



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEES
COMMITMENT ON NATIONAL COLLEGE**

**By
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**JUNE: - 2021
ADDIS ABABA, ETHIOPIA**

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

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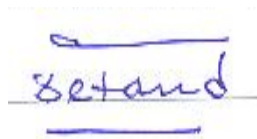
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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Asst. Professor Shoa Jemal. All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

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Name

St. Mary's University, Addis Ababa

Signature

June, 2021

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ABSTRACT

The main purpose of the study was studying the effect of four organizational culture traits specifically, involvement, consistency, adaptability and mission on employee commitment in National College. To achieve the study objective, and the researcher used correlation research design and descriptive in determining relationship among the different type of organizational culture and employee commitment. A total of 52 employees participated in the study, and the data was analysed using descriptive and inferential statistics. The result show that the four traits measuring organizational culture the study was all positively related with employees' commitment. Moreover, involvement and mission are the most contributing organizational culture traits in the prediction of employees' commitment with the beta value. Additionally, statistically significant of the three organizational culture traits that are adaptability, involvement and mission shows there is significant relationship with employees' commitment. However, as clarified by significance level $p > 0.05$ consistency doesn't have significant effect on employees commitment. Validity reliability test were conducted included all traits were proven to be reliable, alpha is above 0.7. The college is well-heeled to emphasize on adaptability, involvement and mission, whose contribution to employee commitment is high. However, maintaining a strong culture by being extremely consistent, well-coordinated and well integrated does not have significant effect on employee commitment

Keyword

Organizational culture, involvement, consistency, adaptability, mission, and employees' commitment.

List of Acronyms:

ANOVA: Analysis of variance

CHAPTER ONE

INTRODUCTION

This study deals with the effect of organizational culture of the company on employee's commitment in National College. Thus, this chapter discusses the background of the study, statement of the problem, objectives of the study, research question, research hypothesis, and significance of the study. The chapter further presents scope of the study and operational definition.

1.1. Background of the Study

Organizational culture affects the way in which people behave in an organization. It can be viewed as the unique pattern of shared values, attitudes, services, beliefs, norms, expectations, socialization, and assumptions of employees in the organization (Schein, 1992). Schein also defined organizational culture as it is a pattern of basic assumptions invented, discovered or developed by a given group as it learns to cope with its problem of external adaptation and internal integration. These values are then taught to new members in the organization as the correct way to think and feel in relation to those problems.

Therefore, the purpose of this study is to assess the relationship between organizational cultures with employees' commitment in the case of National College.

Organizational culture, or culture in the organizational situation, was first make known by Dr. Elliott Jaques under his book *The Changing Culture of a Factory* (Jaques, 1951). Organizational culture is a key influential facet in the success of an organization and considered by numerous as a one of the greatest powerful effects on how an organization thinks and act. Under each and every business round the globe organizational culture is originated to be applicable, but the cultures kind may basically differ. Organization's culture describes the appropriate way to behave within the organization. Culture is imperceptible power of any organization.

The insight into culture has been well-defined in a number of ways. Regarding Dolan and Lingham (2012), culture is a set of values and usually held beliefs that determine which behaviours are acceptable, and predictable for a given group. And therefore, countries, religious and ethnic groups, and organizations have cultures. Likewise, Schein, (2004) well-defined culture as abstraction, yet, the forces that are shaped in social and organizational situations that derive from culture

are powerful. Further, Dolan & Lingham (2012) support Schein definition by clearing up culture as one of those terms that are problematic to explain clearly, but everyone knows it when they sense it. Organizational culture is when members create system and have shared meaning held by themselves that distinguish the organization from other organizations (Robbins & Judge, 2013). Thus, it is an organization distinct personality (Dolan & Lingham, 2012). Organizational culture can also be defined as shared values, norms, attitudes and assumptions, which influence the way people act and the way things get done. Moreover, it ensures that everyone thinks and behaves in a prescribed manner (Armstrong, 2007; Kondalrk, 2007) many studies and literature demarcated organizational culture traits in diverse dimensions. Robbins and Judge (2013) listed the seven primary characteristics of organizational cultures. Innovation and risk taking, care to detail, value orientation, person orientation, team orientation, Aggressiveness, and stability are some from all.

Moreover, Dolan and Lingham (2012) clarify Charles Handy organizational culture concepts that classify organizational cultures as power, role, and task and person culture. The first trait: power culture concentrates on power among a few with few rules, and little bureaucracy. Role culture, second organizational trait, be demonstrated while employees have clearly delegated authorities within a highly defined or bureaucracies' structure. The third trait is task culture in which teams are formed to solve specific problems and there will be multiple reporting lines of a matrix. The last culture: Person culture exists where all individuals trust themselves superior to the organization.

Trew and Trigunarsyah (2012) clarified the four organizational cultures (Involvement, consistency, adaptability, and mission) showed on Denison organizational culture model. The researcher further explains these traits as follows: involvement, the first organizational trait, ensures the involvement of employees in decision-making. And consistency trait emphasizes on maintenance of the status quo by being well coordinated and well-integrated. The third trait, adaptability, a capability of an organization in understanding demands of the business atmosphere into action. The last trait is mission whereby organizations plan meaningful long-term strategic direction and vision of the company. The desire and the willingness of employees to remain in the organization, and devote themselves to the success of the organization as is organizational commitment as defined by Hakim (2015).

Similarly, Jaros (2007) has explained the organizational commitment model of Allen and Meyer. This model encompasses three types of commitments: normative commitment is the first organizational commitment type which can be defined as perceived obligation towards the organization. Affective and continuance are the second and third organizational commitments kinds that can be explained as emotional ties the employee develops with the organization and perceived costs (economic cost or social cost) of leaving the organization respectively. Commitment is defined as the bond of employee's experience with their organization. Generally speaking, employees who are enthusiastic to their organization commonly feel a connection with their organization, feel that they fit in and, sense they recognize the goals of the organization. The additional value of such employees is that they incline. The added value of such employees is that they tend to be more determined in their work, show relatively high productivity and are further proactive in offering their support. Moreover, Nongo and Ikyanyon (2012) concise that the three distinct features of organizational commitment which was already developed by Mowday. The first character is a strong belief in and acceptance of the organization's goals and values. Willingness to exert considerable effort on behalf of the organization is the second traits of organizational commitment, and the last character is a strong desire to maintain membership in the organization. Kondark (2007), Robbins and Judge (2013) have described that organizational commitment will build when there is an agreement of employee's on organizational culture. Besides, these authors noted that the more members accept the core values, the greater their commitment and the greater its influence on their behaviour. Similarly, various researchers found out positive and significant relationship between overall organizational culture and organizational commitment.

This study was conducted with the objective of assessing the organizational culture based on Denisons' cultural model which involve the four cultural dimensions (involvement, consistency, adaptability and mission) and its relationship with employees' commitment in the case of National College. It is also intended to identify which organizational culture dimension/s was/were significantly correlated with employees' commitment by keeping in view of understanding the concept of organizational culture and employees' commitment and, the positive relationship between culture and commitment asserted by different researchers.

The four cultural dimensions depicted by Denison model are involvement, consistency, adaptability and mission which were considered for this research paper. Involvement is building human capability, ownership, and responsibility in an organization. It also ensures the participation of employees in decision making; relies on team effort to get work done and continual investment in the development of employee's skills. The second one is consistency which deals with defining the values and systems that are the basis of a strong culture. Consistency also provides a central source of integration, coordination and control. Consistent organizations develop a mindset and a set of organizational systems that create an internal system of governance based on consensual support. They have highly committed employees, key central values, a distinct method of doing business, a tendency to promote from within, and a clear set of do's and don'ts. The third one is adaptability which deals with translating the demands of the business environment into action. Organizations hold a system of norms and beliefs that support the organization's capacity to receive, interpret, and translate signals from its environment into internal behavioural changes that increase its chances for survival, growth and development.

On the other hand, employees 'commitment which is defined as the degree to which an employee identifies with the organization and wants to continue actively participating in it (Newstrom and Davies, 2002) is an interesting topic in the field of organizational behaviour. Mowday et al. (1979) define Organizational Commitment as the relative psychological strength of an individual's identification with, and involvement in a particular organization.

1.1. Statement of the Problem

As clearly stated on the background of the study, different authors and investigators acknowledged there is positive and important relationship between overall organizational culture and organizational commitment. Moreover, a study by Nongo and Ikyanyon (2012) proved that so as to improving the level of employee commitment to the organization corporate culture is noteworthy, but not all corporate cultural measures have effect on employee commitment. Accordingly, 'consistency & Mission; two of the corporate culture traits as per this researcher's conclusion on Denison Model, are not correlated with organizational commitment' significantly.

In addition research conducted by Mersen Bizuneh on 2016, the researcher conclude that employee commitment is highly affected by the involvement over than other independent factors. So, there

is further desired to research which organizational culture trait has effect on organizational commitment. Hence, to identify a cultural trait which has greater effect on employee commitment, organizations should examine the effect of each organizational culture traits. Therefore, to identify each selected organizational culture (Involvement, consistency, adaptability, and mission) effects on employee commitment this study was needed to conduct.

Therefore, to identify each selected organizational culture (Involvement, consistency, adaptability, and mission) effects on employee commitment this study was needed to conduct.

- The basic objective of this study was to assess the effect of organizational culture on its commitment and also this study attempted to recommend the college on how to build strong organizational culture.
- National college organization culture impact on employees' commitment is not clearly known. This study also seeks to know and to see which organizational culture has more effect on the employees' commitment.

1.2. Research Questions

This study addressed the following research questions;

- Q1. What are the effect of cultural traits on employee commitment in the college?
- Q2. What is the relationship between organizational culture and employees' commitment in the college?
- Q3. Which organizational culture has significant effect on employees' commitment in the college?
- Q4. What is the dominant and preferred organizational culture of national college?

1.3. Objectives of the Study

1.3.1. General Objective

The general objective of the study is to identify the assess of organizational culture of the on employee commitment in National College.

1.3.2. Specific Objectives.

- ✚ To find out the effect of cultural traits on employee commitment in the college?
- ✚ To identify the relationship between organizational culture and employees' commitment in the college

- ✚ To find out which organization culture has significant effect on employees commitment in the college
- ✚ To analyse the dominant and preferred organizational culture of national college

1.4. Significance of the Study

This study has practical important to diagnosing the organization culture gaps; access the relationship between employee's commitment and organizational culture traits. In addition to this, it also has the following significance:-

- * It provides an insight on the relationship of the factors of work with employees' organizational commitment in this college.
- * The study could also lead to enhancement in workplaces to support employees become more committed to their jobs.
- * The study finding might use as an input to adjust its policy and procedure on organizational culture and other related human capital management strategies
- * National college organization culture impact on employees' commitment is not clearly known. Therefore, this study can help to enrich its organizational culture and regulate its emphasis on most significant organizational culture type that can give employees commitment
- * Furthermore, the study contribute to the existing body of knowledge by adding a literature on commitments of employees in the Ethiopian college context.

1.5.Scope of the study

The scope of the study delimited in both geographical and conceptual scopes. Geographically the study limited to national college. Conceptual scope of the study focuses on one dependent variable (employees' commitment) and four independent variables namely (involvement, consistency, adaptability and mission). In connection with methodological delimitation, the researcher used explanatory and descriptive research design and in order to answer the study questions both quantitative and qualitative research approach was employed. Lastly, this study addresses the effect of organizational culture, only one factor, on employee commitment.

1.6.Limitation of the Study

To conduct this study there are many challenges that may affect the quality of the paper and hinder the progress of the research. During data collection the concept of organizational culture was not clear for some of my respondents. The researcher face problems such as, shortage of sufficient resource document, shortage of time, and. Some of the respondents are busy and not willing to fill the questionnaire.

1.7. Operational Definition of Terms

The following are definitions of terms used throughout this research paper:

- **Organizational culture**

Organizational culture refers to the underlying values, beliefs and principles that serve as a foundation for an organization's management system (Denison and Neale, 2011).

