). For example, an employee who has low affective and normative commitment, but who has high continuance commitment is unlikely to yield performance benefits. The main reason such an employee remains with an organization is for the negative reason that the costs associated with leaving are too great.

In more recent years, this typology has been further explored and refined to consider the extent to which the social environment created by the organization makes employees feel incorporate and gives them a sense of identity. O'Malley (2000) contends that a review of the commitment literature produces five general factors which relate to the development of employee commitment: An organization's interests and values are compatible with those of the employee, and the employee feels accepted by the social environment of the organization. Associative Commitment: Organizational membership increases employees' self-esteem and status. The employee feels privileged to be associated with the organization. Moral Commitment: Employees perceive the organization to be on their side and the organization evokes a sense of mutual obligation in which both the organization and the employee feel a sense of responsibility to each other. This type of commitment is also frequently referred to in the literature as Normative Commitment. Affective commitment: Employees derive satisfaction from their work and their colleagues, and their work environment is supportive of that satisfaction. Some researchers (e.g. Allen & Meyer, 1991) suggest that this is the most important form of commitment as it has the most potential benefits for organizations. Employees who have high affective commitment are those who will go beyond the call of duty for the good of the organization. In recent literature this form of commitment has also been referred to as 'engagement' and is the form of commitment that is most usually measured by organizations.

Structural commitment**:** Employees believe they are involved in a fair economic exchange in which they benefit from the relationship in material ways. There are enticements to enter and remain in the organization and there are barriers to leaving. This type of commitment is also frequently referred to in the literature as Continuance Commitment. With reference to the above typology, when an organization is considering assessing the commitment of its workforce, not only should it ask how much commitment exists, but also what types of commitment exist.

It can be concluded from the above facts that culture is something that binds employees to the organization. Employees may have different types of commitment at different level or intensity. There may be different types of commitment components. The major ones are affective commitment, normative commitment, and continuance commitment. Not all commitment components have positive influence on performance. If we take continuance performance, it will have a negative impact on performance. So, if employees of SMU have more of the continuance performance, this will affect the future success and growth of SMU.

2.5 Relationship between Organizational culture and employees commitment

Employee's commitment is a very crucial factor in achieving organizational success. Numerous studies reveal that an inspiring organizational culture conceives a stronger employee's commitment in the organization and the less likely the employees is to leave (Sinha and Kumar (2017). Employees' organizational commitment is perceived into a psychological attachment by their employees in organization (Ibid). Every employee of an organization should have strong Commitment to remain associated for achieving the desired goals of the Organization. People with strong commitment wish their stay longer in the organization (Ghani *et al., (*2004). Employer should support the value proposition of their employees and their involvement for achieving organizational goal and objective.

Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantage-including higher productivity and lower employee turnover. Thus, it is not surprising that organizations of all sizes and types

have invested substantially in policies and practices that foster engagement and commitment in their workforces (Vance, 2008).

In the above paragraphs the relationship between organizational culture and employees commitment is presented. An inspiring organizational culture will lead to strong commitment of employees of an organization. It will lead to a decrease in employees turnover and an increase in the performance of an organization. So, if SMU wants to continue in this world of competition, it has establish inspiring organizational culture and strong commitments of employees.

2.6 Empirical Studies

The study conducted by Naicker (2008) on organizational culture and employee commitment revealed that the perceived, present culture of Nampak Tissue – Review Paper Mill is that of achievement culture. The preferred culture as indicated by the respondents is also achievement culture. There is also a strong preference for support culture. This finding infers that the employees of the company value trust and open communication. The present culture can be attributed to the company's strong vision and values program that has helped to articulate the vision and mission of the company. It is encouraging to say that the vision and values initiative have maintained to achieve its purpose for this organization. The analysis of the employee commitment scales/questionnaires have revealed that employees do not have a strong emotional attachment to Review Paper Mill and they are unsure as to whether they prefer to continue working for his company. It is also apparent, from the research findings, that the employees work for the company out of obligation and not because they want to. These commitment levels indicate a workforce that would leave the company at the, "drop of a hat", if the opportunity presents itself.

The study conducted by Sola, Femi, *et al.,(2012)* which was focused on organizational culture and employees commitment concluded that there are significant differences in the commitment of employees of different sex, ages, and length of service working in tertiary institutions in Lagos state. In summary, the findings of the study provide some understanding on the importance of organizational culture on organizational commitment.

Nongol and Ikyanyonl (2012),found out that employees' involvement in decision making as well as the organization's ability to adapt to changing circumstances impact positively on employee commitment to the organization. This is however not the case for organizations that are consistent, as well as employees' identification with the mission of the organization. Thus, they concluded that while corporate culture is important in improving the level of employee commitment to the organization, not all corporate cultural measures impact on employee commitment. Finally, they recommended that managers of SMEs in Nigeria should as much as the context permit allow employees to be actively involved in decision making in their organizations. This would spur employees' commitment towards the attainment of corporate objectives. Secondly, managers of SMEs in Nigeria should define the mission of their organization clearly and communicate same to employees at all times.

Similar study which was carried out by Mersen (2016), also showed the effect of 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. Therefore, it can be concluded that the more the organization adapt to changing circumstances the more employees are committed to the organization. Thus, employees believe that the organization ability to respond to internal customers regardless of department/ section has effect on their commitment. Furthermore, organization's capacity to restructure a set of behaviors, ability to perceive and respond to the external environment enhances their commitment.

Mission, one of the other organizational culture traits, is found to be more practiced in the organization. This is asserted by the highest mean score of mission, which indicate employee agree with the measure of mission. The results of regression analysis indicated that mission is the second highest predictor of employee commitment in which employees" identification with the purpose, mission, and goals of the organization elicit commitment to the organization. Therefore, it can be concluded that being able to

internalize and identify with an organizational mission contributes to both short and long term commitment of employees to the organization.

This study 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.

On the other hand, among measures of consistency majority of employees agree on that Ethiopian Airlines has an ethical code that guides employees' behavior and tells right from wrong. However, the result from multiple regression analysis indicates 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. This lead to the conclusion that employees prefer to be given the freedom to do the job rather than being compelled to do it in a rigid manner so while organizations need to maintain a strong organizational culture, they need to be flexible. In general as per the findings of the study, it can be 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. However, consistency; defining values and systems which creates internal system of governance with a clear set of do's and don'ts, with $p > 0.05$ has no significant contribution to employee commitment. Ultimately, not all corporate cultural measures have significant effect on employee commitment.

2.7 Conceptual Framework

While organizational culture refers to the set of values, beliefs and behavior patterns that shapes employees behavior and forms the core identity of the organization (Lund, 2003) cited in Agwu, *et al*., (2013). Employees' commitment refers to the willingness of employees to accept the goals and values of the organization and work towards achieving

them. Organizational culture refers to a system of shared meaning held by members that distinguish one organization from others (Ibid). They stressed that these shared meaning are a set of characteristics the organization values and the essence can be captured in seven primary characteristics that exists on a continuum from low to high: Innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability. They concluded that the appraisal of an organization on these seven characteristics, gives a composite picture of the organization's culture. On the basis of the above suggestion, the researcher took all the culture dimensions except attention to detail and see their impacts on employees' commitment.

Agwu (2013), identified three types of commitment, namely affective commitment, continuance commitment and normative commitment. The affective commitment involves the employees' emotional attachment to identify with and involve in the organization. The continuance commitment involves commitment based on the cost that the employee associates with leaving the organization. The normative commitment on its part involves the employees' feelings of obligation to stay within the organization. The authors stressed further that the three components of organizational commitments are not mutually exclusive. This means that employees could be simultaneously committed in an affective, continuance and normative commitments at different levels of intensity. The employee may have commitment profiles that may reflect high or low levels of all components. These different profiles would eventually lead to different effects on work place behavior and could be influenced by many factors, one of it being organizational culture. The relationship between Organizational culture (innovative cultures, aggressive cultures, people oriented cultures, team oriented cultures, aggressive cultures, and stable

cultures) and employees' commitment (affective commitment, normative commitment, and continuance commitment) is shown by the following   figure:

