THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEES' COMMITMENT; IN THE CASE OF WOLKITE UNIVERSITY



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BY: ABUBEKER NURU

ID NO: 012/13

ADVISOR: TAMIRU Y.(Phd)

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ABSTRACT

This study investigates the effect of organizational culture on employee commitment at Wolkite University, focusing on three colleges: the College of Business and Economics, the College of Social Sciences and Humanities, and the School of Law. Using both primary data (questionnaires distributed to 68 employees) and secondary data (university records and literature), the study employed descriptive analysis to assess key cultural dimensions such as adaptability, mission clarity, and employee engagement. The findings reveal a generally positive organizational culture, with the majority of respondents agreeing that open communication, teamwork, and recognition are present, and that they feel a strong sense of belonging and commitment to remain with the university. However, a notable portion of neutral and disagreeing responses highlights areas for improvement in communication clarity and consistent recognition practices. These insights suggest that while the existing culture supports employee commitment, targeted efforts to enhance inclusiveness and internal communication could further strengthen organizational alignment.

CHAPTER ONE

1. INTRODUCTION

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

1.1 Background of the Study

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

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

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

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

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

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

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

Wolkite University is located in the town of Gubure, situated around 170 kilometers southwest of Addis Ababa. It consists of the following academic units: School of Graduate Studies, Institute of Education and Professional Development Studies, College of Agriculture and Veterinary Medicine, College of Business and Economics.

1.2 Statement of the Problem

A study by Nongo and Ikyanyon (2012) proved that corporate culture is important in improving the level of employee commitment to the organization but not all corporate cultural measures have effect on employee commitment. Accordingly, these researchers conclude that, consistency & Mission; two of the corporate culture traits on Dension Model, are not significantly correlated with organizational commitment. To the contrary, Hakim (2015) found out positive and significant relationship between overall organizational culture and organizational commitment. Asghar, firuzjaeyan and Sadeghi (2015)) research finding Indicate that there is significant relationship between organizational culture components and employees‟ commitment. Mersen, B. (2016) was

initiated to investigate the effect of the selected organizational culture traits on employee commitment in Ethiopian Airlines Company. The study found that adaptability is the most contributing organizational culture traits in the prediction of employee commitment. The other three organizational culture traits; mission, involvement and consistency are ranked depending on their contribution from most to the least. The findings concluded that organizational culture is important in improving the level of employee commitment which is asserted by the positive contribution of adaptability, mission and involvement practice to employee commitment. The effect of organizational culture on employee commitment is not studied and the problem of uncommitted employee continues. Employee commitment is an important element which is compulsory for organizational success. When employee is strongly committed with an organization then there are fewer chances for disloyalty with organization these are the cases, which call for the study to undertake in the organization. Therefore, by studying the impact of organizational culture on employee commitment, it is possible to increase commitment there by organizational effectiveness. It is, therefore, necessary to assess the effect of organizational culture on employee commitment in Wolkite University.

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

1.3 Research Question

The following research question will rise:

1. What is the effect of adaptability dimension of organizational culture on employees‟ commitment in the university?

2. What is the effect of mission dimension of organizational culture on employees‟ commitment in the university?

3. Which type of selected organizational culture has significant effect on employee commitment?

1.4. Research Objectives

1.4.1. General objective of the study

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

1.4.2. Specific objectives of the study

- To test the effect of Mission on employee commitment
- To investigate the effect of Adaptability on employee commitment
- To describe the current organizational culture of the organization.

1.5. Significance of the Study

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

1.6. Scope of the Study

This study focused on assessing organizational culture and its relationship with employees‟ commitment in the organization under study, Wolkite University. In this study, self-administered and closed-ended or structured questionnaire was used to collect data from employees located in Wolkite University. Even though there are different work-related factors such as job satisfaction, employee reward system, employees‟ motivation, employees‟ engagement and others which might have either positive or negative relationship with employees‟ commitment and influential impact on it, this research work assessed only one factor, i.e. organizational culture. Besides,

Denison's cultural model with the two dimensions: adaptability and mission is considered for this research work to see their relationship with employees‟ commitment while there are different cultural models which are beyond the scope of this study but should be covered by other research works. As a methodological scope, the study used only quantitative research design. The rationale behind using quantitative approach is the nature of the research questions and the most appropriate method to address the research questions.