- **involvement**

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

- **Consistency**

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

- **Adaptability**

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

- **Mission**

Mission is defining a meaningful long-term direction for an organization. A mission provides purpose and meaning by defining a social role and external goals for the organization (Denison and Neale, 2011)

- **Employees' Commitment**

Employee's commitment is a psychological state that characterizes the employee's relationship with the organization (Meyer and Allen, 1997)

1.8.Organization of the paper

This study is organized in to three chapters. The first chapter deals with the background, statement of the problem, research question, objectives of the study, significance of the study and delimitation of the study. Chapter two contains a review of the literature on the attitude of students towards entrepreneurship. Finally, the third chapter covers the research design, method of the study, limitation of the study and organization of the paper.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

These chapters explain about the theoretical and empirical view of the topics under study. This chapter covers topics related to the theories, and concepts of organizational commitment and organizational culture aligned with the objectives of the study. In addition, this chapter contains empirical reviews. Furthermore, the conceptual framework and hypostasis of the study is presented at the end of this chapter.

2.1. Theoretical literature

2.1.1. The Concept of Organizational Commitment

Employee commitment is based on an affective attachment to the work organization. Employee commitment can become a vehicle by which individuals manifest loyalty to and identification with the organization. Committed employees identify with and feel loyal toward the organization; they share the values of the organization and have a personal sense of importance about the agency's mission.

Committed employees have a stronger sense of belonging to the organization and a greater desire to remain organizational members; they are willing to make extra efforts for the organization; and, in most work situations, they put the organization's interests before their personal concerns. There has been, of course, an extensive stream of academic research providing evidence that committed employees are less likely to leave the organization and more likely to make extra efforts on its behalf than other, less committed employees (O'Reilly & Chatman, 1986, pp. 492-499).

2.1.2. Types of Commitment

According to Meyer and Allen's (1991) there are three "mind sets" this can characterize an employee's commitment to the organization.

Affective Commitment: is defined as the employee's emotional attachment to the organization. As a result, he or she strongly identifies with the goals of the organization and desires to remain a part of the organization. This employee commits to the organization because he/she "wants to".

Continuance Commitment: The individual commits to the organization because he/she perceives high costs of losing organizational membership, including economic losses (such as pension accruals) and social costs (friendship ties with co-workers) that would have to be given up. The employee remains a member of the organization because he/she "has to".

Normative Commitment: The individual commits to and remains with an organization because of feelings of obligation. For instance, the organization may have invested resources in training an employee who then feels an obligation to put forth effort on the job and stay with the organization to 'repay the debt.' It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization. The employee stays with the organization because he/she "ought to"

Meyer and Allen, (1991) assert that these components of commitment are not mutually exclusive: an employee can simultaneously be committed to the organization in an affective, normative, and continuance sense, at varying levels of intensity

An outlook of the organization member's psychology on the way to his/her attachment to the organization that he/she is working for is Organizational commitment. In determining whether an employee will stay with the organization for a longer period and work passionately towards achieving the organization's goal organizational commitment plays an essential role. Organizational commitment has been the subject of several critical reviews in 1980s and 1990s. In the concept of organizational commitment marked increased in the interest in social scientists. Furthermore, their interest has been expressed in both theoretical efforts to explain the construct and empirical efforts to determine the antecedents of commitment. (Meyer & Allen (1991), Mowday (1979).

From numerous theoretical perspectives organizational commitment has been studied. According to Amernic and Aranya (1983) two major theoretical approaches have been employed in the literature on organizational commitment: the exchange approach and the investment approach. These researchers have summarized previous researcher's explanation regarding these two approaches as follows;

Firstly, according to exchange theory, individual's organizational commitment depends on his or her perceived balance of reward utilities over input utilities. This approach emphasizes the ex

Change relation between individuals and organizations. Thus, the more satisfactory exchange from the participant's viewpoint, the greater his or her commitment to the organization. Secondly the investment approach focuses at the time element; the longer a person has been with an organization, the more that person wants to stay. These covers tenure and pension benefits or social involvements, which is the interaction and identification with other members of the organization. Additionally, three variables can be taken as to measure individual perceptions of the amount of their investment in the organization: age, length of service, perceived balance of reward utilities over input utilities, and the likelihood of finding a suitable position in some other organization. In addition, Meyer & Allen (1991) describe the second approach as side-bet theory of organizational commitment whereby commitment increases when perceived economic and social cost of leaving increases that include increase with the accumulation of side bet or investments in the organization.

The following paragraphs show definition of organizational commitment given by several researchers. Hakim (2015) the desire, and the willingness of employees to remain in the organization, and apply themselves to the success of an organization is organizational commitment. Similarly, Nongo and Ikyanyon (2012) summarized the three defined characteristics of Organizational commitment which was developed by now day. These are a strong belief in and acceptance of the organization's goals, and values, willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership in the organization. Moreover, Mowday, Steers, and Porter (1979) stress that commitment represents something beyond mere passive loyalty to an organization. It involves an active relationship with the organization such that individuals are willing to give something of themselves to contribute to the organization wellbeing.

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

According to O'Reilly (1989) organizational commitment means typically individual's psychological bond to the organization, including a sense of job involvement, loyalty and a belief in the values of the organization.

In addition, O'Reilly clarified the three processes or stages of commitment: compliance, identification, and internalization. In primary stage, compliance, a person accepts the influence of others mainly to obtain something from others, such as pay. The next stage is identification in which the individual accepts influence in order to maintain a satisfying, Self-defining relationship. People feel pride in belonging to the firm. The final stage of commitment is internalization in which the individual finds the values of the organization to be fundamentally rewarding and congruent with personal values. In addition, Jaros (2007) has explained the organizational commitment model of Allen and Meyer.

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

2.1.3. Impact of Organizational Commitment on Turnover and Performance

Meyer et al (1989) explain that organizational commitment has been stimulated largely by its demonstrated negative relation to turnover: Committed employees have been found to be less likely to leave an organization than those who are uncommitted. Because turnover can be costly to organizations, commitment is generally assumed to be a desirable quality that should be fostered in employees.(pp.152-156).

Moreover, according to Meyer et al (1989) organizational commitment correlates positively with individual and group level of performance and they concluded that, employees who are committed to the organization tend to perform at a higher level than those who are not. (p.152). Balfour and Wechsler (1991) claim that higher levels of performance and productivity result when employees are committed to the organization, take pride in organizational membership, and believe in its goals and values. (pp. 355-167).

The results of this dynamic process surrounding employee commitment are not uniform within any one organization or among organizations. Employers differ in the levels of commitment that they are able to elicit among their employees. Most organizations find themselves with a wide range of levels of employee commitment. In fact, most managers find individuals with differing levels of commitment within their own small groups of subordinates. Employee commitment can

range from extremely high to extremely low. The differences are reflected on the varying degree to which individuals share an organization's values. People who are at the extremes of the commitment continuum can experience some negative effects themselves and can bring some negative effects to their workplaces.

2.2.The Concept of Organizational Culture

In general terms, organizational culture is the pattern of values, norms, beliefs, attitudes, and assumptions that may not have been articulated but shape the ways in which people behave and get things done. Values refer to what is believed to be important about how people and the organizations behave. Norms are the unwritten rules of behavior. The definition emphasizes that organizational culture is concerned with abstractions such as values and norms which pervade the whole or part of an organization. In another way, culture can be regarded as a 'code word for the subjective side of organizational life' (Meyerson and Martin, 1987).

The following are some other definitions of culture by different authors in their books and journal articles:

Organizational culture can be viewed in many ways, it has been defined by different authors and majority of them defined the concept of culture as a set of values, beliefs, behavioral patterns and norms that form the core identity of organizations and help in shaping the employees' behavior (Deal and Kennedy, 1982, Schein, 1992, Kotter and Heskett, 1992).

Organizational Culture is the pattern of shared basic assumptions that is learned by a group as it solved its problems of external adaptation and internal integration (Schein 2004). These assumptions are said to be maintained in the continuous process of human interaction (attitudes and behavior) as the right way in which things are done. Zhang (2010) also describes organizational culture as a model, composed by some basic assumptions; and the assumptions are found and created gradually by a certain group in the process of exploring the method of adapting to external environment and solving internal interconnected system.

Internal integration is the socialization of new members in the organizations, creating the new boundaries of the organization and the feeling of identity among personnel and commitment to the organization (Martins and Terblanche, 2003). External adaptation is also said to be creation of competitive edge, making sense of environment in terms of acceptable behavior and social system stability.

To understand better organizational culture, it is important to examine meaning of culture, and organization culture provided by different authors. Culture is abstraction, yet the forces that are shaped in social and organizational circumstances that derive from culture are prevailing. In other words, culture is one of those terms that are difficult to express distinctly, but everyone knows it when they sense it. (Schein, 2004; Dolan & Lingham, 2012) According to Dolan and Lingham (2012), A set of values and commonly held beliefs that determine which behaviors are acceptable and expected for a given group is culture. Countries, religious and ethnic groups, and organizations all have cultures. Robbins and Judge (2013) support Dolan and Lingham definition by explaining culture as a system of shared meaning held by members that differentiate the organization from other organizations. Likewise, Schein (2004:17) a “pattern of shared basic assumptions that were learned by a group as it solved its problems that have worked well enough to be considered valid and taught to new members as the correct way to perceive, think, and feel in relation to those problems Particularly, organizational culture can be looked as a system is culture (Input, process and output).

Thus, inputs include response as of society, professions, laws, stories, heroes, values on competition or service. And process is based on organization’s assumptions, values, and norms such as values on money, time, facilities, space, and people. And outputs or effects of culture includes organizational behaviours, technologies, strategies, image, products, services, appearance, etc. (Dolan & Lingham, 2012). Moreover, organizational culture is a system of shared meaning held by members that distinguish the organization from other organizations (Robbins & Judge, 2013). Thus, it is distinct character of an organization (Dolan & Lingham, 2012). Organizational culture can also be defined as shared values, norms, attitudes, and assumptions, which influence the way people act and the way things get done. Furthermore, it guarantees that everybody thinks and behaves in a prescribed manner (Armstrong, 2007; Kondalrk, 2007) According to Denison and Neale (2011) the underlying value, beliefs and principles that serve as a foundation for an

Organization management system, as well as the set of management practices and behaviour that reinforce those basic principles is Organizational culture. Furthermore, these authors explain the visible and invisible aspect of organizational cultures. The visible aspect includes working hard, proper clothing, acting friendly to a customer etc. To the different, invisible assumptions, value and core beliefs which are harder to observe includes honesty, integrity, being ethical, going beyond expectations to satisfy customers.

Mullins (1999) defines organizational culture as the collection of traditions, values, beliefs, policies, and attitudes that constitute a pervasive context for everything one does and thinks in an organization. Kaplan and Norton (2004) also viewed culture as the humanizing element of corporate business, which helps to establish expectations between an employee and the organization the employee works for, foster trust, facilitate communications, and build organizational commitment.

According to Dolan and Lingham (2012), culture is a set of values and commonly held beliefs that determine which behaviors are acceptable and expected for a given group, countries, religious and ethnic groups, and organizations all have cultures. In Similar manner, Needle (2004) defined organizational culture as the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, strategy, type of employees, management style, and national culture; culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits.

The above definitions have something in common which explains what organizational culture is. Organizational culture is a system which incorporates shared values, norms, attitudes, and assumptions that are held by members of the organization. Not only this but also organizational culture encompasses a set of management practices behavior that reinforce organization's basic principles. Ultimately, it will be foundation for an organization management system, organizational behaviors, technologies, strategies, image, products, services, appearance, etc.

Kondalrk, (2007) has stated that organizational culture is not inborn; it has to be invented over period and nurtured by all members of the organization. To be passed on to new members as correct way of thinking, perceiving and behaving refers to organizational culture. And hence, organizational culture originates from the creators of the organization based on value system thought by

them. As supported by Schein (2004) the individual creator will have convinced personal visions, goals, beliefs, values, and norms about how things look like.

Thus, the founder will primarily execute these on the group and/or select members on based on their resemblance of thoughts and values Similarly, Robbins and Judge (2013), has identified the three ways that culture can be created. First, creators hire and keep only employees who think and feel the same way they do. Second, they brainwash and socialize these employees to their way of thinking and feeling. And lastly, Founders own behavior encourages employees to identify with them and internalize their beliefs, values, and assumptions.

Moreover, Kondalrk (2007) Robbins and Judge (2013) incorporate topics on how organization sustain and transmit organizational culture. Thus, selection practices, the actions of top management and socialization methods are the three forces that play important part in sustaining a culture. The authors also state that many organizations use stories, rituals, material symbols and language as means to transmit culture to employees.

