SCHOOL OF GRADUATE STUDIES

THE EFFECTS OF ORGANIZATIONAL CULTURE ON EMPLOYEES' COMMITMENT: JOB SATISFACTION AS CONDITIONAL PROCESS ANALYSIS. (IN CASE OF SELECTED GURAGE ZONE PRIVATE BANK)

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The Effects of Organizational Culture on Employees' Commitment: Job Satisfaction as Conditional Process Analysis. (In Case of Selected Gurage Zone Private Bank)

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Approval Sheet

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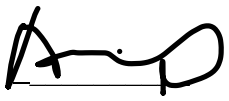
I hereby certify that I have read and evaluated this Thesis titled "**The Effects of Organizational Culture on Employees' Commitment: Job Satisfaction as Conditional Process Analysis. (In Case of Selected Gurage Zone Private Bank)"** prepared under my guidance by Senait Hailu. I recommend that the Thesis shall be submitted as fulfilling the requirements for the award of a Master Degree in Business Administration.

Abel D. (Ph.D)		20 Nov 2023
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As members of the Board of Examiners of the Master of Business Administration Thesis open defense examination, we have read and evaluated this Thesis prepared by Senait Hailu and examined the candidate. We hereby certify that; the thesis is accepted for fulfilling the requirements for the award of the degree of Master of Business Administration (MBA).

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I hereby declare that this MBA thesis entitled “The Effects of Organizational Culture on Employees’ Commitment: Job Satisfaction as Conditional Process Analysis. (In Case of Selected Gurage Zone Private Bank).”is my original work and has not been presented for a degree in any other university, and all sources of material used for this thesis have been duly acknowledged.

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Acronyms

CD - Career Development

COMM - Communication:

CS - Coworker Satisfaction

ED - Ethnic Diversity Satisfaction

HRM: Human Resource Management

IR - Intrinsic Reward Satisfaction

JSS - Job Satisfaction

MBA: Master of Business Administration

MS - Management System

OCAI: Organizational Culture Assessment Instrument

OCB: Organizational Citizenship Behavior

OCP: Organizational Commitment Profile

OCS - Organizational Communication Satisfaction

OCU - Organizational Commitment

P - Pay Satisfaction

PA - Performance Appraisal Satisfaction

PG: Post-graduate

PHD: Doctor of Philosophy

PO - Promotion Opportunities Satisfaction

R - Reward

SPSS: Statistical Package for the Social Sciences

SS - Supervisory Satisfaction

TD - Training and Development

TQM: Total Quality Management

VT - Vocational Training Satisfaction

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Abstract

In the late 1980s and early 1990s, the attention turned to the profound impact of organizational culture on individual behavior within companies. This study explores the dynamic relationship between organizational culture, employees' commitment, and job satisfaction in Gurage zone's private banks. Focused on identifying specific dimensions correlated with commitment and job satisfaction, the research includes 322 employees from 11 selected banks. Using explanatory research and quantitative analysis with SPSS, the study unveils significant associations between organizational culture, job satisfaction, and employee commitment. Critical influencers, such as effective communication, transparent promotion opportunities, and robust training programs, are identified. The findings, presented through Likert scale responses, offer insights for refining management practices and cultivating positive work environments. Job satisfaction emerges as a moderator influencing the link between organizational communication and employee commitment, advocating for tailored communication strategies. Beyond the dataset, the insights guide leaders in optimizing cultural, communicative, and developmental initiatives for sustained employee engagement and organizational success. Recommendations include fostering transparent communication, developing clear promotion pathways, investing in training, evaluating reward systems, recognizing job satisfaction nuances, promoting career development, assessing organizational culture, and prioritizing a positive work environment.

Key Words:- Organizational Culture, Employees' Commitment, Job Satisfaction, CPA.

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the study

In today's fiercely competitive and swiftly evolving business landscape, the profound influence of organizational culture on individual behaviors within companies stands as a cornerstone of acknowledged significance. This comprehensive culture comprises a rich tapestry woven from shared values, deeply entrenched beliefs, time-honored rituals, and ingrained norms, all serving as the very essence that permeates the workforce's ethos (Staelens, et al (2018). Acting as a scaffold for the organization, this cultural mosaic not only shapes the thought processes, actions, and decision-making of employees but also serves as the fundamental framework within which their professional conduct unfolds. Its robust presence not only fosters a profound sense of community and belonging among the workforce but also acts as a potent catalyst, fueling the sparks of innovation and unleashing the torrents of creativity that cascade through the corridors of the organization (Okocha & Issa, 2016).

Amidst this intricate cultural landscape lies the catalyst for innovation and the genesis of unified action. This comprehensive organizational culture intricately interlaces shared values, entrenched beliefs, cherished rituals, and deeply ingrained norms, serving as the underlying foundation that underpins the very fabric of the workforce (Flint, 2000). As a guiding force, it not only shapes the cognitive framework, behaviors, and decision-making of employees but also forms the bedrock upon which their professional identities are constructed. Its robust manifestation cultivates a sense of interconnectedness and belonging among employees, fostering an environment ripe for innovation and birthing creative endeavors that resonate throughout the organization's endeavors (Abdullah, et al, 2011).

At the heart of organizational prowess lies its cultural core—a dynamic tapestry woven from shared values, entrenched beliefs, timeless rituals, and deeply embedded norms that permeate the essence of the workforce (Binti Osman, et al, 2023). Serving as the pivotal axis, this cultural infrastructure not only dictates the thought processes, actions, and decision-making of employees but also serves as the cornerstone upon which their professional ethos is built. Its robust presence not only fosters a sense of collective identity and cohesion but also acts as a

catalyst, nurturing an environment conducive to innovation and kindling the flames of creativity that illuminate the path toward organizational success (Okocha & Issa, 2016).

From the late 1980s to the early 1990s, heightened attention was directed towards understanding how organizational culture impacts employee commitment and job satisfaction, revealing a positive correlation between a strong culture and these outcomes (Allen & Meyer, 1990). This study endeavors to contribute to this expanding realm of knowledge by examining the interplay between organizational culture, employee commitment, and job satisfaction within selected private banks in the Gurage zone.

The banking sector is an arena characterized by cutthroat competition and dynamism. In this fast-paced and ever-changing environment, the success of any bank is heavily dependent on the caliber and dedication of its workforce. Banks rely on their employees to provide excellent customer service, make sound financial decisions, and adapt to new technologies and market trends. As such, it is crucial for banks to attract, retain, and develop top talent (Armstrong & Taylor, 2007).

One of the key factors that contributes to employee success in the banking sector is a strong organizational culture. A strong organizational culture is characterized by shared values, beliefs, and norms that guide employee behavior and decision-making. These shared values and beliefs create a sense of community and belonging among employees, and they also foster innovation and creativity (Kotter & Heskett, 1992). When employees feel like they are part of a team and that their work is valued, they are more likely to be engaged, committed, and productive.

In addition to a strong organizational culture, banks also need to provide their employees with the opportunity to develop their skills and knowledge. The banking sector is constantly evolving, and new technologies and regulations are emerging all the time. Banks that invest in their employees' training and development are better equipped to adapt to these changes and to maintain their competitive edge (Ulrich & Brockbank, 2010).The surge of interest in understanding how organizational culture shapes employee conduct is particularly notable in emerging economies, where its role is increasingly acknowledged (Denison & Neale, 2011). With Africa's burgeoning private sector, there's a growing necessity for organizations to grasp the impact of culture on employee commitment and job satisfaction (African Development Bank, 2020). This study strives to contribute to this evolving body of knowledge by delving into this relationship within the context of selected private banks in the Gurage zone.

Situated in southern Ethiopia, the Gurage zone has witnessed remarkable economic growth, marked by the emergence of numerous private banks, providing an ideal backdrop for investigating the nexus between organizational culture and employee behavior (Gurage Zone Administration, 2022). By focusing on this region, the research aims to enrich the understanding of how organizational culture influences employee commitment and job satisfaction in the banking sector.

The Ethiopian banking landscape, the largest in East Africa, has seen substantial growth, boasting total assets exceeding ETB 1.6 trillion (USD 43 billion) in 2021 (National Bank of Ethiopia, 2022). This growth trajectory, exceeding 20% annually, accentuates the demand for skilled labor and underscores the vital role of private banks in catering to financial needs within the region (World Bank, 2022).

While previous research acknowledges the positive correlation between organizational culture, employee commitment, and job satisfaction, there remains a void in pinpointing the specific dimensions of culture that drive these outcomes (Denison, 1990). By exploring this relationship within Gurage zone's private banks, this study endeavors to unearth the pivotal dimensions of organizational culture influencing employee commitment and job satisfaction. A robust culture not only attracts and retains top talent but also augments engagement and productivity, critical facets in the competitive banking landscape.

1.2. Statement of the Problem

The strength of an organizational culture can be gauged by the cohesion and stability of the employee group, as well as the duration and depth of their shared experiences. Nongo and Ikyanyon's (2012) study emphasized the importance of corporate culture in enhancing employees' commitment to the organization. Employing Denison's cultural model, focusing on involvement, consistency, adaptability, and mission, their research revealed a significant and positive relationship between involvement and commitment, as well as between consistency and commitment. Additionally, they found a positive relationship between adaptability and commitment, although the relationship between mission and commitment was not significant and tended to be negative.

Similarly, other researchers such as Asghar, Mojtaba, and Sadeghi (2015), Ghader and Afkhami (2014), and Azadi, Bagheri, Eslami, and Aroufzad (2013) have also explored the connection between organizational culture components and employees' commitment. Using Denison's four cultural dimensions and standard questionnaires for data collection, these studies found

significant correlations between all components of organizational culture and employees' commitment. This collective body of research supports the idea that organizational culture, especially when assessed through models like Denison's, plays a vital role in shaping employees' commitment to the organization.

Further research is crucial to identify the specific organizational cultures within the private banks under study and their relationship with organizational commitment. Understanding the most influential aspects of organizational culture that have a high correlation and a significant impact on employees' commitment, along with considering the mediating effect of job satisfaction, can play a vital role in reducing employee turnover. As stated by Allen and Meyer (1990), a committed employee is inclined to stay with the organization regardless of favorable or unfavorable conditions. Consequently, corporate culture is pivotal in enhancing an organization's core capabilities and its overall functionality, a perspective supported by scholars like Chen (2004) and Nazir (2005).

Moreover, culture plays a fundamental role in determining how well an employee aligns with the organizational environment. According to R.E. Ployhart and D.L. Houghton (2017), corporate culture significantly influences employees' commitment within the organization, and the strength of organizational commitment is closely linked to the robustness of the corporate culture. A strong corporate culture enables employees to comprehend the organization's objectives as they contribute toward these goals, fostering a higher level of commitment. The insights from researchers like Ployhart and Houghton emphasize the vital role of corporate culture in cultivating and sustaining employees' commitment and intensity, characteristics often found in successful organizations. Further studies in this area can provide valuable insights for organizations aiming to enhance commitment, job satisfaction, and overall performance.

While empirical research on corporate culture and its impact on organizational commitment has been conducted, there remains limited conclusive evidence on this relationship (McKinon et al., 2003). Some studies have yielded positive results, such as Lok and Crawford's (2004) research on Hong Kong and Australian managers, where a positive effect of corporate culture on organizational commitment was observed, considering leadership style and innovative culture as components of organizational culture. Similarly, Rahim, A. (2018) found a significant relationship between corporate culture and organizational commitment through an explanatory research approach, examining the influence of organizational culture and ability on commitment and performance.

However, other studies, like Lahiry's (1994), indicated only a weak association between corporate culture and organizational commitment. Lahiry explored various elements of organizational culture (Constructive cultures, passive/defensive cultures, Aggressive/defensive cultures) and their relationship with the three components of organizational commitment (Affective commitment, Continuance commitment, and normative commitment) through an exploratory research lens.

Given these varied findings, there is a need for further research specifically focusing on the organizational culture based on Denison's cultural model dimensions (involvement, consistency, adaptability) and its relationship with employee commitment. Understanding the mediator effect of job satisfaction in this relationship is crucial, especially in the context of selected private banks in the Gurage zone. Such research can provide valuable insights, helping these banks refine their organizational culture practices and concentrate on the most influential dimensions that foster employee commitment.

The topic of organizational commitment holds paramount importance, especially within the context of the employees of selected private banks in the Gurage zone under the Labor and Social Affairs Service Office. The problem at the heart of this study lies in the lack of clarity and awareness among employees regarding the significant influence of organizational culture on their commitment. Additionally, understanding the role of job satisfaction in shaping employees' commitment is crucial, as it directly impacts their productivity, performance, and loyalty to the organization. Unfortunately, many organizations tend to overlook the importance of job satisfaction and its profound effects on organizational commitment. This lack of attention often stems from senior management's unawareness of the pivotal role it plays in influencing the behavior and performance of workers.

Therefore, this study aims to bridge these gaps by comprehensively identifying and assessing the impact of job satisfaction on organizational commitment. It seeks to shed light on the factors that contribute to competent employees, which in turn influence their performance and productivity. The research focused on understanding the depth of the effects of organizational culture on employees' commitment, taking into account job satisfaction as a key determinant of organizational commitment. Through this study, valuable insights can be gained, enabling organizations to foster a more committed, satisfied, and productive workforce.

1.3. Research Questions

The study tried to address the following basic research questions:

- ✓ What are the defining elements of organizational culture in Gurage zone private banks?
- ✓ What are the defining elements of Employee commitment in Gurage zone private banks?
- ✓ How does job satisfaction mediate the relationship between organization culture and employee commitment?

1.4. Objective of the study

1.4.1. General objective

The general objective of this study is to examine the effects of organizational culture on employees' commitment taking job satisfaction as path process analysis in some selective Gurage zone private banks.

1.4.2. Specific objectives

The study specifically tried to:

- ➢ Identify the key elements that constitute the organizational culture within Gurage zone private banks.
- ➢ Examine the core elements contributing to employee commitment within Gurage zone private banks.
- ➢ Assess the mediating effect of job satisfaction in the relationship between organization culture and employee commitment.

1.5. Significance of the study

The anticipated outcomes of this research proposal hold substantial potential benefits for the selected private banks in Gurage zone. By shedding light on the current state of organizational culture, employees' commitment, and job satisfaction within these organizations, the study is poised to guide their focus and attention. This insight might enable these banks to refine their organizational culture practices and emphasize the most impactful culture types, thereby enhancing employees' commitment and job satisfaction levels.

The researcher aspires to pinpoint the existing organizational culture in the selected private banks in Gurage zone and explore its direct connection with employees' commitment. This

knowledge has the potential to aid these private bank organizations in augmenting their pool of committed employees, fostering a more dedicated workforce.

Additionally, this study's findings can extend their utility beyond the specific banks studied. Similar organizations operating in the same industry stand to gain valuable insights into organizational culture's correlation with employees' commitment. The recommendations provided by the researcher could serve as a foundation for further, more extensive studies in this area. Moreover, the research contributes significantly to theoretical knowledge and offers a foundational reference for future studies. By identifying the meaningful relationship between selected organizational cultures, employees' commitment, and job satisfaction, this study adds to the existing body of literature in the field.