1.7. Operational Definitions

Organizational culture refers to a system of shared meaning held by members that Distinguishes the organization from other organizations (Robbins and Judge, 2013).

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

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

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

1.8 Limitation of the study

When conducting this study, the researcher faced some problems, especially at the time of data collection. These were: - Some of the staff workers were busy on their work; due to this they gave an appointment for a number of days to offer the required data. However, the researcher tried to overcome these challenges by tolerating the respondents' behavior and systematically approaching them to get the data. And also, small sample size or lack of representativeness, and time constraints affecting the depth and scope of the study

1.9 Organization of the study

This paper consists of five chapters, the first chapter consists of the introductory parts which includes background of the study, back ground of the organization, statement of the problem, objective of the study, significance of the study, scope and limitation of the study, the second chapter consist of the literature review part, and Empirical literature review. The third chapter consists of Description of the study area, and research methodology, the fourth chapter consists of data analysis and presentation and the last chapter consists of conclusion and recommendation.

CHAPTER TWO

2. REVIEW OF LITERATURES

2.1. Introduction

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

2.2. Theoretical Literature of Organization Culture

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

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

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

members that distinguishes the organization from other organizations. Organizational culture is the adhesive holding companies together in a country, is characterized by stability processes, collectivity and predictability, and is a source of recreation, of new opportunities as well as of conflicts and of dynamics Donald Indiya and Obura. (2018)

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

Models of Organizational Culture

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

Deal and Kennedy Model

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

The first Tough-Guy Macho Culture where by feedback is quick and the rewards are high. This often applies to fast moving financial activities such as brokerage and it is very stressful culture in which to operate. Secondly, The Work Hard / Play Hard Culture is characterized by few risks being taken, all with rapid feedback. This is typical in large organizations, which strive for high quality customer service. Thirdly, bet your Company Culture in which big stakes decisions are taken, but it may be years before the results are known. Typically, these might involve development or exploration projects, which take years to come to completion, such as oil prospecting or military aviation. Fourthly, Process Culture which occurs in organizations where there is little or no feedback. People become suspicious with how things are done not with what is to be achieved. This is often associated with bureaucracies.

Charles Handy's model

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

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

Edgar Schein Model

The last organizational culture model that Dolan and Lingham (2012) tried to summarize is Edgar Schein Model. This organizational culture model is described by three cognitive levels of organizational culture. At the first and most cursory level of Schein's model is organizational attributes that can be seen, felt and heard by the uninitiated observer. These includes facilities, offices, furnishings, visible awards and recognition, the way that its members dress, and how each person visibly interacts with each other and with organizational outsiders. The next level deals with the perceived culture of an organization's members. At this level, company slogans, mission statements and other operational belief are often expressed, and local and personal values are widely expressed within the organization. Finally, the third and deepest level depicts the organization's tacit assumptions. These are the elements of culture that are unseen and not cognitively identified in everyday interactions between organizational members. Many of these „unspoken rules' exist without the conscious knowledge of the membership.

The above three models 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, Denison organizational culture model, which is discussed in the subsequent paragraphs, is behaviorally based that are designed and created within the business environment. And it is applicable to all levels of the organization in which business language is used to examine business results.