2.3.Importance of organizational culture

Saiyadin (2003:258) explains that culture performs the following functions: -

- Culture supplements rational management: creation of work culture is a time consuming process. Therefore, organization culture cannot suddenly change the behavior of people in an organization. Culture communicates to people through symbols, values, physical settings, and language, and, thereby supplements the rational management tools such as technology and structure. Saiyadin (2003)
- Culture facilitates induction and socialization: Induction is a process through which new entrants to an organization as socialized and indoctrinated in the expectations of the organization. Saiyadin (2003)
- Culture promotes a code of conduct: a strong culture in an organization explicitly communicates modes of behavior so that people are conscious that certain behaviors are expected and others would never be visible. The presence of a strong culture would be evident

where members share a set of beliefs, values, and assumptions which would influence their behavior in an invisible way.

- Culture is the passion to an enterprise; it is the core of a successful business. So far, as the organizational culture grows, everyone has been commonly recognized that it's way of thinking and behaving shared by all members of the organization. Successful experience tells us, organizational culture is an immortal pillar for the development of the organization, cultural development also has the potential force of cohesion, it brought not only a spirit to employees but also inspire them a sense of pride and responsibility, cultivating the teamwork spirit of the organization, thus, to improve the overall effectiveness of the enterprise.(Pumpin, 1987)
- Robbins and Judge (2013) asserted as that culture has a boundary-defining role: it creates distinctions between one organization and others. It also conveys a sense of identity for organization members. In addition, culture facilitates commitment to something larger than individual self-interest. It also enhances the stability of the social system by being social glue that helps hold the organization together by providing standards for what employees should say and do.
- Mullins (1999) also showed that culture helps to account for variations among organizations and managers, both nationally and internationally. It also helps to explain why different groups of people perceive things in their own way and perform things differently from other groups. Culture can help to reduce complexity and uncertainty. It provides a consistency in outlook and values, and makes possible the process of decision-making, coordination and control.
- According to Schein (1999), organizational culture becomes more important because maximizing the value of employees as intellectual assets requires a culture that promotes their intellectual participation and facilitates both individual and organizational learning, new knowledge creation and application, and willingness to share knowledge with others.
- According to Denison and Neale (2011) a clear understanding of organizational culture is important for all leaders because it influences the way their organizations react to the changing demands of the business environment.
- As Kondalrk (2007) outlined, culture gives members of an organizational identity: Sharing norms, values, and perceptions which give people a sense of togetherness that helps to promote a feeling of common purpose. Then, it facilitates collective commitment. The

common purpose that grows out of shared culture tends to produce strong commitment from all those who accept the culture as their own.

- It also promotes system stability by encouraging a shared sense of identity and commitment, culture encourages lasting integration and cooperation among the members of an organization. It also shapes behavior by helping members make sense of their surroundings. An organization culture serves as a source of shared meaning that explains why things occur the way they do. It also helps organizational members stick to conformity and expected mode of behavior. Culture also ensures that everyone thinks and behaves in a prescribed manner.

2.4. The Functions of Organizational Culture

According to Wagne and hollebeck (1998), an organization's culture is thus an informal, shared way of perceiving life and members in the organization that binds members together and influence what they think about themselves and their work. Overall, culture benefits organizations by increasing organizational commitment and the consistency of employee behavior. It also aids employees by reducing ambiguity. In the process of helping to create a mutual understanding of the organization life, organizational culture fulfills five basic functions.

1. It gives members an organizational identity as culture conveys a sense of identity for its members.
2. It facilitates collective commitment. The common purpose that grows out a shared culture tends to elicit strong commitment from all those who accept the culture as their own.
3. It promotes organizational stability. By nurturing a shared sense of their identity and commitment, culture encourages lasting integration and cooperation among the members of an organization.
4. It also foster social stability as culture is the social glue that helps to hold the organization together by providing appropriate standards for socially acceptable employee behavior.
5. It shapes behavior by helping members make sense of their surroundings. An organization's culture serves as a sources of shared meanings to explain why things occur the way they do. Culture serves as a control mechanism that guides and shapes the attitudes and behavior of employees.

By performing these five functions, the culture of an organization serves as a sort of social glue that helps reinforce persistent, coordinated behaviors at work. Other author said the main function of organizational culture is to define the way of doing things in order to give meaning to organizational life (Arnold, 2005). Making meaning is an issue of organizational culture, because organizational members need to benefit from the lessons of previous members.

Brown (1998) states the following functions of organizational culture:

- Conflict reduction: A common culture promotes consistency of perception, problem definition, evaluation of issues and opinions, and preferences for action.
- Coordination and control: Largely because culture promotes consistency of outlook it also facilitates organizational processes of coordination and control.
- Reduction of uncertainty: Adopting of the cultural mind frame is an anxiety reducing device which simplifies the world of work, makes choices easier and rational action seem possible.
- Motivation: An appropriate and cohesive culture can offer employees a focus of identification and loyalty, foster beliefs and values that encourage employees to perform.
- Competitive advantage: Strong culture improves the organization's chances of being successful in the marketplace.

The functional definition of organizational culture is quite straightforward. Organizational culture can be defined functionally or pragmatically as a social force that controls patterns of organizational behavior by shaping members' cognitions and perceptions of meanings and realities, providing affective energy for mobilization and identifying who belongs and who does not.

2.5.Models of Organizational Culture

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

2.5.1. Deal and Kennedy Model

Dolan and Lingham (2012) tried to précis the model as stated below. The model measured organization in respect of feedback or instant response accordingly four classification of organizational culture were developed. These are Tough-Guy Macho Culture, Work Hard / Play Hard Culture, Bet your Company Culture & Process Culture. The first Tough-Guy Macho Culture whereby feedback is quick, and the rewards are high. Thirdly, bet your Company Culture in which big stakes decisions are taken, but it may be years before the results are known. Typically, these might involve development or exploration projects, which take years to come to completion, such as oil prospecting or military aviation. Fourthly, Process Culture which occurs under the organizations where there is slight or no feedback. People become suspicious with how things are done not with what is to be accomplished. This is often associated with bureaucracies.

2.5.2. Charles Handy Concept

The second model that Dolan and Lingham (2012) discussed in detail is Charles Handy Model. Organizational structure is a system which helps the organization to outlines how certain activities are directed in order to achieve the goals of an organization. These activities can include rules, roles, and responsibilities a system that plans how certain activities are directed in order to achieve the goals of an organization. These activities can include rules, roles, and responsibilities. Charles Handy Model use organizational structure as the base for this model to classify the organizational culture in to four parts: Power Culture, Role Culture, Task Culture and Person Culture. A Power Culture in which power concentrates among a few and control radiate from the center like a web. Power Cultures have few rules, and little bureaucracy A Role Culture characterized by people have

clearly delegated authorities within a highly defined structure. Typically, these organizations form hierarchical bureaucracies thus, a person's position generate power and little scope exists for expert power. Task Culture are formed in such teams to solve problems. As long as a team requires expertise power derives from expertise. These cultures often feature the multiple reporting lines of a matrix structure.

Where all individuals believe themselves superior to the organization indicates personal Culture presence. Survival of the organizations may become problematic in such situations, since a group of like-minded individuals pursue organizational goals as per the perception of an organization suggested.

2.5.3. Edgar Schein Model

Dolan and Lingham (2012), the last organizational culture model tried to summarize is Edgar Schein Model. It is described by three cognitive levels of organizational culture. The first cursory level of Schein's model is organizational attributes that can be seen, felt and heard by the uninitiated observer. like facilities, offices, furnishings, visible awards, and recognition, the way of members dress, and how each person visibly interact with each other within the organization and with organizational outsiders. Coming level deals with an organization's members perceived culture. At this level, company slogans, mission statements and other operational belief is often expressed, and local and personal values are extensively expressed within the organization. Finally, the third level depicts the organization's tacit assumptions in detail. The above aforementioned are the elements of culture that are unseen and not cognitively identified in everyday interactions between organizational members. Many of these 'unspoken rules' exist without the sensible knowledge of the membership. The above three models encompass organizational culture traits from psychological or personality perspective and mainly the third is designed and created within the academic environment which uses non-business language. To the contrary, organizational culture model by Denison, is discussed in the subsequent paragraphs, is behaviorally based that are designed and created within the business environment. And it is applicable to all levels of the organization in which business language is used to examine business results.

2.5.4. Denison Model

Denison and Neale (2011) identifies four cultural traits Involvement, Consistency, Adaptability, and Mission. These underlying traits are expressed regarding a set of managerial practices and measured using the twelve indices that make up the model. (Denison & Neale, 2011). The below succeeding paragraphs briefly discuss each of the four organizational culture traits and their respective indices.

Involvement

Involvement is the first organizational trait which ensures the participation of employees in decision-making; it also relies on team effort to get work done and continual investment in the development of employee's skills. In other words, human capability, ownership, and responsibility is building by involvement. Thus, as "highly involved" strongly encourage employee involvement and create a sense of ownership and responsibility is a futures of organizational cultures.

The guides of the involvement trait are enablement, team orientation, and competence development. First empowerment deals with individual's authority, initiative and ability to manage their own work. Team Orientation stress on working cooperatively toward common goals for which all employees feel mutually accountable. Lastly, capability development explains the organization continually invests in the development of employees' skills to stay competitive and meet ongoing business needs. In line with the objective of the study, the below hypothesis were tested;

Ho: There is no significant relationship between employee's involvement in decision-making and employee's commitment.

H1: There is significant relationship between employee's involvement in decision-making and employee's commitment.

Consistency

Is the second trait which emphasizes on maintenance of the status quo by being well coordinated and well-integrated also the organization devises clear agreement about the right way, and the wrong way to do things? Furthermore, consistency deals with defining the values and systems that are the basis of a strong culture. It also provides a central source of integration, coordination, and control. Consistent organizations develop a mindset and a set of organizational systems that create an internal system of governance based on consensual support also has clear set of do's and don'ts. Organization and combination, agreement and core values are indices of the consistency trait. Accordingly, coordination and integration clarify ability of different functions and units of the organization to work together well to achieve common goals. Organizational boundaries do not interfere

with the getting work done. The second indices is agreement in which is underlying level of agreement and the ability to reconcile differences when they occur. The last one core value stress in which members of the organization share a set of values that create a sense of identity, and a clear set of expectations. The below hypothesis were tested In line with the objective of this study;

Ho: There is no significant relationship between consistency and employee's commitment.

H1: There is significant relationship between consistency and employee's commitment.

Adaptability

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

Ho: Relationship between organization adaptability and employee's commitment is not significant.

H1: There is significant relationship between organization adaptability and employee's commitment.

Mission

The last trait is mission whereby organizations devise meaningful long-term direction and organization with this trait clearly defines Strategic direction, Vision, Goals and Objectives of the company. Mission includes defining a meaningful long-term direction, the company's business, its objectives and its approach to reach those objectives for the organization. A mission statement or mission by itself provides purpose and meaning by defining a social role and external goals for the organization. It provides a clear way and goals that serve to describe an appropriate course of

action for its members and the organization. Vision describes the desired future position of the company and it is a sense of mission allows an organization to shape current behaviour by envisioning a desired future state. Strategic direction, vision and intent, goals, and objectives are the indices of the mission trait.

Thus, strategic direction and determined deals with clear strategic intentions convey the organization's purpose and make it clear how everyone can contribute. The second indices, goals, and objectives, stress on a clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work. Finally, vision guarantees that organization has a shared view of a desired future state. It embodies core values and captures the hearts, and minds of the organization's people, while providing guidance and direction. In line with the objective of this study, the below mentioned hypothesis were tested;

Ho: Relationship between employee's identification with organizational mission and employees' commitment is not significant.

H1: Relationship between employees' identification with organizational mission and employee's commitment is significant.

The above models encompass organizational culture dimensions from psychological or personality perspective and mainly the first is designed and created within the academic environment which uses non-business language. To the contrary, Denison's organizational culture model, which is discussed in the subsequent paragraphs, is behaviourally designed and created within the business environment. It is also applicable to all levels of the organization in which business language is used to examine business results. Therefore, the researcher is interested and preferred to conduct the research using the Denison's model.