Organizational Culture (Independent variable)	Commitment (Dependent variable)
- Innovative Culture - People-oriented Culture - Team-oriented Culture - Aggressive Culture - Stable Culture - Outcome-oriented Culture	- Affective commitment - Normative commitment - Continuance commitment
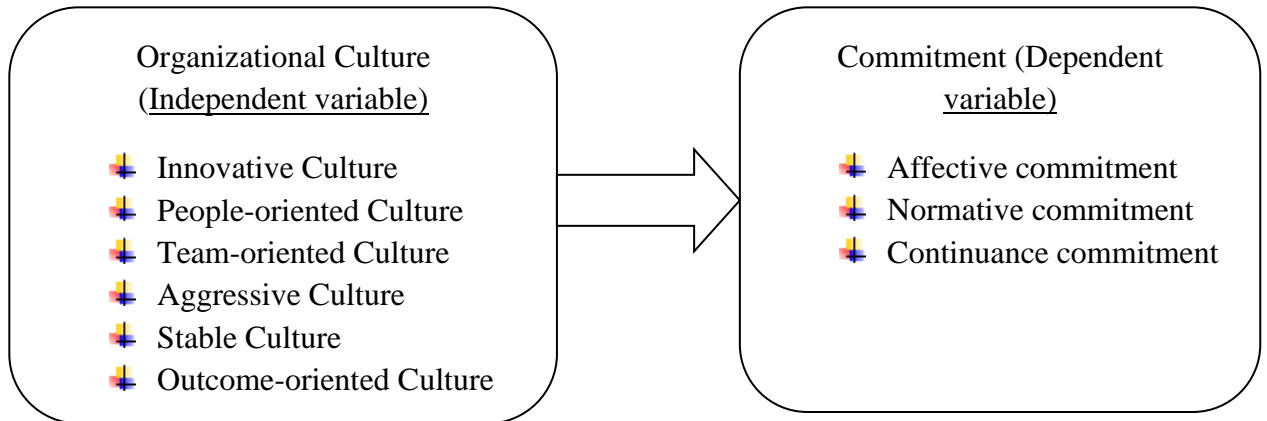
Figure 2.1   Conceptual Framework of the Impact of organizational Culture on Employees' Commitment

CHAPTER THREE

RESEARCH DESIGN & METHODOLOGY

3.1 Introduction

This chapter presents a detail discussion about the type of research design employed in the study. Moreover, the research approaches, method of the research, and instrument of data collection, data analysis and interpretation tools are included. Explanation about reliability and validity of the study are also part of this chapter.

3.2 Research Design and Methodology

  3.2.1 Research Design

The intention of the study is to examine the impact of organizational culture on employees' commitment. The research tried to show the relationships between the independent (organizational culture dimensions) and dependent variable (commitment). In order to identify any causal links between the factors or variables that pertain to the research problem, an explanatory research design which is also named as analytical study is found to be appropriate for this study. In terms of research approach a quantitative approach (quantitative data sets) is utilized. A survey method of research accompanied by a data collection instrument which is questionnaire was employed.

3.2.2 Population, Sample size and Sampling technique

Target Population

As organizational culture is very important for successful performance of a given organization, employees of St. Mary's University are expected to have information about it. Accordingly, the researcher believed that all the employees have pertinent knowledge, experience, and ability to provide response for the study. To this end, as the number of employees of SMU in the under graduate program campus is 160 which is so manageable, all are considered for the study. Consequently, the researcher utilized census.

3.2.3 Types of data collected

As far as types of data are concerned, both primary and secondary sources of data were used. Primary data were collected from SMU's employees whereas secondary data were gathered from various journals, books, internet, and literatures.

3.2.4 Methods and instruments of data collection

As it is appropriate to reach into a large number of respondents, survey method was used. To this end, questionnaire was employed as an instrument of data collection to gather the required information from the respondents. In the first place, questionnaire items which can help to assess the six organizational culture dimensions (Innovative cultures, Aggressive cultures, Outcome-oriented cultures, Stable cultures, People –oriented cultures, and Team-oriented cultures) and items that can measure employees' commitment were prepared by the researcher. Secondly, the questionnaire items prepared were given to three academicians who are more qualified than the researcher to judge on the content validity of each and every items of the questionnaire. So, in a likert type assessment, values within the ranges of 1 to 5 are given for the choices that range from strongly disagree to strongly agree. Those items that got 3 or more values are included in the questionnaire and those who got less than 3 values were rejected.

3.2.5 Reliability and Validity of the instrument

A valid and reliable instrument is needed to examine the impact of organizational culture on employees' commitment at St. Mary's university. The questionnaires prepared from the review of related literature, were checked for its validity and reliability. Prior to distributing the questionnaire to respondents, the reliability of the instrument was measured by using internal consistence reliability, which is measured by one of the most commonly used indicator of internal consistency is Cronbachs coefficient alpha and ideally this coefficient should be above .7 (Pallant, 2005) cited in Mersen (2017). .Thus, reliability of the measures ensure that they are free from error and yield consistent results. As indicated on below table the coefficient for all independent and dependent variables were acceptable or >.7.

3.2.5.1   Reliability of the instrument

One of the efforts made to make a research instrument meaningful and measure what it is
expected to measure, the internal consistency of all items, Culture dimensions items, and
Commitment items of the questionnaire were checked separately by using cronbach's
alpha as shown in the following table:

Cronbach's Alpha	Number of all questionnaire items
0.984	36

Reliability   of   the   organizational   culture   measurement   items   and   commitment
measurement items respectively are also calculated as shown in the following tables

Cronbach's Alpha	Number of culture dimensions items
0.911	24

Cronbach's Alpha	Number of commitment items
0.817	12

3.2.5.2 Validity of the instrument

 As far as validity of the instrument is concerned, the content validity was checked by
involving three academicians who are more qualified than the researcher to judge on the
content validity of each and every items of the questionnaire.   So, in a likert type
assessment, values within the ranges of 1 to 5 are given for the choices which range from
strongly disagree to strongly agree. Those items that got 3 or more values are included in
the questionnaire and those   items which got less than 3 values were rejected.

3.2.6 Multicollenearity Test

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Innovative Culture	.547	1.830
	Aggressive culture	.821	1.218
	Outcome oriented culture	.512	1.955
	Stable Culture	.655	1.527
	People Oriented Culture	.528	1.896
	Team Oriented Culture	.555	1.803

a. Dependent Variable: Commitment

Multicollinearity generally occurs when there is high correlations between two or more predictor variables. In other words, one predictor variable can be used to predict the other. This creates redundant information, skewing the results in a regression model.

As it is shown in the above table, to know to what extent independent variables are correlated with one another, a collinearity test was made.   VIF is used to explain how much amount multicollinearity (correlation between predictors) exists in a regression analysis. Accordingly, based on the coefficients output – collinearity statistics, obtained VIF value of 1.830, 1.218, 1,955, 1.527, 1.896, and 1.803, meaning that the VIF values obtained are less than 10, it can be concluded that there is no multicollinearity symptoms among the independent variables. According to Hair, et al., (1995), if value of VIF>.10, there will be multicollinearity.

3.2.7 Data analysis methods

Those data which were gathered through questionnaire (organizational culture questionnaire and employee commitment questionnaire) were analyzed quantitatively through the application of both descriptive statistics (frequency, percentages, means, & standard deviation) and Inferential statistics (correlation, linear, and multiple linear regression). The responses were analyzed and interpreted by using SPSS version 20.

3.3 Ethical Considerations

The researcher made the required efforts to get the respondents' consent prior to administering the questionnaire. The respondents were informed about the fact that the research is conducted only for academic purpose. They were assured that the information collected from them will be kept confidential. Following such awareness, every respondent promised the researcher to give proper information and did accordingly. In addition, all reference materials are acknowledged with proper citation.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Introduction

This chapter presents the data analysis and discussion of the research findings obtained from data collected from through questionnaire. Responses for the measures on the questionnaire are summarized and presented using tables to facilitate easy understanding.

The demographic profiles of the study population have been described using descriptive statistics and also different inferential statistics (Correlation, and regression) were employed in order to analyze data obtained from the survey. Accordingly, standard multiple regressions were used to test hypothesis and achieve the study objective that focuses on identifying the perceived culture of St. Mary's University with higher contribution to the dependent variable (Commitment). Furthermore, Cronbach's Alpha coefficient was used to test goodness and internal consistency of the measures. Validity of the instrument was also checked through the use of judges and pilot test.

Out of the total 160 questionnaires distributed to the population, 140 questionnaires were properly filled and returned back to the researcher. But the remaining 20 questionnaires were excluded from the analysis. Because ten respondents replied carelessly (for instance, they gave five responses to four questions or they put two multiple choice answers for a a single question); five respondents did not give answer to majority of the questionnaire items. The rest five respondents did not return the questionnaires back to the researcher. Thus, the response rate was 87.5%.