Denison Model

Denison and Neale (2011) identify four cultural dimensions (traits) which are involvement, consistency, adaptability and mission. These underlying traits are expressed in terms of a set of managerial practices and measured using the twelve indices that make up the model. Denison and Neale, (2011). The paragraph below briefly discusses each of the four organizational culture dimension which were considered as independent variables and their respective indices. **Involvement**: Involvement is the first organizational dimension which ensures the participation of employees in decision making; it also relies on team effort to get work done and continual investment in the development of employees' skills. In other words, involvement is building human capability, ownership, and responsibility. Thus, organizational cultures characterized as "highly

involved" strongly encourage employee involvement, and create a sense of ownership and responsibility. They rely on informal, voluntary, and implied control systems, rather than formal, explicit, bureaucratic control systems. The indices of the involvement trait are: empowerment, team orientation, and capability development. First empowerment deals with individuals‟ authority, initiative and ability to manage their own work. Team Orientation stress on working cooperatively toward common goals for which all employees feel mutually accountable. Lastly, capability development explains the organization continually invests in the development of employees' skills in order to stay competitive and meet ongoing organizational needs.

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

Adaptability: The third trait, adaptability, depicts the ability of the organization in translating the demands of the business environment into action through creating change, customer focus and organizational learning environment. Adaptability deals with translating the demands of the business environment into action. Organizations hold a system of norms and beliefs that support the organization's capacity to receive, interpret, and translate signals from its environment into internal behavioral changes that increase its chances for survival, growth and development. The indices of the adaptability trait are: creating change, customer focus and organizational learning. Creating change deals with the ability of organization to create adaptive ways to meet changing needs. So, organization will be able to read the business environment, quickly react to current

trends, and anticipate future changes. Customer focus is the second indices which focus on the organization understanding and reaction to its customer and anticipation to future needs. Lastly, organizational learning reflected when on organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge and developing capabilities.

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

2.3. Employee Commitment

Four Dimensions of Commitment to the Organization Among current conceptualizations, two primary dimensions of OC can be distinguished. The first dimension has been labeled attitudinal commitment, whereas the second is referred to as calculative commitment (Mathieu &Zajac, 1990). This distinction is consistent with Etzioni’s (1961) contention that the bond between the individual and the organization is rooted in either moral or economic considerations. It also parallels March and Simon’s (1958) distinction between the motivation to produce and the motivation to participate, which results respectively in value attachment and instrumental commitment to the organization (Mayer &Schoorman, 1992, 1998). Organizational commitment has been the subject of several critical reviews in 1980s and 1990s. Which marked increased in the

interest by social scientists in the concept of organizational commitment. Furthermore, their interest has been expressed in both theoretical efforts to explain the construct and empirical efforts to determine the antecedents of commitment. (Meyer & Allen (1991), Mowday (1979). In addition, Organizational commitment has been studied from various theoretical perspectives. According to Amernic and Aranya (1983) two major theoretical approaches have been employed in the literature on organizational commitment: the exchange approach and the investment approach. These researchers have summarized previous researchers‟ explanation regarding these two approaches as follows; Firstly, the exchange theory refers that individual's organizational commitment depends on his or her perceived balance of reward utilities over input utilities. This approach emphasizes the exchange relation between individuals and organizations. Thus, the more favorable exchange from the participant's viewpoint, the greater his or her commitment to the organization. Secondly, the investment approach focuses on the time element; the longer a person has been with an organization, the more that person wants to stay. This encompasses tenure and pension benefits or social involvements, which is the interaction and identification with other members of the organization. Furthermore, three variables can be taken as to measure individual perceptions of the amount of their investment in the organization: age, length of service, perceived balance of reward utilities over input utilities, and the likelihood of finding a suitable position in some other organization. In addition, Meyer and Allen (1991) describe the second approach as side-bet theory of organizational commitment where by commitment increases, when perceived economic and social cost of leaving increases that includes increase with the accumulation of side bet or investments in the organization.

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

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

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

Jaros (2007) has explained the organizational commitment model of Allen and Meyer. This model encompasses three types of commitments; a normative commitment is perceived obligation towards the organization and affective commitment deals about emotional ties that the employee develops with the organization. Lastly, continuance commitment is perceived costs: economic and social costs of leaving the organization. Meyer and Allen (1991) further explain commitment as a psychological state that has at least three separable components Affective commitment, continuance commitment and normative commitment to maintain employment in an organization. The first component Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. Continuance commitment is the second component refers to an awareness of the costs associated with leaving the organization. Finally, normative commitment reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization.