2.6. Empirical literature review.

The various findings of researches on the effect of different organizational culture traits on employees' commitment are inconsistent. In line with the specific objective of the study, the upcoming paragraphs shows research finding of different scholars who tried to investigate the effect organizational culture (Involvement, consistency, adaptability, and mission) on employee commitment are discussed as follows.

2.6.1. Involvement and Employee Commitment

A study conducted by Nongo and Ikyanyon (2012) found that, there is significant and positive relationship between involvement and commitment. This means that when they are involved in decision-making employees are dedicated to their organizations. Employee empowerment, teamwork, and employee developments are the key success factors for organizations in today's world. It enable the managers and employees to feel that they own a piece of the organization and to be more committed to work. Employees at all levels feel they have at least some inputs towards the decisions that can affect their own work and their work is directly connected to the goals of the organization at some point. The researcher found out there is a significant positive relationship between employee empowerment and organizational commitment. Seeking suggestion from employees, listening to their grievances and by involving them in the decision-making process of the organization to a certain extent can ensure employee's continuous involvement thus employees feel to be participative in the organization.

2.6.2. Consistency and Employee Commitment

Nongo and Ikyanyon (2012) found out consistency and commitment haven't a significant relationship. As much as organizations try to maintain a strong culture by being highly consistent, well-coordinated, and well-integrated, this does not impact significantly on the level of employee commitment. In other words, employees prefer to be given the freedom to do the job rather than being compelled to do it in a rigid manner. Hence, the researcher concludes that the key success factor for organizations today is flexibility rather than consistency.

2.6.3. Adaptability and Employee Commitment

Adaptability is when employees able to quickly respond to changing trends, innovation, destabilization, industry shifts, and so forth. According to (Nongo & Ikyanyon ,2012) beyond other corporate cultural variables adaptability forecasts employee commitment. Employees are more committed to organizations that adapt to changing circumstances Companies should encourage innovation and teamwork among employees. This will enable employees to adapt in an environment of change, thereby improving their level of commitment. Similarly, employees exhibited the highest organizational commitment when they perceived higher learning culture (adaptability traits) which includes culture of creating, acquiring, and transferring knowledge, and likewise quickly react to

current trends, and anticipate future changes. (Ghader & Afkhami (2014), Azadi, Bagheri , Eslami and Aroufzad (2013).

2.6.4. Mission and Employee Commitment

According to Denison and Neale (2011) mission provides purpose and meaning by defining a social role and external goals for the organization. And also, mission provides clear direction, and goals that serve to define an appropriate course of action for the origination and its members which result the increase in level of employee commitment to the organization. To the contrary, Nongo and Ikyanyon (2012) found that the relationship between mission and commitment is not significant. This means that employee's identification with the purpose, mission, and goals of the organization does not bring commitment to the organization. But companies should define the mission of their organization clearly and communicate same to employees at all times.

2.7. Conceptual Framework

The objective of this paper is to study the effect of organizational culture on employee commitment in the National College. For this purpose, the researcher would be developed a conceptual framework based on the relevant theoretical and empirical evidence that involve organizational culture (i.e., involvement, consistency, adaptability, and mission) as an independent variable and the employee commitment (i.e., effectiveness and efficiency) as a dependent variable. According to Denison (2011) cultural traits dimension that created within the business environment, uses business language to explain business level issues, linked to business results through four main organizational traits as well as Denison (2000) his organizational culture survey facilitator guideline clearly put those four cultural. Accordingly, he found that nearly all the underlying organizational traits showed significant and positive correlation with organizational effectiveness.

Therefore, Denison model of organizational culture is a base to select the four cultural traits emphasized under this study and has been modified to see the effect of the four cultural traits on employee commitment the adapted outline is mentioned below:

INDEPENDENT VARIABLES

DEPENDENT VARIABLE

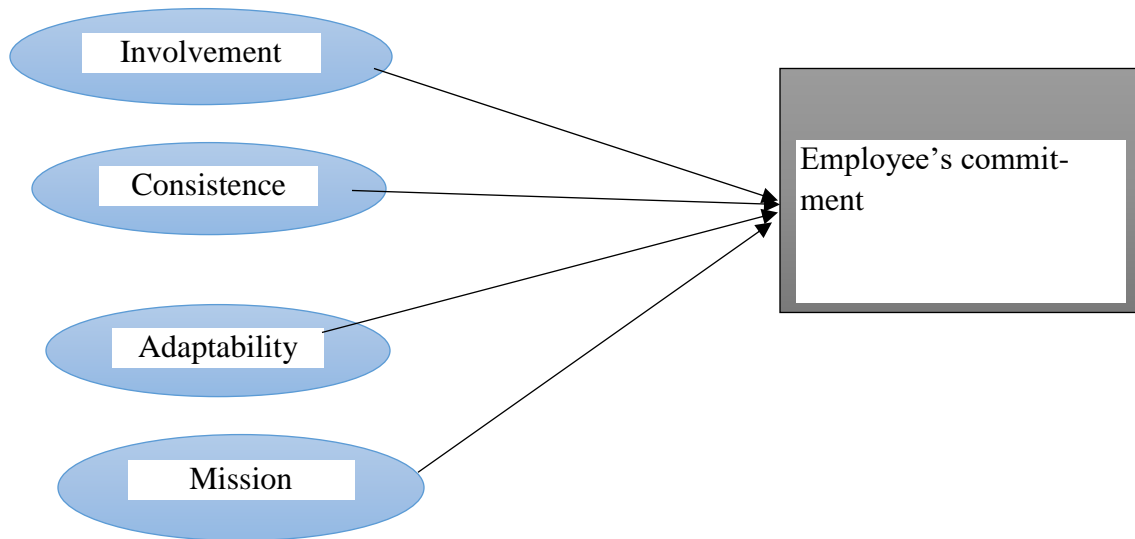


Figure 1: Conceptual Framework

Source: Literature Review (Denison, 2011).

2.8. Research Hypothesis

Based the literature review and conceptual framework the following hypotheses are developed

H₁: There is significant relationship between employee's involvement and employee's commitment.

H₁: There is significant relationship between consistency and employee's commitment

H₁: There is significant relationship between organization adaptability and employee's commitment

H₁: There is significant relationship between organizational mission and employee's commitment.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter focuses on the research design and methodology applied in this research. The research population, sample, and research method was also explained under this chapter. The measuring instruments utilized in this research was discussed and also the reliability and validity of these research measuring instruments.

3.1. Research design

For the determination of the study, the researcher used explanatory and descriptive research design. Descriptive research attempts to describe the information about the topic and Explanatory research design is to examine the effect of independent variables (organization culture dimensions) on the dependent variable (employee commitment).

3.2. Research Approaches

The researcher also used both quantitative and qualitative approach to examine the data gathered and determine the results. Quantitative research provides precise, numerical data and since it is so intensely rooted in numbers and statistics. In addition, quantitative research can permit for greater objectivity and precision of outcomes, and the results are relatively independent of the researcher. The researcher used qualitative approach also in order to explain the conclusion and recommendation.

3.3. Population, Sample Size and Sampling Techniques

3.3.1. Research Population

In research, the word population is used to mean the total number of people, groups or organizations who could be included in the study.

The study are conducted in National College located in Addis Ababa city which are a capital city of Ethiopia. National College is private college that instructed to providing educational services for the society. For the purposes of this study the population is defined as all full-time employees. The study was a census of the entire workforce of National College which totaled fifty two (52)

permanent employees (N=52). Census is an attempt to gather information about every member of some group, called the population

3.2.2 Sample Size and Sampling Techniques

National college had a total of 52 permanent employees (N=52). This study contain only one private college employees because of the reasons stated in the scope of the study. According to the above reason the research is focused on only national college in Addis Ababa. Researcher are used all employees sampling technique because the interest of the researcher is to participated the whole population.

3.4.Sources of Data

Primary data gathering work has been done by distributing self-administered. The Primary data Collected from the responses overall representatively participants in the college by using quantitative questionnaire on a five Likert scale point. The respondents can list, categorize and rank various variables stated in the question. The questionnaire are adopted and developed on basis of specific objectives and basic research questions.

3.5.Data Gathering Instruments

The instrument has four measured key cultural traits specifically: involvement, consistency, adaptability, and mission. So, using a 5 - point Likert scale, on which label given for respondent to express their level of agreement for each item among the scales and then the average score on each trait is used during data analysis and interpretation.

3.6.Method of Data Analysis

After collecting the necessary data the researcher analyzed and interpreted the data by using quantitative method of data analysis. The data which are collected by the researcher analyzed with the help of the Statistical Package for Social Sciences (SPSS) version 21.0, and then the researcher generated descriptive statistics such as frequencies and percentage and mean and standard deviation And also inferential statistics like regression and correlation.

3.7.Pilot test

In order to safeguard the quality of the research design, content, and construct validity of the study was checked. The content validity is verified by the advisor of this research, who looked into the appropriateness of questions and the scales of measurement. Peer discussions were also another way of checking the appropriateness of questions. Moreover, pilot test was conducted prior to the actual data collection that could help to get valuable comments. Furthermore, in order to test the construct validity, correlation coefficient for the independent and dependent variables are calculated to ensure that independent variables are positively related with the dependent variables, thus the independent variables can be considered as a good measure of employee commitment. Furthermore, one of the most commonly used indicators of internal consistency is Cronbach's coefficient alpha and ideally this coefficient should be above .7 (Pallant, 2005). Thus, reliability of the measures is ensured that they are free from error and yield consistent results. As indicated on below table the coefficient for all independent variables were acceptable or $>.7$.

Table 1: Cronbach's coefficient alpha

Reliability Statistics	
Cronbach's Alpha	N of Items
.800	32

Source: SPSS Reliability Test (2021)

3.8. Ethical consideration

- The research also respects the privacy of the participants.
- The research treats the respondents with respect and courtesy. It helps that the respondents are at ease and more likely to give honest responses to the questionnaire.
- The information that has been gathered from the research participants is analyzed with its full confidentiality.
- The respondents were informed about the fact that the research was conducted only for academic purposes.
- Before conducting this study, the researcher ensures that all participants are fully informed of what the study is about.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

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

The demographic profile of the study sample had been described using descriptive statistics, and also different inferential statistic were employed 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 an organization culture trait with higher contribution to the dependent variable furthermore, Pearson correlation coefficient and Cronbach's Alpha coefficient were used to test goodness and internal consistency of the measure.

4.1. Response rate

The researcher distributed 52 questionnaires and all questionnaires were collected. The out of the collected 50 questionnaires 2 questionnaires were rejected due to incompleteness. Thus, a total of 52 questionnaires were used for this study with a return rate of 96.15%

Table 2: Response rates of respondents

Total questionnaires delivered	Questionnaires returned	Questionnaires rejected	Usable questionnaires	Response rate
52	50	2	50	96.15%

4.2. Descriptive analysis on Demographic Profile of Respondents

This section summarizes the demographic characteristics of the sample, which includes age of the respondent, gender, education level, work experience, employment group, and marital status. The drive of the demographic analysis in this research is to describe the characteristics of the sample, such as the proportion of males and females in the sample, range of age, education level, marital status and employment group, so that the analysis could be more expressive for readers.

Table 3: Sex of respondent

Gender		Frequency	Percent
1	Male	18	45.0
	Female	22	55.0
	Total	40	100

Source; own Survey (2021)

The demographic profile of 40 respondents regarding gender, respondents were roughly proportionate between male and female, even though the numbers of male respondents are a bit Higher (female 55.0 %, male 45.0%). As a result of the analysis, the results conclude that the significant portion of the respondents that participated in the research study were female.

Table 4.3. Age of respondents

Age (In years)		Frequency	Percent
1	18-27	17	42.5
	28-37	16	40.0
	38-47	5	12.5
	Above 48	2	5.0
	Total	40	100

Source; own Survey (2021)

The researcher was also interested in knowing the age brackets of the respondents. The research results presented in table 4.3 above concluded that 17 of the respondent equivalent to 42.5 % of the respondents that participated were between the age of 18 to 27 years old, 16 of the respondents equivalent to 40% of the total respondents were between the ages of 28 to 37 years, 5 of the respondents equivalent to 12.5% of the total respondents were 38 to 47 years of age and 2 of the respondents which are equivalent to 5.0% of the total respondents were above the aged of 48

years. Hence, the findings indicated that the majority of the respondents were between the ages of 18 to 27 years of age.