4.2 Descriptive Analysis

Demographic Profile of Respondents: This section summarizes the demographic characteristics of the population, which includes sex of the respondents, age, qualification, marital status, and work experience at SMU. The purpose of making

demographic analysis is to show the proportion of the population participated in the study in terms of sex, age, qualifications, marital status, and work experience at SMU.

Table 4.1: Demographic Profile of Respondents

Sex	Frequency	Percentages
Female	52	37.1
Male	88	62.9
Total	140	100.0
Age(in Years)		
20-25	15	10.7
26-30	34	24.3
31-35	35	25.0
36-40	31	22.1
41-45	8	5.7
46-50	7	5.0
Above 50	10	7.1
Total	140	100
Qualifications		
Below Diploma	12	8.6
Diploma	22	15.7
First Degree	28	20.0
2nd degree and above	78	55.7
Total	140	100.0
Marital status		
Married	59	42.1
Single	59	42.1
Divorced	21	15.0
Widow	1	0.7
Total	140	100.0
Work Experience at SMU		
Less than 1 year	6	4.3
1-3 years	24	17.1
4-6 years	35	25.0
7-10 years	35	25.0
Above 10 years	40	28.6
Total	140	100.0

As indicated in the above table (table 4.1), the number of female respondents was 52 (37.1%) while the number of male respondents was 88(62.9%). This shows that there is male employees' domination in the study campus. This may imply that the university has gap in balancing the number of females and males employees.

As far as ages of the respondents are concerned, the same table depicted that majority of the respondents, i.e. 115 (81.8%) are less than 41 years of age.   15 respondents (10.7%) are within the age ranges of 41-50.   The rest 10 (7.1%) respondents are greater than or equal to 50 years of age. This indicates that St. Mary's University under graduate program campus is lucky by being dominated by productive work forces. With respect to qualifications of respondents, majority of the respondents which is 106 (75%) hold first degree and above, and more than half of the respondents have 2nd degree and above levels of qualifications. Only 23 respondents (24.3%) have diploma and below diploma level of education.

As depicted in Table 4.1 concerning marital status of respondents, the number of married and single respondents is equal. Each constituted 59 respondents (42.1%). And 21 respondents (15%) are divorced and the remaining 1 respondent is widowed.   The last demographic characteristic of the respondents analyzed is work experience of respondents at St. Mary's University.   In relation to this, more than half of the respondents replied that they have been serving the university for greater than or equal to 7 (seven) years. 35 (thirty five) respondents have 4 to 6 years of experience; and the rest 6 respondents have stayed for less than a year. This may imply that the university has been benefiting from its experienced staffs.

Table 4.2 Innovative Cultures Analysis

No	Item		Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree	Total	Mean
			Level of Agreement						
1	The university is flexible & adaptable, & experiment with new ideas.	F							3.49
		(N)	10	14	35	59	22	140	
		%	7.1	10	25	42.1	15.7	100	
2	SMU is an entrepreneurial place & its employees are willing to stick their necks out & take risk.	F							3.40
		(N)	13	13	44	45	25	140	
		%	9.3	9.3	31.4	32.1	17.9	100	
3	Risk taking is encouraged by by celebrating failures as well as success.	F							3.02
		(N)	14	25	52	42	7	140	
		%	10	17.9	37.1	30	5	100	
4	Employees are allowed to devote some percentage of their working time to researches or projects of their own choosing.	F							2.82
		(N)	27	23	43	42	5	140	
		%	19.3	16.4	30.7	30	3.6	100	

Average Mean =3.18; SD= 0.86

Nothing will propel a company further than a culture of an atmosphere that inspires employees, every hour they are at work, to seek out innovative opportunities. A company needs to make great effort to establish such a mind set among nthe employees.

As an academic institution, SMU is expected to inspire its employees towards creativity and innovations. As one can see the innovative cultures of the university from the above table, the innovativeness of the institution is more than average with average mean score of 3.18 and standard deviation of 0.86. From the four items provided for respondents, the one that is valued by relatively large number of respondents is that the university is

flexible, adaptable, and experiment with new ideas. From the four items raised to respondents, the item that received the minimum point was that employees are allowed to devote some percentage of their working time to researches or projects of their own choosing. This implies that the university has limitations in encouraging its employees to participate in entrepreneurial activities. Moreover, there is no time protection that can be devoted to research and entrepreneurial involvements.

Table 4.3: Aggressive Cultures

No	Item		Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree	Total	Mean
					Level of Agreement				
1	SMU values competitiveness & outperforming competitors.	F (N)	14	16	30	43	37	140	3.52
		%	10	11.3	21.4	30.7	26.4	100	
2	SMU has been aggressively working on retaining its employees.	F (N)	32	31	20	34	23	140	2.89
		%	22.9	22.1	14.3	24.3	16.4	100	
3	Employees of SMU use language such as "we will kill our competition".	F (N)	30	27	41	30	12	140	2.76
		%	21.4	19.3	29.3	21.4	8.6	100	
4	The university has been using better technology & resources compared with competitors.	F (N)	20	16	29	48	27	140	3.33
		%	14.3	11.4	20.7	34.3	19.3	100	

Average Mean=3.13; SD= 1.3

To what extent SMU builds a winning culture among employees is also assessed. As shown in the table immediately above, the feeling of competitiveness and the efforts of the university in retaining its employees is ranked lower than the values of innovative cultures with average mean values of 3.13 and standard deviation of 1.3. The responses

of respondents can be summed up to a value of 3.00 which means employees are not sure about the role of aggressive culture in the university.

Table 4.4 Outcome-oriented Cultures

No	Item		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
1	The university values achievements, results, & action as important values.	F							3.81
		(N)	7	11	27	51	44	140	
		%	5.0	7.9	19.3	36.4	31.4	100	
2	Employees are trained & mentored to increase their performance.	F							3.69
		(N)	6	14	43	31	46	140	
		%	4.3	10	30.7	22.1	32.9	100	
3	Employees & managers are accountable for success & utilize systems that reward employee & group output.	F							3.36
		(N)	13	21	39	36	31	140	
		%	9.3	15	27.9	25.7	22.1	100	
4	Rewards given to employees is tied to performance indicators as opposed to seniority or loyalty.	F							3.06
		(N)	16	33	46	16	29	140	
		%	11.4	23.6	32.9	11.4	20.7	100	

Average Mean=3.48; SD= 1.2

Organizations usually focus on results and build accountability. With regard to outcome-oriented cultures, employees of SMU were asked to indicate their level of agreement about the availability of outcome-oriented culture. Accordingly, respondents replied that they are not sure about the existence of such culture. As it is indicated above, outcome-oriented culture has average mean of 3,48 and standard deviation value of 1.2. The average mean value is closer to 3.00 which means respondents are not sure about outcome-oriented culture.. Studies showed that different organizations evaluate

employees performance and recognize best performers. This will lead the organizations to success and growth. But the data above showed employees of SMU did not believe that the university values employees' performance.

Table 4.5: Stable Cultures Analysis

No	Item		Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree	Total	Mean
			Level of Agreement						
1	SMU is predictable, rule-oriented, & bureaucratic.	F (N)	9	12	21	49	49	140	3.84
		%	6.4	8.6	15	35	35	100	
2	SMU is a very formalized & structured place. Bureaucratic procedures. Bureaucratic procedures generally govern what employees do.	F (N)	8	10	21	52	49	140	3.89
		%	5.7	7.1	15	32	35	100	
3	The bureaucratic culture of SMU is preventing it from innovating	F(N)	18	29	36	25	32'	140	2.82
		%	12.9	20.7	25.7	17.9	22.9	100	
4	The culture of SMU prevents quick action, & as a result creates a misfit to changing & dynamic environment.	F (N)	15	26	41	26	32	140	3.24
		%	10.7	18.6	29.3	18.6	22.9	100	

Average Mean=3.54; SD= 1.24

The fourth institutional culture dimension assessed was stable cultures of SMU. Majority of the respondents rated SMU as the one which is formalized, structured place, rule oriented and bureaucratic procedures generally governs what employees do. This cultural dimension got average   mean score of 3.54 and standard deviation value of 1.24. Employees agreed that SMU has been entertaining stable culture. This implies that SMU

is rule oriented, structured, formalized, and have different policies and guide lines. Every activity is guided by policies, rules, and procedures.

