

***"THE ROLE OF ORGANIZATIONAL CULTURE ON
EMPLOYEES' COMMITMENT AND ORGANIZATIONAL
PERFORMANCE CASE OF COMMERCIAL BANK OF ETHIOPIA***

BY:

SIRAJ JEMAL

***THESIS SUBMITTED TO DEPARTMENT OF MANAGEMENT IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTERS OF BUSINESS ADMINISTRATION.***

January, 2019

WOLKITE, ETHIOPIA



**WOLKITE UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

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APPROVAL SHEET-2
SCHOOL OF GRADUATE STUDIES
WOLKITE UNIVERSITY
EXAMINERS APPROVAL SHEET

We, the undersigned, members of the Board of Examiners of the final open defense by Siraj Jemal have read and evaluated his thesis entitled “The role of organizational culture on employees’ commitment and organizational performance case of commercial bank of Ethiopia” and examined the candidate. This is, therefore, to certify that the thesis has been accepted in partial fulfillment of the requirements for the degree of master of business administration.

	_____	_____
Name of Chairperson	Signature	Date

	_____	_____
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	_____	_____
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	_____	_____
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Declaration

I, Siraj Jemal, do hereby declare that this paper is my own original work and that it has not been submitted for a similar degree in any other University.

.....

Signature

.....

Date

Acknowledgments

I am grateful to God for his mercy that made this possible. He gave me wisdom and strength to always be courageous in accomplishing this thesis. I highly appreciate my advisors Dr. Alemseged and Ato Tilahun for their time, advice, patience, encouragement, brotherly guidance and the advisory role they offered to me during the course of this study. Dr. Almseged's and Ato Tilahun's support helped me a lot in focusing on my topic; their critical comments also improved the quality of this research work. They reviewed my paper and my proposal word-by-word, letter by letter and corrected every little mistake, May God bless both of them.

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Abstract

Organizational culture can be seen as the heart of an organization that shapes how employees behave at work place and is a body of knowledge, attitude and beliefs. It guides the way the employees think and behave around, assumes like quality, teamwork, customers, innovation and decision making all things that directly impact an organization's performance and how it works with and it perceived to work with its stakeholders. The purpose of this study was to investigate the role of organizational culture on employees' commitment and organizational performance in commercial bank of Ethiopia. The researcher employed quantitative research approach and used descriptive and explanatory research design for analysis. The total theoretical population of the study was 33,625 and accessible population was 110 out of this population the research took 86 informants as a sample size. Organization culture conceptualized as coordinated team work, culture strength, achieving goal, customer orientation and change management. The major research findings of this research revealed that both models (relationship between organization culture with employee commitment and relationship between organizational cultures with organization performance) have ability to predict both employee commitment and organization performance. The research recommended to Commercial bank of Ethiopia's management bodies to set strategies, policies and procedure to train and to teach the bank's culture for their employees to realize the banks' performance and enhance employees' commitment.

Keywords: Organizational Culture, Employee Commitment, Organization Performance, Commercial Bank of Ethiopia, Butajira



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CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Organizational culture gained more importance now than in the past and organization requires for the development of their workforce. Currently, organizational culture is fundamental component of each business. The organizational culture communicates to all the levels of management because organization achieves goal when values are shared among all workforce of the organization. The workforce aligned with the culture of organization gives lot of benefits to the organization. In the decade of 1980s, researches more concentrated on the organizational culture, considered one of the vital determinants of success. Organizational culture gives the authority to manager and workforce for the usage of resources. The culture of an organization motivates the workforce, which affects the performance of organization. (MS Sabir, ARazzaq & MYameen, 2010:90)

Martins and Martins (2003:380) state the general definition of organizational culture as “a system of shared meaning held by members, distinguishing the organization from other organizations.” Schein (1985:9) also defines organizational culture as “a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems”. This description highlights that organizational culture is created assumptions, which are accepted as a way of doing things and are passed on to new members of an organization.

Harrison, (1993:11) also defines organization culture as “constipation of beliefs, values, work styles and relationships that distinguish one organization from another”

According to Melcurem, (2006:589) “culture can be seen as the heart of an organization that shapes how employees behave at work place. It is a body of knowledge, attitude and beliefs. It guides the way the employees think and behave around, assumes like quality, teamwork, customers, innovation and decision making all things that directly impact an organization’s performance and how it works with and it perceived to work with its stockholders”.

Organization culture is “the social glue” that bonds people together and makes them feel part of the organizational experience. In every organization there are patterns of beliefs, symbols, rituals (ceremonies), myths (traditions) and practices that have evolved over time. Robbins, (1990: 438) Martins and martins, (2003:382) divided the culture into weak and strong culture. The organization which consist clear and comprehensive shared value (ethics) and belief lead the strong organizational culture. Organization culture is strong culture and characterized by the organization’s core values being intensely (strongly) hold, clearly ordered and wildly shared Robbins, (1990: 438). The fundamental determinant of organization’s success is strong culture Strong culture increases the workforce performance by energizing with good working environment and coordination among employees behavior (Andre 2008:572.)

1.2. Statement of the Research Problem

Business doesn’t exist without organizational culture. Because of organizational cultures are fundamental components of each business. The organizational culture communicates to all the levels of management because organization achieves goal when values are shared among all workforce of the organization. The workforce aligned with the culture of organization gives lot of benefits to the organization. (MS Sabir, ARazzaq & MYameen, 2010: 90)

Weak cultures have a negative impact on employees, because they are directly linked to increased turnover (Harrison, 1993.)Currently CBE has been experiencing undesirable turnover. As cited by Birkinesh Gemechu, (2017:15) of CBE’s HRM quarter report in 2013 to 2016, 2585 (2013=430, 2014=616, 2015=709 and 2016=830) employees were left the bank.CBE invests much resources on its’ employees for training and development and for medical pretests at corporate level. CBE expands throughout the nation and needs a number of experienced and skillful employees to run its’ business and individuals who are experienced and skillful are hard to find for such kinds of business. Therefore it is important for CBE to retain its’ employees as long as possible. CBE now faces challenges in preventing the loss of employees.

Scholars were also done a number of research studies on impact of organizational culture on employees’ commitment and organizational performance. The study conducted by Deshpande, Farley and Webster (1993:23), on a national sample of major Japanese firms and their key customers to examine the impact of culture on customer orientation, innovativeness and business performance, found that the firms, with cultures that are relatively responsive to the market and flexible, outperform the more internally orientated culture.Denison, (1984) quoted that

companies with a participative culture gained a return on investment, which averaged nearly twice that of firms with less efficient culture and he conclude that cultural and behavioral aspects of organizations were intimately linked to both short term performance and long term survival.

A longitudinal study carried by Zamanou and Glaser, (1994:99) on a United States governmental organization suggested that organizational cultures can be managed, and this change may have a positive impact on employee morale and the quality of service provided to the organization's customers. And also organizational culture assessment made by Wondosen Ketema, (2014:33) on CBE head office, concluded that organizational culture has weak contribution in promoting accountability and not enough to enhance banks performance. Based on the above research findings it is clear that there are contradicted ideas on the topic. So the researcher is interested to do additional research on the role of organizational culture on employees' commitment and organizational performance on CBE by answering the following basic research questions.

1.3. Research Questions

- ✓ To what extent does organizational culture have an impact on employee commitment and organization performance?
- ✓ How does coordinated team affect employee commitment and organization performance?
- ✓ To what extent change management has effect on employee commitment and organization performance?
- ✓ To What extent does achieving goal affect employee commitment and organization performance?
- ✓ Does customer orientation affect employee commitment and organization performance?
- ✓ Does cultural strength affect employee commitment and organization performance?
- ✓ When controlling confounding variable (employee commitment) does organizational culture variables has significant relationship with organizational performance?

1.4. Objectives of the Study

The general objective of the study was examining the role of organizational culture on employees' commitment, and organization performance of CBE. The specific objectives include:

- ❖ To investigate the role of organization culture on employees commitment and organization performance

- ❖ To examine the impact of coordinated team on employee commitment and organization performance
- ❖ To analyze the impact of change management on employee commitment and organization performance
- ❖ To examine the influence of achieving goal on employee's commitment and organization performance
- ❖ To investigate the role of customer orientation on employee commitment and organization performance
- ❖ To analyze the role of cultural strength on employee commitment and organization performance
- ❖ To assess significant relatedness of organizational culture variables with organizational performance

1.5. Significance of the Study

The study used to suggest;

- ✓ Policy measure to be taken in order to give due attention for their organizational culture,
- ✓ It provided additional information to the existing literature on role of organizational culture on organization performance and employees' commitment,
- ✓ The researcher came up with information to the organization how to minimize its existing problem,
- ✓ It also used as a reference for other researchers and
- ✓ At the end the paper helped the researcher to accomplish his MBA teases.

1.6. Scope of the Study

The scope of this research study was found out what roles dose organizational culture plays over organization performance and employee commitment in commercial bank of Ethiopia. In this research study the researchers' key focus was on assessing the role organizational culture on organization performance and employee commitment. The researcher gone to conduct research study on the banking sector of Ethiopia specifically on commercial bank of Ethiopia, as it is rapidly developing bank in Ethiopia. So, this research would help managers in finding out the role of organizational culture on employees' commitment and organization performance in the case of commercial bank of Ethiopia (Eresha, Butajira and Erinzaf branches.)

1.7. Organization of the Paper

This paper is organized in five chapters. Chapter one presents introduction parts, Chapter two presents literature review. Chapter three presents the methodology applied in the study. Chapter four presents and discusses the analysis of the study. Finally, chapter five summarizes, concludes and presents recommendations.

Chapter Two

Literature Review

2.1 Chapter Overview

This chapter presents a review of the literature related to the study. Past studies are important as they guide the researcher on other studies done on the same topic. From this review, the theoretical review, a conceptual framework using the dependent and the independent variables in the survey is developed, which lays a framework for the study. This chapter presents three parts; the theoretical review, the empirical literature review and the conceptual framework.

2.2 Theoretical Background of Organizational Culture

Social scientists have explored the notion of organizational culture as a perspective in organizational theory over the past decades. Brown, (1998: 2) states that current interests in organizational culture stems from at least four different sources: climate research, national cultures, human resource management and from conviction approaches which emphasize the rational and structural nature of the organization to be unable to offer a full explanation of organizational behavior.

Research findings by means of organizational climate surveys that were conducted in the 1970s suggest that organizational culture seems to be a sophisticated approach to understand the beliefs and attitudes of individual members about their respective organizations. (Brown, 1998)

Interests in organizational culture from the human resource management and performance point of views stems from the fact that organizational culture was perceived to be offering a non-mechanistic, flexible and imaginative approach to understanding how organizations work (Brown, 1998.)

The origin of organizational culture from a national culture point of view is based, among others, on the work of Deal and Kennedy (1982) is seen as being central to organizational success rather than factors such as structure, strategy or politics. As a result the attention shifted away from national cultures and focused more on organizational culture. For this reason the researcher tries to investigate the role of organizational culture at CBE on its performance and on its employees' commitment.