1.6. Scope of the Study

The research study was meticulously conducted, specifically targeting employees within the selected private banks operating in the Gurage zone. This choice of focus is particularly significant, given the pivotal role that private banks play in Ethiopia's dynamic financial sector. Private banks actively contribute to the country's economic landscape by participating in a myriad of projects and initiatives. Recognizing their integral position, the study aimed to glean insights exclusively from this influential sector within the Gurage region.

Private banks, being key contributors to Ethiopia's financial activities, serve as a microcosm of the broader economic landscape. By exclusively examining these banks within the Gurage zone, the study not only captures a nuanced understanding of organizational culture's impact on employees' commitment but also reflects the unique dynamics and challenges within this specific geographical context.

The study underscores the interconnectedness of organizational culture, employee commitment, and job satisfaction within private banks, shedding light on the intricate dynamics that influence the workforce. This approach enables a more comprehensive exploration of the subject matter, acknowledging the specific nuances and intricacies inherent to the Gurage zone's private banking sector.

In essence, the research is a dedicated exploration into the interplay between organizational culture and employee commitment, recognizing the distinctive role of job satisfaction, all within the context of private banks that are integral players in Ethiopia's financial landscape. The findings not only contribute to the academic understanding of organizational behavior but

also offer practical insights for enhancing management practices and fostering positive work environments within this crucial sector.

1.7. Limitation of the Study

The research was specifically confined to a set of private banks operating within Gurage zone. It extensively explored job satisfaction factors and their impact, delving into employees' organizational commitment, including affective, continuance, and normative commitment. The study targeted both clerical and non-clerical staff members.

It's important to note that the study's scope was limited by its sampling frame, which exclusively focused on Gurage zone. Consequently, every term and concept explored in this research was interpreted within the context of job satisfaction and organizational commitment within the selected private banks in Gurage zone.

While various aspects related to job satisfaction and organizational commitment were examined in other studies, this particular research honed in on the effects of organizational culture specifically concerning employees' commitment. The study's primary focus remained on understanding how organizational culture influences employees' commitment, with a keen emphasis on job satisfaction as a crucial factor.

1.8. Operational definition of Terms

The following terms are definitions used through this research paper:

Organizational Culture:- Organizational culture refers to the underlying values, beliefs and principles that serve as a foundation for an organization's management system, as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles (Xuan, T. et al., 2019).

Job Satisfaction:- Job Satisfaction is the extent to which employees' are satisfied whit their work, including factors such as pay, benefits, working conditions, and opportunities for advancement. According to Naidoo & Martins (2014).

Employees Commitment:- Employees "commitment is a psychological state that characterizes the employee's relationship with the organization and has implication for the decision to continue membership in the organization (Meyer and Allen, 1997).

1.9. Organization of the study

This research paper is organized in to five chapters. The first chapter includes Introduction, statement of the problem, research objectives, `and significance of the study, scope of the study, limitation of the study and definition of terms. The second chapter contains review of different related literatures on organizational culture, employees' commitment and job satisfaction. In this section, the concepts of organizational culture, employees' commitment and job satisfaction and their relationship was discussed in view of the related literatures and Conceptual Framework.

The third chapter discussed on the research model used in conducting the research. This part presented the research design, ways of information gathering, how questionnaires were constructed and how it was distributed for the determined target sample employees and how the results were collected.

The fourth chapter is the result and discussion of the research paper. On this section, descriptive statistics, Multiple linear Regression and Conditional process analysis was employed to find the result of the study. Final chapter is the finding, Conclusion and recommendation section of the research.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. Introduction

This chapter presents the review of related literature conducted on the relationship between organizational culture and employees‟ commitment. In line with this, the chapter covers the concepts and definitions of organizational culture and employees‟ commitment, the importance of organizational culture, the research hypothesis and finally the conceptual framework of the study is developed at the end of this chapter.

2.2. The concept of organizational culture

Organizational culture can be viewed in many ways, it has been defined by different authors and majority of them defined the concept of culture as a set of values, beliefs, behavioral patterns and norms that form the core identity of organizations and help in shaping the employees‟ behavior (Sun, S. (2008), Hogan & Coote (2014), Kotter, J. P. (2008)).

The following paragraphs stated the different definitions of organizational culture obtained from various studies and literatures by different Authors.

Ogbonna & Harris (2000) defines organizational culture as the collection of traditions, values, beliefs, policies, and attitudes that constitute a pervasive context for everything one does and thinks in an organization. Deem, J. W. (2009) also viewed culture as the humanizing element of corporate business, which helps to establish expectations between an employee and the organization the employee works for, foster trust, facilitate communications, and build organizational commitment.

In common, both definitions of organization culture by Ogbonna & Harris (2000) and Deem, J. W. (2009) focused on the characteristics of an employee who will have fostered in an organization. According to Naidoo & Martins (2014), culture is a set of values and commonly held beliefs that determine which behaviors are acceptable and expected for a given group, countries, religious and ethnic groups, and organizations all have cultures. In Similar manner, Nikpour, A. (2017) defined organizational culture as the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, strategy, type of employees, management style, and national culture;

culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits.

According to Bizuneh, M. (2016), organizational culture is not inborn; it has to be invented over a period of time and nurtured by all members of the organization. Organizational culture is required to be passed on to new members as correct way of thinking, perceiving and behaving. And hence, organizational culture originates from the founders of the organization based on value system held by them. As supported by Armenakis, Brown & Mehta (2011) the individual founder will have certain personal visions, goals, beliefs, values, and assumptions about how things should be. Thus, the founder will initially impose these on the group and/or select members on the basis of their similarity of thoughts and values.

The above definitions have something in common which explains organizational culture as it is a system which incorporates shared values, norms, beliefs, attitudes and assumptions that are held by members of the organization. Not only this but also organizational culture encompasses a set of management practices behavior that reinforce organization’s basic principles.

Moreover, Diana, et al (2021) have identified the three ways that culture can be created. First, founders hire and keep only employees who think and feel the same way they do. Second, they indoctrinate and socialize these employees to their way of thinking and feeling. Finally, the founders‟ own behavior encourages employees to identify with them and internalize their beliefs, values and assumptions. They also defined organizational culture as a system of shared meaning held by members that distinguishes the organization from other organizations.

Moreover, Bizuneh, M. (2016) and Aryani & Widodo (2020) incorporate topics on how organization sustain and transmit organizational culture. Thus, selection practices, the actions of top management and socialization methods are the three forces that play important part in sustaining culture. The authors also stated that many organizations use stories, rituals, material symbols and language as means to transmit culture to employees. Despite the variety of definitions and types of organizational culture, similar descriptions and characteristics can be found. In general, it can be said that organizational culture comprises some sort of values, beliefs, norms and attitudes that are owned by individuals and the organization as a whole.

2.3. Importance of organizational culture

Organizational culture holds a pivotal role in defining the boundaries of an organization, setting it apart from others. As stated by Diana, et al (2021), it not only establishes a distinct identity for the organization but also fosters a sense of commitment beyond individual interests. Culture

acts as a cohesive force, uniting members by providing standards for their behavior and interactions, thus enhancing the stability of the social system within the organization.

Deem, J. W. (2009) also attested that culture helps to account for variations among organizations and managers, both nationally and internationally. It also helps to explain why different groups of people perceive things in their own way and perform things differently from other groups. Culture can help to reduce complexity and uncertainty. It provides a consistency in outlook and values, and makes possible the process of decision-making, coordination and control.

Pepra-Mensah & Kyeremeh (2018) explains that culture performs the following functions: -

Culture supplements rational management: creation of work culture is a time- consuming process. Therefore, organization culture cannot suddenly change the behavior of people in an organization. Culture communicates to people through symbols, values, physical settings, and language, and, thereby supplements the rational management tools such as technology and structure;

Culture facilitates induction and socialization: induction is a process through which new entrants to an organization are socialized and indoctrinated in the expectations of the organization; its cultural norms, and undefined conduct. The new comer imbibes the culture of the organization, which may involve changing his / her attitudes and beliefs to achieve an internalized commitment to the organization

Culture promotes a code of conduct: a strong culture in an organization explicitly communicates modes of behavior so that people are conscious that certain behaviors are expected and others would never be visible. The presence of a strong culture would be evident where members share a set of beliefs, values, and assumptions which would influence their behavior in an invisible way. Where culture has been fully assimilated by people, they persistently indulge in a typical behavior in a spontaneous way. Promotion of the culture of quality can help achieve good business results.

According to Diana (2021), organizational culture becomes more important because maximizing the value of employees as intellectual assets requires a culture that promotes their intellectual participation and facilitates both individual and organizational learning, new knowledge creation and application, and willingness to share knowledge with others.

Diana, et al (2021) also suggests that organizational culture is even more important today than it was in the past. Increased competition, globalization, mergers, acquisitions, alliances and

various workforce developments have created a greater need for coordination and integration across organizational units in order to improve efficiency, quality, and speed of designing, manufacturing, and delivering products and services product innovations. Moreover, a greater need to adapt to these external and internal changes, Organizational culture has become more crucial because, for an increasing number of corporations, intellectual as opposed to material assets now create the fundamental source of value. Maximizing the value of employees as intellectual assets requires a culture that promotes their intellectual participation and reasoning both individual and organizational learning, new knowledge creation and application, and the willingness to share knowledge with others.

According to Sun, S. (2008) a clear understanding of organizational culture is important for all leaders because it influences the way their organizations react to the changing demands of the business environment. As Deem, J. W. (2009) outlined, culture gives members of an organizational identity: Sharing norms, values, and perceptions which give people a sense of togetherness that helps to promote a feeling of common purpose.

Then, it facilitates collective commitment. The common purpose that grows out of shared culture tends to elicit strong commitment from all those who accept the culture as their own. It also promotes system stability by encouraging a shared sense of identity and commitment, culture encourages lasting integration and cooperation among the members of an organization. It also shapes behavior by helping members make sense of their surroundings. An organization culture serves as a source of shared meaning that explains why things occur the way they do. It also helps organizational members stick to conformity and expected mode of behavior. Culture also ensures that everyone thinks and behaves in a prescribed manner**.**

The preceding paragraphs explain how culture benefits organizations as well as employees, as culture is a sense of making and controlling mechanisms that guides and shapes employees‟ attitude, behavior and brings organizational commitment from all those who accept the expected mode of behavior.

2.4. Models of Organizational Culture

Multitude of organizational culture Models were developed by different researchers which incorporate different dimensions driven by beliefs and assumptions that create an organizational culture. Accordingly, have summarized some of the prominent organizational culture models as Edgar Schein Model, Deal and Kennedy Model and Charles Handy Model. In addition, Denison model of organization culture is also part of this section. Common to all

models of culture and the linkages to organizational success assert that values of employees need to be aligned with vision and mission of the company.

2.4.1. Edgar Schein Model

Dolan and Lingham (2012) tried to summarize Edgar Schein Model as it is described by three cognitive levels of organizational culture. At the first and most cursory level of Schein's model is organizational attributes that can be seen, felt and heard by the uninitiated observer. These includes facilities, offices, furnishings, visible awards and recognition, the way that its members dress, and how each person visibly interacts with each other and with organizational outsiders.

The next level deals with the perceived culture of an organization's members. At this level, company slogans, mission statements and other operational belief are often expressed, and local and personal values are widely expressed within the organization. Finally, the third and deepest level depicts the organization's tacit assumptions. These are the elements of culture that are unseen and not cognitively identified in everyday interactions between organizational members. Many of these unspoken rules exist without the conscious knowledge of the membership.

2.4.2. Deal and Kennedy Model

The second model that Dolan and Lingham (2012) discussed in detail is Deal and Kennedy Model. This model measured organization in terms of feedback or instant response. Accordingly, four type of organizational culture which are Tough-Guy Macho Culture, Work Hard / Play Hard Culture, bet your Company Culture & Process Culture were developed.

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

2.4.3. Charles Handy Model

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

A Power Culture in which power concentrates among a few and control radiate from the center like a web. Power Cultures have few rules and little bureaucracy.

A Role Culture characterized by people has clearly delegated authorities within a highly defined structure. Typically, these organizations form hierarchical bureaucracies thus, power derives from a person's position and little scope exists for expert power.

A Task Culture in which teams are formed to solve particular problems. Power derives from expertise as long as a team requires expertise. These cultures often feature the multiple reporting lines of a matrix structure.

A Person Culture exists where all individuals believe themselves superior to the organization. Survival can become difficult for such organizations, since the concept of an organization suggests that a group of like-minded individuals pursue the organizational goals.

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

2.4.4. Denison’s Model

Denison and Neale (2011) identify four cultural dimensions: involvement, consistency, adaptability and mission. These underlying dimensions were expressed in terms of a set of managerial practices and measured using the twelve indices that make up the model (Denison & Neale, 2011). These four organizational culture dimensions and their respective indices were clearly seen on the below figure and were briefly discussed on the below paragraphs.

Figure 2.1:- Denison Cultural Model

Source: Denison Consulting (2012)

2.5. The Concept of Employees' Commitment

During the 1990s, commitment continued to be a major focus of researches. It is a psychological state that characterizes the employee's relationship with the organization. This has implications in terms of continuing his or her membership in the organization. A committed employee is one who stays with the organization under any favorable or unfavorable circumstances affecting the organization (Allen & Meyer, 1990).

Furthermore, Markovits, et al (2010) defined employee commitment as the degree to which an employee identifies with the organization and wants to continue actively participating in it. Like a strong magnetic force attracting one metallic object to another, it is a measure of the employees willingness to remain with a firm in the future. It often reflects the employees' belief in the mission and goals of the firm, willingness to expend effort in their accomplishment, and intentions to continue working there Markovits, et al (2010) also explained that, as an attitude, commitment is most often defined as a strong desire to remain as a member of a particular organization; a willingness to exert high levels of effort on behalf of the organization; and a definite belief in and acceptance of the values and goals of the organization. In other words, this commitment is an attitude about employees‟ loyalty to their organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and well-being.

Employees' commitment according to Aregu, R. (2017) can also be deemed as the degree to which an employee identifies with the goals and values of the organization, and is willing to put in efforts to help the organization to achieve these goals.

According to Allen & Meyer (1990) a committed employee is the one who stays with the organization through thick and thin, attends work regularly, puts in a full day (and may be more), protects company's assets, shares company goals and others. Thus, having a committed workforce would be an added advantage to an organization. Moreover, they said that commitment is a psychological state that characterizes the employees‟ relationship with the organization and has implication for the decision to continue membership in the organization.

1. In trying to measure commitment, Allen and Meyer (1990) also proposed a three-component model of commitment, which integrated Affective Commitment, Continuance Commitment and Normative Commitment. The Affective Commitment refers to employee's emotional attachment to, identification with, and involvement in the organization. In other words, it refers to the extent of emotional attachment of a person to the organization. This attachment could be due to one's role in relation to the organizational goals and values, or to the organization for its own sake. The continuance commitment refers to commitment based on the costs the employees associate with leaving the organization. As such, in this type of commitment, the fewer viable alternatives employees have, the stronger will be their continuance commitment to their current employer. The Normative commitment refers to employees‟ feelings of obligation to remain with the organization. This type of commitment will be influenced by an individual's experience both prior to cultural socialization and following organizational socialization entry into the organization. For this study we use the definition of Allen and Meyer which is found more suitable.