Table 4.6: People-oriented Cultures Analysis

N o	Item		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
1	SMU values fairness, supportiveness, & respect individual rights.	F (N)	12	17	37	47	27	140	3.43
		%	8.6	12.1	26.4	33.6	19.3	100	
2	In SMU there is a greater emphasis on & expectation of treating people with respect & dignity.	F (N)	7	13	42	47	31	140	3.59
		%	5	9.3	30	33.6	22.1	100	
3	SMU benefits from a turnover lower than the industry average; there is a belief that employees are the university's greatest assets.	F (N)	30	27	51	21	11	140	2.69
		%	21.4	19.3	36.4	15	7.9	100	
4	SMU creates an atmosphere where work is fun & employees do not feel required to choose between work & other aspects of their lives.	F (N)	23	21	50	36	10	140	2.92
		%	16.4	15	35.7	25.7	7.1	100	

The columns span under "Level of Agreement".

 Average Mean=3.16;   SD= 1.3

If SMU is a people-oriented institution, it will care about its employees and interested in their success. Each individual employee will be respected, valued, and empowered. Focusing on people makes good business sense. And SMU believes that the employees are the differentiators. It is the efforts of the employees that can differentiate SMU from other similar higher education institutions. In relation to this, the fifth institutional culture assessed was people oriented culture. Among the items provided to respondents,

the one that is preferred to explain such dimension is that in SMU there is a greater emphasis on and expectation of treating people with respect and dignity, second item preferred by the respondents is SMU values fairness, supportiveness, and respect for individual rights with mean values of 3.59 and 3.42 respectively. The other two items rated as low are SMU benefits from turnover lower than the industry, and there is a belief that employees are the university's asset. And the item that states SMU creates an atmosphere where work is fun and employees do not feel required to choose between work and other aspects of their lives. When we see the final result, the average mean value of responses given to this culture is 3.16, which is closer to 3.00 meaning not sure. Respondents are not sure about the existence of people-oriented culture in the university

Table 4.7: Team-oriented Cultures Analysis

No	Item		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
			Level of Agreement						
1	SMU is collaborative & emphasize cooperation among employees.	F							
		(N)	6	12	41	46	35	140	
		%	4.3	8.6	29.3	32	25	100	
		%	11.4	16.4	40	18.6	13.6	100	3.66
2	In SMU employees tend to have more positive relationships with their coworkers & particularly with their managers.	F							
		(N)	9	13	48	38	32	140	
		%	6.4	9.3	34.3	27.1	22.9	100	3.51
3	Employees participate in meetings and discussions where they collaborate to understand sources of problems and determine future courses of action.	F							
		(N)	16	23	56	26	19	140	
		%	11.4	16.4	40	18.6	13.6	100	3.06
4	SMU facilitates a team-oriented culture by cross-training its employees that they are adaptable of helping each other when needed.	F							
		(N)	14	22	54	35	15	140	
		%	10	15.7	38.6	25	10.7	100	3.11

Average Mean = 3.34; SD= 1.1

Employee teams are one of the best ways to get things done in any business. When you take a group of independently talented people and create a team in which they can merge their talents, not only will a remarkable amount of energy and creativity be released, but their performance, loyalty & engagement will be greatly improved. Regarding to this, respondents were asked to confirm whether or not team oriented culture is available at SMU. The responses given to the items that explain the team-oriented cultures have

more than 3.00 mean values. When we talk in relative terms, the expression tells us that SMU is collaborative and emphasized cooperation among employees; and in SMU employees tend to have more positive relationships with their co-workers and particularly with their managers at mean values of 3.60 and 3.51 respectively. But the average mean value of the team-oriented culture is more or less closer to 3.00 which shows employees are not sure about the presence of team-oriented culture at SMU. When we rank the institutional culture dimensions based on the collected data using their respective mean scores, it looks like the following:

Table 4.8:   Culture dimensions comparison by means

Culture Dimensions	Mean	Rank	Culture dimensions	Mean	Rank
Stable Cultures	3.54	1	Innovative culture	3.18	4
Outcome-oriented Cultures	3.48	2	People oriented culture	3.16	5
Team-oriented Cultures	3.34	3	Aggressive cultures	3.13	6

From the total six institutional culture dimensions the dominant (perceived) culture of SMU is stable culture The data indicated that SMU is predictable, rule-oriented, bureaucratic, very formalized and structured place. The culture of SMU prevents quick action, and as a result creates a misfit to a changing and dynamic environment. The cultural dimension that scored the lowest mean score is aggressive culture. The mean scores of outcome-oriented culture, team oriented culture, innovative culture, aggressive culture and people-oriented culture have mean values of closer to 3.00 which means not sure. Respondents are not sure about the availability of such five culture dimensions.

. Table 4.9 : Affective Commitment Analysis

N o	Item		Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree	Total	Mean
1	I feel that I fit to the university's goals & objectives.	F (N)	16	23	56	26	19	140	3.91
		%	11.4	16.4	40	18.6	13.6	100	
2	I am familiar with the university's goals and objectives.	F (N)	9	13	48	38	32	140	3.81
		%	6.4	9.3	34.3	27.1	22.9	100	
3	I want to stay in the university for longer period of time.	F(N)	16	8	49	41	26	140	3.38
		%	11.4	5.7	35	29.3	18.6	100	
4	I am satisfied with my job.	F(N)	11	9	33	53	30	140	3.53
		%	10.7	6.4	23.6	37.9	21.4	100	

Average Mean=3.66;   SD= 1.2

Affective commitment refers to how much employees want to stay at their organization. If employees are affectively committed to their organization, it means that they want to stay at their organization. They typically identify with the organizational goals, feel that they fit into the organization and are satisfied with their work. Employees who are affectively committed feel valued, act as ambassadors for their organization and are generally great asset for organizations. As we can see on the affective commitment table, affective commitment of employees to their university is closer to 4.00 (agree), i.e., it has average mean value of 3.66 and standard deviation value of 1.2. This showed that respondents agreed about the affective commitment they have to their university. The average mean score of responses given to four items of affective commitment is ranged from 3.38 to 3.91. More than half of the respondents indicated that they are satisfied with

their jobs;   half of the respondents reported that they are familiar with the university's goals and objectives. Slightly less than half of the respondents wanted to stay in the university for longer period of time.   On the contrary, as it is indicated on the table, significant number of respondents showed that they are not sure about their affective commitment to the university; still some others disagree and strongly disagree on their affective commitment. This imply that some of the respondents may not accept the goals and objectives of the university and they may not have strong willingness to work for the organization and a desire to remain with the university.

Table 4.10: Normative Commitment Analysis

No	Iem		Level of Agreement					Total	Mean
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
1	I have a moral obligation to stay in SMU.	F							
		(N)	15	10	35	64	16	140	
		%	10.7	7.1	25	45.7	11.4	100	3.4
2	There is mutual understanding & collaboration between SMU and me.	F							
		(N)	18	8	40	54	20	140	
		%	12.9	5.7	28.6	38.6	14.3	100	3.36
3	Leaving for SMU will have disastrous consequences. Hence, I have decided to stay in it.	F							
		(N)	7	19	46	33	35	140	
		%	5	13.6	32.9	23.6	25	100	3.5
4	I feel that I should stay in the university.	F							
		(N)	23	18	39	40	20	140	
		%	16.4	12.9	27.9	28.6	14.3	100	3.1

 Average Mean =3.34;   SD= 1.2In the normative commitment table, it is indicated that the normative commitment of employees has a mean score of 3.1. Each measurement item has a mean score of between 2.5 and 3.4. More than half of the respondents

believed that they have moral obligation to stay in the university and they feel that they have mutual understanding with SMU. Nearly half of the respondents did not accept that they have been staying in SMU as leaving for SMU has disastrous consequences. As the value of the average mean is 3.34, this shows that respondents are not sure about their normative commitment. This may imply that respondents have confusions with regard to the presence of strong teamwork culture, transparency and open communication systems, trust, and innovative cultures in the university.