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

The most frequently studied antecedents have been side bets, or investments and the availability of alternatives. Normative commitment may result from the internalization of normative pressures exerted on an individual prior to or following entry into the organization. Normative commitment may also develop, however, when an organization provides the employee with "rewards in

advance" such as paying college tuition or incurs significant costs in providing employment that includes, costs associated with job training. Meyer & Allen, (1991).

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

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

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

revealed that 23.7% of the variation of employees' commitment can be predicted by the independent variables i.e. Involvement, consistency, adaptability and mission. In addition, the two organization culture dimensions (i.e. Adaptability and mission) had significant contribution to employees' commitment at 95% confidence level. However, involvement and consistency had a positive but statistically insignificant contribution towards employees' commitment.

2. 4 Empirical Literature

Involvement and Employee Commitment

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

Involvement and Employees‟ Commitment Bani et al(2014).study conducted in Bayelsa State Civil Service found that there is a significant relation between involvement and employees' commitment Sunarsih and Mashithoh (2016) found of that involvement and employees commitments significantly relationship.Agwu,M, (2013).Ghader and Afkhami (2014); research show that there is significant relationship between involvement and employees commitment. Nikpour.A (2017) found of that involvement and employee's commitments significantly relationship. similiarly, Azadi, Bagheri, Eslami and Aroufzad (2013) finding that there is significant relationship between involvement and employees‟ commitment.

Consistency and Employee Commitment

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

To the contrary, research finding by Mousa (2017) consistency tends to be the most influential trait in terms of normative commitment. Stability (consistency) is the most powerful in shaping the organizational culture variable Hakim, (2015). It means that, cultural values that received the most attention in the activities of the organization, which emphasizes the maintenance of the status quo as a contrast to the growth will have positive effect on organizational commitment. Similarly, Asghar, Mojtaba and Sadeghi (2015), revealed that there is positive relationship between consistency and employees' commitment in which coordination and integration, agreement and fundamental values as a component of consistency increase employee commitment to provide efficient and effective work. An empirical stud carried out in Bank Saderat Iran shows that there was positive relationship between consistency and employees‟ commitment. The study determined

that consistency affected employees‟ commitment very strongly Bani et al. (2014). Study conducted in Bayelsa State Civil Service found that there is a significant relation between consistency and employees' commitment Agwu,M,et,al.(2013)Ghader and Afkhami,et,al.(2014); research show that there is significant relationship between consistency and employees commitment.

Adaptability and Employee Commitment

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

Mission and Employee Commitment

Nongo and Ikyanyon (2012) found no significant relationship between mission and commitment. This means that employees‟ identification with the purpose, mission, and goals of the organization does not bring commitment to the organization. But companies should define the mission of their organization clearly and communicate same to employees at all times. To the contrary Denison and Neale (2011) mission provides purpose and meaning by defining a social role and external goals for the organization. And also mission provides clear direction and goals that serves to define an appropriate course of action for the origination and its members which result the increase in level of employee commitment to the organization.Mersen B. (2016) to internalize and identify

with an organizational mission contributes to both short and long term commitment of employees to the organization. Saadat, Marjani and Momeni (2012) found of that mission and employees' commitment has significant relationship. An empirical study also carried out in Bank Saderat Iran shows that there was positive relationship between mission and employees‟ commitment. The study determined that mission affected employees‟ commitment very strongly Bani et al. (2014).Study conducted in Bayelsa State Civil Service found that there is a significant relation between mission and employees commitment Agwu,M,et,al.(2013)Ghader and Afkhami,et,al. (2014); research show that there is significant relationship between mission and employees comitment.similiarly,Azadi, Bagheri, Eslami and Aroufzad,et,al (2013) finding that there is significant relationship between mission and employees commitment.AsgharFiruzjaeyan,A. firuzjaeyan,M. and Sadeghi,B., (2015) research show that there is significant relationship between mission and employees‟ commitment.