2. 2.1. Models of organization culture

Organizations have their own models of organizational culture. These models are classified as power culture, role culture, achievement culture and support culture.

Power culture: - Power culture is “organizational culture that is based on inequality of access to resources.” Harrison and stocks, (1992: 14) According to Brown, (1998) power oriented culture in small organizations run by power oriented leaders, leadership resides in a few and rest on their abilities. Hampton-Turner, (1990) coats that power oriented culture can be regarded as being rule oriented in the sense that it focuses on respect of authority, rationality in procedures, division of work and normalization.

Achievement culture: - According to Harrison and Stocks, (1992: 92) achievement oriented culture is defined as the allied culture which lines people up behind a common vision or purpose.” It is the task culture which entails that organizational members focus on realizing the set purpose and goals of the organization. According to the literature of Brown, (1998: 67) “task culture is one in which power is somewhat diffuse, being based on expertise rather than position or charisma.

Role culture: - Role culture is defined as “substituting a system of structures and procedures for the necked power of the leader” Harrison and Stocks, (1992: 15). Work is controlled by procedures and rules that spell out the job description which is more important than the person who fills the position. Harrison, (1993)

Support oriented culture: - Support oriented culture exists solely for the individuals who compromise it and may be represented diagrammatically as a cluster in which no individual dominate Brown, (1998: 68). Literature of Harrison and Stocks, (1992: 20) describes support oriented culture is as “organization climate that is based on mutual trust between the organization and individuals.”

2.2.2 Definition and Elements of Organizational Culture

Culture involves four elements. These levels range from artifacts of organizational culture, beliefs, values and basic assumptions.

Elements of organizational culture: -includes artefacts, values, beliefs and basic assumptions.

Artifacts of organizational culture (level one):- According to Brown (1998: 10) artefacts refer to the total physical and socially constructed environment of an organization. Examples of artifacts include office space, equipment, rules, systems and procedures. It is classified as stories and

legends, ceremonies, rituals and organization languages and used to transmit organizational culture in employees.

- ❖ Stories and legends:-About the past corporate incidents serve as powerful social prescriptions of the way things should or should not be done.
- ❖ Rituals: - Are the programmed routines of daily organizations life that dramatize the organizational culture.
- ❖ Ceremonies: - Are planned activities conducted specifically for the benefit of evidences.
- ❖ Organization language: - Is the work place speaking volumes about the company's culture.

Values (level two):- “Values are beliefs in what is best of good for the organization and what should or ought to happen.” MCSHane, (2006:58)the “value set” of an organization may only be recognized at the top level or it may be shared throughout the business in which case it would be described as value driven.

Beliefs (level three):-According to McShane, (1991:658) beliefs are defined as“the individual's perceptions of reality.”

Basic assumptions (level four):- Basic underlining assumptions are an observable and represent the core of an organization culture (Kin, 2006:658). They contribute organizational values that have become to take for granted over time that they become assumptions that guide organizational behavior.

2.2.3 Dimensions (Characteristics) of organization culture

Organization culture has its' characteristics or dimensions that are organization culture. Moreover, culture should have distinct characteristics that can be defined and measured. When we combine and see this dimensions also used for differentiating one organization culture from other Robbins, (1990: 658)

Individual Initiative: -the degree of responsibility, freedom, and independence that individuals have

Risk tolerance: -the degree to which employees is encouraged to be aggressive and risk seeking

Directions: -the degree to which the organization creates clean objectives and performances expectations

Integration: -the degree to which unit within the organization is engaged to operate in a coordinated manner

Management support: -the degrees to which managers provide clear communication assistance and support to their subordinates

Control: - the number of rules and regulations and the amount of direct supervision that are used to oversee and control employee's behavior

Identity: - the degree to which members identify with the organization as a whole rather than with their particular work group or field of professional expertise

Reward system: -the degree to which reward allocations that means salary increase, promotions are based on employee's performance criteria in contrast to seniority, favoritism and so on

2.2.4 Strong and weak organizational culture

Organizational culture can be classified as weak and strong. Martins and Martins, (2003: 382) states that "in a strong culture, the organization's core values are held strongly and shared widely" Strong organizational culture refers to organizations in which beliefs and values are shared relatively consistently throughout an organization Deal & Kennedy, (1982). Strong organizational cultures have a great influence on the behavior of organizational members Martins & Martins, (2003).

According to Brown, (1998: 226) from strong organizational culture organizations can generate high performance, why because strong organization culture facilitates goal alignments, strong organizational culture is better able to learn from its parts and strong organization culture leads to high levels of employees motivations. This benefits lead to organizations to have low employees turnover. According to the literature of Martins and Martins, (2003:382), states that "one specific result of strong culture should be a lower employee turnover". When organizational members agree about what the organization stands for cohesiveness, loyalty, and organizational commitment becomes high. (Martins & Martins, 2003)

A weak culture is an organizational culture in which organizational members do not subscribe to the shared beliefs, values and norms O'Reilly et al, (1991). As a result components or different departments within such an organization uphold different beliefs that do not necessarily address the core goals of the organization. Weak cultures have a negative impact on employees because they are directly linked to increased turnover (Harrison, 1993.)

2.2.5 Creating organizational culture

Organization's leadership is the main source of organizational culture. According to Schien, (1985) Leadership is the influential individuals often the founders of an organization who have a major impact on the creation of the organization's early culture. In building their organization's founders tend to impose their beliefs and values about the nature of the world, organizations and human nature on the other organizational participants and this suggests that the founders of the organization, created the organizational culture (Brown, 1998:48).

2.2. 6 Functions of organizational culture

Organization culture plays several important roles in the organization Green berg Brown, (2003: 518).

Culture provides a sense of identity: - the more clearly an organization shared perceptions and values are defined, the more strongly people can associate with their organizations mission and feel a vital part of it.

Culture clarifies and reinforces standards of behavior: - culture guides employees' words and deeds making it clear what they should do or say in a given situations, which is especially useful to new comers. In this sense, culture provides stability to behavior both with respect to what an individual might do at different times and also what different individuals may of at the same time.

Culture generates commitment to the organization's mission: - sometimes it's difficult for people to go beyond think of their own interests (i.e. how will this affect me?). When there is a strong, overarching culture, however, people feel that they are part of that larger, well – defined whole and are involved in the entire organizations work. Bigger than any one individualinterest, culture reminds people of what their organization is all about.

2.2.7 Theory of Organizational goal

The concept of Organizational goal has evolved over time. Goals defined at organizational-level have consistently been a central element in organizational theory (Simon, 1964.) According to the coat of Lee Colleny et.al.,(1980:211), theoretical discussions of organizational goals have focused their evaluative and normative functions. Citations from the work of Holly and Hellriegel, (1982) indicated that organizational goals have most commonly been employed as criteria for assessing effectiveness. Tansik, (1973) also coated that organizational goals are in

essence benchmarks used to evaluate the organization effectiveness organizational behaviors and attained out comes.

Definitions of goal

A goal is a statement for a desired future an organization wishes to achieve.it describes what the organization is trying accomplish. Goals may be strategic (making broad statements of where the organization wishes to be at some future point) or tactical (specific short term results for units within the organization). Goal serves as an internal source of motivation and commitment and provides a guide to action as well as a measure and provides a guide to action as well as a means of measuring performance. Defining organizational goals helps to conceptualize and articulate the future direction of the organizations, thus develop a common understanding of where the organization is heading. Goals provide a way of assuring that the organization and individuals within the organization will get where they want to go. (Available at <https://edis.ifas.ufl.edu>)

2.2.8 Change management

Introduction

Society to today is characterized by ongoing change. Given the speed at which business moves the market, many companies are out of beat and struggle simply keep up. This means that today, successful business is based on the management capacity to oversee and adapt to fast forwarding change. Thus, fast, reliable, active and comprehensive counter measures to overcome an accumulated stereotyped idea and an additional organizational culture in the current business environment is the key for survival (Ahn,J.H.,et.al., 2008.)

There for organizations undertake conscious culture change because it is necessary to do so (Harrison, 1993.)

2.2.8.1 Definition of change management

According to Ahn,J.H.,et.al., (2008) change management is defined as a systematic activity to prepare an organization for and implement ongoing environmental changes in a business operations. Change management is about the innovative strategies and speedy activities to deal with variable and sudden changes (Ahn,J.H.,et.al., 2008.)

There are different theoretical views on managing organizational culture, which suggests the process of culture change is complex (O'Reilly, 1998.)This is because of change management

can address the large part of business operation from planning to controlling. To achieve the most optimal result via change management, it is critical that each organization member works collaboratively and maximizes their capacity(Ahn,J.H.et.al., 2008.) According to Martins and Martins, (2003:395) organizational culture change can only take place when a dramatic crisis exist, there is turnover in leadership, the organization is young and small and the organization is victim by week culture.

On the other hand, Martin and Martins (2003:395) states that “changing an organization’s culture is extremely difficult but culture can be changed.Schein (1985), suggested that before any attempt to be made a change on organizational culture understanding the existing culture is necessary. Because Harrison, (1993:21) listed out the following drawbacks when change is managed.

- ☞ It is difficult to achieve required deep changes in values and management style and in organization systems, structures, and reward system.
- ☞ It takes a long time, three to five or more years
- ☞ It creates turmoil and stress within the organization
- ☞ The effort results in the organization suffering decrement in performance at first, which often causes the leadership to abandoned the effort before it bears fruits.

So, when change is managed during the change of organizational culture organizations should pass through the followingprocessesdrawn by Brown. These processes are analyzing the existing culture, experiencing the existing culture, modifying the existing culture and sustaining the desired culture (Brown, 1998:189-192)

According to Zamanou and Glaser, (1994:99) who carried out longitudinal study on a united states governmental organization to test a communication intervention program which was designed to change the organization’s culture from hierarchical to authoritarian to participative and involved one, and the study finding’s suggested that organizational culture can be managed, and this change may have a positive impact on employees morale and the quality of service provided to the organization’s customers. The study revealed that culture did have an impact on communication and that communication among all work levels improved dramatically as information flow and this leads employees to felt part of the organization and increased employee job satisfaction.

2.2.9. Organizational culture and customer orientation

Customer orientation has been indicated as having positive effect on firms' performance (McKee et al.1989; Ruekert, 1992; Slater and Never, 1994.) Bell and Emory, (1971) argued that profit is a consequence of customer orientation. On the other hand Perrault and McCarthy, (1997) asserted that the best way to beat the competition is through customer orientation rather than competitor preoccupation. Webster, Deshpande and Farley, (1993:23) conducted a study on a national sample of major Japanese firms and their key customers to examine the impact of culture on customer orientation and found that firms with cultures that are relatively responsive to the market and flexible, outperform the more internally oriented culture.

2.2.10 Concept of organizational performance

Variety of definitions attributed to the concept of organizational performance due to its' subjective nature. The notion of organizational performance shifted to the endurance and success of an organization. Studies done by scholars defined the concept of organizational performance as follows.According to Lebas, M. (1995) characterizes the performance as future oriented, designed to reflect particularities of each organization.According to Whooley, (1996) performance may include: components, products, consequences, impact and can also be linked to economy, efficiency, effectiveness, cost effectiveness and equity.Both of the above authors consider performance as subjective and interpretive, not least, being related to the cost lines, which emphasizes the ambiguous nature of the concept.