2.6. Types of Employees' Commitment

According to the preceding paragraph, Allen and Meyer (1990), proposed three-component types of employees‟ commitment as Affective Commitment, Continuance Commitment and Normative Commitment. Below is the detail:

2.6.1. Affective commitment

According to Allen & Meyer (1990), It describes an employee's emotional attachment to, identification with, and involvement in the organization and its goals. It results from and is

induced by individual and organizational value congruency. Organizational members, who are committed to an organization on an affective basis, continue working for the organization.

According to Sutiyem, et al (2020) also defined affective Commitment as the degree to which an individual is psychologically bound to an organization that employs it through feelings such as loyalty, affection, as it agrees with organizational goals.

Based on his definition, the affective commitment of an individual relates to the emotional bond or identification with the organization, assumes that the problem faced by the employee is an employee's own problem, and the employee feels part of the organization. Thus, employees with strong affective commitment will continue to work within the organization because they want to do so.

2.6.2. Continuance Commitment

Continuance Commitment exhibits the individual's awareness of the costs of leaving an organization. Non-transferable personal investment, such as close working relationships with other employees, community involvement, acquired job skills being unique to the organization, and monetary investments, such as contributions to pension funds or stock options, can make it look too costly for an employee to leave and seek employment somewhere else. In other words, according to Allen and Meyer (1990), when employees enter into the organization, they are bound to maintain a link with the organization or committed to remain with the organization because of lack of alternative opportunity or awareness of the costs associated with leaving the organization.

Allen and Meyer (1990) also specified that individuals whose most important connection with the organization is based on continuance commitment stay with the organization simply because they have no choice. Whereas affective commitment is, where individuals remain with an organization because they want to and because they are familiar with it and they have emotional attachment with it. Sutiyem, et al (2020) also defined Continuous Commitment as it is based on losses when leaving the organization, which is often interpreted as a calculative commitment. In other words, an employee has a strong continuous commitment because they feel they need it and there is considerable loss of costs when leaving (such as retirement, status, seniority), or difficulty finding alternative employment elsewhere.

2.6.3. Normative Commitment

Normative Commitment reflects the sense of moral obligation to remain in an organization, an old-style value of loyalty and duty. It is expressed by the extent to which an employee feels

obliged to make personal sacrifices and not criticize the organization According to Allen and Meyer (1990) explains Normative commitment as “a feeling of obligation to continue employment”. Improvement or fulfillment the organization gives the individual over the years.

According to Suliman (2000) also said that the strength of normative organizational commitment is influenced by accepted rules about reciprocal obligation between the organization and its members.

According to Sutiyem, et al (2020), Normative commitment is the belief of the employee that he or she feels to be living or staying in the organization because of a personal loyalty, so that employees with high Normative Commitment will persist in the organization because they feel they have to do, by obeying the rules set by the organization and not make an effort to leave the organization.

The relationship between involvement and employees’ commitment

Involvement is building human capability, ownership, and responsibility in an organization. It also ensures the participation of employees in decision making; relies on team effort to get work done and continual investment in the development of employee’s skills. Organizational cultures characterized as "highly involved" strongly encourage employee involvement, and create a sense of ownership and responsibility. They rely on informal, voluntary, and implied control systems, rather than formal, explicit, bureaucratic control systems. Out of this sense of ownership grows a greater commitment to the organization and an increasing capacity for autonomy. Receiving input from organizational members increases the quality of the decisions and improves their implementation.

According to Dennison’s Cultural Model, the indices of the involvement were Empowerment, Team Orientation and Capability Development. Empowerment deals with Individuals authority, initiative, and ability to manage their own work. Team Orientation focuses on working cooperatively toward common goals for which all employees feel mutually accountable. Finally, Capability Development explains on the organization continually invests in the development of employees' skills in order to stay competitive and meet ongoing business needs.

The relationship between consistency and employees’ commitment

Consistency deals with defining the values and systems that are the basis of a strong culture. Consistency also provides a central source of integration, coordination and control. Consistent organizations develop a mindset and a set of organizational systems that create an internal

system of governance based on consensual support. They have highly committed employees, key central values, a distinct method of doing business, a tendency to promote from within, and a clear set of do's and don'ts.

Furthermore, consistency creates a "strong" culture based on a shared system of beliefs, values and symbols that are widely understood by members of an organization. Implicit control systems based on internalized values can be a more effective means of achieving coordination and integration than external-control systems that rely on explicit rules and regulations.

The indices of the consistency according to Denison‟s Cultural Model are Coordination and Integration, Agreement and Core values. Coordination and Integration deals with different functions and units of the organization which are able to work together well to achieve common goals. Organizational boundaries do not interfere with getting work done. The second index is Agreement which is the underlying level of agreement and the ability to reconcile differences when they occur. The last index is Core Values in which members of the organization share a set of values which create a sense of identity and a clear set of expectations.

The relationship between adaptability and employees' commitment

The third dimension of organizational culture is adaptability which deals with translating the demands of the business environment into action. Organizations hold a system of norms and beliefs that support the organization's capacity to receive, interpret, and translate signals from its environment into internal behavioral changes that increase its chances for survival, growth and development. According to Denison's Cultural Model, the indices of the adaptability were Creating Change, Customer Focus and Organizational Learning. First, Creating Change deals with the ability of organization to create adaptive ways to meet changing needs. In this regard, the organization is able to read the business environment, quickly, react to current trends, and anticipate future changes. The second index is Customer Focus in which the organization understands and reacts to their customer, and anticipates their future needs. It also reflects the degree to which the organization is driven by a concern to satisfy their customer. The last one is Organizational Learning which is reflected when the organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge and developing capabilities.

The relationship between identification with mission and employees' commitment

The last trait of organizational culture is mission in which organization devises a meaningful long-term direction for the organization. A mission provides purpose and meaning by defining

a social role and external goals for the organization. It also provides a clear direction and goals that serve to define an appropriate course of action for the organization and its members. A sense of mission allows an organization to shape current behavior by envisioning a desired future state. Being able to internalize and identify with an organization's mission contributes to both short- and long-term commitment to the organization. Success is more likely when individuals and organizations are goal directed.

According to Denison's Cultural Model, Strategic Direction and Intent, Goals and Objectives and Vision were the indices of Mission. Strategic Direction and Intent deals with the clear strategic intentions convey the organization's purpose and make it clear how everyone can contribute, and "make their mark" in the industry. The second index, which is Goals and Objectives, deals with a clear set of goals and objectives which can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work. The last one which is Vision is whereby organization has a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organization's people, while providing guidance and direction.

2.7. Job satisfaction

Job satisfaction can be defined as a sense of employee achievements and successes. It is generally believed that it is directly related to productivity and work performance, as well as to personal well-being. Job satisfaction means doing the work one likes, doing it well and being rewarded for own efforts According to Aziri, B. (2011) People can also have different approach to various aspects of their work, such as the type of work they are doing, colleagues, superiors or subordinates and their salary According to Ghazzawi, I. (2008), Job satisfaction is considered as one of the main factors of the effectiveness and efficiency of business organizations. Analyzing job satisfaction, it can be concluded that a satisfied employee is a happy employee and a happy employee is successful employee that mans successful employees are committed on their work. According to Aziri, (2011). The availability of superiors at the time of need, the ability to connect employees, stimulating creative thinking and knowledge of values, openness in the eyes of employees and the ability to communicate with employees are basic features of supervision. Various researches have shown that with good and effective supervisor, the level of employee satisfaction was high, while with poorer communication skills, the level of employee dissatisfaction was high, this is according to Raziq, (2015). Rötze claims that there are four determinants influencing employee satisfaction: "supervisor/leader", "job design", "workplace environment" and "performance pay". According to his research the

factor supervisor/leader has not a so strong impact on motivation but is crucial for job-design satisfaction and affects the level of satisfaction with performance pay very much, this is according to Dziuba, et al. (2020). So it can be claimed that organization culture can influence employee satisfaction, commitment and performance through appropriate leadership style.

They have to support individual and team effort and share information through the company for motivating employees. Good supervisors do not work only vertically they also work horizontally, which means they have to manage cross-functional processes, projects, time and resources. De Beer,et al (2016). point out that our emotional experiences can be characterized by a continuum of low excitement - high excitement and sadness - pleasure. It is possible to inscribe the majority of human experiences in this two- dimensional grid. Furthermore, Specific factors should be controlled in order to induce contentment in an employee. The factors that lead to a prolonged satisfaction are called "motivators" by Herzberg. This satisfaction can generate achievement, recognition; work itself and responsibility According to Alshmemri, et al (2017). The subject literature indicates a strong correlation between employee satisfaction and the effects of the organization's activities According to Czubasiewicz, et al (2018). Among the widely researched and verified relationships are the impact of job satisfaction on commitment to work According to Dziuba, et al (2020); Shepherd and Mathews, (2000), and thus on effectiveness, as presented by Yalabik et al. (2013) in their model: "Job satisfaction" influences "Commitment to work" which influences "Work performance".

Employee efficiency and work performance have always been an important issue for organization managers According to Susanto, et al (2020), Employees who are very committed to their organization ensure a high level of the services' or products' quality, maintenance, productivity and generate higher profits. Employees have more than job satisfaction, are happy that they can serve and are promoters of products and brands. There is evidence that employee involvement increases work performance and overall productivity, creates a better and more productive work environment, reduces employee absence and work leaving According to Binti Osman, et al (2023).

In the realm of organizational dynamics, the multifaceted nature of job satisfaction (JS) is underscored by individual variances in expectations, beliefs, values, and perspectives, as expounded by Tomaževič et al. (2014). Acknowledging the complexity of JS, it is apparent that a singular definition cannot encapsulate its essence, given the diverse factors influencing employee contentment and dissatisfaction (Abdulla et al., 2011). The voluminous array of definitions presented in the literature attests to the intricate tapestry of JS, with Spector (1997)

crudely defining it as "the degree to which people like their jobs." Munir and Rahman (2016) assert its paramount significance, positing that organizations attaining competitive advantages prioritize JS, fostering enhanced organizational citizenship behaviors and performance. Conversely, the absence of JS manifests in work-related fatigue, affecting organizations comprehensively (Islam et al., 2012). The reciprocity inherent in improving JS is portrayed as a "win-win" proposition, mutually beneficial for both employees and organizations (Addis, Dvivedi, and Abebe, 2017).

Drawing on notable examples like Southwest Airlines (SWA), organizations that excel in employee satisfaction provide valuable lessons. SWA's success is attributed to meticulously designed Human Resource Management (HRM) practices that invigorate and inspire employees, transforming failures into opportunities for personal growth (Garton and Mankins, 2015). Continuous employee surveys, coupled with a culture of respect, empowerment, and recognition, contribute to SWA's remarkably low turnover rates and heightened profitability (Lau, 1998). The SWA experience underscores the imperative for organizations to comprehend the dynamics of employee satisfaction, a pivotal factor in achieving heightened organizational performance (Mabasa and Ngirande, 2015). The evolution of motivation theories, from Frederick W. Taylor's scientific management to contemporary temporal motivational theory (TMT) by Steel and König (2006), reflects the ongoing quest to understand and enhance job satisfaction. While diverse theories have been advanced, the integration of content and process perspectives, considering both intrinsic and extrinsic rewards, emerges as a comprehensive approach in analyzing current workplace situations in Ethiopia (Abdulla et al., 2011; Staelens et al., 2016).

2.8. Conceptual framework

The conceptual framework for The Effect of Organizational Culture on Employee's Commitment: job satisfaction as conditional process analysis, In Case of Gurage zone some selected private Bank include the following:-

Organizational culture refers to the shared value, beliefs, and norms that shape the behavior of individual within an organization. According to Zschockelt, F. (2008); Arifin, et al (2019).

Employee commitment refers to the level of dedication and engagement that employee has towards their work and the organization, The level of attachment and loyalty an employee feels towards the organization.

According to Natarajan, C. N. (2011), Job satisfaction refers to the extent to which employee are satisfied with their work, The extent to which an employee is satisfied with their job and its various aspects including factory such as pay, benefit, working condition and opportunity for advancement.

According to Gwambe, T. (2020), the relationship between organizational culture, employee commitment and job satisfaction: This refers to the ways in which organizational culture employee commitment and job satisfaction. According to Den Hartog, et al (2013), Arifin, et al (2019) Conditional process analysis is a method of analyzing the relationship between variables to determine how changes in one variable affect the other.

Direct Effect: The direct impact of organizational culture on employees' commitment.

Mediating Effect: The impact of job satisfaction on the relationship between organization culture and employees' commitment.

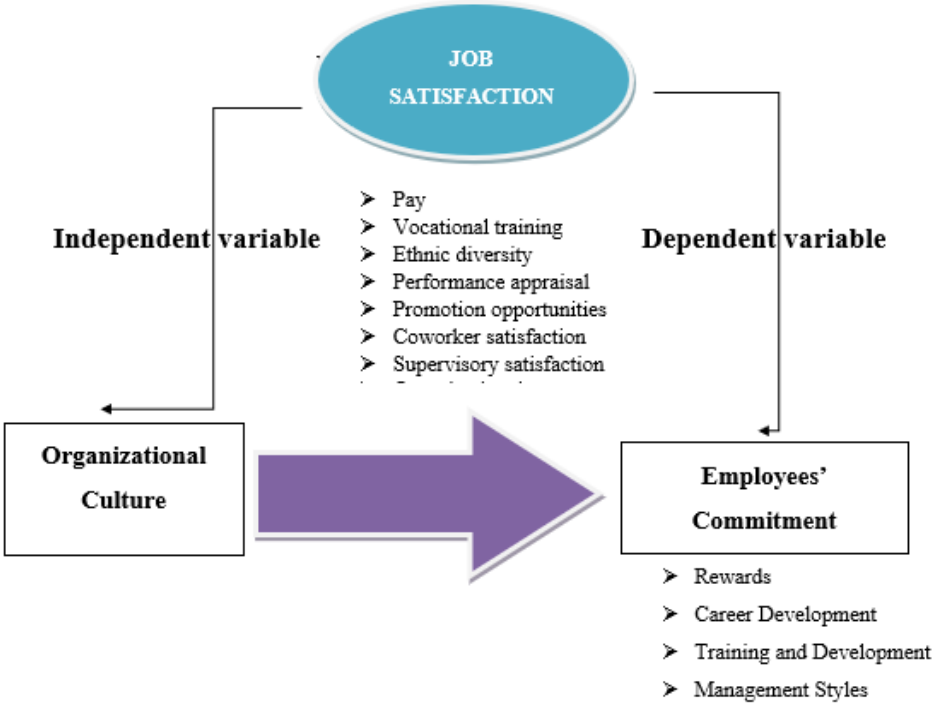


Figure 2.2:- Conceptual Framework

Source: - Ararso, D. (2019)

CHAPTER THREE

3. RESEARCH METHODOLOY

3.1. Introduction

This chapter deals with the Research design, Source of data, Target population, Sampling design and Sample size, Data collection instruments and Methods of data analysis of the study. Moreover, Validity and Reliability of the instrument and Ethical considerations was discussed in detail too.