2.5. Conceptual Framework

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

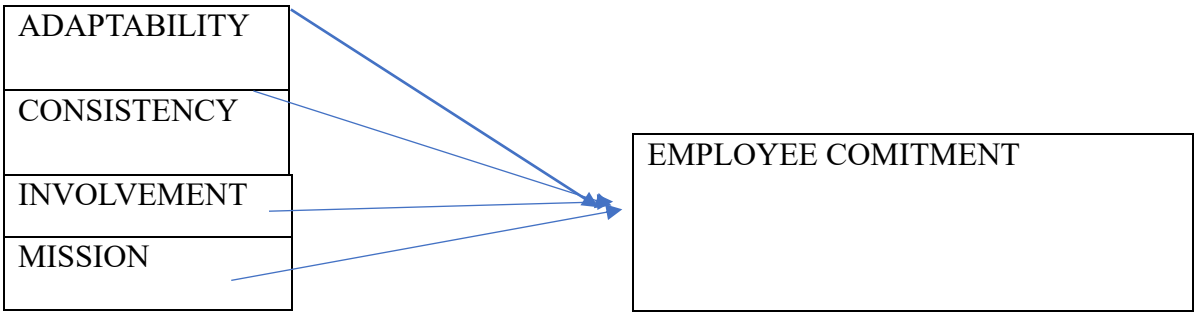


Figure 1: Conceptual Framework

Source Denison and Neale (2011)

CHAPTER THREE

3. RESEARCH METHODOLOGY

The study will cover Wolkite university three colleges.

3.1. Description of the Study Area

The study will carry out in Wolkite University, which is about 170 km from the capital Addis Ababa to the southwestern Ethiopia on the topic the effect of organizational culture on employee commitment in case of wolkite University. The study covers four campuses of wolkite University in GUBURE town.

3.2. Research Methods and Procedures

3.2.1. Data Source and Type

The study was used both primary and secondary data, hence the study needed the primary data was collected from selected respondents and Secondary data was obtained from college of business and Economics, College of Social Sciences and Humanities, and School of law related to the case. Regarding to primary data collection method the study was used questioner to obtain information from the respondents included in the sample. In the secondary data was collected from different document of the government reports, besides the various reading of literature related to the sectors.

3.2.2. Study Population.

The study population includes College of business and Economics, College of Social Sciences and Humanities, and School of law. Based on the assumption of homogenous characteristics of employees commitment in Wolkite University, the study focus on those three College. Accordingly, the total number of employees currently found in those three College a total of 216, Since Colleges are different in terms of their number Stratified random sampling technique was used for the selection typical sample out of the total College. In line with these 39 from School of law, 73 from college of business and Economics, 104 from College of Social Sciences and Humanities.as a whole 68 employees were taken as a sample.

The sample size determination formula

$$n = \frac{N}{1+N(e)^2}$$

Where;

N (total population) =216

e (random error)r =10%

n (sample size)= ?

z (level of confidence)=90%

Sample size n= $\frac{N}{1+N(e)^2}$ = 216/1+216(0.1)² = 68

Total sample size n= 68

(Ns) School of law =39

(Nb&e) College of Bussiness and economics =73

(Ns&h) College of Social Sciences and Humanities= 104

Formula to select sample from each stratum,

ni=Ni/ N.ni where(ni) indicate stratum

Ns= 39/216*(68)=12.27~12

Nb&e=73/216*(68)=22.98~23

Ns&h=104/216*(68)=32.74~33

ni= Ns+Nb&e+ Ns&h = 12+23+33 = 68 respondents were included as sample from the whole population.

3.3. Method of data analysis

After the data was collected properly, the process of editing, classifying, arranging or organizing the collected data was done. So that it will be suitable for further analysis. After this all was done, the base for the whole study or research, data analysis was made which is the further transformation of the processed data to one for possible patterns and relations among data groups. To this end

descriptive form of analysis was extensively employed for the matter of easy understanding of interpretation. The common form of describing the processed data that study was use tables, percentages.