Performance is influenced by the environment, the objectives to be achieved and the relevant and recognizable features (Folan, 2007.)Organization performance is measured by balanced score card (Kaplan & Norton, 1992.)

2.2.11 Culture and Organization performance

On the other hand, study conducted by Denison, (1984) on organization culture and organization performance the researcher indicated that companies with a participative culture reaped a return on investment which averaged nearly twice that of firms with less efficient cultures and he concluded that cultural and behavioral aspects of organizations were intimately linked to both short term performance and long term survival.

2.2.12 Employees' commitment

Commitment is the strength of the attachment an employee feels towards an organization and may be measured by the degree to which an individual is ready to adopt organizational values and goals, the degree to which an employee fulfills his/her job responsibilities and by behavior observed in the workplace. "Employees' commitment is a sign of employees' loyalty. The factor of commitment is very much subject to levels of employees' motivation. According to often conducted employees' commitment survey, commitment arises from factors like job satisfaction, recognition, appreciation from the seniors work culture, remuneration (payment), job challenges, responsibilities and healthy competition etc. In accordance with Mowday, (1979), and Mowday et al, (1982) employee's organizational commitment is perceived into a psychological attachment by their employees in organization. Among the factors which contribute to a healthy organizational climate, high morale and motivation, is the extent to which members of staff have a sense of commitment to the organization. The extent of their commitment will have a major influence on the level of work performance. The concept of commitment itself, and the manner in which it is actually created, is not easy to describe. There does, however, appear to be a growing acceptance of the notion of attachment and loyalty. This entails such things as using time constructively, attention to detail, making that extra effort, accepting change, co-operation with others, self-development, respecting trust, pride in abilities seeking improvement and giving loyal support. (Mullins, 2004: 201).

Angle and Perry, (1981) link the commitment to the organizational goal. Calculating direction given by Meyer and Allen, (1991) established model with affective, continuance and normative commitment.

- ❖ **Affective commitment:** - is emotional affiliation of employees with the organization consists of three factors: beliefs, willingness and desire towards the organizational goal (Wankel, 2009.) Mowday, (1982) cited that affective commitment is influenced by many different demographic characteristics like age, tenure (contract), sex, and education but these influences are neither strong nor consistent.

❖ **"Continuance commitment:** - refers to employee's benefits attached with leaving organization or it is investment of employee in the organization. This investment of employee is given at the time of retirements or emotional attachment with other employees." (MS Sabir, ARazzaq and MYameen, 2010: 89) Continuance commitment is the "need" component or the gains versus losses of working in an organization.

❖ **"Normative commitment:** - according to Meyer and Allen (1991) it refers to the obliged feeling of an employee's towards organization. It is value of loyalty and responsibility of employee regarding his commitment with the organization. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt. By committed employees organizations can draw the following benefits.

Decreased intention to search for alternative employers and decreased absenteeism (Cohen, 1993.) As the researcher cited on a review of current research dilly's Robinson, senior research fellow, institute for employment studies, job satisfaction is also the result of committed employees as Robins cited on (Vandenberg & Lance, 1992), increased job performance (Mathieu & Zajac, 1990), Increased total return to shareholders (Walker Information Inc, 2000), increased sales (Barber et al., 1999) decreased employee turnover (Cohen, 1991), decreased intention to leave (Balfour & Wechsler, 1996) are another benefits gained from committed employees (A review of current research Dilly's Robinson, Senior Research Fellow, Institute for Employment Studies.) Therefore, employee commitment should be viewed as a business necessity. Because of these organizations have to work on factors that increase the commitment of their employees to draw the above benefits to be successful in their performance and to be long lived

According to Nelson, (1999:01) employees' commitment can be increased through the following five "I's." but many employers often fail to realize that some of the most effective things they can do to develop committed employee. These five I's are interesting work (no one wants to do the same boring job), independence (giving people latitude increase), involvement (decision making when directly affects employees), increased visibility (give peoples new opportunities to perform, learn, and grow as a form of recognition and thanks) and information (information is power).

2.2.13 Team working

Cooke, (1994), examined whether union representation positively or negatively influences the effectiveness of employee participation programs and group based incentives. Based on his findings non-union firms on average, provides a lesser environment for tapping the benefits of employee participation than union firms.

Teamwork is the collection of divergent work and is the delegation of responsibilities to employees and decentralization of decision making (Anne Delarue, Geert Van Hootegem, Stephen Procter and Mark Burrige, 2008:136.)

Teamwork is defined as collaborative effort of a team to achieve a common goal or to complete a task in the most effective and efficient way. This concept is seen within the greater frame work of a team, which is a group of interdependent individuals who work together towards common goals. (<https://en.m.wikipedia.org/wiki/Teamwork>)

As indicated on (<https://en.m.wikipedia.org/wiki/Teamwork>) effective teamwork has the following basic requirements

- An adequate team size (about 6-8) members
- Available resources for the team to make use of (meeting space and time, support from the organization)
- Clearly defined roles within the team in order for everyone to have a clear purpose

A positive relationship between teamwork and operational performance is found in a number of studies. In their study of a textile manufacturer, Hamilton et al. (2003) found that team-sewing increased productivity by approximate 18%.

According to the study conducted by McNabb and Whitfield, (1997) the impact of team working on relative financial performance to be significant only at the 10% level. Capelli and Neumark, (2001) found their various measures of teamwork had no effect on revenue per worker. They conclude that the high-performance work practices tend to raise both productivity and worker compensation, with the net effect on overall profitability being unclear.

2.3. Empirical /Practical Review

After a long era of research on organizational culture, scholars have established plentiful links between organizational culture and performance. Research findings by means of organizational climate surveys that were conducted in 1970s suggested that organizational culture seems to be a sophisticated approach to understand the beliefs and attitudes of individual members about their respective organization. (Brown, 1998)

Again in 1980s early organizational researchers find unclear link between organizational culture and performance. Scholars agreed that organization culture plays a great role in shaping individuals behaviors. (Silver Thom, 2004) and (Schien, 1990) The origin of organizational culture from the national culture point of view is based among others on the literature of Deal and Kennedy, (1982) organizational culture viewed as being central to organizational success rather than factors such as structure, strategy, or politics. Peters and Waterman, (2006), stated that strong organizational culture is a primary determinant in creating better performance. Schien, (1990) quoted that, organizational culture impacts the way that individuals consciously think make their decisions and how they view their work environment around them.

Silver Thom, (2004) suggested that bureaucratic organizational culture in Taiwan leads to the least work job satisfaction. Schine, (1990) coats collective culture in an organization plays an important role in the level of their workers job satisfaction. These studies concluded and recommended that organizations to create supportive organizational culture to maintain a higher level of job satisfaction and employee's commitment.

Scholars agreed that employee's commitment is an important tool to enhance employee's efficiency and effectiveness and the reality is employees fill they are the part of the organization, they can contribute to fostering a high level of commitment.

Study conducted by Calori and Samin, (1991:49) on relationship between corporate culture and economic performance on five French companies, the result indicated that strong culture could be linked with high growth performance I.e. organizational culture seems to have more influence on growth than profitability and a clear cultural profile was associated with the company's growth. Values like personal fulfillment, listening to others, team spirit, responsibility, trust, quality and consistency seemed to be positively related with the firm relative growth performance.

On the other hand, study conducted by Denison, (1984) on organization culture and organization performance the researcher indicated that companies with a participative culture reaped a return on investment which averaged nearly twice that of firms with less efficient cultures and he concluded that cultural and behavioral aspects of organizations were intimately linked to both short term performance and long term survival.

On the other hand study conducted by Wondosen Ketema, (2014: 33) concluded that organizational culture has weak contribution in promoting accountability and not enough to enhance banks performance.

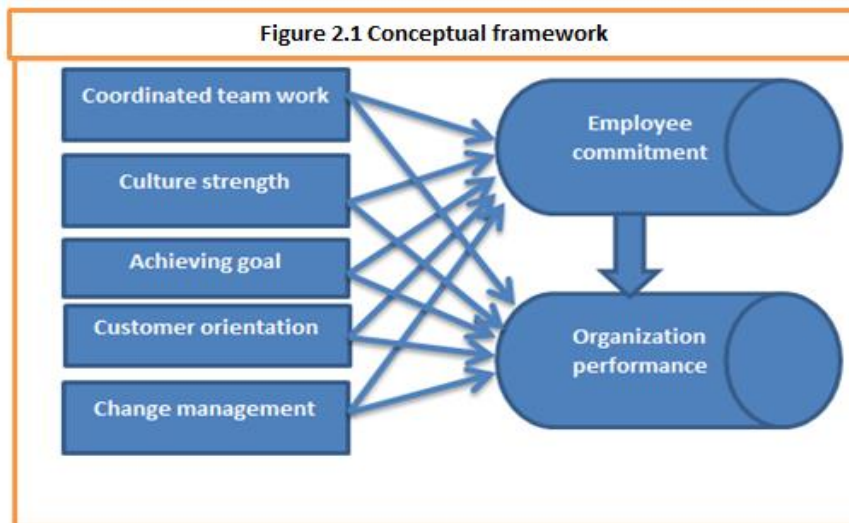
Deshpande, Farley and Wester, (1993:23) conducted a study on a national sample of major Japanese firms and their key customers to examine the impact of culture on customer orientation and found that firms with cultures that are relatively responsive to the market and flexible, outperform the more internally oriented culture.

According to Zamanou and Glaser, (1994:99) who carried out longitudinal study on a united states governmental organization to test a communication intervention program which was designed to change the organization's culture from hierarchical to authoritarian to participative and involved one, and the study finding's suggested that organizational culture can be managed, and this change may have a positive impact on employees morale and the quality of service provided to the organization's customers. The study revealed that culture did have an impact on communication and that communication among all work levels improved dramatically as information flow and this leads employees to felt part of the organization and increased employee job satisfaction.

So these results invites the researcher to do other research on the area of role of organizational culture on employees' commitment and organizational performance and the researcher expected organizational culture would enhance commitment of employees and organizational performance.

2.4. Conceptual Framework of Organization Culture

This conceptual framework is developed from the reviewed literatures about organizational culture, employee's commitment and organizational performance to support the objectives and research questions of the study. As stated earlier the system of shared assumptions, values, norms and rules that are established to serve as a reference bond in agent for organization in performing their day to day activities and responsibilities particularly with change management, achieving goals, cultural strength, customer orientation and coordinated teamwork and the existence of them in one organization is played a great role on organizational performance and employee's commitment.



Chapter Three

Research Methodology

3.1 Introduction

This chapter presents the methodology that was used to carry out the study and considers in detail the methods that were used to collect primary and secondary data required in the study. In this chapter, the researcher discussed the research design and population size that was used.