3.2. Research Design

The objective of this study is to examine the organizational culture and its relationship with employees' commitment and job satisfaction in Gurage zone some selected private banks. In order to achieve the study objectives, the researcher used explanatory research type in determining their relationships. Different literatures review to gain insights and background information about the relationship of organizational culture, employees' commitment and job satisfaction. These also helped in designing the questionnaire and also to better understand the problem of the study. The analysis of the result included the calculation, job satisfaction and commitment performance. An explanatory and mediation process analysis was conducted to assess the impact of organization culture on employees' commitment of the private banks in Gurage zone.

3.3. Research Approach

The researcher used quantitative research design to examining the relationship among the variables. So that number of data analyzed by using quantitative data analysis. Therefore, the demographic information of the study sample was analyzed using descriptive statistics such as frequencies, percentage, means and standard deviation. On the other hand, data was collected on the study variables which are rate base on a 5-point Likert scale analyzed by using inferential statistics i.e. Pearson Correlation and Multiple Regression Analysis. Pearson Correlation was used to identify relationship that exists between dimensions of organizational culture (i.e. involvement, consistency, adaptability), employees' commitment and job satisfaction. Furthermore, regression analysis is also used to achieve the study objectives that focus on

identifying an organizational culture dimension with higher contribution to employees 'commitment and job satisfaction.

3.4. Data Type and Source

The researcher used both primary and secondary data sources to answer research questions and so as to realize the objectives of this particular study in a well manner.

3.5. Data Collection Method

The researcher used both primary and secondary data to conduct the study. The primary data was collected through the use of questionnaire. The researcher distributes a self-administer and structured questionnaire to the target sample employees located in Gurage zone private banks. The secondary data was obtained from Gurage zone private banks HR Head Count Analysis reports, published and unpublished information about the study area, books and Journal.

3.6. Target Population

According to Babbie& Mouton (2006), the population for a study is the group of people that the researcher wants to draw conclusions. According to Ermias (2014) the population of the study includes among a total of 17 private banks established in Ethiopia, the researcher's study area focused on only 11 private banks those are found in Gurage zone. Even though there are commercial banks currently operating in the country, this study focuses on the private owned banks and excludes the state-owned ones, for the reason that dominates the sector by taking the top share of the financial market as well as highly favored and supported by the government. The researcher grouped Gurage zone private banks' employees as Professional and Non-professional employees. Therefore, responses from each diverse professional employee on the relation between organizational cultures, employees' commitment and job satisfaction enable to have more reliable data. On the other hand, those employees who are engaged in low level tasks with limited exposures in the organizations are labeled as Non-professional employees and this study includes then too.

3.7. Sampling Design and Sample Size

A sample random sampling design can be used to select a sample of 322 bank employees from a population of 1651 bank employees. The researcher involves randomly selecting 322 bank employees from the total populations and they have an equal chance of being selected. The basic criterion of taking the eleven Gurage zone private banks such as cooperative bank of Oromia, Oromia bank, Nib, Abyssinia bank, Wegagen, United, Dashen, Awash bank, Berhan

bank, Debub global bank and Buna bank. The sampling used to distribute the survey questionnaires to acquire employee perception towards organizational culture, commitment and their job satisfaction to the private banks. Stratified sampling was also considered in order to ensure the sample includes representative study units from each strata or division. Out of the total employees of Gurage zone private banks, the study focuses on professional staffs who are located in Gurage zone and it is difficult to access staffs out of Gurage zone due to Geographical location.

Among a total of 17 private banks established in Ethiopia the researcher's study area focused on only 11 that are found in Gurage zone. By narrowing the study to private banks within the Gurage zone, the research can offer highly contextual and relevant insights. This approach acknowledges the unique socio-economic and cultural factors within the Gurage zone, providing a more tailored understanding of how organizational culture influences employees' commitment in this specific regional context. This specificity enhances the practical applicability of the study's findings for businesses operating within the Gurage zone, offering actionable recommendations that align closely with the local organizational landscape.

Table 3.1:- Population of the Study

No	Name of bank	Start of operation in Ethiopia(G.C)	Start of operation in Gurage zone (G.C)	Branches	Employees
1	Hibret Bank	1998	2011	3	42
2	Dashen Band	1995	2002	3	48
3	Debub global bank	2012	2012	2	36
4	Cooperative bank of Oromia	2005	2013	8	209
5	Berhan international	2013	2018	2	45
6	Nib Bank	1999	2006	20	568
7	Oromia Bank	2008	2003	2	33
8	Abyssinia Bank	1996	2011	11	365
9	Wegagen Bank	1997	2009	3	181
10	Awash Bank	1994	2012	2	96
11	Buna Bank	2009	2013	2	28
	Total			52	1651

The sample size determines by applying the below sample size calculator formula:

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

$$= \frac{1651}{1+1651 * (0.05)^2} = \frac{1651}{5.1275} = 321.8 \cong \underline{\mathbf{322}}$$

Therefore, the resolute was the representative sample size of the target population for the subject study.

The quota for selecting respondents from each bank is calculated by

Dividing the whole population with the number of employees and multiplying it by the total number of employees of the yemane sample size.

3.8. Data collection Instruments

For this research, the primary data was collected through the use of self-administered questionnaire from Professional Gurage zone private banks employees who are located in Gurage zone. After identifying the sample respondents, the questionnaire was provided to them by the researcher and enough time was provided to respondents to respond all the items carefully. The questionnaire was closed-ended or structured with pre-determine 5-point Likert scale for response in order to ease the process of analyzing the data from the respondents.

According to Babbie & Mouton (2006), the use of questionnaires is advantageous because questionnaires are economical, speedy, there is no bias (as in interviewee: interviewer bias), and the possibility of anonymity and privacy encourages participants to be willing to respond on sensitive issues, and do so honestly. The questionnaire was preferred because it translates the research objectives into specific questions that was asked to the respondents.

The present study adopts a research question that builds upon the work of Addis et al. (2018) and Keno & Matino (2023). The study adopted questionnaires regarding job satisfaction from the work of Addis et al. (2018) with thirteen questions that incorporates nine variables under it. The questionnaire regarding employee engagement were adopted from the recent work of Keno & Matino (2023). The organizational Culture questions are adopted from the concept from Gordon, George G. (1991).

The research questionnaire used in this research have three parts. The first part assess the general demographic information about the participants in accordance with their educational background, work experience, marital status, gender and employment group. Questions on study variables on the second part and the last part of the questionnaire the main focus of this

study, and prepared to measure the dimensions of organizational culture, the level of employees' commitment and job satisfaction in in Gurage zone private banks respectively.

The Questionnaire data was collected from part two and part three of the questionnaire, which rated based on a 5- point Likert scale analyzed using Inferential statistics i.e. Pearson correlation and regression analysis. The researcher used Pearson Correlation to identify relationship that exists between dimensions of organizational culture (i.e. involvement, consistency, adaptability and mission), employees" commitment and job satisfaction.

On the other hand, the secondary data information was used throughout the research obtain from Gurage zone private bank HR count analysis reports, Gurage zone private bank fact sheet, published and unpublished information about the study area, books and journals.

3.9. Methods of Data Analysis

After collecting the data, It was summarized and analyzed using Statistical Package for the Social Sciences (SPSS) software. Descriptive statistics such as frequencies, percentage, means and standard deviations was used to analyze the demographic information of the study sample.

Regression analysis was also use to test the hypothesis and to achieve the study objective that focuses on identifying an organizational culture dimension with higher contribution to the employees‟ commitment and job satisfaction. When analyzing the data, organizational culture dimensions (involvement, consistency, adaptability and mission) are considered as the independent variables whereas employees" commitment is the dependent variable and job satisfaction mediator variable.

3.10. Validity and Reliability of the Instrument

The data collection instrument which is developed from the literature was checked for their validity by the researcher. Then, the questionnaire was checked for internal consistency and establish reliability.

Validity is concerned with the degree to which a question measures what it is intended to measure. To assure the validity of the study, the researcher took the comment from the advisor and also discuss with Gurage zone private banks senior management staffs about the questionnaire before it was distributed. The questionnaire included standard questionnaire for the main variables; study questions on organizational culture by Denison's Cultural Model Denison and Neale (2011) and questions on employees" commitment by Allen and Meyer (1990). The questionnaire was evaluated by examining feasibility during questionnaire pre-

testing. Feasibility of the questions was evaluated by examining study participant acceptability, the time & ease of administration. Reliability was also checked for the survey instrument. As stated according to Hair et al., (2007) reliability indicates the extents to which some variables or set of variables are consistent in what they are intended to measure. Reliability analysis used to measure the internal consistency of a questionnaire.

There are different methods of reliability test and for the purpose of this study Cronbach's alpha was considered to be suitable. Cronbach's alpha is the most common measure of internal consistency or reliability. According to Matkar, A. (2012), the value of Cronbach's alpha coefficient should be more than 0.7 which is an acceptable level of internal consistency or reliability.

3.11. Ethical Consideration

There are certain ethical protocols that was followed by the researcher. The first is soliciting explicit consent from the respondents. This ensures that their participation to the study was out of their own volition. The researcher also ensured that the respondents are aware of the objectives of the research and their contribution to its completion. Before conducting this study, the researcher ensured that all participants are fully informed of what the study was about and request for their willingness to take part in the research. The other ethical measure which was exercised by the researcher is treating the respondents with respect and courtesy. This was done so that the respondents are at ease and more likely to give honest responses to the questionnaire.

The researcher also respects the privacy of the participants. The information that can be gathered from the research participants are analyzed with its full confidentiality and used for the intended purpose only.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

This chapter focuses on discussing the demographic characteristics of respondents and on presenting, analyzing and interpreting of data collected from the primary and secondary sources. The questionnaire distributed for the sample employees contained two parts. The first part requests demographic characteristics and the second focuses on questions related to employee engagement practices.

4.1. Response Rate of Respondents

In this section, employee's response to the major issue of the topic "The effects of organizational culture on employees' commitment; considering job satisfaction as conditional process analysis. (In Case of selected Gurage zone private Bank)" was presented in detail. Responses of employees were measured on five-point Likert scale with 1= Strongly Agree; 2= Agree; 3= Neutral; 4= Disagree; and 5 = Strongly Disagree. In addition to this, their response was triangulated by interview response of the process owners.

The responses received on each statement are presented in tabular measured in frequency, percentile, mean and standard deviation. Out of the distributed 322 questionnaires 298 (92.54%) were returned filled by the respondent. Therefore, the maximum 'frequency' column total cannot exceed 298 and the maximum 'valid percent' column total cannot exceed 100. The legends on the tables and charts are well defined for easy interpretation.

4.2. Demographic Profile of Respondents

The background characteristics of respondents as referred to in this section deals with the presentation on the overview and number of respondents who filled the questionnaire and interviewed for the study. This part gave general information about respondents like, gender, age, marital status, educational level and years of experience.

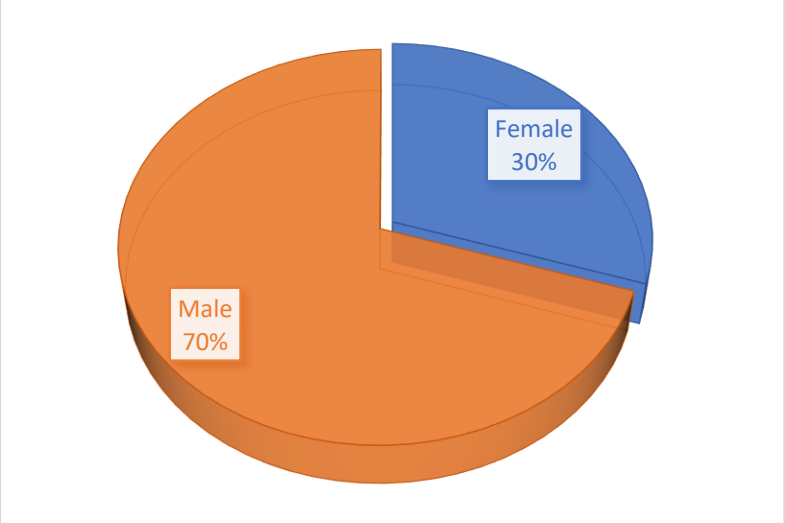


Figure 4.1:- Genders of Respondents

Source: Own Survey, 2023

Approximately 70% of the individuals involved were men, leaving the remaining 30% as women, highlighting a noticeable prevalence of male participants. This suggests a need for the Gurage Zone selected private banks to focus on initiatives aimed at improving female representation among their workforce, potentially through affirmative actions or measures.

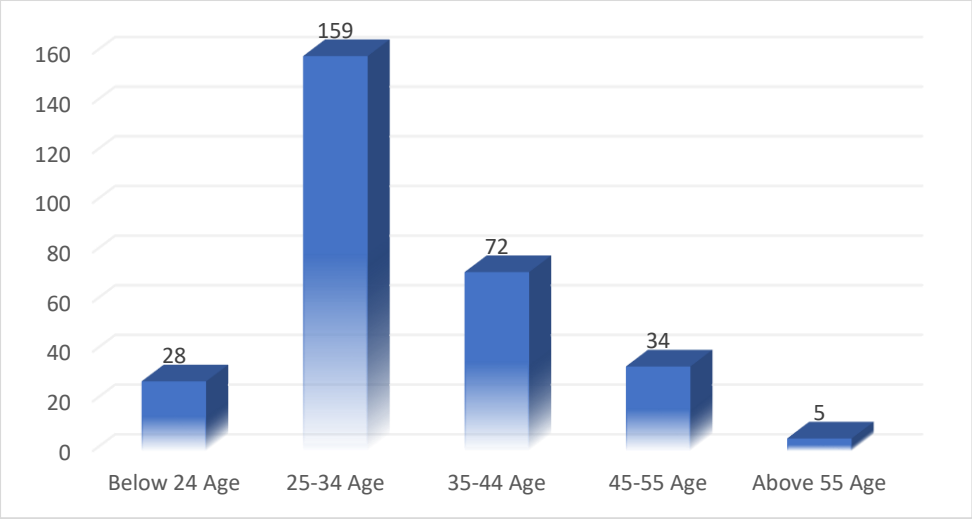


Figure 4.2:-Ages of Respondents

Source: Own Survey, 2023

The data reflects the responses obtained from participants who completed a survey, offering insights into the distribution of respondents across various age brackets. Out of the participants, 28 were below the age of 24. The most prominent age group comprised individuals aged 25 to 34, with a notable count of 159 respondents. Additionally, there were 72 respondents in the 35-

44 age range, 34 respondents in the 45-55 age range, and 5 respondents aged 55 and above. This data indicates a notable concentration of participants in the 25-34 age category, while the representation from other age groups was comparatively smaller.