4.2.1. Educational level of Respondents

Table 4: educational level of respondents

Education Level		Frequency	Percent
3	diploma/level IV	14	35.5
	first degree	17	42.5
	masters and above	9	22.5
	Total	40	100

Source; own Survey (2021)

Regarding level of education of respondents, 14(35.5 %) of respondent were college graduate with diploma/ level IV certificate. While 9(22.5%) of the respondents are postgraduate degree, or above holders. Moreover, the largest group; 17(42.5%) of the population comprises first degree holders.

4.2.2. Work Experience of Respondents

Table 5: work experience of respondent

Work experience in the College		Frequency	Percent
4	1 - 5 years	24	60.0
	6 - 10 years	13	32.5
	11 and above years	3	7.5
	Total	40	100

Source; own survey (2021)

In this study, the researcher also interested in finding out the duration employees has worked with the college. Table 5. Indicated that, 24 of the respondents equivalent to 60% of the respondents have been in the college for less than 5 years, 13 of the respondents equivalent to 32.5% of the respondents have spent between 6-10 years in the college, 3 of the respondents equivalent to 7.5% of the respondents have spent more than 11 years working for the college. The result indicates that the majority of the employees are in the range of 1 to 5 years' experience.

4.2.5. Employment Group of Respondents

Table 6: employment groups of respondents

Employment Group		Frequency	Percent
5	Academic	24	60.0
	Management	16	40.0
	Total	40	100

Source; own survey (2021)

Additionally, the majority of the respondents 24 (60.0%) are in academic group and the Remaining 16(40.0%) respondents are management position holders.

4.2.6. Marital Status of Respondents

Table 7:- Marital status of respondents

Marital Status		Frequency	Percent
6	Single	24	60
	Married	16	40
	Total	40	100

Source; own survey (2021)

In the same token, demographic profile of respondents' shows above half of respondents or 60.0% are single which followed married employee is 40.0%.

4.3. Descriptive Analysis on organizational culture measures

Culture in the subject organization, the researcher has summarized the measures with the respective means and standard deviations. Thus, the mean shows that to what degree the sample group averagely agrees or does not agree with the different statements. The more the respondents disagree with the statements the mean is lower. The higher the mean, the more the respondents agree with the statement. On the other hand, the standard deviation shows the variability of an observed

response from a single sample Marczyk, Dematteo and Festinger (2005). The mean values are presented in the following tables, composed with the standard deviation values for each variable. According to Zaidaton and Bagheri (2009), the Mean score below 3.39 is considered as low, the mean score value from 3.40 to 3.79 is considered as moderate and the Mean score value above 3.8 is considered as high. Thus, for this study the interpretation of mean values as per Zaidaton and Bagheri. A 5 – point Likert scale was adopted to answer each statement where

1 = Strongly Disagree, 2 = Disagree, 3 = neutral, 4 = Agree, and 5 = strongly agree

4.3.1. Descriptive analysis on organizational culture measures involvement.

Table 8: Descriptive analysis on involvement

Involvement									
Variables		1	2	3	4	5	Total	Mean	Std. deviations
the college police is consistent and well planned	No	8	6	-	14	9	40	3.0750	1.18511
	%	20.0	15.0	-	42.5	22.5	100%		
The college inspired the staff that they are to participated in the process decision making	No	2	10	6	11	11	40	3.4250	.95776
	%	5.0	25.0	15.0	27.5	27.5	100		
I believe that cooperation is well practiced in national college while I perform my duties'	No	5	-	4	20	11	40	3.8000	.68687
	%	12.5	-	10.0	50.0	27.5	100		
My duty and responsibility in the college is clear to me	No	1	-	-	18	21	40	3.6250	1.25448
	%	2.5	-		45.0	52.5	100		
I am satisfied with the relationship with coworkers in the work place	N	-	-	-	19	21	40	4.1500	.83359
	%	-	-	-	47.5	52.5	100		

Group Mean Score and SD of involvement	4.0100	.64522
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This implies the responses of the respondent on the first trait of culture is involvement.

Source; own survey (2021)

As indicated on the above Table 4.3, involvement culture trait with its five question Based on descriptive statistics, the five statements are computed, and the mean indicates moderate level Q1 which (Mean = 3.07 SD = 1.185). For this index, the statement that describes whether most employees' in National college are highly involved in their work had high mean score value (Mean = 3.07) and the result shows 14(42.5 %) agree, 9(22.5%) strongly agree, and the remaining 8(20.5), 6(15.0%), indicates strongly disagree, disagree respectively.

Q2. Which (Mean = 3.42 SD = 0.9577). For this index, the statement that describes whether most employees' in National college are highly involved in their work had high mean score value (Mean = 3.07) and the result shows 11(27.5. %) agree, 11(27.5%) strongly agree, 6(15.0%) neutral 10 (25.0), 2(5.0%), indicates strongly disagree, disagree respectively.

Q3. From this statement (Mean = 3.80 SD= 0.686) this indicate that the college employees are highly participated in their work had mean (mean =3.8). And the outcome shows 20(50.0%) strongly agree 11(27.5%), neutral 14(10.0%) and strongly disagree 5(12.5). Q4. Which mean ((mean =3.6, SD 1.254) according to the respondent, they are greatly involved in their work. The employees answer shows that 21 (52.5%) strongly agree, 18(45%) respondents are agree and 1 (2.5%) strongly disagree. And the final statement show that (mean = 4.15, SD .833) this indicate that the employees had high involved in the college. The result shows that from this statement 100% of employees responded agree and strongly agree that is ,Agree 19 (47.5 %) and 21(52.5%). Generally, the above statement implies that the majority of respondents agree with the statement stated in the index.

Generally the overall result of mean score of involvement culture trait had high score value (Mean = 4.01, SD = .645) and this result shows that Nation college high practicing Involvement culture as per Zaidaton and Bagheri (2009) suggest

Similarly, a study conducted by Nongo and Ikyanyon (2012) found a significant and positive relationship between involvement and commitment. This means that employees are committed to their organizations when they are involved in decision making. The key success factors for organizations today are employee empowerment, teamwork, and employee development. These enable

managers and employees more committed to work and feel that they own a piece of the organization. People at all levels feel that they have at least some inputs into decisions that will affect their work and that their work is directly connected to the goals of the organization.

4.3.2. Descriptive analysis on organizational culture measures consistency.

The replies on the next dimension of organizational culture: i.e. consistency using the 5-point likert scale was also evaluated here below.

Table 9: Descriptive analysis on consistency

As reflected from the above Table 4.4 which envisages the respondents' response in their

Consistency									
Variables		1	2	3	4	5	Total	Mean	Std. deviation
The college policy is consistent and well planned	No	3	15	2	18	3	40	3.0250	1.165
	%	7.5	37.5	5.0	45.0	7.5	100		
In my college, objective of management at different levels are consistent	No		15	2	19	4	40	3.000	1.09075
	%	2.5	37.5	5.0	47.5	10.5	100%		
There is clear and consistent set of values that govern the way the college do its business	No	1	6	4	26	3	40	3.6000	.92819
	%	2.5	15.0	10.0	65.0	7.5	100		
As an employee, I am given assignments that are consistent with my strengths, interest and opportunities	No	1	8	4	13	14	40	3.7750	1.20868
	%	2.5	20.0	10.0	32.5	35.0	100		
The college appreciate team performance than individual	N	2	2	5	15	18	40	3.9500	1.06096
	%	5.0	5.0	12.5	37.0	45.0	100		
Group Mean Score and SD of consistency								3.5300	.54828

Source; own survey (2021)

Accordingly the above table, consistency culture out of the total 40 respondents returned the first question on the agreement item the highest mean score of (mean= 3.0250) and Std. Dev of (1.165) implied that the respondents on average 3(7.5%), strongly agree 16(40.0%) of the respondent agreed. Followed by ‘‘When disagreements occur, 11(27.5%) of the respondents disagree and 4(10.0%) strongly disagree. In addition 6(15.0%) respondent’s response neutral. Based on the second statement mean score (mean= 3.42) and (Std. dev 0.957) implied the respondents response 21(57.5%), agree 3(7.5%) strongly agree, 6(15.5%) neutral and 10(25.0%) were strongly disagree. It indicates the highest respondents of national college are not agree on the second item. According to the third item the highest score of the mean (mean= 3.8) and Std. dev (0.686) implied that the respondent 26(65.0%) highest of respondents response agree, 4(10.0%) strongly agree, 8(20.0%) neutral and 2(5.0%) disagree. Based on the fourth statement the mean score (mean =3.6) and Std. Dev (1.254) implied that the respondent responses 14(35.0%) respondents strongly agree, 8(20.0%) agree, 8(20.5%) neutral, 9(22.5%) respondents strongly disagree and 1(2.5%) disagree. From this statement disagreement respondents response high. The last statement mean score is highest then the above four statement or item. It shows that the mean (mean =4.1) Std. Dev (0.833) implied that the respondents response strongly agree 16(40.0%), agree 15(37.0), neutral 8(20.0%) and 1(2.5%) of respondent response disagree.

The overall mean score of consistency had a moderate mean score value (mean = 3.6 and SD= .650) for the five item dimensions of consistency culture: coordination & integration, agreement and core value are (Mean=3.07 SD= 1.18, Mean=3.42; SD= .16957, Mean=3.8; SD=.686, Mean= 3.6 SD =1.254, Mean= 4.15 =SD .833), respectively. While comparing their mean score, core values governed both core values indicate that the college have a good values in Addressed the core values of the college.

4.3.3. Descriptive analysis on organizational culture measures adaptability.

The replies on the next dimension of organizational culture i.e. Adaptability using the 5-point like scale was also evaluated here below.

Table 10: Descriptive analysis on adaptability

Adaptability									
Variables		1	2	3	4	5	Total	Mean	Std. deviations
The colleges improved to me that the ways how to do work are continually adapted	No	8	-	3	15	14	40	3.6000	1.53255
	%	20.0	-	7.5	37.5	35.5	100%		
Improved ways to do work are continually adapted	No	15	-	-	9	16	40	3.6500	1.35021
	%	37.5	-	-	22.5	40.0	100%		
Employees understand customer's wants and needs	No	3	6	7	21	2	40	4.3500	6.51448
	%	7.5	15.0	17.0	52.5	5.0	100%		
The management of the college cares for employees' welfare	No		16	9	13	2	40	3.0250	.97369
	%	-	40.0	22.5	32.5	5.0	100		
I am very happy being a member of this college	N	3	9	-	13	13	40	3.8750	1.11373
	%	7.5	22.5	-	37.5	32.5	100		
Group Mean Score and SD of adaptability								3.7000	1.55250

Source: - own survey (2021)

As noticed from Table 4.3 above, descriptive statistics of adaptability culture trait with its five items had high mean score value. Adaptability culture out of the total 40 respondents returned the first question on the agreement item show mean score (mean= 3.60) and Std. Dev of (1.532) implied that the respondents on average 14(35.5%), strongly agree 15(37.7%) of the respondent agreed. Followed by “When disagreements occur, 3(7.5%) of the respondents neutral and 8(20.0%) strongly disagree. the second item also shows that mean score (mean= 3.65) and (Std. dev 1.350) implied the respondents response 16(40.0%), strongly agree 9(22.5%) agree, and 15(37.5%) were strongly disagree. It indicates the highest respondents of national college are not agree on the second item. According to the third item the highest score of the mean (mean= 4.3) and Std. dev (6.51) implied that the respondent 21(52.5%) highest of respondents response agree, 2(5.0%) strongly agree, 7 (17.0%) neutral and 6(15.0%) disagree. Based on the fourth item shows

that mean score (mean =3.0) and Std. Dev (.973) implied that the respondent responses 2(5.0%) respondents strongly agree, 13(32.5%) agree, 9(22.5%) neutral, 16(40.0%) respondents disagree. From this item disagreement respondents response high. The final items results shows mean score is high. It shows that the mean (mean =3.8) Std.Dev (1.552) described that the respondents response strongly agree 13(32.5%), agree 13(37.5), 9(22.5%) and 3(7.5%) respondent response strongly disagree.

The mean score of adaptability is higher (3.7) and a standard deviation of (1.5) additionally this result indicates the majority of the respondents supposed that the college is translating the demand of a business environment and also the demand of internal customer. In effect there will be positive effect on level of employee commitment to the college.