3.2 Description of the Study Area and the Branches

The study was conducted at commercial bank of Ethiopia in the following branches, Butajira, Eresha and Erinzaf and geographically Butajira is located at southern Ethiopia Guraghe zone in the province of meskan and it is the capital city of Mesikan which is 136km far from Addis Ababa. Eresha, Erinzaf and Butajira branches are found in Butajira. They are sub cities of the town. They were used to generalize the findings of the research. The branches were chosen due to the proximity of the researcher.

3.3 Research Design

Creswell (2009) classified research methodology in to three categories. These are qualitative, quantitative and mixed. Quantitative research methodology based on the measurement of quantity or amount. Qualitative research methodology is concerned with qualitative phenomena and important in behavioral sciences where the aim is to discover the underlying motives, interests, personality and attitudes of human being. Research design addresses important issues relating to a research project such as purpose of study, location of study, type of investigation, extent of researcher interference, time horizon and the unit of analysis (Sekaran & Bougie, 2010). As Saunders, Lewis and Thromhill (2009), explained studies are classified by three according to their purpose i.e. exploratory study, descriptive study and explanatory study. The main aim of descriptive research is to provide an accurate and valid representation of (encapsulate) the factors or variables that pertain / are relevant to the research question. Explanatory research used to identify any causal links between the factors or variables that pertain to the research problem (van Brian, NA). Among these, the research used descriptive research design since, it used to describe the situation and how defined variables are carrying out

in CBE and explanatory design because it emphasizes on discovering relationship between organizational culture with employee commitment and organization performance.

3.4 Study Population

The study was conducted among junior officers, customer service officers, cash boy/girl attendants, customer relationship officers, branch controllers, accountants, chief cashiers, lobby men, know your customer analysts, customer service managers and branch managers of the branches. The categories chosen were thought to be involved in the management, decision making and operations of the bank. There is a distinction between the population the researcher would like to generalize to, and the population that will be accessible to the researcher. The former called the theoretical population and the latter called the accessible population Trochim, W. (2000). The theoretical population is 33,625 and the study accessible population is 110 employees in Butajira, Eresha and Erinzaf branches. From the above population of respondents, the researcher obtained 86 permanent employees in the studied branches.

3.5 Sample Size and Sampling Technique

Studying the whole of the population was impossible. For this reason, the researcher picked a representative sample of the whole population from staff inventory. To achieve a representative sample for a research study, the people who were studied were carefully selected using probability sampling technique by a simple random sampling method. The researcher used a sample of 86 respondents drawn from the accessible population of 110 employees in Eresha, Butajira and Erinzaf branches. A sample of 86 respondents were chosen since it represents the permanent employees in the bank and also these respondents have worked for the bank for minimum of one year operations to reliable assessment of both perception of organizational culture and its impacts on employees' commitment. Respondents include 3 branch managers, 8 customer service managers, 3 branch controllers, 3 accountants, 3 chief cashiers, 4 know your customer analysts, 1 customer relationships officer, 35 customer service officers, 5 cash boy\girl attendants, 15 junior officers and 6 lobby men.

The researcher defined and described sample size of his research, sampling techniques and sampling procedures of his research as follows.

3.6. Sample size determination

Sample size is sample which ever select from the total population. Since large sample may be more time consuming, costly and resource consuming, while too small sample may lead to inaccurate results. Therefore for the research study the researcher determined the sample size by using the formula of Yamane1967 which was $n = N/(1 + Ne^2)$ for "n" stands for sample size , "N" stands for population of the study and "e" stands for sampling error. Therefore 86 employees from the total population has been select, that means N=110, e=5% then by applying the formula the sample size of "n" equals 86 employees or 78% of the total population has been took into account for the research.

3.7. The Data and Methods of Collection

Data for this study was collected using a structured self-complete research questionnaire which were distributed to the target population and collected on the same date and secondary data from the written documents of the bank. The questionnaire proposed used in this study were divided into seven parts. The 1st part is about coordinated teamwork and has 6 question, the 2nd part is about culture strength has 5 questions, and the 3rd part is about customer orientation and has 6 question, the 4th part is about achieving goals and has 6 question, the 5th part is about managing change and has 6 questions and the 6th part is about employees commitment has 7 question and the last and 7th part is about organization performance and contains 7 questions.

3.8. Validity and Reliability of the Instrument

Validity test

The content validity of the research instrument was determined by experts in test and measurement who matched its contents with the research questions to ensure that the research instrument actually measures what it was designed for. Peer discussions were also another way of checking the appropriateness of questions. A pilot test was conducted prior to the actual data collection that could help to get valuable comments. In order to test construct validity, correlation coefficient for the independent and dependent variables were calculated to insure that independent variables are positively related with the dependent variables, thus the independent variables can be considered as a good measure of employees' commitment and organizational performance.

Reliability test

Reliability is the degree to which the measure of a construct is consistent or dependable. Internal consistency reliability is a measure of consistency between different items of the same construct. If a multiple-item construct measure is administered to respondents, the extent to which respondents rate those items in a similar manner is a reflection of internal consistency. A coefficient between 0.80 and 0.95 are considered to have very good reliability. Scales with a coefficient between 0.70 and 0.80 are considered to have good reliability, and a value between 0.60 and 0.70 indicates fair reliability. When the coefficient is below 0.6, the scale has poor reliability (Bhattacharjee, 2012.)

In measuring organizational culture, organization performance and employees' commitment the researcher adapted the Multi factor organizational culture, performance and commitment questions developed by Marshall Sashkin, (1996, 2002, and 2013) modified to fit the context of the study and have the Cronbach's Alpha value of .861.

Reliability Statistics

Item Statistics			
	Mean	Std. Deviation	N
Coordinated teamwork	4.00	.539	85
Cultural strength	3.72	.669	85
Customer orientation	4.08	.626	85
Achieving goals	4.03	.592	85
Change management	3.57	.705	85
Employee's commitment	4.01	.595	85
Organizational performance	3.88	.789	85
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items		N of Items
.858	.861		7

Source: own survey, 2018

3.9 Methods of Data analysis

The raw data was cleaned, coded and analyzed to ensure accuracy, consistency and completeness. The data was analyzed using qualitative data analysis methods. Data from the questioners was coded and entered into the computer using statistical package for social science version 20. This helped to run simple descriptive analyses which were presented using frequency tables.

Both descriptive and inferential statistics were employed in data analysis. According to Mugenda and Mugenda, (2003) descriptive statistics facilitates relevant description of results and also enables the researcher to summarize and categorize the research findings conclusively. Descriptive statistics involved the use of measures of central tendency such as mean, standard deviation and percentages. Pearson correlation and regression analysis were used to determine whether or not correlations of variables were existed. Pearson correlation analysis was also used to test the strength of the association at 95% confidence level ($\alpha = 0.05$)

Chapter Four

Results and Discussions

This chapter is consisted of two subsections; descriptive statistics and inferential statistics analysis. Descriptive statistics analysis sub-section of the chapter presents the data collected through questionnaires organized using tables' graphs and charts. The researcher has also tried to analyze and interpret the events, situation and major practices in a descriptive fashion.

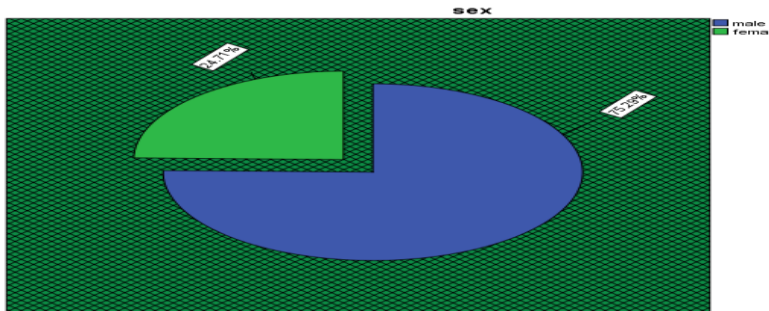
Inferential statistics subsection i.e. tried to explore the relationship between variables and measured the degree to which the two variables are related. The researcher used regression analysis to determine what statistical impact does organizational culture has on employee commitment and organizational performance.

The data collected through questionnaire presented in this section using tables, graphs and charts. As stated in chapter three i.e. research methodology, 86 questionnaires were distributed to the respondents. Out of the 86 copies of the questionnaire 86 copies are completed and returned by employees. Out of it, one questionnaire excluded from the analysis because of the part of the questionnaire found omitted some questions. Finally the researcher analyzed and interpreted in order to describe the role of the organizational culture on employee commitment and organizational performance.

4.1 Demographic data analysis

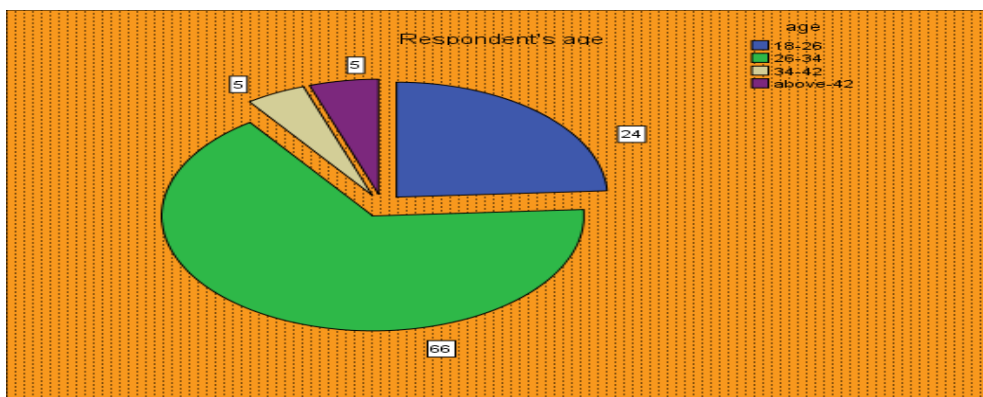
The descriptive analysis is used to summarize the data to be more manageable without losing any important information therefore making it easier to have a better understanding on variables. Descriptive analysis of the research presented through tables, graphs and charts and its interpretations are discussed as follows:-

Chart 4.1 Gender distributions of Respondents



As shown in the above chart: 4.1 the gender distribution of respondents indicates 75.29% of the respondents were males and 24.7% of the respondent were females. The data distribution of the respondent implies male respondent dominates the female respondents which means, the number of female employees are less compared with male employee.

Chart 4.2 Respondents' Age composition



Out of the total respondents, the majority 56 (65.9%) of the respondents are between the ages 26-34, 20 (23.5%) of the respondents are found between the ages 18-26, 5 (5.9%) of the respondents are 34-42 and the rest 4(4.7%) of the respondents are above the age of 42. This indicates that most employees more than 89% of the respondents were below the age of 35 years or from this information we can say that commercial bank of Ethiopia employees age structure is young employees dominant.

4.2 Descriptive analysis

This sub section of the research focused on describing both organizational culture indicator variables (coordinated team work, culture strength, achieving goal, customer orientation and change management) and dependent variables (employee commitment and organization performance) as it was in the organization setting.