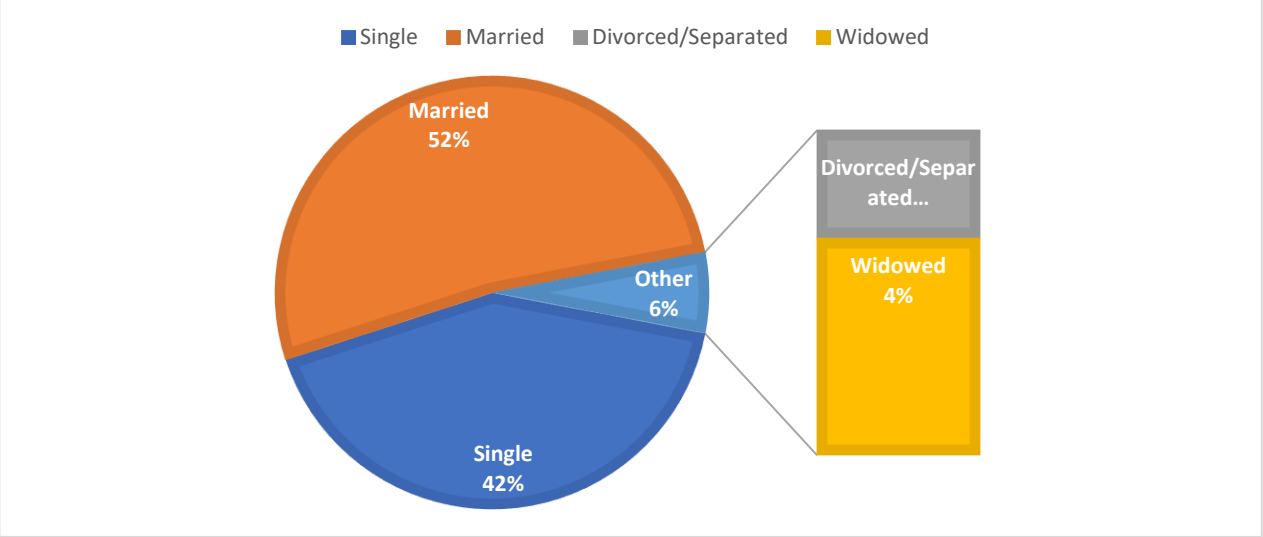


Figure 4.3:-Marital Statuses of Respondents

Source: Own Survey, 2023

The data illustrates the marital status of survey respondents in terms of percentages. Among all participants, roughly 42% stated that they were single, signifying a substantial proportion of unmarried individuals. The most significant group comprised married individuals, constituting approximately 52% of the respondents. A smaller percentage, around 2%, indicated being divorced or separated. Similarly, about 4% of the respondents reported being widowed. This data implies that the predominant marital status among the respondents was married, followed by single individuals, while divorced/separated and widowed individuals were comparatively less represented in the survey.

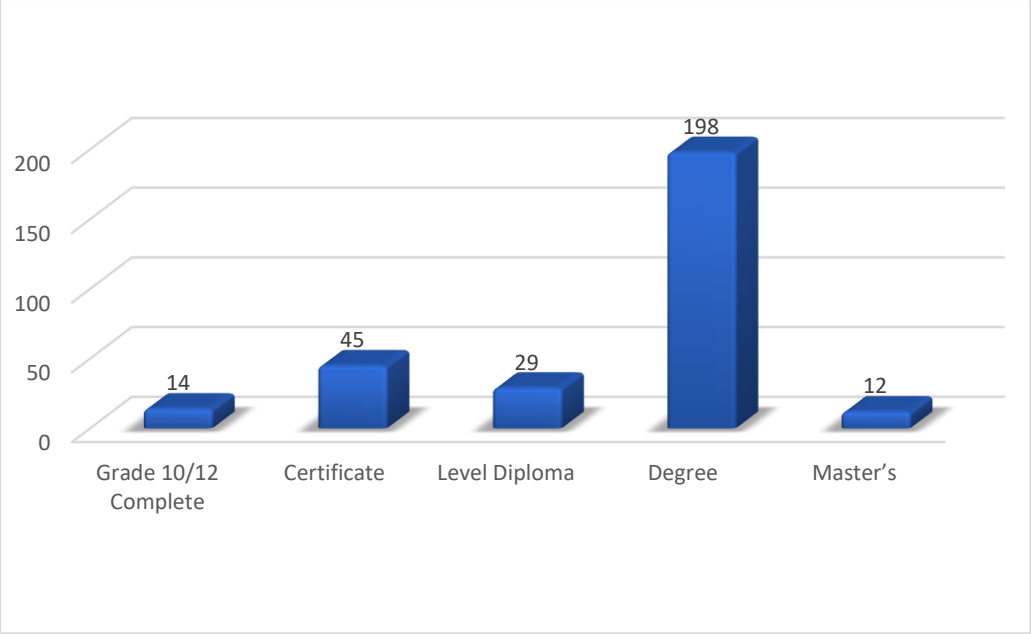


Figure 4.4:- Education Levels of Respondents

Source: Own Survey, 2023

Within the surveyed group, 14 participants acknowledged completing Grade 10/12. A larger cohort, totaling 45 respondents, reported possessing a certificate as their highest educational level. Furthermore, 29 participants held a Level Diploma, while 198 respondents had earned a degree. The smallest subgroup comprised individuals with a Master's degree, specifically 12.

In summary, the data indicates that the majority of respondents attained either a diploma or a degree, with the degree category having the highest count. The number of participants at the Grade 10/12 completion level was lower compared to other categories, and those with a Master's degree constituted the smallest subset. This breakdown provides insights into the educational qualifications of the respondents who completed the questionnaire.

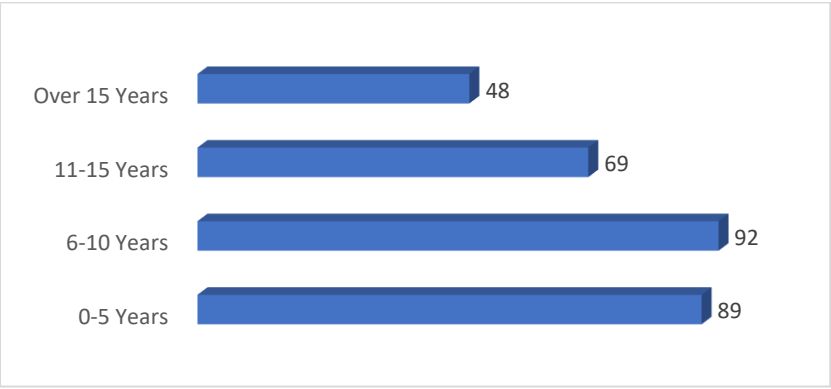


Figure 4.5:- Service years of Respondents

Source: Own Survey, 2023

Within the participants, 89 individuals disclosed possessing 0-5 years of service experience, while a similar count of 92 respondents reported having 6-10 years of experience. A slightly smaller number, 69 respondents, indicated holding 11-15 years of service. The least represented category was respondents with over 15 years of service, reported by 48 individuals.

The data illustrates a significant presence of respondents with 0-5 and 6-10 years of service experience, totaling 89 and 92, respectively. There is a decline in the count for those with 11-15 years of service, and the smallest representation is observed for individuals with over 15 years of experience. This information offers insights into the distribution of service years among the respondents who completed the questionnaire, particularly within the banking sector.

4.3. Descriptive Statistics

4.3.1. Organizational Culture

Organizational culture refers to the shared values, beliefs, and practices that shape the behavior of individuals within a workplace. It is the unwritten set of rules and norms that guide how people interact, make decisions, and approach their work. Organizational culture plays a crucial role in shaping the identity of a company and influencing the attitudes and behaviors of its employees.

A strong organizational culture contributes to a sense of identity and belonging among employees, fosters teamwork, and aligns individual and organizational goals. The concept encompasses various dimensions, including communication styles, leadership approaches, decision-making processes, and the overall work environment.

Table 4.1:- Summary of responses Survey

	N	Minimum	Maximum	Mean	Std. Deviation
Updated and improved working habits are commonly embraced at the bank where I work.	298	1.00	5.00	2.2416	1.33662
Various parts of the organization regularly collaborate to generate revenues.	298	1.00	5.00	2.4430	1.23846
The company I work for adapts to competitors' strategies and alternative offerings in the market.	298	1.00	5.00	3.0906	1.58120

Adjustments are implemented in response to customer feedback and suggestions.	298	1.00	5.00	3.0772	1.22711
I understand the wants and needs of customers.	298	1.00	5.00	2.6208	1.61031
Customer inputs directly influence the decisions made by my organization.	298	1.00	5.00	3.1141	1.29246
Innovation and a willingness to take risks are acknowledged and rewarded in my workplace.	298	1.00	5.00	2.7819	1.34443
Learning is a daily goal that the firm actively pursues.	298	1.00	5.00	2.6745	1.66103
Failures are viewed in my organization as stepping stones for improvement and growth.	298	1.00	5.00	3.4228	1.32919
Valid N (listwise)	298				

Source: Own Survey, 2023

Table 4.1 presents a summary of responses obtained from a survey measuring organizational culture. Within the context of the selected Gurage zone private bank, the study delves into the multifaceted dimensions of organizational culture, revealing insights that speak to the prevailing workplace dynamics. Notably, employees perceive a limited embrace of updated and improved working habits, as evidenced by a relatively low mean of 2.2416. This signifies a potential area of concern, highlighting the need for strategic initiatives to foster a more positive and adaptive work culture.

A crucial aspect of organizational effectiveness lies in collaborative efforts, and the descriptive statistics indicate a moderate level of collaboration for revenue generation (mean: 2.4430). While some teamwork is evident, there exists room for improvement in cultivating a collective spirit and leveraging the diverse skills within the organization. Recognizing the importance of adaptability in the competitive landscape, the bank demonstrates a moderate level of responsiveness to competitors' strategies (mean: 3.0906). However, there are opportunities for the organization to enhance its adaptability and agility to better navigate market dynamics and ensure sustained competitiveness.

The study also sheds light on the organization's customer-centric orientation. Adjustments based on customer feedback (mean: 3.0772) and the influence of customer inputs on decisions (mean: 3.1141) reflect a positive alignment with customer needs. Yet, there is room for improvement in understanding customer wants and needs more comprehensively (mean: 2.6208). Strengthening this aspect could lead to a more customer-focused approach, positively impacting overall organizational performance.

The organizational culture further reveals its resilience and growth orientation through the perception of failures as stepping stones for improvement (mean: 3.4228). This high mean suggests a positive attitude toward learning from setbacks, contributing to a culture that values continuous improvement. However, the acknowledgment of innovation and a willingness to take risks (mean: 2.7819) and the pursuit of learning as a daily goal (mean: 2.6745) both suggest opportunities for fostering a more innovative and learning-oriented environment.

In essence, the descriptive statistics provide a nuanced understanding of the organizational culture within the Gurage zone private bank, offering valuable insights for organizational leaders. Strategic interventions aimed at strengthening positive aspects and addressing areas of improvement can contribute to enhanced employee commitment and job satisfaction, ultimately fostering a workplace environment conducive to sustained success.

4.3.2. Job Satisfaction

Pay is most frequently considered as the key factor influencing employee satisfaction (Jalalkamali et al., 2016). Pay refers to basic wage and supplementary payments such as overtime payments (Heery and Noon, 2001). It is generally known that money is an important instrument in fulfilling ones needs and pay satisfaction refers to how employees perceive payments (Cobb, 2004). A meta-analysis of the literature on the relationship between pay and JS conducted by Judge et al. (2010) revealed that pay is a significant determinant of JS for employees at any workplaces. Pay also plays vital role in human capital-intensive firms to attract and retain experienced workforces (Tooksoon, 2011).

The descriptive statistics in Table 4.3 present insights into employee satisfaction with their pay within the context of the study. The mean satisfaction score of 1.9195 indicates a relatively low level of satisfaction, suggesting that, on average, employees express a degree of dissatisfaction with their current pay. The minimum score of 1.00 and the maximum score of 5.00 illustrate the range of responses, with some employees expressing very low satisfaction (closer to 1.00) and others indicating higher satisfaction (closer to 5.00).

The standard deviation of 1.11020 provides a measure of the dispersion or variability of responses around the mean. A higher standard deviation indicates greater variability in individual responses. In this case, the moderate standard deviation suggests a moderate level of variability in how employees perceive their pay satisfaction. This variability could be influenced by various factors, such as individual expectations, job roles, or external benchmarks.

The descriptive statistics for pay satisfaction indicate a tendency toward lower satisfaction levels among employees, with some variability in individual responses. This finding may warrant further investigation into the factors contributing to pay satisfaction, such as salary structures, industry benchmarks, or individual performance considerations, to inform strategies aimed at improving overall employee satisfaction and engagement in the workplace.

Training provides opportunities in which employees can broaden their knowledge and skills for more efficient work achievement and achieve individual growth and development. Saks (1996) found that workers who receive trainings report higher levels of Job Satisfaction than those without such training. The tangible study results in the literature clearly disclosed that Job Satisfaction is an increasing function of adequate training opportunities (Gazioglu and Tansel, 2006).

Table 4.2:- Descriptive Statistics for pay

	N	Minimum	Maximum	Mean	Std. Deviation
I am satisfied with my pay.	298	1.00	5.00	1.9195	1.11020
I am satisfied with the training opportunities available for me.	298	1.00	5.00	3.3356	1.38589
I am satisfied with the availability of ethnic diversity in my organization.	298	1.00	5.00	3.0403	1.41602
I receive enough feedback about my work performances.	298	1.00	5.00	1.4027	.81583
The use of a formal template to evaluate work performances is effective.	298	1.00	5.00	2.7953	1.45703
I perceive favoritism in the performance appraisal process.	298	1.00	5.00	2.0638	1.25769
The feedback received at my most recent performance review was useful.	298	1.00	5.00	2.4027	1.19719
I am satisfied with the promotion opportunities in my present position.	298	1.00	5.00	2.8490	1.62494
I receive enough feedback about my work performances.	298	1.00	5.00	1.4027	.81583
The use of a formal template to evaluate work performances is effective.	298	1.00	5.00	2.7953	1.45703
I perceive favoritism in the performance appraisal process.	298	1.00	5.00	2.0638	1.25769
The feedback received at my most recent performance review was useful.	298	1.00	5.00	2.4027	1.19719
I am satisfied with the promotion opportunities in my present position.	298	1.00	5.00	2.8490	1.62494
I am satisfied with the informational communication within the company.	298	1.00	5.00	3.3792	1.31317
I am satisfied with the variation in my job.	298	1.00	5.00	3.1745	1.40577
I am satisfied with the freedom to decide how I do my work.	298	1.00	5.00	1.5973	1.06312
I am satisfied with the opportunity to learn new skills and abilities in my job.	298	1.00	5.00	2.8859	1.36345

Source: Own Survey, 2023

Employee satisfaction associated with training stems from the fact that employees gain confidence of producing high quality, perceive potential for career advancement and appreciate their companies' investment in them (Saks, 1996).