Table 4.11: Continuance Commitment Analysis

No	Item		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
			Level of Agreement						
1	There is no work alternative; hence, I decided to stay in the university.	F (N)	43	36	21	20	20	140	2.56
		%	30.7	25.7	15	14.3	14.3	100	
2	I feel that I need to stay in the university as there is no better remuneration outside.	F (N)	50	35	15	24	16	140	2.44
		%	35.7	25	10.7	17.1	11.4	100	
3	Conditions at SMU do not encourage me to perform to the maximum of my capacity.	F (N)	37	25	29	29	20	140	2.78
		%	26.4	17.9	20.7	20.7	14.3	100	
4	I am not satisfied with my job as there is no proper motivation & payment system in the university.	F (N)	45	35	21	21	18	140	2.51
		%	32.1	25	15	15	12.9.1	100	

Average Mean =2.58;   SD=1.4

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The third type of employee's commitment which scored the minimum average mean score is continuance commitment. When we see the responses given to each item of continuance commitment, More than half of the respondents replied that they are not satisfied with their job as there is no proper motivation and payment system in the university. This situation does not encourage them to perform to the maximum of their effort. More than half of the respondents responded to one of the items of continuance commitment indicated that they do not agree to lack of work alternatives and better remuneration outside of SMU. From the table, as the average mean value is 2.93, this showed that the respondents are not sure about the existence of continuance commitment at SMU. From the analysis made on the three commitment types, it can be inferred that employees of St. Mary's University have affective commitment but they are not sure about the other two components of commitments. Employees could be simultaneously committed in an affective, continuance and normative commitments at different levels of intensity. The employee may have commitment profiles that may reflect high or low levels of all components of commitment (Agwu *et al*., 2013). There is significant number of employees who do not decide about the commitment type they have. The average mean scores of each commitment type and their respective ranks are shown in the following table:

Table 4.12: commitments comparison by mean

Type of commitment	Mean score	Rank
Affective commitment	3.66	1
Normative commitment	3.34	2
Continuance commitment	2.58	3

After the analysis of institutional culture dimensions, the researcher tried to compare and contrast the three types of commitments: Affective commitment, Normative commitment, and continuance commitment. As the data of respondents revealed, most of the respondents showed Affective commitment to their university. The mean scores for each item of the affective commitment measurement are ranged from 3.38 to 3.91. What

makes respondents to have affective commitment was the employees are aware of the university's goals and objectives and they feel that they fit to the university's goals and objectives. Moreover, respondents are satisfied with their jobs and plan to stay in the university. The affective commitment of employees is followed by Normative Commitment. The items presented to measure Normative Commitment have mean values ranging from 3.1 to 3.4, Respondents emphasized that they have moral obligation to stay in SMU because leaving for SMU will have disastrous consequences. Unlike the above two commitment types, Continuance Commitment got minimum average mean result which ranged from 2.44 to 2.78. Generally, the average mean values of normative, and continuance commitments are closer to 3.00(not sure) which shows respondents are not sure about their normative, and continuance commitments.

4.3 Inferential Analysis

Table 4.13: Impact of Organizational Culture on Employees' Commitment Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776a	.602	.599	5.44844
a Predictors: (Constant), Organizational Culture				

ANOVAa					
Model		Sum of Squares	Df	Mean Square	F
1	Regression	5876.292	1	5876.292	197.951
	Residual	3888.806	131	29.686	
	Total	9765.098	132		
a Dependent Variable: Employees' commitment					

As shown on table 4.13 above, the level of influence of organizational culture on employees' commitment is computed by using Pearson Linear Regression Analysis model or equation. The regression equation or model is the mathematical equation that helps to predict or forecast the value of the dependent variable based on the known independent variable. In relation to this, the result of the data obtained from the respondents showed that changes in employees' commitment variable can be predicted by 60.2% of changes in the organizational culture. In other words, changes in the organizational culture can predict 60.2% of changes in the employees' commitment. The remaining 39.8% changes on employees' commitment can be predicted by other variables other than the organizational culture. The result of this study coincides with the research finding conducted by Messner (2013) which indicated that there is 60.4% of variance in commitment due to organizational culture dimensions. The alternative hypothesis which stated that there is significant relationship between organizational culture and commitment is accepted.

Table 4.14 Impacts of each culture dimensions on commitment

ANOVA[a]

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	713.187	6	118.864	40.280	.000[b]
	Residual	371.824	126	2.951		
	Total	1085.011	132			

a. Dependent Variable: commitment

b. Predictors: (Constant), Team Oriented Culture, Aggressive culture, Stable Culture, Innovative Culture, People Oriented Culture, Outcome oriented culture.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.222	.775		1.577	.117
Innovative Culture	.047	.059	.057	.809	.420
Aggressive culture	.076	.028	.159	2.768	.006
Outcome oriented culture	.082	.054	.110	1.505	.135
Stable Culture	.307	.050	.399	6.188	.000
People Oriented Culture	.108	.057	.136	1.893	.061
Team Oriented Culture	.241	.057	.294	4.193	.000

After looking at the regression result of the impact of organizational culture on employees' commitment, the next effort made by the researcher was to find out the impact of each culture dimension on commitment through the use of multiple regression model/ analysis. This model characterizes the relationships between a dependent variable and two or more independent variables. Here, commitment is the dependent variable and the six culture dimensions are independent variables.

Using specific mathematical expression, $Y = \beta o + \beta 1 X1 + \beta 2 X2 + \beta 3 X3 + \beta 4 X4 + \beta 5 X5 + \beta 6 X6$

$$Or \ Y = f \ (X1, X2, X3, X4, X5, X6)$$

In our case Commitment = f(Innovative, Aggressive, Outcome oriented,

People-oriented, team-oriented, Stable culture)

Accordingly, the results of the analysis indicated that at p-value < 0.05, the following culture dimensions have significant impact on commitment: Stable cultures, Team-oriented cultures, Aggressive cultures, and people-oriented cultures with p-values between 0.000 and 0.061. Commitment = f (Stable cultures, team-oriented cultures, and aggressive cultures). The remaining two culture dimensions which are Outcome-oriented culture and Innovative cultures have insignificant impact on commitment. Not all cultural measures have significant effect on employees commitment Mersen, 2016). Hence, the hypothesis which states that there is significant relationship between each organizational culture dimensions and commitment is partly accepted for four culture dimensions and partly rejected for two culture dimensions.

CHAPTER FIVE

SUMMARY OF THE MAJOR FINDINGS, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

The main objective of this study was to indicate the impact of organizational culture on employees' commitment: The case of St. Mary's University. Both descriptive, and inferential statistics were applied as data analysis methods. The research design utilized is explanatory research design. The research questions raised were the following: 1. What does the perceived organizational culture of SMU look like? 2. What is the level of employees' commitment currently at SMU? 3. To what extent SMU's cultural dimensions relate one another? 4. To what extent organizational culture of SMU affects employees' commitment? The key findings obtained and the conclusions drawn about these questions are presented in this chapter. Lastly, the recommendations and limitation of the study and its implications to further research are presented.

5.2 Summary

In order to gather the required data for the study, questionnaire was employed. To enable respondents understand the questionnaire items, the questionnaire was first written in English and then translated into Amharic with the help of a translation office. Those who have English difficulty used the Amharic version of the questionnaire. All employees of the university who have been working in the under graduate program campus were participated in the study (census was used). Out of the total 160 questionnaires distributed to respondents, 87.5% were properly filled in and returned back to the researcher and used or the analysis. The study used both primary and secondary data.

As far as demographic characteristics of the respondents were considered, 52 (37.1%) respondents were females and 88 (62.9 %) were males. The number of male employees exceeds that of males. In terms of age, majority of the respondents, i.e., 115 respondents (81.1%) are less than or equal to 40 years of age. This may imply that SMU has been benefiting from the productive ages. With regard to qualification of respondents, 106

respondents (75.7%) hold 1st degree and above level of qualifications. Regarding marital status of respondents, the number of married, and single respondents is equal, i.e., 59 employees (42.1%) each. 21 employees are divorced and only respondent was widowed. Regarding work experience of employees at SMU, the majority which is 110(78%) employees have been serving the university for four or more years.

5.2.1   Key findings about culture dimensions

Innovative Culture

The mean score of innovative culture of the university is 3.18 and standard deviation of 0.86. From the items provided to respondents the one that scored the lowest mean score was employees are allowed to devote some percentages their working time to researches or projects of their own choosing. This implies that employees are focused more on their daily routine activities innovation and entrepreneurial ones.

Aggressive Culture

Although the aggressive cultures of SMU showed more than average result with a mean score of 3.13 and standard deviation of 1.31, respondents gave minimum results for two measurement items. Significant number of respondents questioned the effort of SMU in retaining its employees so as to make employees have a winner moral in the market. This may imply that experienced employees have been leaving for the university and consequently it may be forced to lose its competitive advantage

Outcome-oriented culture

From the outcome oriented cultures table, we can see that the university values achievements, results and actions with a mean score of 3.48 and standard deviation value of 1.20. This may imply that as the university is a private university, it is performing the maximum of its effort so as to produce more number of skilled man powers together with the financial returns.