In order to determine the strength/weakness of stated characteristics in CBE, the response categorized in to three fairly distributed ranges with cutoff point 1.333 there for. Mean value falls under ranges between 3.667- 5.00 considered as good organization culture, Mean value falls under ranges between 2.334-3.667 considered as moderate organizational culture and Mean value falls under ranges between 1.00 – 2.334 considered as low organization culture. In this sub section the researcher also conducted correlation and Partial correlation analyses in order to explore the relationship between variables.

Table 4.1.Coordinated teamwork

Descriptive Statistics

Coordinated team work	N	Mean	Std. Deviation
Teams in our bank often has the authority needed to get the job effectively	85	4.13	.813
People in our bank developed an attitude of “what’s in it for us” approach rather than “what’s in it for me	85	3.56	1.149
People in our bank equipped with appropriate interpersonal skills required for effective functioning of team work	85	3.99	1.107
People in our bank exert their effort to smooth functioning of team works	85	4.07	.910
People in our bank preferring cooperation than competition	85	4.09	.881
Employees at all levels work together as a team to achieve results for the organization.	85	4.16	.857
Grand mean of coordinated team work	85	4.00	.539

Source: own survey, 2018

In the above table 4.1 the researcher measured coordinated team work dimension of organization culture. Coordinated team work is one of the terms which indicate the existence of organizational culture. The respondents' asked to rate their level of agreement /disagreement on six positively worded questions in order to determine the existence of coordinated team work in the commercial bank of Ethiopia. There is slightly difference among items ranges between mean value $M= 3.56$ to 4.16 . The lowest mean value registered in the case of attitude of "what's in it for us" approach rather than "what's in it for me" and relatively higher mean is recorded in employees at all levels work together as a team to achieve results for the organization item.

On the other hand, the value of standard deviation shows some degree of inconsistency among respondents ($SD = 0.539$). This value implies that there are some respondents who rated below the grand mean which means some respondents rated as the level of coordinated team work is not as good as the average indicator. On the other extreme, some respondents likely to rate the level of coordinated team work is good than the average indicator. As briefly shown the grand mean of six items scored Mean = 4.00 which means the respondents inclined to say there is good coordinated team work activity in the commercial bank of Ethiopia. According to the findings of Anne Delarue, Geert Van Hootgem, Stephen Procter and Mark Burrige, (2008) who reviewed survey-based research on team working and organizational performance, they conclude that teamwork will be positively linked to organizational performance. Contrary this Capelli and Numark, (2001) conclude that teamwork had no effect on revenue per worker based on their various measurements of teamwork. So the finding of this research inclined with the finding of Anne Delarue, Stephen Procter and Mark Burrige, (2008) that team working is positively linked with organizational performance.

Table 4.2 Culture strength

Descriptive Statistics

Culture strength	N	Mean	Std. Deviation
People in our bank accept new opinions different from the majority of team members	85	3.40	1.146
All employees in our bank has understanding of common goals	85	3.96	.919
People in our bank compromise their individual interests to team effectiveness	85	3.76	1.098
Business decisions are most often made on the basis of facts, not by intuition	85	3.68	1.003
People in our bank have access to accurate information about what's really happening in the organization	85	3.78	.956
Grand mean of culture strength	85	3.72	.669

Source: own survey, 2018

As indicated by table 4.2 the respondents were asked five questions regarding culture strength dimension of organization culture. The result of the data revealed that higher mean 3.96 value registered for all employees in the bank has understanding of common goals and relatively lower mean 3.40 for accepting new opinions different from the majority of team members' item. The data also revealed that there is relatively high variation $SD=1.14$ between respondents on accepting new opinions different from the majority of team members item. Relatively there is minimum response variation were found $SD=0.919$ between respondents for understanding of common goals item. From different dimensions of organization culture cultural strength dimension registered grand mean 3.72 and $SD=0.669$. The overall standard deviation value also indicates that there is response variation between respondents and on the item basis. Generally speaking, employees' of commercial bank of Ethiopia are good at culture strength dimension and agreed with Olu Ojo, (2008) finding statement of strong culture helps building high performance company, the past performance and success shape and influence people's behaviors which with time become part of the culture done on organizational culture and performance relationship.

Table: 4.3 Customer orientations

Descriptive Statistics

Customer orientation	N	Mean	Std. Deviation
Our bank has priority to meet the needs of customers	85	4.45	.824
Our bank focuses on providing efficient service to achieve higher customer satisfaction	85	4.35	.812
People in our bank sees customers' problem as their own responsibility to solve immediately	85	4.02	1.023
People in our bank are always looking for new ways to better serve customers	85	4.04	1.063
Employees who do the best job of serving customers are more likely than other employees to be praised by team members	85	3.73	1.169
People in our bank are proactive in order to avoid potential risk that affect customer satisfactions	85	3.89	1.024
Grand mean of customer orientation	85	4.08	.626

Source: own survey, 2018

Table 4.3 presented another important factor for bringing effective organization culture. The respondents asked to rate the level of their agreement/ disagreement in order to evaluate the existence of strong customer orientation culture in commercial bank of Ethiopia. The result of this research revealed that CBE provide priority to meet the needs of customers registered highest mean 4.45 whereas, Employees who does the best job of serving customers are more likely than other employees to be praised by team members registered lowest mean 3.73. The result also indicated that there is high SD=1.16 response difference on Employees who do the best job of serving customers are more likely than other employees to be praised by team members item and low SD=.812for item delivering efficient service to achieve higher customer satisfaction. The grand mean of customer orientation dimension result shows mean 4.08 and SD=0.626. The result confirms that commercial bank of Ethiopia has good customer orientation culture. This agree with the findings of McKee Et al. (1989); Ruckert, (1992); Slater and Never, (1994) Customer orientation has been indicated as having positive effect on firms' performance.

And also agreed with the arguments of Bell and Emory, (1971) profit is a consequence of customer orientation. On the other hand Perrault and McCarthy, (1997) asserted that the best way to beat the competition is through customer orientation rather than competitor preoccupation.

Table 4.4: Achieving goal

Descriptive Statistics

Achieving goal	N	Mean	Std. Deviation
Teams in our bank have clearly defined goals that relate to the goals or mission of the organization	85	4.16	.769
Teams in our bank are dedicated to achieve the highest organizational goals that considered as unattainable.	85	4.07	1.044
Teams in our bank are measured and rewarded according to how well goals are achieved	85	3.47	1.306
Teams in our bank has greater role on defining specific goals.	85	4.02	.801
We constantly stretch our goals, to continuously improve	85	4.15	.794
Team in operational area across our organization have compatible goals with that of team in managerial area	85	4.31	.802
Grand mean of Achieving goal	85	4.03	.592

Source: own survey, 2018

Table 4.4 shows Achieving goal dimension and its major activity. To measure Achieving goal dimension the research used six items. The result highlighted that mean value ranging from low mean 3.47 for Teams in CBE are measured and rewarded according to how well goals are achieved item to high mean 4.31 for Team in operational area across our organization have compatible goals with that of team in managerial area item. The lowest mean value has higher SD=1.306 value which means respondents divided in to two extremes values in response to this item or there is higher response variation among respondents. On the other hand, the item having clearly defined goals that relate to the goals or mission of the organization has lowest mean which means respondents are likely to agree on the mean value. The grand mean value of achieving goal is M=3.17 with SD =0.592 value it highlights employees' of commercial bank of

Ethiopia are good at achieving organization goal. Organizational goals are in essence benchmarks used to evaluate the organization effectiveness organizational behaviors and attained out comes (Tansik, 1973)' (international journal of business and management, March 2008)

Comment [a1]: See comment above!

Table 4.5: Change management

Descriptive Statistics

Change management	N	Mean	Std. Deviation
People in our bank are adaptable when changes are necessary	85	3.72	1.259
People in our bank feel that most change is the result of pressures imposed from higher up in the organization	85	3.59	1.038
People have a clear idea of why and how to proceed throughout the process of change	85	3.45	1.239
Most people in our bank believe that change happens too quickly to causes higher employee satisfaction	85	3.11	1.504
People in our bank believe they can positively influence working environment through their direct involvement	85	3.94	.746
People in our bank believe that their interest during periods of change are heard and taken into considerations	85	3.62	1.102
Grand mean of change management	85	3.57	.705

Source: own survey, 2018

Change management is a parameter used to measure organizational culture. Change management is about employees' readiness to accept change, employees' perception and attitude and the way of employees' response to change. Employees' of commercial bank of Ethiopia asked six items in order to know their level of agreement/disagreement. As clearly indicated by table 4.5 the result revealed that there is slight difference ranging from high mean value=3.94 to low mean value 3.11 for People in our CBE believe they can positively influence working environment through their direct involvement and Most people in our bank believe that change happens too quickly to causes higher employee satisfaction item respectively. When comparing response variation among respondents there is agreement on high mean value indicated by SD=0.746 on the other hand there is higher response variation for lowest mean value indicated by SD=1.504

which means some respondents believe that change happen to increase employee satisfaction and contrary to this some respondents believes that change occur to disturb employees satisfaction. The grand mean value $M=3.57$ and $SD=0.705$ value of change management culture of commercial bank of Ethiopia is at moderate level. This finding is aligned with Zamanou and Glaser, (1994:99) study finding's which was organizational culture can be managed, and this change may have a positive impact on employees' commitment and the quality of service provided to the organization's customers. The study revealed that culture did have an impact on communication and that communication among all work levels improved dramatically as information flow and this leads employees to felt part of the organization and increased employee job satisfaction.

Table 4.6 Employee commitment

Descriptive Statistics

Employee commitment	N	Mean	Std. Deviation
People in our bank can clearly explain the vision, mission, values and plans of the bank.	85	4.09	.934
People in our bank work diligently to accomplish day-to-day activities of the bank	85	4.20	.594
People in our bank believe their work contribute to the realization of the bank's vision	85	4.31	.618
People in our bank use their ultimate knowledge to improve their work.	85	3.96	.794
People in our bank accomplish their task on time.	85	3.94	.822
People in our bank are ready to undertake additional assignments with self-motivation	85	3.72	1.076
People in our bank work restlessly to achieve organizational goal	85	3.84	.974
Grand mean of Employee commitment	85	4.01	.595

Source: own survey, 2018

Comment [a2]: In the literature part, you indicated that employee commitment has three dimensions. Which dimension is this?

Employee commitment is a dependent variable for the purpose of this research. Commitment is the strength of the attachment an employee feels towards an organization and may be measured by the degree to which an individual is ready to adopt organizational values and goals, the degree to which an employee fulfills his/her job responsibilities and by behavior observed in the workplace. This research used seven positively worded questions in order to evaluate the level of employee commitment. The respondent asked to rate the level of their agreement/disagreement to the statement. As indicated by table 4.6 the grand mean of employee commitment at commercial bank of Ethiopia is $M=4.01$ and $SD=0.595$ which means the level of employee commitment rated as good.

The above fact implies that the level of employee commitment at commercial bank of Ethiopia rated as good or based on the response given by the respondent the level is at affective commitment level. According to Wankel (2009), Affective commitment brings emotional affiliation of employees with the organization consists of three factors: beliefs, willingness and desire towards the organizational goal.