3.4. Ethical Consideration

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

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

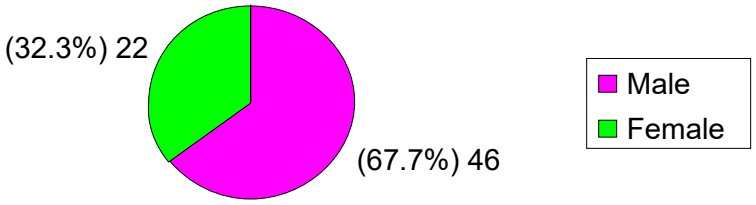
As it was explained in the methodology section, the information mentioned here was gathered by distributing 68 questionnaires to the employees Wolkite university three colleges.

The analysis and justifications of the findings from the information were approached by summarizing the relevant question and respective responses for a topic on an issue and then further analyzed sequentially. Percentages and tables were used to present interpreted data by using descriptive analysis method.

4.1 Personal Information of the respondents

The personal information includes data about sex, age, educational status, and working experience of the respondents that was used to appropriately know the respondents' characteristics and background information before going to the basic parts of the study.

Figure4.1. Sex distribution of respondents



(Source: Filled questionnaire, primary data 2025.)

As indicated on the above figure, among the total 68 respondents 46(67.7%) were male and the remaining 22(32.3%) were female. This shows that the participation of female was less than males in over all activities of organization.

Table 4.1 Age Distribution of respondents

Item	Respondents	
1. Age of respondents in year	No respondents	Percentage (%)
a. 18-30	31	45.6
b. 31-40	27	39.7
c. 41-50	10	14.7
Total	39	100

(Source: filled questionnaire, primary data.2025.)

According to the above figure the range age out of the total respondents,31(45.6%) of them were between 18-30 years age, 27(39.7%) of them were 31-40 years age and the remaining 10(14.7) of respondents were between 41-50 age group. As we observed from the finding, the largest proportion of the study population lied between age group of 18-30 years

Table 4.2 Information regarding educational status and work experience of respondent

No	Items	Respondents	
		No	% (percent)
1	Educational status		
	❖ Less than 12	0	0
	❖ 12 completed	6	8.8

	❖ Diploma ❖ Degree ❖ Above degree	8 11 43	11.8 16.2 63.2
	Total	68	100
2	Work experience ❖ Less than 5 years ❖ 5-15 years ❖ 16-30 years ❖ Above 30 years	 36 32 0 0	 53 47 0 0
	Total	68	100

(Source questionnaire gathered primary data.2025.)

Item 1, of the above table shows that out of the total respondents, 6(8.8%) of them were less than 12(certificate) holders, 8(11.8%) of the respondents were diploma holders,11(16.2%) of the respondents were degree holders and the remaining 43(63.2%) of the respondents were above degree. This implies that 43(63.2%) of the respondents were above degree that mean above half percent of employees are masters and above academicians.

Item 2 of the above table indicates that 36(53%) of the respondents had less than 5 years' experience, and the remaining 32(47%) of the respondents had between 5-15 years of work experience. From this we can generalize that most of employees 36(53%) had at least 5 years' experience.

4.2. General Information

This includes information gathered from employees of Ethiopian electric utility regarding the basic questions of the study.

4.2.1 Adaptability Dimension

Table 4.2.1.1 Open Communication:

Open Communication	frequency	Percentage (%)
Strongly Disagree	-	-
Disagree	5	7.4
Neutral	12	17.6
Agree	35	51.5
Strongly Agree	16	23.5
Total	68	100

Table 4.2.1.2 Teamwork and Collaboration

Teamwork and Collaboration	frequency	Percentage (%)
Strongly Disagree	-	-
Disagree	4	5.9
Neutral	10	14.7
Agree	34	50
Strongly Agree	20	29.4
Total	68	100

Table 4.2.1.3 Value and Recognition of Contributions

Value and Recognition of Contributions	frequency	Percentage (%)
Strongly Disagree	-	-
Disagree	9	13.2
Neutral	11	16.2
Agree	30	44.1
Strongly Agree	18	26.5