The descriptive statistics in Table 4.2 provide insights into employees' satisfaction with the training opportunities available to them. The mean satisfaction score of 3.3356 indicates a moderate level of satisfaction on average, suggesting that employees, on the whole, are moderately content with the training opportunities provided. The minimum score of 1.00 and the maximum score of 5.00 illustrate the range of responses, with some employees expressing lower satisfaction (closer to 1.00) and others indicating higher satisfaction (closer to 5.00).

The standard deviation of 1.38589 measures the dispersion or variability of responses around the mean. A higher standard deviation suggests greater variability in individual responses. In this case, the moderate standard deviation indicates a moderate level of variability in how employees perceive the training opportunities. This variability could stem from differences in individual preferences, expectations, or experiences with the training programs.

The descriptive statistics for training opportunities suggest a moderately satisfactory perception among employees. The organization appears to be meeting, to some extent, the expectations and needs of its workforce regarding training and development. However, the moderate variability in responses suggests that there may be room for improvement or customization in training programs to better cater to the diverse needs and preferences of employees. Further exploration and feedback collection from employees could provide valuable insights into specific areas of improvement in the training and development initiatives.

The increase in ethnic diversity in workplaces results in a significant change in terms of workforce composition. Empirical research on ethnic diversity resulted in positive findings regarding work-related outcomes of employees (Page, 2007). They demonstrated that ethnically diverse teams can outperform in terms of introducing new ideas, innovatively and problem-solving capabilities, which leads to higher JS and employee well-being within organizations.

The descriptive statistics presented in Table 4.2 offer insights into employees' satisfaction with the availability of ethnic diversity within the organization. The mean satisfaction score of 3.0403 indicates a moderate level of satisfaction on average, suggesting that employees, as a whole, harbor a moderately positive sentiment regarding the ethnic diversity present in the

organization. The minimum score of 1.00 and the maximum score of 5.00 highlight the spectrum of responses, with some employees expressing lower satisfaction (closer to 1.00) and others indicating higher satisfaction (closer to 5.00).

The standard deviation of 1.41602 measures the dispersion or variability of responses around the mean. A higher standard deviation suggests greater variability in individual responses. In this case, the moderate standard deviation indicates a moderate level of variability in how employees perceive the ethnic diversity within the organization. This variability may be influenced by individual perspectives, experiences, or expectations regarding the organization's commitment to diversity and inclusion.

The descriptive statistics for ethnic diversity satisfaction suggest a generally positive perception among employees. While the mean indicates a moderate level of satisfaction, the variability in responses suggests that individuals within the organization may have differing perspectives on the extent to which ethnic diversity is effectively promoted. This finding underscores the importance of ongoing efforts to foster an inclusive environment and address any specific concerns or needs related to diversity within the organization. Further qualitative research or targeted feedback mechanisms could provide deeper insights into the factors influencing employees' perceptions of ethnic diversity.

Performance appraisal has been extensively documented in the HRM literature (Jalalkamali et al., 2016). However, it is rarely discussed in organizational behavior literature (Ellickson and Logsdon, 2001). A longitudinal study conducted by Blau (1999) examines the importance of performance appraisal on JS, presenting persuasive evidence of a significant, positive relationship between them. According to Harrison (1993), the main aim of performance appraisal is to provide information to determine promotion and determine training needs of employees. The effect of promotion on JS is recognized considerably in the literature. Nguyen et al. (2003) concluded that JS is the result of promotion opportunities in organizations. Employees can take promotion as the ultimate achievement in their career since it involves subsequent changes in job content, pay, responsibility, independence, status, etc. (Blau, 1999).

Table 4.2 presents a comprehensive overview of employees' perceptions regarding performance appraisal and promotion opportunities within the organization. Notably, the data reveals that employees, on average, feel a deficiency in receiving feedback about their work performances, as indicated by the low mean of 1.4027. This highlights a crucial area for improvement in communication channels between employees and management. In contrast,

the moderate mean of 2.7953 suggests a moderate satisfaction with the effectiveness of the formal template used for evaluating work performances. However, there remains room for refinement in the evaluation processes. Additionally, the finding of a moderate perception of favoritism in the performance appraisal process (mean: 2.0638) underscores the importance of addressing fairness and transparency concerns in performance evaluations.

Furthermore, the data indicates that employees perceive the feedback received at their most recent performance review to be moderately useful, as reflected by the mean of 2.4027. This finding suggests opportunities to enhance the impact of feedback mechanisms on employee development. Regarding promotion opportunities, the organization receives a moderate satisfaction score with a mean of 2.8490. While employees express a moderate level of satisfaction, there is potential for the organization to further refine and communicate its promotion pathways to ensure alignment with employee expectations.

The descriptive statistics shed light on various facets of performance appraisal and promotion opportunities. The organization can benefit from strategically addressing feedback mechanisms, refining evaluation processes, and actively addressing perceived favoritism to enhance overall employee satisfaction and engagement. These findings provide valuable insights for targeted interventions that can contribute to the development of a fair and conducive workplace environment.

According to Dunham and Klafehn (1990), the two primary sets of people in any organizations who directly affect JS of an employee are supervisors and coworkers. Quality of supervision is a very important aspect in workplaces. Individuals who dislike and think negatively about their people around them are less willing to communicate or have less motivation to work and vice versa. Studies have shown that supervision contribute to higher levels of JS (e.g. Ellickson and Logsdon, 2001). They generally revealed that a supportive and friendly relationship at workplaces drive JS to a higher level and motivate employees to share good and innovative ideas. Regarding coworkers, James and McIntyre (1996) concluded that working as a team and a friendly relationship work environment has significant impact on the satisfaction level of employees. Interpersonal relations among workers lead to certain group dynamics, which in turn affect organizational productivity and JS (Ellickson and Logsdon, 2001).

Table 4.2 furnishes valuable insights into coworkers' and supervisory satisfaction within the organizational framework. The data reveals that employees, on average, express a no2 dissatisfaction with the amount of feedback they receive about their work performances, as

evidenced by a low mean of 1.4027. This suggests a critical need for the enhancement of communication channels between employees and their supervisors, emphasizing the importance of constructive feedback to foster professional development and performance improvement.

Moving to the evaluation processes, the moderate mean of 2.7953 indicates that employees perceive the use of a formal template for evaluating work performances to be moderately effective. While there is a level of satisfaction, there exists an opportunity for the organization to refine these processes to further increase efficiency and engagement. Similarly, the finding of a moderate mean of 2.0638 regarding the perception of favoritism in the performance appraisal process underscores the importance of addressing fairness and transparency concerns. This is essential for maintaining a work environment that is perceived as equitable and just, contributing to employee morale and commitment.

Regarding the usefulness of feedback received at the most recent performance review, the moderate mean of 2.4027 suggests a moderate level of perceived utility. To maximize the impact of feedback mechanisms on employee development and performance improvement, there is an opportunity for the organization to explore ways to enhance the effectiveness of the feedback provided.

Finally, the moderate mean of 2.8490 regarding satisfaction with promotion opportunities indicates a moderate level of contentment among employees. However, there may be room for improvement in communicating and aligning these opportunities with employee expectations to ensure a more transparent and satisfactory career advancement process.

The descriptive statistics in Table 4.2 provide nuanced insights into the dynamics of coworkers' and supervisory satisfaction. The organization is encouraged to focus on improving feedback mechanisms, refining performance evaluation processes, and addressing perceived favoritism to foster a work environment that promotes employee development, transparency, and overall satisfaction. These findings underscore the significance of ongoing efforts to cultivate a positive organizational culture that values communication, fairness, and employee growth.

Previous studies have mostly measured JS as an outcome variable of different work factors, but communication satisfaction has been largely ignored (Jalalkamali et al., 2016). Satisfaction from communication refers to the degree of involvement of an individual in (1978) said that communication satisfaction is generally considered as an affective reaction when an expectation is fulfilled in the process of exchanging information. Chen et al. (2006) argued that

the endeavors of an organization to enhance the state of organizational communication can have a positive effect on employees' attitude as well as on the organization as a whole.

Table 4.2 presents descriptive statistics related to employees' perceptions of organizational communication within the company. The mean satisfaction score of 3.3792 suggests a moderate level of satisfaction on average, indicating that employees generally find the informational communication within the organization to be moderately satisfactory. The minimum score of 1.00 and the maximum score of 5.00 reflect the range of responses, with some employees expressing lower satisfaction (closer to 1.00) and others indicating higher satisfaction (closer to 5.00).

The standard deviation of 1.31317 measures the variability of responses around the mean. In this case, the moderate standard deviation suggests a moderate level of variability in how employees perceive the informational communication. This variability could be influenced by individual preferences, departmental differences, or the effectiveness of communication channels utilized within the organization.

The descriptive statistics indicate a moderate level of satisfaction with organizational communication. While the overall satisfaction is positive, there may be opportunities for the organization to explore and address specific areas of concern or improvement in communication processes. Collecting additional qualitative feedback or conducting targeted communication assessments can offer deeper insights into the factors influencing employees' perceptions and contribute to the development of a more effective and satisfactory communication strategy within the organization.

Past research studies reported that the work itself is the most powerful determinant of JS (Imran et al., 2014). A job that provides individuals with opportunities for learning, interesting, stimulating tasks, the chance to be responsible and accountable results in an increased JS (Robbins et al., 2003). Jyoti and Sharma (2006) observed that employees who have boring jobs tend to be less satisfied with their work. In a study that asked 1,000 employees to rank ten possible work factors, "interesting work" was preferred in the majority of cases (Kovach, 1995). Intrinsically motivated individuals give high values to the work itself, to feelings of self-determination and to competence and personal development (Kim, 2005).

Table 4.2 presents descriptive statistics elucidating employees' perceptions of intrinsic rewards within the organizational context, encompassing dimensions related to job variation, autonomy in decision-making, and opportunities for skill development.

The mean score of 3.1745 for job variation suggests that, on average, employees exhibit a moderate level of satisfaction with the diversity in their job roles. This positive sentiment implies that the organization provides a degree of variability in job tasks that is generally well-received by employees. The accompanying standard deviation of 1.40577 signifies a moderate level of variability in individual responses, highlighting diversity in how employees perceive the variation in their job roles.

Conversely, the mean score of 1.5973 for freedom to decide how work is done indicates a lower level of satisfaction, reflecting a perceived lack of autonomy in decision-making processes. This finding suggests an area for improvement in fostering greater autonomy and empowerment among employees. The standard deviation of 1.06312 indicates a moderate level of variability, suggesting differing perceptions among employees regarding the freedom to decide in their work.

In terms of the satisfaction with the opportunity to learn new skills and abilities (mean: 2.8859), employees express a moderate level of contentment. While there is a positive sentiment, there remains room for improvement in providing more comprehensive learning opportunities. The standard deviation of 1.36345 signifies a moderate level of variability, indicating differences in how employees perceive the organization's efforts to facilitate skill development.

In summary, the descriptive statistics underscore a nuanced perspective on intrinsic rewards within the organization. While employees generally appreciate job variation and express moderate satisfaction with opportunities for skill development, there is a notable concern regarding the freedom to decide in work processes. Addressing these concerns and enhancing autonomy and learning opportunities could contribute to an overall improvement in employees' intrinsic job satisfaction. Further qualitative exploration or targeted surveys may unveil specific areas for improvement, guiding strategic interventions to foster a more fulfilling work environment.

4.3.3. Employee Commitment

No organization in today’s competitive world can perform at peak levels unless each employee is committed to the organization’s objectives and works as an effective team member. It is no longer good enough to have employees who come to work faithfully every day and do their jobs independently (Dr. Varsha Dixit 2012). Employees now have to think like entrepreneurs while working in teams, and have to prove their worth. However, they also want to be part of

a successful organization which provides a good income and the opportunity for development and secure employment.

Employee commitment and reward systems are integral components of organizational success and workforce satisfaction. In today's dynamic business environment, organizations strive to cultivate a work culture that not only recognizes employees' contributions but also aligns rewards with their efforts. This commitment is often reflected in how well the company acknowledges and appreciates individual hard work and achievements. Furthermore, the overall compensation package, encompassing salary, bonuses, and benefits, plays a pivotal role in shaping employee satisfaction and commitment. Table 4.3 provides a comprehensive overview of the descriptive statistics for reward-related perceptions among employees, shedding light on the alignment of rewards with contributions, satisfaction with the compensation package, and the adequacy of acknowledgment for hard work.

Table 4.3:- Descriptive Statistics for Reward

	N	Minimum	Maximum	Mean	Std. Deviation
The rewards and recognition provided by the company align with my contributions and efforts.	298	1.00	5.00	3.2215	1.30704
I am satisfied with the overall compensation package, including salary, bonuses, and benefits, in relation to my job performance.	298	1.00	5.00	1.6141	1.08342
The company adequately acknowledges and appreciates my hard work and achievements.	298	1.00	5.00	2.5067	1.15832

Source: Own Survey, 2023

The descriptive statistics outlined in Table 4.3 offer a nuanced understanding of employees' perspectives on the reward systems within the organization. Firstly, the mean score of 3.2215 for the alignment of rewards with contributions indicates that employees, on average, perceive a moderate alignment between their efforts and the recognition provided by the company. This finding is indicative of a positive correlation between employees' contributions and the acknowledgment they receive. The accompanying standard deviation of 1.30704 suggests a moderate level of variability in how employees perceive the alignment of rewards with their contributions, highlighting the diversity of individual perspectives within the workforce.

Secondly, the mean score of 1.6141 for satisfaction with the overall compensation package reveals that, on average, employees express lower satisfaction with the comprehensive compensation structure, including salary, bonuses, and benefits, in relation to their job performance. This points to a potential area for improvement in the organization's

compensation strategy to more effectively align with and recognize employees' performance. The standard deviation of 1.08342 indicates a moderate level of variability in satisfaction levels, reflecting diverse viewpoints among employees.

Lastly, the mean score of 2.5067 for the acknowledgment and appreciation of hard work signifies a moderate level of satisfaction among employees. While there is a positive sentiment regarding the company's acknowledgment of their efforts, there may be opportunities for enhancement to further motivate and engage employees. The standard deviation of 1.15832 suggests a moderate level of variability in how employees perceive acknowledgment for their hard work, highlighting the need for a nuanced approach to recognition practices.

The descriptive statistics in Table 4.3 provide valuable insights into the complex relationship between employee commitment and reward systems. While there is positivity in the alignment of rewards with contributions and a moderate satisfaction with acknowledgment, the organization should carefully consider strategies to address the lower satisfaction levels in the overall compensation package. These findings serve as a foundation for targeted interventions aimed at refining reward strategies and fostering a workplace environment that enhances employee commitment and satisfaction. Further qualitative exploration or targeted surveys could unveil specific areas for improvement, guiding strategic initiatives for a more robust and effective reward system.

In the contemporary landscape of organizational management, the synergistic relationship between employee commitment and career development has become a focal point for fostering a resilient and motivated workforce. Employee commitment encompasses a profound sense of loyalty, engagement, and dedication to one's current role, often intertwined with the anticipation of growth and advancement opportunities within the organization. Concurrently, career development represents a dynamic process through which employees can enhance their skills, assume greater responsibilities, and progress along their professional trajectories.