Stable Culture

Among the six culture dimensions of SMU considered in the study, the one which got the highest value is the stable cultures. It has a mean score of 3.54 and a standard deviation value of 1.24. According to the information gathered from respondents, SMU is formalized, structured place, rule oriented and has been following bureaucratic procedures.

People Oriented Culture

Organizations that have people-oriented culture care about their employees and are invested in their success. Individuals are respected valued and empowered. Good performance of employees is recognized and rewarded. Employees are seen and treated as valued partners. Employees are treated as valuable and great assets of the organization. In line with this, respondents were asked to indicate availability or absence of people-oriented culture in the university. Accordingly, Majority of the respondents replied to one of the items of people-oriented culture dimension that SMU values fairness, supportiveness, and respect individual rights and there is also a greater emphasis on and expectation of treating people with respect and dignity. On the other hand, significant number of respondents to the other item that the rate of turnover at SMU is not lower than that of the industry and it is not benefited out of it. Such culture has average mean score of 3.16 and standard deviation value of 1.3. This result shows that respondents are not sure about the existence of people-oriented culture at SMU.

Team oriented culture

The team oriented culture of SMU has a mean values of 3.34 and standard deviation of 1.1. The information obtained from respondents indicated that SMU is collaborative and emphasized cooperation among employees; and in SMU employees tend to have more positive relationships with their co-workers and particularly with their managers at mean values of 3.34 and standard deviation of 1.1.

In order to identify the impact of each organizational culture dimensions on employees' commitment, a correlation coefficient was computed. Accordingly, with p-values of 0.10, 0.05, and 0.01, SMU's organizational culture has impact on employees' commitment. Out of the six culture dimensions included in this study, four culture

dimensions which have impact on commitment in descending order are; stable cultures, team-oriented cultures, aggressive cultures, and people oriented cultures have significant impact on commitment. The remaining two culture dimensions which are innovative cultures and outcome oriented cultures have insignificant impact on employees' commitment.

As it is indicated above, all the six culture dimensions have different levels of impacts on employees' commitment. For example stable cultures and outcome-oriented cultures have significant impact while aggressive and innovative cultures have less impact on the commitments. This finding correlates with the finding of the study carried out by Nongol & Ikvanvol (2012) which showed that not all cultural measures impact on employee commitment.

5.2.2 Key findings about employees' perceived Commitment

A. Affective Commitment

From the three commitment types the one which has the highest mean score is Affective commitment. Its average mean score is 3.66 with a standard deviation of 1.2. More than half of the respondents indicated that they are satisfied with their jobs. Half of the respondents are familiar with the university's goals and objectives. Slightly less than half of the respondents replied that they wanted to stay in the university for longer period of time. Significant number of respondents showed that they are not sure about their affective commitment to their university. Such finding coincides with the finding of the study conducted by Naicker, (2008). The research finding indicated that employees of the organization studied were unsure as to whether they prefer to continue working for the company. still some others disagree and strongly disagree on their affective commitment.

B. Normative Commitment

In the normative commitment table, it is indicated that the normative commitment of employees has a mean score of 3.1. Each measurement item has a mean score of between

2.5 and 3.4. More than half of the respondents believed that they have moral obligation to stay in the university and they feel that they have mutual understanding with SMU. Nearly half of the respondents did not accept that they have been staying in SMU as leaving for SMU has disastrous consequences.

C. Continuance Commitment

The third type of employee's commitment which scored the minimum mean score is continuance commitment. Continuance commitment relates to how much employees feel the need to stay at their organization. In employees that are continuance committed, the underlying reason for their commitment lies in their need to stay with the organization. More than half of the respondents replied to one of the continuance commitment items that they are not satisfied with their job as there is no proper motivation and payment system in the university. This situation does not encourage them to perform to the maximum of their effort. More than half of the respondents replied to one of the items that they do not agree about the lack of work alternatives and better remuneration outside of SMU.   As the total average mean value indicates (which is closer to 3.00), responses of the study replied that employees are not sure about their continuance commitment.

5.3 Conclusions

Any organization will have its own culture peculiar to it. From the analysis made on the last chapter (chapter 4), it was found out that the perceived dominant culture at SMU is Stable Culture. The other culture dimension following stable culture is outcome-oriented culture.   According to the data gathered from the respondents, stable culture and outcome-oriented culture are available at SMU. Stable culture of an organization is cha racterized by the use of bureaucratic procedures, rules, and structures. Different studies indicated that stable culture prohibits quick actions and prevents from innovating something new. The bureaucratic culture is blamed for killing good ideas in an early stages and preventing the company from innovating (Buyer, 2012). The university has limitations in allowing employees to devote percentage of their work time on researches.

Employees of SMU are expected to have any of the commitment types (affective, normative, or continuance commitment). The information gathered from the respondents

indicated that relatively large number of respondents have affective commitment to the university. But on the contrary, slightly less than half of the respondents replied to one of the commitment items that they do not plan to stay at SMU for longer period of time. Again, significant number of respondents could not identify their commitment type. They are not sure about their normative, and continuance commitments. Many respondents feel that they do not fit to the goals and objectives of the university. Then analysis of the employees' commitment has revealed that employees have affective commitment to the university with average mean score of 3.66 and standard deviation value of 1.2. Significant number of the respondents also indicated their level of commitment to the university by choosing normative commitment with mean score of 3.1 and standard deviation value of 1.2. The continuance commitment has average mean value of 2.93 and standard deviation value of 1.4. As these values are closer to 3.00, this showed that respondents are not sure about their normative, and continuance commitments. The highest mean value of Stable Culture dimension is accompanied by the highest mean value affective commitment which has average mean of 3.66. This may imply that having rule based operation, following systematic structure and procedures encourage employees to develop an affective commitment to the organization.

5.4 Recommendations

Based on the summary of the findings and conclusions made, the following recommendations are forwarded: As indicated under the findings of the study, respondents are not sure about their normative commitment. As the perceived commitment of employees is affective commitment, it is expected to be accompanied by normative commitment. In relation to this, the researcher would like to advise the university that it needs to work hard to raise the moral commitment of its employees. Employees need to develop the feeling that they have a moral obligation to stay and work for the university. The data obtained from the respondents also showed that employees are not sure about the existence of five culture dimensions (innovative, people-oriented, team – oriented, outcome-oriented, and aggressive culture). Hence, the researcher wants to advise SMU that it has to strengthen the stable culture and needs to establish the other cultures. For instance, employees should not be confused about existence of the

innovative culture. With regard to this issue, the researcher would like to suggest that there needs to be a system in the university which allows time protections and any other attractive motivational schemes that attract employees into entrepreneurial activities and researches.

Finally, the researcher would like to recommend the necessity of conducting similar study at a wider scale by incorporating all campus employees of the university in the study.

5.5 Limitations of the study

Out of 160 questionnaires distributed to the sample population, 20 were excluded from the analysis as they are incorrectly answered or not returned at all. Losing such responses will have its own influence on the quality of the paper particularly if such missed questionnaires belong to resourceful respondents. In addition, since the study has not been conducted on all SMU's campuses employees, the findings which would have been the basis for fair generalization are not supposed to be free from some limitations which are likely to appear from the same study. Intact, the basis taken into consideration for not undertaking a university wide based research was due, principally, to the time factor and the unmanageability of the size and number of employees in the university. In spite of these however, the researcher has attempted to make the study as complete as possible.

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APPENDICES

Appendix A

St. Mary's University

School of Graduate Studies

Department of MBA – General Management

Questionnaire to be filled by employees of St. Mary's University

Aim of the questionnaire

The purpose of this questionnaire is to indicate the impact of Organizational Culture on Employees Commitment in the case of St. Mary's University.

Dear respondents;

Your participation in this study is completely voluntary and very important. There are no predictable risks associated with this study. If you answer all of the questionnaire items, it will be very helpful for the successful completion of the study.

Your responses will be strictly confidential and data from this research will be reported only in total. Your information will be coded and will remain confidential.

Thank you very much for your time and effort.

General Instruction:

For the multiple choice questions put a tick mark " √ "in front of your choice and for the open ended questions, give short answer on the space provided.

Note: there is no need to write your name on the question paper.