Regarding to the above finding, adaptability dimension at Wolkite University reveals a generally positive perception among employees regarding open communication, teamwork, and recognition of contributions. With 75% of respondents agreeing or strongly agreeing that open communication is a hallmark of the organization, it suggests that many employees feel comfortable sharing their ideas and concerns. This openness likely fosters a sense of trust and collaboration, essential for a dynamic workplace. However, the 25% who disagreed or remained neutral indicate potential barriers to effective communication, which is stem from hierarchical structures or insufficient feedback mechanisms

In terms of teamwork and collaboration, an impressive 79.4% of respondents expressed agreement, reflecting a strong culture of collective effort within the university. This emphasis on collaboration not only promotes innovative problem-solving but also strengthens interpersonal relationships among staff. Conversely, the 20.6% who disagreed or were neutral suggest that some departments may operate in limiting cross-functional collaboration. Additionally, while 70.6% of employees feel valued for their contributions, the remaining responses indicate inconsistencies in recognition practices, which could lead to feelings of inequity.

4.2.2 Mission Dimension

Table 4.2.2.1 Clear Values and Mission

Clear Values and Mission	frequency	percentage
Strongly Disagree	-	-
Disagree	2	3
Neutral	12	17.6
Agree: 25	33	48.5
Strongly Agree	21	30.9

The quantitative data on the mission dimension at Wolkite University reveals a predominantly positive perception among employees regarding the clarity of the institution's values and mission, with 79.4% of respondents expressing agreement or strong agreement. This indicates that a significant majority of staff members feel aligned with the university's objectives, which is vital for fostering a cohesive organizational culture. However, the presence of 20.6% of respondents who either disagreed or remained neutral suggests that there are underlying gaps in communication or understanding that need to be addressed. To enhance overall employee engagement and commitment, it is essential for the university to actively promote its mission and values, ensuring that all employees feel informed, connected, and involved in the institutional goals.

4.2.3 Employee Commitment

Table 4.2.3.1 Sense of Belonging

Sense of Belonging	frequency	percentage
Strongly Disagree	-	-
Disagree	-	-
Neutral	10	14.7
Agree	33	48.5
Strongly Agree	25	36.8

Table 4.2.3.2 Commitment to Staying with the University

Commitment to Staying with the University	frequency	percentage
Strongly Disagree	-	-
Disagree	-	-
Neutral	12	17.6
Agree	33	48.5
Strongly Agree	23	33.8

The quantitative data on employee commitment at Wolkite University reflects a generally positive sentiment among staff members, particularly in terms of their sense of belonging and Commitment to Staying with the University. With 85.3% of respondents expressing agreement or strong agreement regarding their sense of belonging, it is evident that many employees feel connected to the university community. Furthermore, Commitment to Staying with the University, as indicated by 82.3% agreement rate, suggests that employees are not only committed to their roles but also motivated to contribute beyond their basic responsibilities. This level of engagement is essential for driving the university's success and achieving its strategic objectives.

CHAPTER FIVE

5. CONCLUSIONS AND REC0MANANTI0N

Based on data presented and analyzed, this chapter mainly deals with conclusion and recommendation. The conclusion part is about concluding based on findings under previous chapter. In addition to this, based on the conclusion draw in, the researcher would like to state or forward appropriate recommendation.

5.1 Conclusion

The chapter presents the conclusion of the study:

The employee survey at Wolkite University shows that the staff is well-educated and mostly young, with 63.2% holding advanced degrees and 53% having less than five years of experience. This mix suggests a workforce that can adapt quickly and is committed to their jobs. The survey indicates that many employees feel positively about communication, teamwork, and collaboration, with 75% and 79.4% agreeing on these aspects. However, there are concerns, as 25% of employees believe communication can be better and 20.6% face challenges in working together. While 70.6% feel appreciated for their work, there are inconsistencies in how recognition is given, showing that improvements are needed.

Regarding understanding the university's mission, 79.4% of employees know the university's values, which helps create a strong culture. Additionally, an impressive 85.3% feel a sense of belonging, which is important for engagement and staying with the university. Despite these positive findings, there are areas to improve, such as better communication, consistent recognition of contributions, and ensuring all staff understand the university's mission. By addressing these concerns, Wolkite University can improve its workplace culture and increase employee satisfaction and performance.