Table 4.4:- Descriptive Statistics for Career Development

	N	Minimum	Maximum	Mean	Std. Deviation
I feel committed to my current role, considering the opportunities for career growth and advancement within the organization.	298	1.00	5.00	2.2785	1.14868
The company supports my long-term career goals and aspirations.	298	1.00	5.00	2.4564	1.25252
I am satisfied with the career development programs and opportunities offered by the organization.	298	1.00	5.00	3.0537	1.60297

Source: Own Survey, 2023

This study endeavors to explore the intricate interplay between employee commitment and career development within the organizational context, seeking to understand how the alignment of career growth opportunities with current roles, organizational support for long-term career goals, and satisfaction with career development programs collectively influence employee commitment. The analysis extends to Table 4.4, which provides descriptive statistics offering valuable insights into employee perceptions of career development initiatives and their impact on commitment.

The descriptive statistics presented in Table 4.4 afford a nuanced examination of employees' perceptions regarding career development within the organizational framework. Firstly, the mean score of 2.2785 for feeling committed to the current role in consideration of career growth opportunities indicates that employees, on average, hold a moderately positive sentiment. This implies that the perceived alignment between their current role and the potential for career growth within the organization is neither strongly positive nor negative. The standard deviation of 1.14868 underscores a moderate level of variability in how employees interpret and express commitment in relation to career advancement.

Secondly, the mean score of 2.4564 for the company's support of long-term career goals and aspirations suggests a moderate level of perceived organizational support. This indicates that employees, on average, feel moderately supported in their pursuit of long-term career objectives. The accompanying standard deviation of 1.25252 signifies a moderate level of variability, suggesting diversity in how employees perceive the organization's commitment to their broader career aspirations.

Lastly, the mean score of 3.0537 for satisfaction with career development programs and opportunities signifies a moderately positive sentiment among employees. This indicates a general satisfaction with the programs and opportunities offered by the organization for career advancement. The standard deviation of 1.60297 reflects a moderate level of variability in satisfaction levels, suggesting differing viewpoints within the workforce.

The descriptive statistics in Table 4.4 provide valuable insights into the nuanced relationship between employee commitment and career development. While employees express a moderately positive sentiment regarding their commitment to current roles and the organization's support for long-term career goals, there is notable variability in these perceptions. The satisfaction with career development programs suggests a generally positive outlook, although the moderate variability implies areas for potential improvement. These

findings serve as a foundation for strategic interventions aimed at refining career development strategies, ensuring a more tailored and impactful approach that resonates with diverse employee perspectives. Further qualitative exploration or targeted surveys could unveil specific areas for improvement, guiding the organization in crafting strategies for an integrated and effective approach to employee commitment and career development.

In the contemporary corporate landscape, the integration of training and development initiatives into the organizational fabric plays a pivotal role in shaping employee commitment and career growth. Professional development, marked by a commitment to continuous learning and skill enhancement, is often a key determinant of an employee's career trajectory and overall job satisfaction. This study seeks to unravel the intricate dynamics between employee commitment and training and development opportunities within the organizational context.

Table 4.5:- Descriptive Statistics for Training and Development

	N	Minimum	Maximum	Mean	Std. Deviation
I am committed to my professional development, given the training opportunities provided by the company.	298	1.00	5.00	3.2047	1.22888
The training programs offered contribute to my skill enhancement and career growth.	298	1.00	5.00	2.8725	1.66480
The organization encourages and supports ongoing learning and development.	298	1.00	5.00	3.1275	1.27545
Valid N (listwise)	298				

Source: Own Survey, 2023

The analysis extends to Table 4.5, which presents descriptive statistics illuminating employee perceptions regarding their commitment to professional development, the impact of training programs on skill enhancement and career growth, and the organization's encouragement and support for ongoing learning.

The descriptive statistics in Table 4.5 offer nuanced insights into how employees perceive training and development initiatives and their influence on commitment and career growth. Firstly, the mean score of 3.2047 for commitment to professional development through training opportunities indicates that employees, on average, express a strong commitment to their ongoing learning and skill enhancement. This underscores the importance employees place on training initiatives as a crucial component of their professional growth. The standard deviation

of 1.22888 reflects a moderate level of variability in how employees interpret and express their commitment to professional development through training.

Secondly, the mean score of 2.8725 for the contribution of training programs to skill enhancement and career growth suggests a moderate positive sentiment among employees. This indicates that, on average, employees perceive training programs as positively influencing their skill development and overall career growth. The standard deviation of 1.66480 highlights a moderate level of variability in these perceptions, showcasing diversity in how employees assess the impact of training programs.

Lastly, the mean score of 3.1275 for the organization's encouragement and support for ongoing learning and development signifies a moderately positive sentiment. This suggests that employees, on average, feel the organization actively supports and encourages their continuous learning endeavors. The standard deviation of 1.27545 reflects a moderate level of variability, showcasing differing viewpoints within the workforce regarding the organization's commitment to ongoing learning.

The descriptive statistics in Table 4.5 provide valuable insights into the complex relationship between employee commitment and training and development opportunities. While employees express a strong commitment to professional development through training, the perceived impact of training programs on skill enhancement and career growth is moderately positive. The organization's encouragement and support for ongoing learning receive a moderately positive sentiment, with moderate variability in employee perceptions. These findings serve as a foundation for strategic interventions aimed at refining training and development strategies, ensuring alignment with employee expectations, and fostering a culture of continuous learning. Further qualitative exploration or targeted surveys could unveil specific areas for improvement, guiding the organization in crafting strategies for an integrated and impactful approach to employee commitment and training and development.

Effective management practices are integral to shaping employee commitment and job satisfaction within an organizational framework. The management system, characterized by leadership styles, communication effectiveness, and recognition of employee contributions, significantly influences the overall work experience. This study delves into the nuanced relationship between employee commitment and the perceived management system within the organization.

Table 4. 6:- Descriptive Statistics for Management System

	N	Minimum	Maximum	Mean	Std. Deviation
My perception of the management style within the organization impacts my commitment to my role.	298	1.00	5.00	2.8121	1.71100
My superiors understand and value my contributions to the team.	298	1.00	5.00	2.7584	1.69631
I am satisfied with the communication and leadership style of my immediate supervisor.	298	1.00	5.00	3.4631	1.36342
Valid N (listwise)	298				

Source: Own Survey, 2023

The analysis extends to Table 4.6, which presents descriptive statistics elucidating employee perceptions regarding how their commitment is impacted by management styles, the recognition of their contributions by superiors, and satisfaction with the communication and leadership style of immediate supervisors.

The descriptive statistics in Table 4.6 provide valuable insights into how employees perceive the management system and its impact on their commitment to their roles. Firstly, the mean score of 2.8121 for the impact of the management style on employee commitment suggests a moderate level of perceived influence. This indicates that, on average, employees acknowledge the impact of the organization's management style on their commitment to their roles. The relatively high standard deviation of 1.71100 underscores a notable diversity in how employees interpret and react to the management style.

Secondly, the mean score of 2.7584 for the understanding and valuation of contributions by superiors indicates a moderate perception of recognition. On average, employees feel that their contributions are moderately understood and valued by their superiors. The standard deviation of 1.69631 highlights a significant level of variability, showcasing diverse opinions regarding the extent to which contributions are recognized.

Lastly, the mean score of 3.4631 for satisfaction with the communication and leadership style of immediate supervisors signifies a moderately positive sentiment. On average, employees are satisfied with the communication and leadership styles of their immediate supervisors. The standard deviation of 1.36342 suggests a moderate level of variability, indicating differing viewpoints within the workforce regarding satisfaction with supervisor styles.

The descriptive statistics in Table 4.6 shed light on the complex interplay between employee commitment and the perceived management system. While employees generally acknowledge the impact of the management style on their commitment and feel moderately understood and valued by superiors, there is notable diversity in these perceptions. Satisfaction with the communication and leadership style of immediate supervisors is moderately positive, with varying viewpoints among employees. These findings serve as a foundation for strategic interventions aimed at refining management practices, ensuring alignment with employee expectations, and fostering a positive work environment. Further qualitative exploration or targeted surveys could unveil specific areas for improvement, guiding the organization in crafting strategies for an integrated and impactful approach to employee commitment and effective management.

4.4. Classical Linear Regression Model (CLRM) Assumptions Test

In this section, the researcher carried out relevant diagnostic testing to identify any violation in the underlining assumption of the classical linear regression model (CLRM). Five assumptions tests were conducted which ensure that the estimation technique, ordinary least squares (OLS), to have several desirable properties, and that hypothesis tests regarding the coefficient estimates could validly be conducted. Specifically, it was assumed that average values of the error-term are zero, the variance of the errors are constant (homoscedastic), the error terms are normally distributed (normality), the covariance between the error-terms is zero (no autocorrelation), and explanatory variables are not correlated (absence of multicollinearity).

4.4.1. Heteroscedasticity Test

According to Brooks (2008), it has been assumed that the variance of the disturbance is constant. This is known as the assumption of homoscedasticity. If we estimate regression models on data in which the variance is not constant, they still result in errors that are zero on average (i.e., our predictions are still correct), but this may cause some independent variables not to be significant, whereas, in reality, they are. If the errors do not have a constant variance, they are said to be heteroscedastic.

The hypothesis for testing the presence of Heteroscedasticity:

Null Hypothesis: There is no Heteroscedasticity

Alternative Hypothesis: There is Heteroscedasticity

To check the presence of heteroskedasticity problem the Breusch-pagan test was employed. As

shown below Table 4.7, the probability value of chi-square is 0.1604 which is greater than the Breusch-pagan test decision point (0.05). Therefore, it indicates that there was no heteroscedasticity problem on the error terms of the JSS model. This means that the null hypothesis was not rejected which says that the error variance is constant.

Table 4.7:-Heteroskedasticity Test for OCU: Breusch-Pagan test

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity

Ho: Constant variance

Variables: fitted values of JSS

chi2(1) = 0.2535

Prob > chi2 = 0.892

Source: Summary of Pearson's correlation SPSS V26

output from survey data, 2023

4.4.2. Omitted Variable test

In statistics, omitted-variable bias (OVB) occurs when a statistical model leaves out one or more relevant variables. The bias results in the model attributing the effect of the missing variables to those that were included.

The omitted variable bias is a common and serious problem in regression analysis. Generally, the problem arises if one does not consider all relevant variables in a regression. In this case, one violates the first assumption of the assumption of the classical linear regression model. In the introductory part of this series of posts on the omitted variable bias, you will learn what is exactly the omitted variable bias.

In order for the omitted variable to bias your coefficients, two requirements must be fulfilled:

1. The omitted variable must be correlated with the dependent variable.
2. The omitted variable must be correlated with one or more other explanatory variables.

Table 4.8: - Ramsey Test for bias of omitted variable

Ramsey RESET test using powers of the fitted values of OCU

Ho: model has no omitted variables

F(3, 288) = 0.40

Prob > F = 0.4578

The above table shows that the probability of accepting the model has no omitted variable is 48.52% Since it is greater than 5%. We can say that there is no omitted variable in the model.

4.4.3. Test of Normality

The examination of the normal distribution of the data is one of the fundamental requirements for linear regression analysis between the study variables. One of the most commonly applied tests for normality is the Bera-Jarque (BJ) test. Jarque-Bera uses the property of a normally distributed random variable that the entire distribution is characterized by the first two moments the mean and the variance. The standardized third and fourth moments of distribution are known as its skewness and kurtosis. A normal distribution is not skewed and is defined to have a coefficient of kurtosis of 1. It is possible to define a coefficient of excess kurtosis, equal to the coefficient of kurtosis minus 1 a normal distribution will thus have a coefficient of excess kurtosis of zero. A normal distribution is symmetric and said to be mesocratic. If the residuals are normally distributed, the histogram should be bell-shaped and the Bera-Jarque statistic test would not be significant. This means that the p-value given at the bottom of the normality test screen should be bigger than 0.05 to not reject the null of normality at the 5% level. (Brooks,2008)

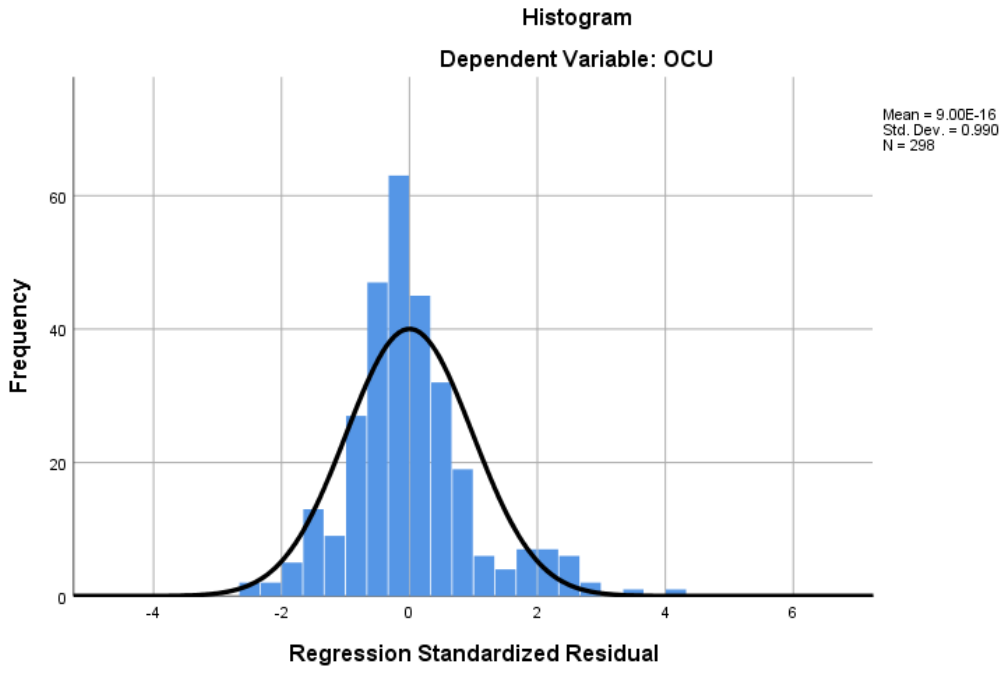
The test hypothesis is; H0: Error term is normally distributed.

Alternative hypothesis: Error term is not normally distributed

Decision Rule: Reject H0 if the P-value of Jarque-Bera tests less than significant level 0.05.

Otherwise, do not reject the null hypothesis.

Figure 4.6:- Normality Test Result for OCU



Skewness/Kurtosis tests for Normality

Variable	Obs	Pr(Skewness)	Pr(Kurtosis)	joint adj chi2(2)	joint Prob>chi2
residual	298	0.6486	0.9022	0.22	0.8946

Source: Summary of Pearson's correlation SPSS V26 output from survey data, 2023

The result of normality tests for this study is as shown in figure 4.3above where the coefficient of kurtosis is around 1, and the Bera-Jarque statistic had a P-value of 0.8946 it implied that the residual of this study is normally distributed and the data were consistent with a normal distribution assumption which should not be rejected since the p-value was considerably more than 0.05.