Mamo, John Salaho (2015) suggested that every organization success depends on its valuable employees” and employees’ commitment to the organization is a major factor for organization success. Therefore, the result of this study implies keeping high employee commitment causes for higher organizational success.

Table 4.7 Organization performance

Descriptive Statistics

Organization performance	N	Mean	Std. Deviation
Our bank has good potential to retain its experiential employees	85	3.45	1.239
Our bank has ability on attracting new employee	85	3.24	1.260
Our bank's ability to satisfying its customers' need increased continuously	85	3.82	1.071
Market share of commercial bank of Ethiopia increasing continuously	85	4.14	1.014
Our bank achieved reasonably high Return on assets	85	4.11	.951
The capacity to earn high profit has been increasing	85	4.22	.822
Commercial bank of Ethiopia developed the capacity to operate reasonably in a minimum cost	85	4.20	.973
Grand mean	85	3.88	.789

Source: own survey, 2018

Organization performance is dependent variable to this research. The researcher used seven standardized question to measure organization performance. The respondent asked to rate the level of their agreement/ disagreement regarding organization performance. Table 4.7 presents the result of employees' response. Slight difference observed among measuring items and among respondents view. Difference among items ranges from higher mean $M=4.22$ to lower mean $M=3.24$ for increasing profit and attracting new employee items respectively. There is low response variation $SD = .822$ among respondents for higher mean value and there is high response variation $SD=1.26$ for lower mean value. Generally, the grand mean of organization performance $M=3.88$ $SD=0.789$ score indicates respondents believe that organization performance of commercial bank of Ethiopia is good.

Comment [a3]: See comments above!

4.2 Correlation Analysis

Table 4.8 Correlation matrix result

		Coordinate d team work	Cultural strength	Customer orientatio n	Achievin g goal	Change managemen t	Commitmen t	Performa nce
Coordinated team work	R	1						
	p							
Cultural strength	R	.389**	1					
	p	.000						
Customer orientation	R	.565**	.363**	1				
	p	.000	.001					
Achieving goal	R	.267*	.627**	.580**	1			
	p	.013	.000	.000				
Change management	R	.373**	.435**	.501**	.433**	1		
	p	.000	.000	.000	.000			
Commitment	R	.543**	.626**	.445**	.436**	.474**	1**	
	p	.000	.000	.000	.000	.000		
Performance	R	.320**	.391**	.610**	.570**	.483**	.447**	1**
	p	.003	.000	.000	.000	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed).Source: own survey, 2018

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

c. Listwise N=85

According to Cohen (1988),to determine the strength of the relationship between variables suggested the following guidelines: $r=.10$ to $.29$ or $r= -.10$ to $-.29$ small $r=.30$ to $.49$ or $r= -.30$ to $-.49$ medium $r=.50$ to 1.0 or $r= -.50$ to -1.0 large these guidelines apply whether or not there is a negative sign out in front of your r value. Table 4.11 presents the result of correlation matrix among variables. there is strong positive relationship between ($r=0.543$, $r=0.626$, $r=0.610$,and 0.570) for employee commitment to coordinated team work, employee commitment to culture

strength , organization performance to customer orientation and organization performance to achieving goal and there is moderate positive relationship between($r=0.445$, $r=0.436$, $r=0.474$, $r=0.320$, $r=0.391$, $r=0.483$ and $r=0.447$) for employee commitment to customer orientation , employee commitment to achieving goal, employee commitment to change management , organization performance to coordinated team work, organization performance to culture strength, organization performance to change management and organization performance to employee commitment. All these relationship are at sig value $P=0.01$ level.

Table.4.9. Correlation matrix after controlling employee commitment

Control Variables			Coordinated team work	Culture strength	Customer orientation	Achieve goal	Change M.	Performance	Commitment
After controlling the effect of employee commitment on performance									
commitment	1	r	1.000						
		p	.						
	2	r	.075	1.000					
		p	.500						
	3	r	.430	.121	1.000				
		p	.000	.273					
	4	r	.040	.505	.479	1.000			
		p	.716	.000	.000				
	5	r	.156	.202	.368	.286	1.000		
		p	.156	.066	.001	.008			
	6	r	.103	.159	.513	.466	.344	1.000	
		p	.350	.148	.000	.000	.001		
a. Cells contain zero-order (Pearson) correlation									
Source: own survey, 2018									

As indicated by table 4.9 partial correlation analysis conducted to explore the relationship between organization performance and independent variables. After controlling employee commitment the result changed from moderate positive relationship to insignificant relationship for organizational performance to coordinated team work($r=.103$, $p=.350$) and culture strength($r=.159$, $p=.148$) dimensions. Result changed from strong positive relationship to moderate positive relationship for achieving goal($r=.466$, $p=.000$) dimension without

changing sig value. There is no effect observed on customer orientation ($r=0.513$, $p=.000$) and change management ($r=0.344$, $p=.001$) dimension.

Table.4.10. Correlation matrix after controlling organization performance

			Coordinated team work	Culture strength	Customer orientation	Achieving goal	Change management	Commitment	Performance
Result after controlling the effect of performance on employee commitment									
Performance	1	r	1.000						
		p	.						
	2	r	.303	1.000					
		p	.005	.					
	3	r	.493	.171	1.000				
		p	.000	.119	.				
	4	r	.109	.535	.357	1.000			
		p	.324	.000	.001	.045	.		
	5	r	.263	.306	.298	.219	1.000		
		p	.016	.005	.006	.045	.	.	
	6	r	.472	.548	.244	.246	.329	1.000	
		p	.000	.000	.025	.024	.002	.	.

a. Cells contain zero-order (Pearson) correlation

Source: own survey, 2018

Table 4.10 presents the result of employee commitment after controlling organization performance. The result changed from strong positive relationship to moderate positive relationship for employee commitment and coordinated team ($r=0.472$, $p=.000$) dimension. Shift from moderate positive relationship to insignificant relationship for employee commitment and customer orientation ($r=.244$, $p=0.25$) and for employee commitment and Achieving goal ($r=.246$, $p=.024$) dimensions. And there is no change observed on relationship between employee commitment and culture strength ($r=.548$, $p=.000$) and for employee commitment and change management ($r=.329$, $p=.002$) dimensions.

Table 4.11 Summary of correlation result

Comment [a4]: What is this? Not clear!

Correlations^b

		Independent variables	Dependent variables
Independent variables	Pearson Correlation	1	.762**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	18.598	17.799
	Covariance	.221	.212
Dependent variables	Pearson Correlation	.762**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	17.799	29.313
	Covariance	.212	.349

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

b. Listwise N=85

Source: own survey, 2018

Table 4.11 summarizes the correlation result between independent variable and dependent variables. The result revealed that there is strong positive relationship ($r=.762$, $p=.000$) between organizational culture (coordinated team work, culture strength, customer orientation, achieving goal and change management) variables and employee commitment and organization performance.

4.4 Inferential statistics analysis

In this section the researcher tried to examine the relationship between independent variable and dependent variables. In order to minimize the effect of one dependent variable on another the researcher conducted analysis independently for employee commitment and organization performance. To examine the relationship between variables and to infer the result to the target population the researcher tested assumptions and followed appropriate scientific procedures.

4.5 Assumptions of multiple regressions

There are many multiple regressions assumptions needs to check in order to specify whether the constructs predict fully and accurately or not. Therefore this research tested key assumptions in doing so; the research result can be assured that the operationalized measures are reasonably adequate and accurate.

Multi co-linearity and singularity assumptions according to Pallant, (2005) multi co-linearity refers to the relationship among the independent variables. Multi co-linearity exists when the independent variables are highly correlated ($r=.9$ and above). Singularity occurs when one independent variable is actually a combination of other independent variables at least some relationship with your dependent variable (above $.3$ preferably). As clearly indicated by table 4.12 this research doesn't violate both multi co-linearity and singularity assumptions. All correlation between independent variables are ranges between $r = 0.267$, $P = 0.007$ & $N=85$ and $r = 0.627$, $P = 0.000$ & $N=85$ which is in a preferable range. |

chamanall, =change management

cordteamall, =coordinated teamwork

achigall,=achieving goal

culstrall, = cultural strength

custorenall = customer orientation

comitall= employees commitment

perfall= organizational performance

Table.4.12. Correlations

Comment [a5]: Why is this repeated?

		comitall	cordteamall	culstrall	custorenall	Achigall	chamanall
Pearson Correlation	Comitall	1.000					
	Cordteamall	.543	1.000				
	Culstrall	.626	.389	1.000			
	Custorenall	.445	.565	.363	1.000		
	Achigall	.436	.267	.627	.580	1.000	
	Chamanall	.474	.373	.435	.501	.433	1.000
Sig. (1-tailed)	Comitall	.					
	Cordteamall	.000	.				
	Culstrall	.000	.000	.			
	Custorenall	.000	.000	.000	.		
	Achigall	.000	.007	.000	.000	.	
	Chamanall	.000	.000	.000	.000	.000	.

Source: own survey, 2018

Variables Entered/Removed ^a

Outlier assumptions: outliers as those with standardized residual values above about 3.3 (or less than -3.3). Multiple regressions are very sensitive to outliers (very high or very low scores). This research screened out the strange data from the response in the initial stage of the research and identified from the standardized residual plot of dependent variable. There for this research doesn't violate outlier assumption.

Normality, linearity, homoscedasticity, independence of residuals assumptions are tested the result is depicted in normal probability plot and residual scatter plot (see annex 1.2) of the regression standardized residuals indicates the normality assumption. As indicated by Probability

Plot point's lie reasonably straight diagonal line from the left bottom to top right it indicates that there is no major deviation from normality.

According to Tabachnick and Fidel, (2011) as cited by (Pallant, 2005) standardized residual scatter plots will be roughly rectangular distributed, with most of the scores concentrated in the center (along the 0 point). What you don't want to see is a clear or systematic pattern to your residuals (e.g. curvilinear, or higher on one side than the other).

Deviations from a centralized rectangle suggest some violation of the assumptions. Scatter plot (see annex 1.1) of the standardized residuals displays residuals are roughly and randomly distributed, with most of the scores concentrated in the middle and it concentrated in a rectangle shape this haphazard shape or less deviation from center concentration suggests common assumptions of standardized residual plot. There for this research supports the assumptions multiple regression.

Table.4.13.Model Summary Of employee commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.722 ^a	.521	.491	.424	.521	17.198	5	79 ^a	.000

Source: own survey, 2018

a. Predictors: (Constant), chamanall, cordteamall, achigall, culstrall, custorenall

Table 4.13 above R Square result is 0.521 shows how much of the variance in employee commitment score is explained by the independent variables. The value can be expressed as a percentage 52.1% of the variance in employee commitment score explained by the model or predictor. Adjusted R square used to eliminate over estimation that cause or corrects the value to provide a better estimate of the true population value. The result of adjusted R square result for this study shows 0.491 or 49.1% of the variance in employee commitment score explained by predictor.