4.3.4. Descriptive analysis on organizational culture measures mission.

Discussion made here below on the responses gotten from the respondents through the structured questionnaire on the last dimension of organizational culture.

Table 11: Descriptive analysis on mission

Mission									
Variables		1	2	3	4	5	Total	Mean	Std. deviations
the college have a clear mission and my performance is mission oriented	No	7	8	7	7	11	40	3.1750	1.48302
	%	17.5	20.0	17.5	17.5	27.5	100%		
I am continuously track the progress against the stated goals	No	2	6	10	12	10	40	3.5500	1.17561
	%	5.0	15.0	25.0	30.0	25.0	100%		
The college strategic direction is clear to me	No	2	6	2	21	6	40	3.5250	1.10911
	%	5.0	15.0	5.0	52.5	15.0	100%		
I know what I do to achieve the sustainable success	No	2	9	1	17	11	40	3.65000	1.25167
	%	5.0	22.5	2.5	42.5	27.5	100%		
I am understand what needs to be	No	-	6	4	18	12	40	3.9000	1.00766
	%	-	15.0	10.0	45.0	30.0	100%		

done for me to succeed in the long run									
Group Mean Score and SD of mission								3.5600	.90831

Source: - own survey (2021)

As indicated on the above Table 4.4, mission culture trait with its, five items. Based on descriptive statistics, the first item is computed, and the mean indicates moderate level agreement which (Mean = 3.27, SD = 1.484). For this item the respondents response 12(30.05%) strongly agree 7(17.5%) agree, 8(20.0%) neutral, 6(15.0%) disagree and 7(17.5%) are strongly disagree. And the second item described the mean score value (mean=3.4, SD= 1.198) the respondents responses that 10(25.0%) strongly agree, 10(25.0%) of respondents responses agree, 11(27.5%) neutral, 7(17.5%) disagree and 2(5.0%) strongly disagree. In addition, the third item result shows us the mean value (mean =3.2, SD, 1.217) 5(12. 5%) strongly agree, 16(40.0%) agree, 2(5.0%) neutral, 15(37.5%) disagree and 2(5.0%) strongly disagree. The fifth item mean value show that (mean = 3.9, SD 1.206). 15(37.5%) respondents are strongly agree, 17(42.5%) of employees agree, 6(15.0%), 2(5.0%) respondents response disagree and strongly disagree respectively. Final items that describes most employees' in college are highly involved in their work had high mean score value (Mean = 4.0, SD, .933) and the result shows 18 (45.0 %) agree, 13(32.5%) strongly agree, and the remaining 5(12.5), 4(10.0%), indicates strongly disagree, and neutral respectively. Thus, moderate score of capability development implies that the majority of respondents agree with the statement stated in the above table.

Generally next to Adaptability with a slight gap the mean score for mission was relatively less (3.5) and a standard deviation of (0.99) although, presence of a long-term purpose and direction scores a higher mean, the other items that measures mission also contributes significantly to the grand mean. Mission has the highest group mean score. This indicates that employees give more value and agree with the measure of mission statements, and the majority of the respondents agree that the college has clear mission.

4.3.1. Descriptive Analysis on Employees Commitment Measures

In this section, the responses obtained from the employees through the structured questionnaire on employee's commitment were discussed here below.

Table 12: Descriptive analysis on employee’s commitment measures

Commitment									
Variable		1	2	3	4	5	Total	mean	Std. deviation
I would be very happy currently to build my career in National College	No		6	4	12	18	40	4.0500	1.08486
	%		15.0	10.0	30.0	45.0	100%		
I like discussing about my college with others	No	-	4	7	18	11	40	3.9000	.92819
	%	-	10.0	17.0	45.0	12.0	100%		
I do not feel emotionally attached to my college	No	3	9	4	19	5	40	3.3500	1.18862
	%	7.5	22.5	10.0	47.5	12.5	100%		
I would accept any type of job assignment in order to keep working for this college	No	3	5	4	19	9	40	3.6500	1.18862
	%	7.5	12.5	10.0	47.5	22.5	100%		
I am proud my job and position in the College	NO	15	6	2	8	9	40	3.4500	2.96086
	%	37.5	15.5	5.0	20.0	22.0	100%		
I do not see that “ I am a member “in my college	No	22	1	4	4	9	40	2.4250	1.72296
	%	55.5	2.5	10.0	10.0	22.5	100%		
I do not feel a strong sense of belonging to my college	No	12	10	2	7	9	40	2.7750	1.59305
	%	30	25.0	5.0	17.5	22.5	100%		
I would easily leave the college if I find a better job in other organizations	No	9	4		9	18	40%	3.5750	1.66237
	%	22.5	10.0		22.5	45.0	100%		
Group Mean Score and SD of commitment								3.3714	.79164

Source: own survey 2021

very happy currently to build my career in national college' to put in a great deal of effort beyond the normal expected, in order to help this college to be successful'' shows that the sample respondents moderately agreed on the item but 18 (45.0 %) of the respondents agreed & 12(30.0%) strongly agreed that they would be willing to put in a great deal of effort beyond the normal expected, in order to help national college to be successful. The remaining 4 (10.0%), 6 (15.0) of the respondents were disagree and neutral on the item respectively. Regarding this more than half of the respondents would be willing to put in a great deal of effort beyond the normal expected, in order to help college to be successful and willing to stay as a committed member for college.

With regards to the mean score of 3.9 & SD of .928 on the item, "I like discussing about my college with others '' shows that the respondents 18(45.0%) agree and 11 (12.0 %%) strongly agree. The remaining 7(17.0%) of the respondents neutral 4 (10.0%) of the respondents disagreed. With respect to reverse coded item, "I do not feel emotionally attached to my college"19 (47.5%) of the respondents agreed & 5 (12.5%) of the respondents were strongly agreed. Furthermore, 4(10.0 %) neutral and 9 (22.5%) of the respondents disagreed and strongly agreed 3(7.5%). on the reverse coded items' 'I would accept any type of job assignment in order to keep working for this college'' with the mean score (mean= 3.65 SD 1.188,) show that 9(22.5%) of respondents are strongly agreed, 19 (47.5%) of respondents are agreed, and the remaining 4(10.0%), 5(12.5%), 3(7.5%) respectively shows that disagreed, neutral and strongly disagreed.

The mean of 3.45 SD 2.960 is on the reverse code item, "I am proud my job and position in the college '' 9 (22.0%) and 8(20.0%) of the respondents were agreed and strongly agreed on the item respectively. While, 2(5.0%) of the respondents neutral, 6(15.5%) of the respondents disagreed and the remaining 15(37.5%) of the respondents strongly disagreed on the item. The results shows that the most employees are not proud by their own jobs. I do not see that "I am a member" in my college. With low moderate the mean score (mean= 2.42 SD 1.722,) show that 22(55.5%) of respondents are strongly disagree it describes the college employees feeling is good for their workplace, 1 (2.5%) of respondents are disagreed, and the remaining 4(10.0%), 4(10.0%), 9(22.5%) respectively shows that neutral, agree strongly agreed. In general, the descriptive statistics result shows that overall mean score value (Mean =3.37 with SD = 0. 791) implies that respondents agree moderately on the commitment measures.

Eight items were encompassed on the survey questionnaire to measure employees' commitment. As described on the above table, mean score of 3.37 implies that the responses are mostly tending to agree on commitment measures and the majority of the respondents strongly agreed that the college has a great deal of personal meaning for them and glad that they have chosen this organization to work for above others.

4.3.2. Descriptive Analysis on current organizational culture of national college

In this section, the responses obtained from the employees through the structured questionnaire on current organizational culture were discussed here below.

Table 13: Descriptive analysis on current organizational culture measure

Current organizational culture of national college									
Variable		1	2	3	4	5	Total	mean	Std. deviations
There is a continuous investment to develop the skills of employees	No	-	4	10	20	6	40	3.7000	.85335
	%	-	10.0	25.0	50.0	15.0	100%		
There is an ethical code that guides employees behavior	No	-	8	9	16	7	40	3.5500	1.01147
	%	-	20.0	22.5	40.0	17.5	100%		
Most of the time the college gives to employees Learning opportunities	No	-	2	-	25	13	40	4.2250	.69752
	%	-	5.0	-	62.5	32.5	100%		
There is a clear mission that gives meaning and direction	No	4	4	4	26	2	40	3.4500	1.08486
	%	10.0	10.0	10.0	65.0	5.0	100%		
Group Mean Score and SD of current organizational culture								3.7313	.54710

Source: own survey 2021

From this items were encompassed on the survey questionnaire to measure current organizational culture of the college. As described on the above table, mean score of 3.73 demonstrated the responses are mostly tending to agree on current organizational culture measures.

4.4. Analysis of Inferential Statistics Results

4.4.1. Correlation Analysis

Correlation analysis is a technique used to show the relationship of one variable to another and can be considered as a standardized covariance that shows the extent to which a change in one variable corresponds systematically to a change in another (Zikmund et al, 2013). Pearson correlation coefficients reveal magnitude and direction of relationships (either positive or negative) and the intensity of the relationship (-1.0 to +1.0). Correlations are possibly the most basic and most useful measure of association between two or more variables (Marczyk, Dematteo & Festinger, 2005). Correlations of .01 to .30 are considered small, correlations of .30 to .70 are considered moderate, correlations of .70 to .90 are considered large, and correlations of .90 to 1.00 are considered very large According to Marczyk, Dematteo and Festinger, (2005).

Accordingly, the below Pearson correlation coefficients shows that the four factors measuring organizational culture was all positively related with employee's commitment within the range of 0.148 to 0.511, all were significant at $p < 0.01$ level. Except consistency all the independent variables i.e. adaptability, mission, and involvement shows a moderate level of positive relation with the dependent variable (employee's commitment).

Table 14: correlations for the organizational culture dimension

Correlations						
		employees commitment	involve- ment	con- sistency	adaptabil- ity	Mission
employees commitment	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	40				
involvement	Pearson Correlation	.365*	1			
	Sig. (2-tailed)	.020				
	N	40	40			
Consistency	Pearson Correlation	.148	.604**	1		
	Sig. (2-tailed)	.582	.000			
	N	40	40	40		
Adaptability	Pearson Correlation	.511**	.116	.198	1	
	Sig. (2-tailed)	.001	.477	.221		
	N	40	40	40	40	
Mission	Pearson Correlation	.492**	-.169	.145	.495**	1
	Sig. (2-tailed)	.001	.298	.373	.001	

	N	40	40	40	40
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** . Correlation is significant at the 0.01 level (2-tailed).

Source: correlation result output 2021

Regarding the relationship between the independent variable table clearly demonstrated show that variables are significantly correlated with each other(sig. level $p < 0.01$) furthermore, the result indicate that adaptability has significantly high correlation ($r = .511$) in the same token involve-ment($r = .365$) and mission ($r = .492$) show positive moderate level of correlation. In other way consistency ($r = .146$) shows that relatively a weak relation because it is smaller than .30.

4.5. Multiple Regression Assumptions

To find out the linear relation of one dependent variable and more than one independent variables, linear multiple regression is used. With this general principle this particular study tried to employ linear multiple regressions to analyse. To develop the regression line formula, the dependent and the independent variables are denoted as, (**X1=involvement, X2=consistency X3= adaptability X4=mission,**) and the dependent variable, **Y= employees commitment.**

The researcher conducted the five assumption that have to be fulfilled before testing multiple linear regression which otherwise be impossible to run the regression. The tests for the five assumptions of multiple regressions are presented hereunder:

4.5.1 Assumption 1- Normality of the distribution

We can test if our data's are normally distributed visually (with QQ-plots and histograms). The assumption of normality shows the distribution of the errors for any given combination of values on the predictor variables (independent variables) (Matt N, Carlos A, and Deson K, 2013). A distribution is called approximate normal if skewness or kurtosis (excess) of the data are between -1 and $+1$ which is one way of measuring the normality of distribution.