Overall, the survey results show a very engaged workforce at Wolkite University, with 85.3% of employees feeling they belong to the community and 82.3% committed to staying with the institution. This level of engagement is vital for the university's long-term success. To maintain this positive environment, the administration should focus on creating an inclusive culture that values employee contributions and encourages professional growth. By listening to staff feedback

and making necessary changes, Wolkite University can ensure a motivated workforce that will help the institution achieve even greater success.

5.2 Recommendations

Based on the results from the employee survey at Wolkite University, here are four suggestions to improve workplace culture, communication, and employee satisfaction:

1. Improve Communication: Set up regular ways for employees to give feedback, like town hall meetings or anonymous suggestion boxes. This will help the 25% of employees who think communication needs improvement. Training on how to communicate effectively can also help everyone feel heard and valued.

2. Create a Recognition Program: Start a program to regularly recognize and celebrate employee contributions and achievements. Having a consistent way to acknowledge efforts will help build a culture of appreciation.

3. Offer Professional Development: Develop more training and growth opportunities aimed at younger staff and those with less experience. This might include mentorship programs, workshops, and training sessions that align with their career goals. By providing these opportunities, the university shows it cares about employee growth.

4. Clarify the University’s Mission: Hold workshops and orientation sessions that focus on the university's mission and values so that all employees understand them well. Engaging staff in conversations about how their work supports these goals can help them feel more connected and committed to the university.

By these suggestions, Wolkite University can create more supportive workplace that boosts employee engagement and satisfaction.

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Appendix

WOLKITE UNIVERSITY

COLLAGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Dear Respondents!

My name is Abubeker, I am student of Wolkite University, Management Department, this is a research project questionnaire to conduct a study entitled as "The Effect of Organizational Culture on Employee Commitment at Wolkite University". Please answer all questions honestly and to the best of your knowledge. Your responses will be kept confidential and used solely for academic research purposes.

Section 1: Back Ground Information About Respondents

1. Age Range: 18-25 ☐ 26-35 ☐ 36-45 ☐ 46 and above ☐

2.Gender: Male ☐ Female ☐

3. Department: Academic ☐ Support Staff ☐

4. Length of Employment at Wolkite University:

< 1 year ☐ 1-3 years ☐ 4-6 years ☐ > 6 years ☐

Section 2: Organizational Culture

1. The university promotes open communication among staff.

Strongly Disagree Disagree Neutral Strongly Agree Agree

2. There is a strong sense of teamwork and collaboration.

Strongly Disagree Disagree Neutral Strongly Agree Agree

3. The university values and recognizes employee contributions.

Strongly Disagree Disagree Neutral Strongly Agree Agree

4. Innovation and creativity are encouraged in the workplace.

Strongly Disagree Disagree Neutral Strongly Agree Agree

5. The university has clear values and mission that guide its operations.

Strongly Disagree Disagree Neutral Strongly Agree Agree

Section 3: Employee Commitment

1. I feel a strong sense of belonging to this university.

Strongly Disagree Disagree Neutral Strongly Agree Agree

2. I am willing to put in extra effort to help the university succeed.

Strongly Disagree Disagree Neutral Strongly Agree Agree

3. I would recommend this university as a great place to work.

Strongly Disagree Disagree Neutral Strongly Agree Agree

4. I am committed to staying with this university for the foreseeable future.

Strongly Disagree Disagree Neutral Strongly Agree Agree

5. I believe in the goals and objectives of this university

Strongly Disagree ☐ Disagree ☐ Neutral ☐ Strongly Agree ☐ Agree ☐

Section 4: Open-Ended Questions

1. In your opinion, what aspects of the organizational culture at Wolkite University most influence your commitment?

_____

_____

_____

2. What changes would you suggest to improve the organizational culture and enhance employee commitment?

_____

_____

Thank You for Your Cooperations!