Table.4.14.Coefficients^a of employee commitment

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations			Co-linearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
(Constant)	.668	.419		1.596	.115					
cordteamall	.320	.112	.290	2.864	.005	.543	.307	.223	.591	1.692
Culstrall	.386	.097	.434	3.978	.000	.626	.409	.310	.509	1.964
lCustorenall	.050	.113	.053	.444	.658	.445	.050	.035	.432	2.317
Achigall	-.012	.120	-.012	-.102	.919	.436	-.011	-.008	.428	2.338
Chamanall	.131	.080	.156	1.636	.106	.474	.181	.127	.671	1.491

Source: own survey, 2018

a. Dependent Variable: comitall

In the table 4.14 standardized coefficient beta columns depicted very important piece of information. Standardized coefficient Beta value evaluates the value of each independent variable. Beta value measures the contribution of independent variable for prediction of dependent variable. The output of this research shows (the largest Beta coefficient is $r=.434$ then $r=.290$, $r=.156$ $r=.053$ and $r=.012$) the largest value indicates higher contribution and by ignoring negative sign least Beta coefficient value indicates lower contribution. So that, coefficient value $r= 0.434$, sig value = .000 for culture strength and $r=.290$, sig value = .005 for coordinated teamwork makes statistically significant strong unique contribution to explaining employee commitment. This implies among the independent variables cultural strength and coordinated teamwork have statistically significant strong unique role on employees' commitment. This finding is supported by the study done by Olu Ojo, (2008) that he revealed a strong culture helps building high performance company, the past performance and success shape and influence people's behaviors which with time become part of the culture.

Table.4.15. Model Summary of organization performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.683 ^a	.467	.433	.594	.467	13.842	5	79 ^a	.000

Source: own survey, 2018

a. Predictors: (Constant), chamanall, cordteamall, achigall, culstrall, custorenall

Table 4.15 model summary table in the R Square column there is R square value of $R^2 = 0.467$ shows how much of the variance in organization performance score is explained by the independent variables. The value can be expressed as a percentage 46.7% of the variance in organization performance score explained by the model or predictor. Adjusted R square used to eliminate over estimation that cause do to small sample size. The result of adjusted R square result for this study shows 0.433 or 43.3% of the variance in organization performance score explained by predictors

Table.4.16. Coefficients ^a of organization performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error				Beta	Zero-order	Partial	Part	Tolerance
(Constant)	-.089	.586		-.152	.880					
1 Cordteamall	-.061	.156	-.042	-.390	.697	.320	-.044	-.032	.591	1.692
Culstrall	.025	.136	.021	.186	.853	.391	.021	.015	.509	1.964
Custorenall	.476	.158	.378	3.021	.003	.610	.322	.248	.432	2.317
Achigall	.358	.167	.269	2.139	.035	.570	.234	.176	.428	2.338
Chamanall	.205	.112	.183	1.829	.071	.483	.202	.150	.671	1.491

Source: own survey, 2018

a. Dependent Variable: perfall

In the table 4.16 standardized coefficient under beta column highlighted that the contribution of each independent variables in predicting organization performance score. Higher value indicates large contribution and lower values indicates small contributions. The higher beta value for this research ($r=.378$, $r=.269$, $r=.183$, $r=.042$ and $r=.021$) for customer orientation, achieving goal, change management, coordinated team work and culture strength respectively. Accordingly, customer orientation and achieving goal ($r=.378$ $p= .003$ and $r=.269$, $p=0.035$) respectively makes statistically significant unique contribution in predicting organization performance score. This implies that for organization performance customer orientations and goal achievement are the key factors. The findings of McKee et al. (1989); Ruekert, (1992); Slater and Never, (1994) and Tansik, (1973)' confirmed that Customer orientation has been indicated as having positive effect on firms' performance and organizational goals are in essence benchmarks used to evaluate the organization effectiveness organizational behaviors and attained out comes (International journal of business and management, March 2008.)

Comment [a6]: What does this result imply?
How does it compare with previous research works?

Chapter Five

Summary of major findings, conclusions and recommendations

5.1 Summary of major findings

In this section summary of major findings, agreement/disagreement level with previous works and answer for research question presented as follows:

- ✓ To what extent does organizational culture has an impact on employee commitment and organization performance?

The result of this research revealed that there is strong positive relationship between organizational culture and employee commitment and organizational performance. This result is consistent with the finding of M.S.Sabir, A. Razzaq and M. Yameen, (2010: 90) they argue that organizational culture communicates to all the levels of management because organization achieves goal when values are shared among all workforce of the organization. The workforce aligned with the culture of organization gives lot of benefits to the organization. On the other hand, the result of this research contradict with the finding of Wondosen Ketema, (2014: 33) his conclusion was organizational culture has weak contribution in promoting accountability and not enough to enhance banks performance.

- ✓ How does coordinated team affect employee commitment and organization performance?

This research highlighted that how coordinated team work affect employee commitment and organization performance. Coordinated team work can affect employee commitment directly and it has statistically significant unique contribution to predict employee commitment. Whereas, coordinated team work couldn't predict organization performance.

- ✓ To what extent change management has effect on employee commitment and organization performance?

This research founds change management has moderate positive relationship with both employee commitment and organization performance. But, change management can't provide statistically significant unique contribution for prediction of both employee commitment and organization performance. The effect lies up on overlapping with other variables. To enhance change management culture in the organization it is important to recognize factors that affect employee satisfaction when introducing some changes, creating awareness on the issues why and how to

proceed throughout the process of change and making staffs part of a change. In doing so, the organization can increase the level of employee commitment and organization performance the result changed to gain the desired outcome from a change.

- ✓ To What extent does achieving goal affect employee commitment and organization performance?

Achieving goal has moderate positive relationship with employee commitment and it has strong positive relationship with organization performance. It has statistically significant unique contribution in predicting organization performance but, it doesn't make statistically significant unique contribution for predicting employee commitment.

- ✓ Does customer orientation affect employee commitment and organization performance?

Customer orientation culture dimension has strong and moderate positive relationship with organization performance and employee commitment respectively. It makes statistically significant unique contribution in predicting organization performance. This result supports the findings of (Deision, 1984) that he argues that firms with cultures that are relatively responsive to the market and flexible; outperform the more internally oriented culture. On the other hand, companies with a participative culture reaped high return on investment.

- ✓ Does cultural strength affect employee commitment and organization performance?

Culture strength directly affect the level of employee commitment the result of this study revealed that it has strong positive correlation with employee commitment and moderate positive relationship with organization performance. Culture strength has statistically significant unique contribution for predicting employee commitment.

- ✓ When controlling confounding variable (employee commitment) does organizational culture variables has significant relationship with organizational performance?

Before controlling employee commitment all variables were forms strong and moderate relationship with organization performance at sig value of $p= 0.01$ level. After controlling employee commitment coordinated team work and culture become insignificant, change management slightly lose its strength it become from strong relationship to moderate relationship and customer orientation and Achieving goal still has strong positive relationship at sig value of $p=0.01$ level

5.2 Conclusions

Through detail analysis, the research has drawn the following conclusion:

- Organizational culture plays a vital role in order to enhance employee commitment and organizational performance.
- Both models (relationship between organization culture and employee commitment and relationship between organizational culture and organization performance) have ability to predict both employee commitment and organization performance. (adjusted $R^2 = .433$ which means 43.3% of organization performance score explained by given predictors and adjusted R^2 result for employee commitment model shows $R^2 = .491$ or 49.1% of the variance in employee commitment score explained by predictors.
- Coordinated team work and Culture strength can affect employee commitment directly and both variables have statistically significant unique contribution to predict employee commitment.
- Customer orientation culture and achieving goal dimensions' of organizational culture in commercial bank of Ethiopia has strong positive relationship with organization performance. These both dimensions make statistically significant unique contribution in predicting organization performance.
- Change management culture in commercial bank of Ethiopia has moderate positive relationship with both employee commitment and organization performance. But, change management can't provide statistically significant unique contribution for prediction of both employee commitment and organization performance.
- When considering employee commitment as confounding variable, the result of customer orientation and Achieving goal still make strong positive relationship with organization performance result at sig value of $p=0.01$ level

5.3 Recommendations

In view of the above stated conclusions the following constrictive recommendations are made in the hope that they would minimize problems.

- As we see from conclusion, organizational culture plays a vital role in order to enhance employee commitment and organizational performance. Based on this the researcher recommends to CBE management bodies to set strategies, policies and procedure to train and to teach the bank's culture for their employees to realize the banks' performance and enhance employees commitment
- Based on the conclusion coordinated team work and Culture strength can affect employee commitment directly and both variables have statistically significant unique contribution to predict employee commitment. For this reasons it is preferable for the bank to set strategies for performing tasks on team base and the bank should focus on strategies that are helpful to develop its cultural strength.
- The current organizational culture of the bank as stated in the conclusion regarding coordinated team work, culture strength, customer orientation, achieving goal, change management, and employee commitment are moderately strong. So it is better for CBE to do additional assignments on the cultures of coordinated teamwork, culture strength, customer orientation, achieving goal, change management, and employee commitment.
- To realize organization performance, the banks' management bodies should give an attention for Customer orientation cultural programs and strongly strives on current goal achievement policies and procedures.
- Employees at all levels work together as a team to achieve results for the organization has the highest value for coordinated teamwork. Whereas that of employees in commercial bank of Ethiopia developed an attitude of "what's in it for us" approach rather than "what's in it for me has the lowest role for coordinated teamwork. The researcher recommends that CBE branch managers or management bodies to have awareness creation programs on their employees regarding the attitude what in it for us rather than what's in it for me.
- Based on the analysis understanding of common goals by employees has the highest role for culture strength and acceptance of new opinions by employees different from

the majority of team members has the lowest contribution. Based on this, it is better for CBE branch managers to set strategies to train their employees to increase their level of acceptance on new opinions.

- Priority given by the bank to meet the needs of the customers has the highest value for customer orientation and employees who do the best job of serving customers are more likely than other employees to be praised by team members has the lowest contribution for customer orientations. Based on this result, it is well known that CBE branches management bodies should praised and rewarded employees who do the best job of serving customers to increase the orientation levels of customers.
- Compatibility of goals with that of team in managerial areas and operational areas has the highest impact on achieving goals and teams in the bank are measured and rewarded according to how well goals are achieved has the lowest impact for achieving goals. Branches managements of the bank set strategies for rewarding and measuring employees based on how well employees achieved goals to increase additional achievement level of employees.
- As implies from the analysis of change management, employees of CBE believes they can positively affects highly their working environment through their direct involvement. Whereas change happens in the bank is the cause of higher employees' dissatisfactions. It is better for CBE to reduce too quick changes to increase its' employees satisfactions.
- Employees trust level of their work contribution to the realization of bank's vision has the highest value for employees to be committed in CBE. Whereas self-motivation for undertaking additional assignments by CBE employees is low in CBE. Therefor leaders in CBE do some assignments to change the low level attitude of their employees on self-motivations to be committed.
- Lastly, CBE has low ability on attracting new employees. This hinders the performance of the organization by some levels. For this reason it is better for CBE to revise its' human resource and related procedures to attract new employees.

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Comment [a7]: Make sure that all sources in the text are listed here!