Table 15: Normality of data

Descriptive Statistics

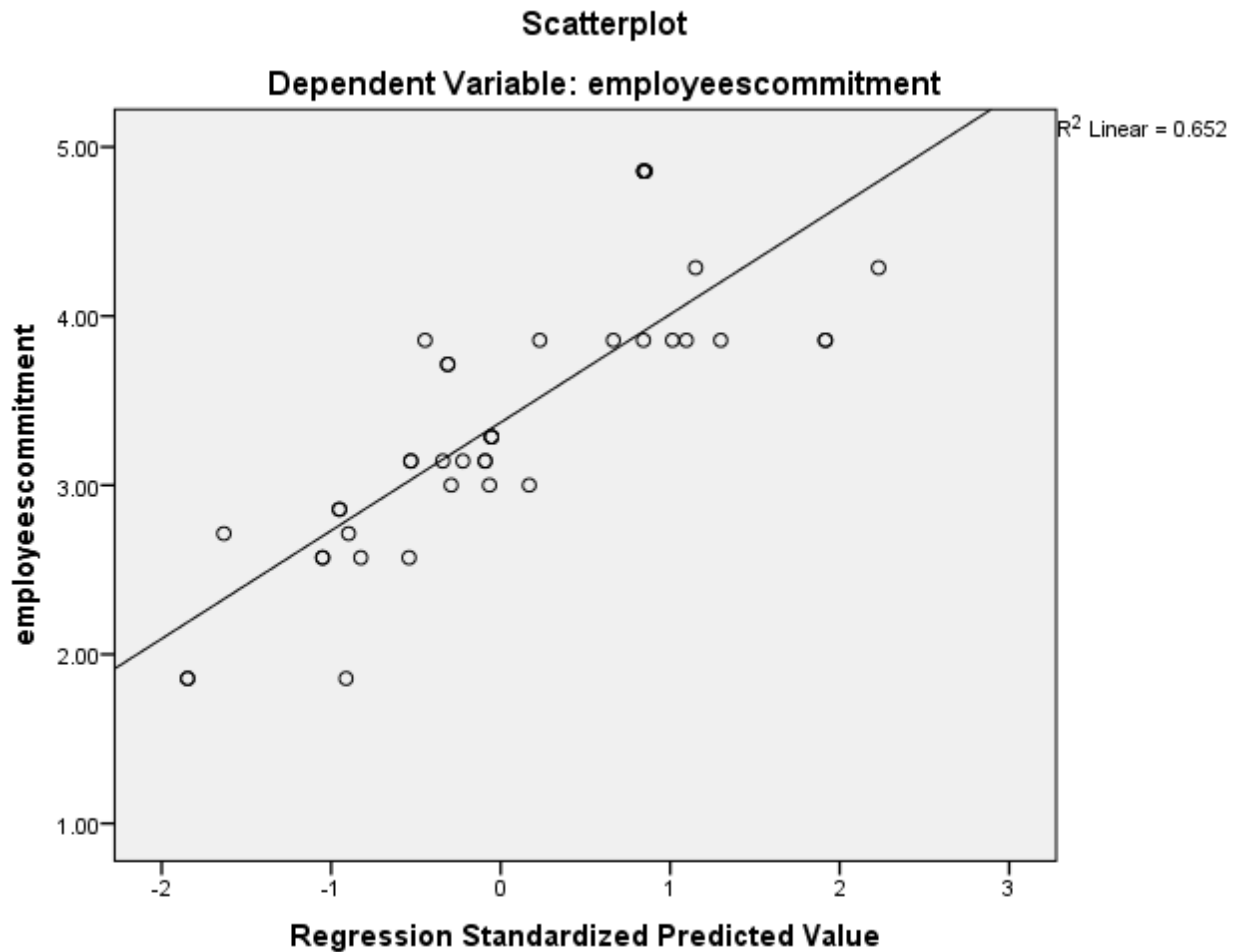
	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Employees commitment	40	3.3714	.79164	.121	.374	-.244	.733
Involvement	40	4.0100	.64522	-.462	.374	-1.367	.733
Consistency	40	3.5850	.66931	-.121	.374	-.616	.733
Adaptability	40	3.7000	.55250	.634	.374	.374	.733
Mission	40	2.9950	.71107	-.119	.374	.480	.733
Valid N (listwise)	40						

Source own survey 2021

As it is showed in table 4.5, the results of skewness in construct dimensions of organizational culture , against the employees commitment were within the acceptable range of normality (**-1 to +1**). But the Kurtosis of the factors under involvement (-1.367) is slightly out of the **± 1** range and this violates the assumption of normality. Hence the normality assumptions are satisfied.

4.5.2 Assumption 2: Homoscedasticity

Figure 2 : Homoscedasticity between variables



Source: own survey 2021

As shown in fig-2 above when we visually inspected it in to the right corner of the first row, we see that the variances between the dependent variable overall employee commitment and the independent variables of involvement, mission, adaptability and consistency are very slight. That means as we go through levels of one variable, the variance of the other is not changing. Therefore, we concluded that the assumption of homoscedasticity (homogeneity of variance) was proved in this particular study.

4.5.3 Assumption 3- Linear relationship

Linearity means that the predictor variables in the regression have a straight-line relationship with the outcome variables. If residuals are normally distributed and homoscedastic it indicates linearity between the variables. Based on this our data is linear since both assumptions normality and homoscedasticity are valid as shown above in figure 2.

4.5.4 Assumption 4: Independent of error/residuals

The Durbin-Watson statistic is used to test for independent of residuals or presence of serial correlation among the residuals (Field, 2006). Table (12) indicates the Durbin-Watson test result of the study

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.785 ^a	.615	.572	.51820	2.213

a. Predictors: (Constant), mission, consistency, adaptability, involvement

b. Dependent Variable: employees' commitment

The test statistics of the Durbin-Watson statistic ranges from 0 to 4. As a general rule, the residuals are independent (not correlated) if the Durbin-Watson statistic is approximately 2, and an acceptable range is 1.50 - 2.50. A value greater than 2 indicates a negative correlation and a value less than 2 explains a positive correlation (Field, 2006, Babatunde O.S, Oguntunde P.E, Ogunmola A. O and Balogun O.S, (2014)

4.5.5 Assumption 5: Multicollinearity

Multicollinearity refers to when your predictor variables are highly correlated with each other than with the dependent variable and when the independent variables are highly correlated with each other while they are basically measuring the same thing (Field, 2006). If multicollinearity exists among the predicting or independent variables, there is strong correlation between two or more predictors and it is a problem associated with multiple regression (Field, 2006).

Tolerance value below 0.10, VIF greater than 10 in correlation matrix and the predictors is the causes for multicollinearity (Klein, 1962; Greene, 2000; Freund and Littell 2000). Tolerance is a statistics used to indicate the variability of the specified independent variable that is not explained by the other independent variables in the model.

Table 16; Multicollinearity statistic

Model	Collinearity Statistics	
	Tolerance	VIF
Involvement	.611	1.637
Consistency	.638	1.568
Adaptability	.703	1.423
Mission	.677	1.477

Source; own source 2021

4.6 Multiple Regression Analysis

The multiple regression analysis is the most common and widely used method to explore the relationship between a single dependent variable and multiple independent variable or predictors (pallant, 2005). The following table presents the results of multiple regression analysis.

Regression analysis is a statistical technique that investigates the relationship between a dependent variable and specified independent variables. When paired with assumptions in the form of a statistical model, a regression can be used for prediction, inference, and hypothesis testing, and modeling of causal relationships (Aron, 1994). Multiple regression analysis employed to examine the effects of organizational culture on employees' commitment. Before going to analyze multiple regressions test results, the assumptions of multiple regression analysis are presented as follows.

Table 17 : Model Summary of the regression result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.785 ^a	.615	.572	.51820	2.213

a. Predictors: (Constant), mission, consistency, adaptability, involvement

b. Dependent Variable: employees' commitment

The above model summary shows that the values R, R², and R² for the model that has been derived. For this data R which is the degree of association between organizational culture trait and employees commitment has a value of .785, the value of R² is .615 is and the adjusted R² has a value of .572. According to the above multiple regression analysis indicates that R² of .572 indicate that 57.2% of the variation of employees' commitment can be predicted by the independent variables.

The remaining of 42.8% of the variation of the employees' commitment can be explained by other variable.

Table 18: ANOVA Table

ANOVA analysis is normally used to compare the mean score of more than two groups or variables. It is also called analysis of variance because it compares the variance between groups. (pallant, 2005)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.042	4	3.761	14.004	.000 ^b
	Residual	9.399	35	.269		
	Total	24.441	39			

a. Predictors: (Constant), mission, adaptability, involvement, consistency

b. Dependent Variable: employees' commitment

The above ANOVA table shows that the p- value for F –Statistics (.000) is less than the significance level 0.05. This shows that the model is acceptable from statistical perspective. The F critical at 4% level of significance is .000. Since F calculated is greater than the F critical, (value = 14.004), this shows that the overall model is significant.

Table 19: Beta Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-.360	.697		-.516	.609		
Involvement	.839	.167	.684	5.013	.000	.590	1.694
Consistency	-.535	.160	-.446	-3.344	.002	.617	1.620
adaptability	.127	.063	.249	2.010	.012	.714	1.401
Mission	.610	.145	.543	4.215	.000	.663	1.509

a. Dependent Variable: employees' commitment

Furthermore, the ANOVA table displays the overall significance/ acceptability of the model from a statistical perspective. Significance value of F statistics is an indicator of model significance and shows above a value is .000, which is less than $p < 0.05$, this implies the model is significant. This shows that the variation explained by the model is not due to chance.

As it is stated earlier in first chapter, this study objective is to identify the most contributing independent variables in the prediction of the dependent variable. Thus, the strength of each predictor (independent) variable influence on the criterion (dependent) variable can be investigated via standardized Beta coefficient. Hence, the regression coefficient clarify the average amount of change in dependent variable that is caused by a unit of change in the independent variable.

Accordingly, the unstandardized beta coefficient (β) tell us the unique contribution of each factors to the model. A high beta value and small p value ($p < 0.05$) indicate the predictor variable has made a statistically significance contribution to the model. On the other way, a small beta value (β) and high p value ($p > 0.05$) implies the predictor variable has little or no significant contribution to the model (George and Mallery, 2003).

The above coefficient table indicate that, involvement, adaptability, mission and consistency statistically significant contribution to employees' commitment, since their p –values are 0.000, 0.002, 0.000 and 0.012 respectively. From this result the significance level of them were less than 0.05.

From the above clarification on the contribution of the cultural trait to employees' commitment, the value for regression weights were as follows;

$$Y = A_1 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_5X_5 + E$$

$$Y = .360 + 0.839 X_1 + 0.127 X_2 + 0.610 X_3 + e \text{ where}$$

Y= the dependent variable (employees' commitment)

X₁= adaptability (independent variable)

X₂= involvement (independent variable)

X₃= mission (independent variable)

e = standard error

4.7 Hypothesis Testing

Therefore, involvement is the most contributing organizational culture traits in the prediction employee commitment with the beta value ($B = .684$). The other three organizational culture traits, in their descending order of standardized coefficients, mission ($B = .543$), adaptability ($B = .249$) consistency ($B = -.446$) and that the variables are making significant the prediction of employee commitment.

In addition, the table above depict that significance levels of all involvement, consistency, adaptability and mission is which are less than 0.05. This indicates that all are statistically significant relationship between them and dependent variable (employees' commitment) and hence, alternative hypotheses related to adaptability, mission and involvement were accepted. To contrary, alternative hypotheses which related with consistency was rejected as significance level is $.446$ ($p > 0.05$).

Table 20: summary of the overall outcome of the research hypostasis

Hypostasis	Result
H1: There is significant relationship between employee's involvement and employee's commitment	$B = .684$ $P < 0.05$ H1: accepted Ho :rejected
H1: There is significant relationship between consistency and employee's commitment	$B = -.446$ $P > 0.05$ H1 : rejected Ho: accepted
H1: There is significant relationship between adaptability and employee's commitment	$B = .249$ $P < 0.05$ H1: accepted Ho: rejected
H1: There is significant relationship among employee's identification with organizational mission and employee's commitment.	$B = .543$ $P < .05$ H1: accepted Ho: rejected

In general, among the four predictors, multiple linear regressions (Beta coefficients) analysis revealed that involvement is the most significant variable for employees commitment followed by mission. And the third one is adaptability and consistency is regarded as the fourth important predictor of employee commitment. On the other hand unlike the other three organizational culture consistency doesn't have significant effect on employee commitment as it is explained by significance level $p > 0,05$. This indicates that, as much as the college tries to maintain a strong culture by being highly consistent, well - coordinated and well integrated, this doesn't significantly contribute to level of employees' commitment.