Part I. Demographic Characteristics of Respondents

Sex: Female □   Male □

Age; 20-25 □   26-30   □   31-35 □   36-40 □   41-45 □   46-50 □   above 50 □

Qualification: Below Diploma □   Diploma □   First Degree □   2ⁿᵈ Degree & above □

Marital Status: Married □   Single □   Divorced □   Widow   □

Work experience at SMU: less than 1 year □   1-3 years □   4-6 years □ 7-10 years □

                         Above 10 years □

Part II. Questions related to Organizational Culture and Employees Commitment

	The following are possible statements about the Organizational Culture of St. Mary's University. Reflect your agreement as follows: (5=strongly agree; 4=agree; 3=not sure; 2=disagree; 1=strongly disagree).	*To what extent do you agree with each statement?*				
	1. Innovative Cultures	5	4	3	2	1
A	The university is flexible & adaptable, and experiment with new ideas.					
B	SMU is an entrepreneurial place and its employees are willing to stick their necks out and take risks...					
C	Risk taking is encouraged by celebrating failures as well as successes.					
D	Employees are allowed to devote some percentage of their working time to researches or projects of their own choosing.					
	2. Aggressive Cultures	5	4	3	2	1
A	St. Mary's University (SMU) values competitiveness and outperforming competitors.					
B	Employees of SMU use language such as "we will kill our competition."					
C	SMU has been aggressively working on retaining its employees.					
D	The university has been using better technology and resources compared with its competitors.					

		5	4	3	2	1
3.	**Outcome-oriented Cultures**					
A	The university values achievements, results, and action as important values.					
B	Employees are trained and mentored to increase their performance.					
C	Employees & managers are accountable for success & utilize systems that reward employee & group output.					
D	Rewards given to employees is tied to performance indicators as opposed to seniority or loyalty.					
4.	**Stable Cultures**					
A	SMU is predictable, rule-oriented, and bureaucratic.					
B	SMU is a very formalized and structured place. Bureaucratic procedures generally govern what employees do...					
C	The bureaucratic culture of SMU is preventing it from innovating.					
D	The culture of SMU prevents quick action, and as a result creates a misfit to a changing & dynamic environment.					
5.	**People-oriented Cultures**					
A	SMU values fairness, supportiveness, and respect for individual rights.					
B	In SMU there is a greater emphasis on & expectation of treating people with respect & dignity.					
C	SMU benefits from a turn-over rate lower than the industry average; there is a belief that employees are the university's greatest asset.					
D	SMU creates an atmosphere where work is fun and employees do not feel required to choose between work & other aspects of their lives.					
6.	**Team-oriented Cultures**					
A	SMU is collaborative & emphasize cooperation among employees.					
B	SMU facilitates a team-oriented culture by cross-training its employees so that they are capable of helping each other when					

		5	4	3	2	1
	needed.					
C	Employees participate in meetings and discussions where they collaborate to understand sources of problems & determine future courses of action.					
D	In SMU employees tend to have more positive relationships with their co-workers & particularly with their managers.					
	Questionnaire on Employees Commitment					
7	Affective Commitment	5	4	3	2	1
A	I want to stay in the university for longer period of time.					
B	I am satisfied with my job.					
C	I feel that I fit to the university's goals and objectives.					
D	I am familiar with the university's goals and objectives.					
8	Normative Commitment	5	4	3	2	1
A	I have a moral obligation to stay in SMU.					
B	There is mutual understanding and collaboration between SMU & me.					
C	Leaving for SMU will have disastrous consequences. Hence, I have decided to stay in it.					
D	I feel that I should stay in the university.					
9	Continuance Commitment	5	4	3	2	1
A	There is no work alternative; hence, I decided to stay in the university.					
B	I feel that I need to stay in the university as there is no better remuneration outside.					
C	Conditions at SMU do not encourage me to perform to the maximum of my capacity.					
D	I am not satisfied with my job as there is no proper motivation and payment system in the university.					

Appendix B

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ቅድስት ማርያም ዩኒቨርስቲ

የድህረ ምረቃ የቢዝነስ አስተዳደር ትምህርት ክፍል

በቅድስት ማርያም ዩኒቨርስቲ ሠራተኞች የሚሞላ መጠይቅ

</div>

ዉድ መላሽ

የዚህ መጠይቅ አላማ በቅድስት ማርያም ዩኒቨርስቲ በሠራተኞች ቁርጠኝነት ላይ የተቋማዊ ባህል ያለውን ተፅዕኖ ለመገምገም ነው፡፡ ይህ ጉዳይ የሚሰራው በጀነራል ማኔጅመንት የቢዝነስ አስተዳደር ሁለተኛ ዲግሪ ግማሽ ማሟያ እንዲሆን ነው፡፡ ስለዚህ ይህ ጉዳይ ሙሉ በሙሉ ትምህርት ላይ ብቻ ያተኮረ ነው፡፡ በዚህ ጥናት ላይ ያለዎት ተሳትፎ ሙሉ በሙሉ በፈቃደኝነት ላይ የተመሰረተ እና በግልፅ ጠቃሚ ነው፡፡ከዚህ ጥናት ጋር በተገናኘ ሊመጡ የሚችሉ ማንኛውም ጉዳቶች የሉም፡፡ እርስዎ ሁሉንም የመጠይቅ አይኖች ከመለሱ ይህ ጥናት በተሳካ ሁኔታ እንዲጠናቀቅ በእጅጉ ይረዳል፡፡ መልስዎችዎ በከፍተኛ ሁኔታ በሚስጥር የሚያዙ ሲሆን ከዚህ ጥናት የሚገኘው ዳታ በኮድ የሚያዙ ሆነው ሚስጥራዊነቱ እንደተጠበቀ ይቀራል፡፡

ስለጊዜዎ እና ድካምዎ አመሰግናለሁ፡፡

አጠቃላይ ተእዛዝ

ለተቀመጡት ጥያቄዎች ከመልስዎት ፊት ለፊት ባለው ሳጥን ዉስጥ የራይት ምልክት በማድረግ እንዲሁም ደግሞ ለማብራራት ጥያቄዎች በቀረበው ባዶ ቦታ ላይ እጮር መልስ ይመልሱ፡፡

ማስታወሻ፡ በመልስ ወረቀቱ ላይ ስምዎትን መፃፍ አያስፈልግም፡፡

ክፍል I፡ የመላሾች የግል ታሪክ

1. ፆታ ☐ ሴት ☐ ወንድ

2. እድሜ፡ ☐20-25 ☐26-30 ☐31-35 ☐36-40 ☐ 41-45 ☐ 46-50 ☐ ከ50 በላይ

3. የትምህርት ደረጃ፡ ☐ ከዲፕሎማ በታች ☐ ዲፕሎማ ☐ የመጀመሪያ ዲግሪ ☐ ሁለተኛ ዲግሪ እና ከዚ በላይ

4. የጋብቻ ሁኔታ ☐ ያገባ/ች ☐ያላገባ/ች ☐ የፈታ/ች ☐ ባል/ሚስት የሞተባት/በት ☐

5. በቅድስት ማርያም ዩኒቨርሲቲ ያለዎት የሥራ ልምድ: ☐ ከአንዳመት በታች ☐ ከ1-3 አመታት ☐ከ4-6 አመታት ☐ 7-10 አመታት ☐ ከ10 አመት በላይ

ክፍል II. ስለ ቅድስት ማርያም ዩኒቨርሲቲ ተቋማዊ የሥራ ባህል ያለዎትን ግንዛቤ ለመገምገም የሚረዱ ጥያቄዎች

የሚከተሉትን ዝርዝሮች የቅድስት ማሪያም ዩኒቨርሲቲን ተቋማዊ ባህል የሚያመለክቱ ናቸው::

ሀሳብዎትን እንደሚከተለው ይግለፁ (5=በጣም አስማማለሁ ፤ 4 = አስማማለሁ፤ 3= እርግጠኛ አየደለሁም ፤

2 = አልስማማም፤ 1 = በጣም አልስማማም)