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Appendix-A

Letter of respondents



College of Business and Economics

Program of Masters of Business Administration

This questioner is prepared to assess the “Role of organizational culture on employee’s commitment and organization performance” for employees of commercial bank of Ethiopia in the case of three branches around Butajira Butajira branch Eresha branch and Erinzaf branch employees. Thus, you are kindly asked to give me your genuine response to the following questions. The information you provide will be confidential and used for the academic purpose only. Please select your choice among the lists and use” x” mark inside in the blank spaces in the table. Answers you will give for the liker scales have values as of the following.

Strongly disagree = 1

Disagree = 2

Neutral =3

Agree = 4

Strongly agree = 5

SD= strongly disagree

D= Disagree

N= Neutral

A= Agree

SA= strongly agree

Appendix-B

Personal Information question Part one

Personal description

NO	Question	Measurement scale			
		Male		Female	
1	Sex				
2	Age	18-26	26- 34	34-42	42 and above

Appendix-C

Co-ordinated teamwork questions

S.N	Coordinated team work	SD	D	N	A	SA
CT1	Teams in our bank often has the authority needed to get the job effectively					
CT2	Employees in our bank developed an attitude of “what’s in it for us” approach rather than “what’s in it for me					

CT3	Employees in our bank equipped with appropriate interpersonal skills required for effective functioning of team work					
CT4	People in our bank exert their effort to smooth functioning of team works					
CT5	Employees in our bank preferring cooperation than competition					
CT6	Employees at all levels work together as a team to achieve results for the organization.					

Appendix-D

Cultural strength question

S.N	Cultural strength	SD	D	N	A	SA
CS1	Employees in our bank accept new opinions different from the majority of team members					
CS2	All employees in our bank has understanding of common goals					
CS3	Employees in our bank compromise their individual interests to team effectiveness					
CS4	Business decisions are most often made on the basis of facts, not by intuition					
CS5	Employees in our bank have access to accurate information about what's really happening in the organization					

Appendix-E

Customer orientation questions

S.N	Customer orientation	SD	D	N	A	SA
CO1	Our bank has priority to meet the needs of customers					
CO2	Our bank focuses on providing efficient service to achieve higher customer satisfaction					

CO3	Employees in our bank sees customers' problem as their own responsibility to solve immediately						
CO4	Employees in our bank are always looking for new ways to better serve customers						
CO5	Employees who do the best job of serving customers are more likely than other employees to be praised by team members						
CO6	Employees in our bank are proactive in order to avoid potential risk that affect customer satisfactions						

Appendix-F

Achieving goals questions

S.N	Achieving goals	SD	D	N	A	SA
AG1	Teams in our bank have clearly defined goals that relate to the goals or mission of the organization					
AG2	Teams in our bank are dedicated to achieve the highest organizational goals that considered as unattainable.					
AG3	Teams in our bank are measured and rewarded according to how well goals are achieved					
AG4	Teams in our bank has greater role on defining specific goals.					
AG5	We constantly stretch our goals, to continuously improve					
AG6	Team in operational area across our organization have compatible goals with that of team in managerial area					

Appendix-G

Managing change questions

S.N	Managing change	SD	D	N	A	SA
MC1	Employees in our bank are adaptable when changes are necessary					

MC2	Employees in our bank feel that most change is the result of pressures imposed from higher up in the organization					
MC3	Employees have a clear idea of why and how to proceed throughout the process of change					
MC4	Most people in our bank believe that change happens too quickly to causes higher employee satisfaction					
MC5	Employees in our bank believe they can positively influence working environment through their direct involvement					
MC6	Employees in our bank believe that their interest during periods of change are heard and taken into considerations					

Appendix-H

Employee commitment questions

S.N	Employee commitment	SD	D	N	A	SA
EC1	Employees in our bank can clearly explain the vision, mission, values and plans of the bank.					
EC2	Employees in our bank work diligently to accomplish day-to-day activities of the bank					
EC3	Employees in our bank believe their work contribute to the realization of the bank's vision					
EC4	Employees in our bank use their ultimate knowledge to improve their work.					
EC5	Employees in our bank accomplish their task on time.					
EC6	Employees in our bank are ready to undertake additional assignments with self-motivation					
EC7	Employees in our bank work restlessly to achieve organizational goal					

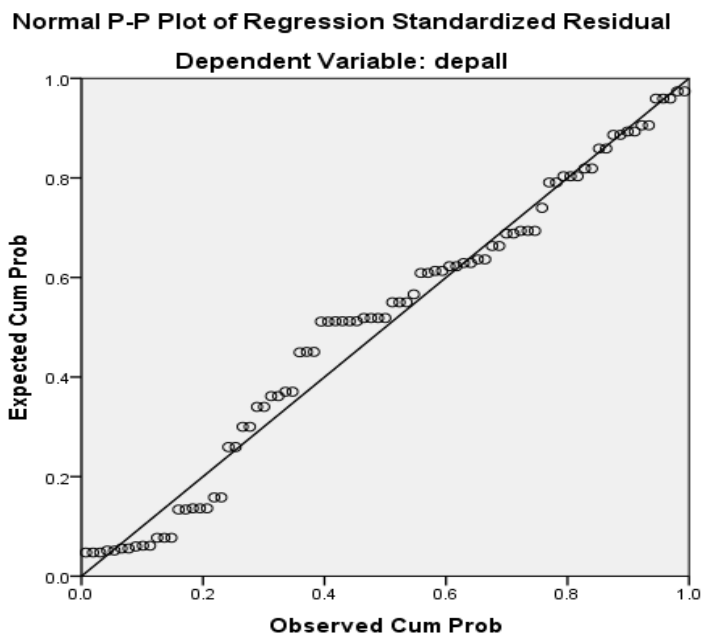
Appendix-I

Organization performance questions

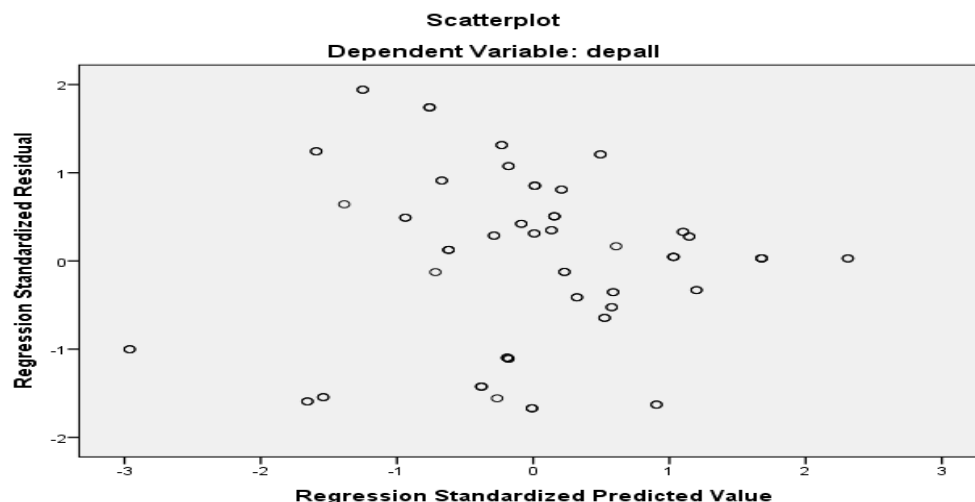
S.N	Organizational performance	SD	D	N	A	SA
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PR1	Our bank has good potential to retain its' experienced employees		1				
PR2	Our bank has ability on attracting new employee						
PR3	Our bank's ability to satisfying its customers' need increased continuously						
PR4	Market share of commercial bank of Ethiopia increasing continuously						
PR5	Our bank achieved reasonably high Return on assets						
PR6	The capacity to earn high profit has been increasing						
PR7	Commercial bank of Ethiopia developed the capacity to operate reasonably in a minimum cost						

annex 1.1



Annex 1.2



Annex 1.3.

The profit and loss report of the three branches for the years 2017 and 2018

Line Description Closing Balance	As Close Of June 2017	As Close Of June 2018
3000 Total Interest Income	3,092,030.14	2,469,626.20
4300 Total Commissions And Charges	500,440.20	313,421.03
4380 Total IFB Commission And CHRGS	5,723.21	6,127.04
4420 Total Gain On Fx	253,239.38	202,632.29
4700 Total Other Income	17,937.17	23,220.42
4900 Total Income	3,869,370.10	3,015,026.98
Total Expenses		
5140 Total Interest Expense	-7,697,687.46	-10,547,355.32
5180 Total Profit Paid To IFB Dep.	-777.03	-603.33
6140 Total Employee Salary & Benefit	-3,348,313.54	-707,749.30
6155 Total Loss On Fx		-915.11
7120 Total General Expense	-810,206.90	-1,333,974.21
8000 Total Expense	-11,856,984.93	-12,590,597.27
9000 Provisional Profit And4 Loss	-7,987,614.83	-9,575,570.29

Source Re000010 Butajira Branch CBE Income and Expense Detail As At Close of 30 June 2017 & 2018

Line Description	Closing Balance	As Of Close Of	As Close Of June 2018
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	June 2017	
3000 Total Interest Income	17,658.20	19,592.76
4300 Total Commissions And Charges	258,705.58	114,381.41
4380 Total IFB Commission And Chrgs	10,123.80	4,045.66
4420 Total Gain On Fx	146,275.46	49,461.26
4700 Total Other Income	8,145.32	5,132.31
4900 Total Income	440,908.36	192,613.40
Total Expenses		
5140 Total Interest Expense	-1,937,290.06	-3,742,763.78
5180 Total Profit Paid To IFB Dep.	0	0
6140 Total Employee Salary & Benefit	-2,490,848.62	-481,082.04
6155 Total Loss On FX	0	0
7120 Total General Expense	-870,065.44	-1,609,345.48
8000 Total Expense	-5,298,204.12	-5,833,191.30
9000 Provisional Profit And Loss	-4,857,295.76	-5,640,577.90

Source Re000010 Eresha Branch CBE Income and Expense Detail As At Close of 30 June 2017& 2018

Line Description	Closing Balance	As Close Of June 2017	As Close Of June 2018
3000 Total Interest Income		2,422,832.88	3,818,181.63
4300 Total Commissions And Charges		300,405.20	316,124.03
4380 Total IFB Commission And Chrgs		1,237.12	2165.90
4420 Total Gain On FX		132,923.30	129,873.40
4700 Total Other Income		11,971.60	17,276.10
4900 Total Income		2,869,370.10	4,281,455.16
Total Expenses			
5140 Total Interest Expense		-2,176,907.21	-3,010,214.9
5180 Total Profit Paid To IFB Dep.		0	0
6140 Total Employee Salary & Benefit		-2,288,316.50	-2,297,165.70
6155 Total Loss On Fx		0	0
7120 Total General Expense		-511,406.90	-633,297.10
8000 Total Expense		- 4,976,630.61	-5,940,677.70
9000 Provisional Profit And4 Loss		-2,107,260.51	-1,659,222.54

Source Re000010 Erinzaf Branch CBE Income and Expense Detail As At Close of 30 June 2017& 2018