4.6.1 Alignment of Findings of this Research with Previous Studies

This study find out that the four factors measuring organizational culture score within the range of 0.148 to 0.511 correlation coefficients with employees' commitment. Thus, all the independent variables shows a positively related with employees commitment. Mission (.492) adaptability (.511), involvement (.365) show a moderate level of positive relation with the dependent variable. Accordingly consistency, the mean value shows that less than .3 it indicates that the smallest of this study.

Asghar, Mojtaba & Sadeghi (2015) undertook Pearson correlation test and concluded that there is moderate level of correlation between employee commitment and involvements ($r=0.44$). In addition, these researchers found out that correlation coefficient score ($r=0.35$) which indicates there is moderate level of positive relation between consistency and employee commitment. Furthermore, other researchers also found that there is high correlation between the two organizational culture traits, namely involvement and consistency, with the dependent variable and the correlation coefficient was $r=0.83$ and $r=0.76$ respectively.(Azadi, Bagheri , Eslami and Aroufzad (2013).

The finding is the same with Meseret Getachew too on the most dominate significant variable. Differently the finding under this research is the most contributing organizational culture traits in the prediction of employee commitment is adaptability with beta value .463. and the study conducted by Nongo and Ikyanyon (2012) clarified that the most contributing is Adaptability and Unlike the finding of past studies (Ghader and Afkhami (2014); Azadi, Bagheri , Eslami and Aroufzad (2013) ; Asghar, Mojtabaand Sadeghi (2015) ; Hakim (2015) whose research finding

shows that consistency has significant relationship with organizational commitment, this study found a contrary result.

As per the findings of the study consistency doesn't have significant effect on employee commitment as it is explained by significance level $p > 0.05$. This indicates that, as much as the college tries to maintain a strong culture by being highly consistent, well-coordinated and well-integrated, this doesn't significantly contribute to level of employee commitment. Moreover, this finding is similar with Nongo and Ikyanyon (2012) findings who have indicated that employees are more committed and agree that the company has clear mission and vision whose implementation status is checked periodically and employee prefer to be given the freedom to do the job rather than being compelled to do it in a rigid manner thereby consistency has no significant effect to employee commitment

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

This chapter discussed on the summary of research finding with regard to the objective of the study and illustrated the conclusion that have been reached. Recommendation that focuses on how the problem identified could be addressed is also included in this chapter

5.1. Summary of major findings

- The numbers of female respondents in the sample population are a bit higher (female 55.0%, male 45.0%) and it is largely dominated by the age group of 18-27 (42.5%).
- The largest group of the population comprises first-degree holders, which is 42.5% of the total respondents. Furthermore, 60% of the respondents have 1-5 years of experience in the college and these take the majority and 60% of the employees group academic.
- The mean score for the measures of involvement was relatively high (4.01), followed by adaptability (3.70) consistency (3.58), mission (3.56). Implies that the mean scores shows the majority of respondents have strong agreement on the measures of all traits.
- Mean score of current organizational culture (3.70) implies that the statements are mostly agreement by the employees.
- Pearson coefficients implies that the four factors measuring organizational culture was all positively related with employee's commitment within the range of 0.148 to 0.511, all were significant at $p < 0.01$ level.
- Involvement is the most contributing organizational culture traits in the prediction of employee commitment with the beta value .684. The other three organizational culture traits, in their descending order of standardized coefficients are mission ($B = .543$), adaptability ($B = .249$) and consistency ($B = -.446$).
- Statistically significant of the four organizational culture shows there is relationship between them and the dependent variable (employee commitment) in which $p < 0.05$. Accordingly, alternative hypotheses related to adaptability, involvement and mission, were ac-

cepted. To the contrary, alternative hypotheses which is related with consistency was rejected as significance level is -0.446 ($p > 0.05$), it also implies that consistency does not have significant effect on the level of employee commitment.

- The result of multiple regression analysis, indicate that $R^2 .572$ shows that 57.2% of the variation of employees commitment can be predicted by the independent variable. That implies involvement, consistency, adaptability and mission. It indicates that employees' commitment is influenced by 57.2%.of organizational culture in national college. The remaining 42.8% of variation of employees commitment can be clarified by other variables
- The ANOVA table shows that the p- value for statistics (.000) is less than the significance level 0.05 ($p < 0.05$). This is to mean the model is acceptable from a statistical perspective.
- According to this study involvement, mission, consistency and adaptability had significant relationship to employees' commitment at 95% confidence level. Since their p –values were 0.000, 0.000, 0.002 and 0.012 respectively and the significance level for them were less than 0.05 ($p < 0.05$).

5.2. Conclusion

- * This study was started to investigate the effect of the selected organizational culture traits on employee commitment in National College. The study found that adaptability is the most contributing organizational culture traits in the predication of employees' commitment.
- * Hence, the researcher decided that adaptability is the most significant independent variable which has significant statistical contribution to employees' commitment.
- * Thus employees believe that the organization ability to respond to internal customers has significant effect on their commitment. Furthermore, college's capacity to restructure a set of behaviors, ability to perceiving and respond to the external environment enhances employees' commitment
- * This study finding shows that involvement is significant independent variable which has significant statistical contribution to employees' commitment.
- * Next to involvement mission has moderated level of correlation with employees' 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 college. On the other hand, among measures of consistency majority of employees agree on National College has an ethical code that guides employees behavior and tells right from wrong.

In general, as per the findings of the study, it can be concluded that organizational culture is important in improving the level of employees' commitment which is asserted by the positive contribution adaptability, involvement and mission practice to employees' commitment. However, consistency, defining values and system 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 culture measures have significant effect on employee commitment.

5.3. Recommendation

According to the findings of the study and conclusions made, the researcher came up with some vital recommendations which would help the college to focus on organizational culture that can mainly contribute to the enhancement on the level of employees' commitment. The recommendations given are the following.

- ✚ This study shows that the employees prefer to be given the freedom to do the job rather than being forced to do it in an inflexible manner. In addition, the research findings illustrate that the college already has a well-established ethical code that guides employees' behavior and tells right from wrong, but a later flexible and implicit control system based on internalized values are more effective means of achieving employees' commitment.
- ✚ Involvement has the first highest mean score in which most respondents agree on employees' involvement in practice. Specifically, the college encourages cooperation across different sections which is asserted by its highest mean score (4.01). However, involvement measures which refer to the existence of continuous investment to develop the skills of employees. As involvement is a positive and significant predictor of employees' commitment, the college should continue its investment to develop the skills of employees, empower employees to increase capacity for self-sufficiency.
- ✚ The mean and standard deviation of adaptability and mission are high, which indicates that the organization has already identified with these organizational variables. So the college should continue to make improvements in communicating its adaptability and ensure employees understand and work toward the accomplishment of the college's goals. In addition, the

college should continue to inspire innovation and teamwork among employees to empower them to adapt in an environment of change, thereby increased their level of commitment.

- ✚ On the measure of employees' commitment, the majority of respondents agree that they are willing to put in a great deal of effort beyond the normal expected, to help this the college to be successful.
- ✚ On the other hand, employees reply on one of the measures of organizational commitment shows respondents don't perceive that the college is the best of all possible. Therefore, the college should accept feedback from employees.

Finally executing the above listed recommendation, the college would be able to focus on selected organizational culture and also it would be possible to have enhancement in workplaces to help employees become more committed to their jobs.

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APPENDIX I.

ST. MARY'S UNIVERSITY

School of Graduate Studies (MBA)

School of Business

Questionnaire to be filled by the National College

Dear Participant,

My name is Birhane Assaye, I am a graduate student at St. Marry University, Currently, I am undertaking a research to identify the effect of organizational culture on employee's commitment.

The result of the study will assist the case organization (National College) by determining which type of organizational culture has greater effect on employees' commitment and to adjust its focus on the most important organizational culture type.

Please do not write your name or contact address on the questionnaire.

Thank you in advance for your kind cooperation.

Part 1: General Profile (Please put (✓) mark in the box that best describes you)

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

2. Gender: Female Male

3. Highest educational level obtained:

Diploma / Level IV First Degree Masters and above

4. How long have you been in this organization?

Below 1 -5 year 6 -10 years 11 and above years

5. Marital Status;

Single Married Divorce Widow

6. Employment Group: Management Academic administrative

Part II: Opinion Survey on organizational Culture on employees’ commitment

Instruction: Please indicate the degree of your agreement/disagreement with the following statements associated with the four traits of organizational culture; Involvement, Consistency, Adaptability and Mission in National College. Put a tick mark (✓) in front of the following items using the 5 likert scale as shown below.

Rating Scale

1=Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree **and** 5=Strongly Agree.

Current organizational culture of the college

S/N	Statements	Rating Scale				
		1	2	3	4	
1	There is a continuous investment to develop the skills of employees					
2	There is an ethical code that guides employees’ behavior and tells right from wrong					
3	Most of the time the college gives to employees Learning opportunities.					
4	There is a clear mission that gives meaning and Direction					

I. INVOLVEMENT

S/N	Statements	Rating Scale				
		1	2	3	4	5
1	The College encourage staff to be involved in the design of strategic objective					
2	The college inspired the staff that they are to participated in the process decision making					

3	I believe that cooperation is well practiced in national college while I perform my duties.					
4	My duty and responsibility in the college is clear to me					
5	I am satisfied with the relationship with coworkers in the work place					

III. CONSISTENCY

S/N	Statements	Rating Scale				
		1	2	3	4	5
1	the college police is consistent and well planned					
2	In my college, the objective of management at different levels are consistent					
3	There is a clear and consistent set of values that govern the way the college do its business					
4	As an employee, I am given assignments that are consistent with my strengths, interests and opportunities					
5	The college appreciates team performances than individuals					

IV. ADAPTABILITY

S/N	Statements	Rating Scale				
		1	2	3	4	5
1	The colleges improved to me that the ways how to do work are continually adapted					
2	The management of the college care for employees welfare					
3	The college encourage employees' creativity and innovation in the work place.					
4	Employees understand customer's wants and needs					
5	learning is an important activity in a day to day					

V. MISSION

S/N	Statements	Rating Scale				
		1	2	3	4	5
1	the college have a clear mission and my performance is mission oriented					
2	I am continuously track the progress against the stated goals.					
3	The college strategic direction is clear to me					
4	I know what I do to achieve the sustainable success					
5	I am understand what needs to be done for me to succeed in the long run					

Part 3: Employee commitment

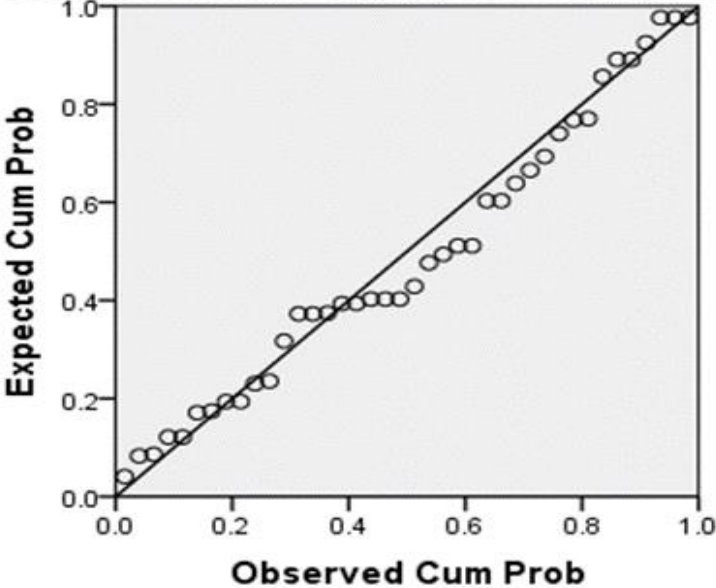
Please indicate the degree of your agreement/disagreement with the following statements associated with the measurement of employees' Commitment.

Employee commitment	Rating Scale				
	1	2	3	4	5
I would be very happy currently to build my career in National College					
I like discussing about my college with others					
I do not feel emotionally attached to my college.					
I would accept any type of job assignment in order to keep working for this college					
I am proud my job and position in the College					
I do not see that “ I am a member “in my college					
I do not feel a strong sense of belonging to my organization					
I would easily leave the college if I find a better job in other organizations					

APPENDIX II: Assumption test

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: employeescommitment



APPENDIX III: ASSUMPTION TEST