ተ.ቁ	ዝርዝር	ከእያንዳንዱ ዝርዝር ጋር ምን ያህል ይስማሙበታል				
1	**የስራ ፈጠራ ባህሎች**	5	4	3	2	1
ሀ	ዩኒቨርሲቲው ከአዳዲስ ሃሳቦች ጋር የሚላመድ እና የሚሰራ እንደ ሁኔታዉም የሚፈፅም ነው::					
ለ	ቅድስት ማርያም ዩኒቨርሲቲ የሥራ ፈጠራ የሚካሄድበት ቦታ ሲሆን እንዲሁም ሠራተኞች በቁርጠኝነት የሚሠሩ እና የጉዳት ኃላፊነቶችን የሚወስዱ ናቸው::					
ሐ	የሚያጋጥሙትን ዉድቀት እና ስኬቶችን በማጣጣም ሊመጣ የሚችለውን ጉዳት ኃላፊነት እንደወሰድ ይበረታታል::					
መ	ሠራተኞች ከሥራ ሰአታቸው የተወሰኑትን በመቶኛ ለምርምሮች እና ለመረጡት የራሳቸው ፕሮጀክቶች እንዲያውሉት ይፈቀድላቸዋል					
2	**ጠንካራ የሥራ ባህል**	5	4	3	2	1
ሀ	የቅድስት ማርያም ዩኒቨርሲቲ ተወዳዳሪነትን እና ነባዝ ተወዳዳሪዎችን ዋጋ ይስጣል::					
ለ	የቅድስት ማርያም ዩኒቨርሲቲ ሠራተኞች ተወዳዳሪዎቻችንን እናዳክማለን የሚሉ እና የመሳሰሉ ቋንቋዎችን ይጠቀማሉ					
ሐ	የቅድስት ማርያም ዩኒቨርሲቲ ሠራተኞቹን በመያዝ በከፈተኛ ሁኔታ ላይ ይስራል::					
መ	ዩኒቨርሲቲው ከሌሎች ተወዳዳሪዎች ጋር ሲነፃፀር የተሻለ ቴክኖሎጂ እና ሀብትን እየተጠቀመ ነው::					
3	**በውጤት ላይ የተመሰረቱ ባህሎች**	5	4	3	2	1
ሀ	ዩኒቨርስቲው ስኬትን ውጤትን እና መረጃዎችን እንደጠቃሚ ዋጋ ይስዳል:					

		5	4	3	2	1
	:					
ለ	ሠራተኞች የራሳቸውን የሥራ አፈፃፀም ለማሳደግ የሰለጠኑ እና ያደጉ ናቸው።					
ሐ	ሠራተኞች እና ሥራ አስኪያጆች የሰራተኛውን እና የቡድኑን ውጤት የሚያመጣውን የስኬት እና የአጠቃቀም ሥርአቶች በተመለከተ ተጠያቂነት ይወስዳሉ።					
መ	ለሠራተኞች የተሰጡ ሽልማቶች በቀዳሚነት ወይም ታማኝነት በተቃራኒ የሥራ አፈፃፀምን ከማመላከት ጋር የታየያዙ ናቸው።					
4	የተረጋጋ ባሕል	5	4	3	2	1
ሀ	የቅድስት ማርያም ዩኒቨርስቲ የሚታወቅ ፤ በህግ ላይ የሚያተኩር እና በቢሮ የአፈፃፀም ስርአት የሚመራ ነው።					
ለ	የቅድስት ማርያም ዩኒቨርስቲ የተስተካከለ እና መዋቅሩ የተሟሟለት ቦታ ነው። የቢሮ አፈፃፀም ቀደም ተከተሎች ባጠቃላይ ሠራተኞቹ የሚሰሩትን ሥራ ያስተዳድራሉ።					
ሐ	የቅድስት ማርያም ዩኒቨርስቲ የቢሮ አፈፃፀም ሥርአት አዲስ ነገር እንዳይፈጠር ይከለከላል።					
መ	የቅድስት ማርያም ዩኒቨርስቲ ባህል በአስቸኳይ እርምጃ እንደይወሰድ የሚከለከል ሲሆን ከለውጥ እና ፈጣን የአካባቢ ሁኔታ ጋር ያለመመጣጠም ችግርን ይፈጥራል።					
5	በሰዎች ላይ ያተኮረ ባህል	5	4	3	2	1
ሀ	የቅድስት ማርያም ዩኒቨርስቲ ፈትትሃውነትን ፤ደጋፊነት እና የግለሰብ መብቶችን ማክበር ላይ በእጅጉ ዋጋ ይሰጣል።					
ለ	በቅድስት ማርያም ዩኒቨረስቲ ውስጥ ሰዎችን በአክበብሮትና የሰባዊነታትከብርን በማጠበቅ በማስተናገድ ላይ ትልቅ የሆነ አሰራር እና ስርዓት አለ።					
ሐ	የቅድስት ማርያም ዩኒቨርስቲ ከኢንዱስትሪ አማካይ ባነሰ የሰራተኞች መልቀቅ ምጣኔው ይጠቀማል። ሠራተኞች የዩኒቨርስቲው ትልቅ ሐብት ናቸው ብሎ ያምናል።					
መ	የቅድስት ማርያም ዩኒቨርስቲ ምቹ የሥራ ሁኔታን የሚፈጠር ስሲሆን ሠራተኞች በሰራና በሌሎች ኑሮአችው መካከል የመምርጥ ስሜት ውስጥ አይኖሩም።					
6	በቡድን ላይ ያተኮረ ባህል					
ሀ	የቅድስት ማርያም ዩኒቨርስቲ በመተባበር መንፈስ የሚሰሩና በሰራተኞች መካከል ጥሩ ትብብር አለ።					
ለ	የቅድስት ማርያም ዩኒቨርስቲ ሠራተኞች በተፈለገ ጊዜ እንዲረዳዱ በማሰልጠን					

	በብድን ላይ የተመሰረተ ባህልን የመቻቻል፡፡					
ሐ	ሰራተኞች የችግሮችን ምንጬት ለመርዳትና ለወደፊት የሚወሰደውን እርምጃ ለመወሰን በሚያስፈልጉበት ቦታዎች በስብሰባዎች እና በዉይይቶች ላይ ይሳተፋሉ፡፡					
መ	የቅድስት ማርያም ዩኒቨርሲቲ ሰራተኞች ከስራ ባልረቦቻቸው እና በተለይም ከስራ አስኪያጆቻቸው ጋር አወንታዊ ግነውኙነቶች እንዲኖራቸው የፈልጋል፡፡					

ክፍል III. የቅድስት ማርያም ዩኒቨርሲቲ ሰራተኞች ቁርጠኝነትን ለመገምገም የሚደረግ መጣይቅ የሚከተሉት ዝርዝሮች የቅድስት ማርያም ዩኒቨርሲቲን ተቋማዊ ቁርጠኝነት የሚያመለክቱ ናቸው፡፡ሀሳቦዎትን እንደሚከተለው ይግለፁ(5= በጣሰም እስማማለሁ፤ 4 =እስማማለሁ፤ 3= እርግጠኛ አይደለሁም፤ 2 =አልስማማም፤ 1= በጣም አልስማማም

	ዝርዝሮች	5	4	3	2	1
7	**የስሜት ቁርጠኝነት**					
ሀ	ለረጅም ጊዜ ዩኒቨርሲቲዉ ውስጥ መቆየት እፈልጋለሁ፡፡					
ለ	በስራዬ እርካቻለሁ፡፡					
ሐ	የዩኒቨርሲቲው ግቦች እና አላማዎች እንደምመጥን ይሰማኛል፡፡					
መ	ዩኒቨርሲቲዉን ግቦች እና አላማዎች አውቃለሁ፡፡					
8	**ለትክከለኛዉ አሰራር ያለው ቁርጠኝነት**	5	4	3	2	1
ሀ	የቅድስት ማርያም ዩኒቨርሲቲው ዉስጥ ለመቆየት የሞራል ግዴታ አለኝ፡፡					
ለ	የቅድስት ማርያም ዩኒቨርሲቲ እና በእኔ መካከል የጋራ መረዳት እና ትብብር አለ፡፡					
ሐ	የቅድስት ማርያም ዩኒቨርሲቲን መልቀቅ ከባድ ጉዳቶች አሉት፡፡ስለዚህ በዛ ውስጥ ለመቆየት ወስኛለሁ፡፡					
መ	በዩኒቨርሲቲ ዉስጥ መቆየት እንዳለብኝ ይሰማኛል፡፡					
9	**የመቀጠል ቁርጠኝነት**					
ሀ	ምንም የስራ አማራጭ የለም፡፡ ስለዚህ በዩኒቨርሲቲው ውስጥ ለመቆየት ወስኛለሁ፡፡					
ለ	በዉጭ የተሻለ ክፍያ ስለሌለ ዩኒበርሲቲው ውስጥ መቆየት እንዳለብኝ ይሰማኛል፡፡					
ሐ	በቅድስት ማርያም ዩኒቨረስቲ ውስጥ ያሉት ያለኝን አቅም አሟጥጬ እንደፈፀም የሚያበረታታ አይደሉም፡፡					
መ	ትክክለኛ ማበረታቻ እና የክፍያ ሥርአት በዩኒቨርሲቲ ውስጥ ስለሌለ በሥራዬ አረካሁም፡፡					

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