4.4.4. Reliability Statistics Test

The Cronbach's coefficient alpha was tested. Table 4.9 reports the alpha scores for all the variables. As proposed by Nunnally (1967 & 1978), The Cronbach's alpha coefficient was within the acceptable level of reliability of 0.845 for scale acceptability Cronbach's Alpha for determinant factors and Employee Engagement.

Table 4.9:-Reliability Statistics

Case Processing Summary

		N	%
Cases	Valid	298	97.1
	Excluded[a]	9	2.9
	Total	307	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.845	307

Note: Source SPSS output from survey data, 2023

4.4.5. Correlation Statistics

Statistic Correlation statistics is a method of assessing the relationship between variables/factors. To be precise, it measures the extent of association between the ordering of

two random variables. Thus, the study analyzed the relationships that are inherent among the independent and dependent variables as well as among the independent variables/factors. The results regarding this were summarized and presented in Table 4.10.

The correlation table (Table 4.10) offers a comprehensive view of the relationships between various variables, including the significant aspect of Reward (R), and sheds light on their interconnected dynamics.

Organizational Culture (OCU) displays a weak positive correlation with Reward (R) (.188). This suggests that as organizational culture strengthens, there is a slight tendency for the perception of rewards to increase. A positive organizational culture might contribute to a more positive perception of the rewards and recognition offered by the company.

Vocational Training (VT) exhibits a weak negative correlation with Reward (R) (-.027). This implies a subtle negative relationship, suggesting that as vocational training increases, there might be a slight decrease in the perception of rewards. This unexpected finding warrants further exploration to understand the nuances in the relationship between training initiatives and perceived rewards.

Table 4.10:- Correlations Table

		OCU	VT	R	CD	MS	TD	JSS
OCU	Pearson Correlation	1						
VT	Pearson Correlation	-.107	1					
R	Pearson Correlation	.188**	-.027	1				
CD	Pearson Correlation	.086	-.285**	.025	1			
MS	Pearson Correlation	.002	.350**	-.157**	-.110	1		
TD	Pearson Correlation	.861**	-.029	.135*	.219**	-.030	1	
JSS	Pearson Correlation	.722**	.283**	.079	.100	.120*	.842**	1

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

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

Note: Source SPSS output from survey data, 2023

Reward (R) shows a negligible positive correlation with Reward (R) (.025). This minimal positive association implies that as reward increases, there is a slight tendency for the perception of rewards to also increase. However, the correlation is weak, indicating that these variables may operate somewhat independently.

Career Development (CD) displays a weak positive correlation with Reward (R) (.025). This suggests a modest positive relationship, indicating that as career development opportunities increase, there is a slight tendency for the perception of rewards to also increase. Organizations fostering career growth may be perceived as offering more rewarding experiences.

The management system (MS) exhibits a weak negative correlation with Reward (R) (-.157). This implies that as the perceived effectiveness of the management system increases, there is a slight tendency for the perception of rewards to decrease. This unexpected negative association warrants careful consideration and further exploration.

Training and Development (TD) shows a negligible positive correlation with Reward (R) (.135). This suggests that as training and development opportunities increase, there is a slight tendency for the perception of rewards to also increase. Organizations investing in employee development may be perceived as providing more rewarding experiences.

Job Satisfaction (JSS) demonstrates a negligible positive correlation with Reward (R) (.079). This indicates a minimal positive relationship, suggesting that as job satisfaction increases, there is a slight tendency for the perception of rewards to also increase. However, the correlation is weak, indicating that these variables may be influenced by additional factors.

In conclusion, the correlation findings highlight nuanced relationships between Reward (R) and various organizational factors. While some associations are weak, they provide valuable insights into how employees perceive the interconnected elements of organizational dynamics, shedding light on areas where improvements or further investigations may be beneficial. Organizations should consider these relationships in their efforts to optimize employee satisfaction and enhance overall organizational effectiveness.

4.5. Results of Regression Analysis

4.5.1. Effect of Organizational Culture on Job Satisfaction

The relationship between organizational culture and job satisfaction constitutes a pivotal aspect of organizational dynamics and employee well-being. Organizational culture, defined as the shared values, beliefs, and practices that shape the work environment, plays a foundational role in influencing how employees perceive and interact with their workplace. On the other hand, job satisfaction reflects the extent to which employees find contentment and fulfillment in their roles. Understanding the intricate interplay between these two factors is crucial for

organizational leaders and scholars alike, as it directly impacts employee morale, productivity, and the overall health of the organizational ecosystem.

Organizational culture encompasses various dimensions, including communication styles, leadership approaches, teamwork norms, and the values that guide decision-making. These cultural elements contribute to the overall work atmosphere, shaping employees' experiences and perceptions of their jobs. Job satisfaction, on the other hand, is a multifaceted construct that encompasses aspects such as fulfillment of job expectations, workplace relationships, opportunities for growth, and the alignment of individual values with organizational values.

Research suggests that a positive and supportive organizational culture tends to foster higher levels of job satisfaction among employees. When employees perceive a congruence between their personal values and those espoused by the organization, a sense of belonging and purpose emerges, positively influencing job satisfaction. Moreover, organizational cultures that prioritize open communication, employee well-being, and a collaborative work environment tend to create conditions conducive to higher job satisfaction levels.

Conversely, a misalignment between organizational culture and employee expectations can lead to job dissatisfaction, disengagement, and turnover. Instances where an organization's culture promotes unhealthy competition, lacks transparency, or fails to recognize and reward employees may contribute to diminished job satisfaction and an overall negative work experience.

This exploration of the effect of organizational culture on job satisfaction is not only pertinent for academic inquiry but also holds practical implications for organizational leaders seeking to cultivate a positive work environment. By understanding and actively shaping the organizational culture, leaders can enhance job satisfaction, contributing to increased employee engagement, retention, and overall organizational success. In this context, this research aims to delve into the nuanced dynamics between organizational culture and job satisfaction within the specific context of banking sector, providing valuable insights for both academic scholarship and practical organizational management.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873[a]	.762	.755	3.38055

a. VT, SS, OCS, CS, ED, PA, P, PO, IR

The Model Summary indicates that the regression model, comprising predictors related to pay satisfaction, vocational training satisfaction, ethnic diversity satisfaction, performance appraisal satisfaction, promotion opportunities satisfaction, coworker satisfaction, supervisory satisfaction, organizational communication satisfaction, and intrinsic reward, collectively explains a significant proportion (76.2%) of the variability in the dependent variable. The high R value implies a strong overall correlation between the predictors and the dependent variable. However, the model's fit is slightly adjusted with the Adjusted R Square to account for the number of predictors included. The Std. Error of the Estimate provides an indication of the average prediction error, suggesting a reasonably accurate model.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10565.042	9	1173.894	102.720	.000[b]
	Residual	3291.300	288	11.428		
	Total	13856.342	297			

The ANOVA results strongly support the overall significance of the regression model in predicting the dependent variable (OCU). The predictors collectively contribute significantly to explaining the variance in organizational culture (OCU). The extremely low p-value suggests that the observed F-statistic is not due to random chance, providing strong evidence that the model is meaningful and informative. This finding encourages further exploration of the specific contributions of each predictor in understanding and predicting organizational culture.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-4.221	2.811		-1.502	.134
	P	.110	.364	.009	.303	.762
	ED	.195	.307	.019	.636	.526
	PA	.530	.346	.045	1.533	.126
	PO	.820	.332	.073	2.468	.014
	CS	-.464	.297	-.045	-1.564	.119
	SS	-.097	.351	-.008	-.276	.783
	OCS	2.009	.068	.851	29.408	.000
	IR	2.595	1.373	.059	1.891	.060
	VT	-.827	.234	-.110	-3.541	.000

The regression model, aimed at understanding the predictors of organizational culture (OCU), provides valuable insights through the Coefficients table. Each predictor's contribution is detailed in terms of unstandardized coefficients (B), standardized coefficients (Beta), t-statistics, and significance levels (Sig.). Here is the interpretation:

The constant term in the model is -4.221, representing the estimated value of organizational culture when all predictors are zero. However, the constant is not statistically significant (p = .134), suggesting that the model's intercept may not significantly differ from zero.

Among the predictors, promotion opportunities satisfaction (PO) exhibits statistical significance (p = .014). A one-unit increase in satisfaction with promotion opportunities is associated with an 0.820 increase in organizational culture. This finding underscores the importance of perceived promotion opportunities in shaping organizational culture.

Organizational communication satisfaction (OCS) emerges as a highly significant predictor (p = .000), with a substantial standardized coefficient (Beta = 0.851). A one-unit increase in satisfaction with organizational communication is associated with a remarkable 2.009 increase in organizational culture. This emphasizes the pivotal role of effective communication in fostering a positive organizational culture.

Vocational training satisfaction (VT) also stands out as a highly significant predictor (p = .000). However, its effect is negative, indicating that a one-unit increase in vocational training satisfaction is associated with a substantial 0.827 decrease in organizational culture. This suggests a nuanced relationship between vocational training satisfaction and perceptions of organizational culture.

Other predictors, including pay satisfaction (P), ethnic diversity satisfaction (ED), performance appraisal satisfaction (PA), coworker satisfaction (CS), supervisory satisfaction (SS), and intrinsic reward (IR), do not demonstrate statistical significance in predicting organizational culture in this model.

In summary, this regression analysis highlights the varying impact of different satisfaction factors on organizational culture. While promotion opportunities satisfaction and organizational communication satisfaction play significant roles in shaping organizational culture positively, the relationship with vocational training satisfaction is more complex. The findings underscore the need for organizations to prioritize effective communication strategies and opportunities for career advancement to foster a positive organizational culture. However, further exploration and contextual understanding are essential to fully comprehend the intricacies of these relationships.

4.5.2. Effect of Organizational Culture on Employee Commitment

The relationship between organizational culture and employee commitment constitutes a pivotal and intricate aspect of the modern workplace landscape. Organizational culture, defined

as the shared values, beliefs, and behavioral norms that permeate an organization, shapes the work environment and influences how individuals within the organization interact, collaborate, and align with its mission. Employee commitment, on the other hand, reflects the extent to which employees engage emotionally, intellectually, and behaviorally in their roles, demonstrating dedication, loyalty, and a sense of belonging to the organization.

In today's dynamic and competitive business environment, organizations recognize the profound impact of a positive and nurturing culture on employee commitment. A cohesive and values-driven culture can serve as a powerful catalyst for fostering a sense of purpose and identity among employees. When employees identify with and internalize the core values of the organization, they are more likely to feel a deep-seated commitment to the organization's mission and goals.

This symbiotic relationship between organizational culture and employee commitment is a subject of keen interest for organizational leaders, human resource professionals, and scholars alike. Organizations with a strong and positive culture often find that their employees are not only more committed but also more likely to contribute proactively to the organization's success. Conversely, a misalignment between organizational values and employee expectations may result in diminished commitment, job dissatisfaction, and increased turnover.

Research in this domain explores the multifaceted dimensions of organizational culture that impact employee commitment. It investigates how factors such as leadership styles, communication practices, recognition and rewards, and opportunities for professional development contribute to or hinder employee commitment. Understanding these dynamics is crucial for organizational leaders seeking to cultivate an environment that not only attracts top talent but also retains and engages employees for the long term.

This research endeavors to delve into the intricate interplay between organizational culture and employee commitment within the specific context of [Organization/Industry]. By examining the nuances of this relationship, the study aims to provide valuable insights for organizational leaders and scholars, offering actionable strategies for enhancing organizational culture to foster stronger employee commitment. As organizations continue to evolve and adapt to changing landscapes, the exploration of these dynamics becomes imperative for sustaining a motivated and committed workforce, ultimately contributing to organizational success and resilience.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.871[a]	.758	.755	3.38413

The presented regression model reflects a robust relationship between the dependent variable (not explicitly stated) and a set of predictors, including the management system (MS), training and development (TD), reward (R), and career development (CD). The high multiple correlation coefficient (R) of 0.871 indicates a strong positive linear association. With an R Square of 0.758, about 75.8% of the variability in the dependent variable is explained collectively by these predictors. The adjusted R Square of 0.755 suggests that the model adjusts reasonably well for the number of predictors, indicating a balance between model complexity and explanatory power. The standard error of the estimate is 3.38413, denoting the average deviation of observed values from the predicted values. This relatively low value indicates good predictive accuracy.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10500.799	4	2625.200	229.228	.000[b]
	Residual	3355.543	293	11.452		
	Total	13856.342	297			

The analysis of variance (ANOVA) table for the regression model provides further insights into the statistical significance of the predictors in explaining the variance in the dependent variable, denoted as OCU. The "Regression" section of the table indicates that the model, with predictors including the constant, management system (MS), training and development (TD), reward (R), and career development (CD), collectively accounts for a significant amount of variance. The sum of squares for the regression is 10500.799, and the associated mean square is 2625.200. The F-statistic, which is 229.228, is a measure of how well the model fits the data, and its extremely high value suggests that the model is highly significant.

The p-value associated with the F-statistic is denoted as ".000," and the significance level is typically set at 0.05. The very low p-value (close to zero) suggests strong evidence against the null hypothesis, indicating that at least one of the predictors has a significant effect on the dependent variable. In practical terms, this means that the model, including the constant,

management system, training and development, reward, and career development, collectively has a substantial impact on the outcome variable OCU. The residual sum of squares and mean square in the "Residual" section represent the unexplained variance and the average unexplained variance, respectively. The "Total" section summarizes the overall variability in the dependent variable. Overall, the ANOVA results provide strong support for the significance of the regression model in explaining the variability in OCU.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-3.190	2.322		-1.374	.170
	R	1.532	.580	.078	2.644	.009
	CD	-.606	.172	-.105	-3.533	.000
	TD	2.081	.071	.874	29.397	.000
	MS	1.311	1.295	.030	1.012	.312

In examining the coefficients of the regression model predicting Organizational Commitment (OCU), several noteworthy findings emerge. The intercept, represented by the constant term of -3.190, lacks statistical significance ($p = 0.170$), indicating that the intercept may not significantly differ from zero. Moving to individual predictors, the variable "Reward" exhibits a positive coefficient of 1.532 with a statistically significant p-value of 0.009. This suggests that an increase in the reward variable is associated with a notable positive change in OCU.

Conversely, "Career Development" yields a negative coefficient of -0.606, and its extremely low p-value of 0.000 underscores its substantial impact on OCU. This implies that an increase in career development corresponds to a decrease in organizational commitment. "Training and Development" emerges as a highly significant positive predictor, with a coefficient of 2.081 and a negligible p-value of 0.000. A unit increase in training and development is associated with a substantial increase in OCU.

Surprisingly, the "Management System" variable, despite possessing a coefficient of 1.311, does not attain statistical significance ($p = 0.312$), suggesting that, within the context of this model, it may not significantly influence organizational commitment. In summary, while factors such as reward, career development, and training and development play pivotal roles in influencing OCU, the management system appears not to be a significant contributor in this particular analysis. These insights provide a nuanced understanding of the differential impacts of organizational elements on employee commitment.

4.5.3. Effect of Job Satisfaction on Employee Commitment

In contemporary organizational research, the complex interrelationship between job satisfaction and employee commitment has emerged as a focal point of investigation. Scholars and practitioners alike recognize the pivotal role that an individual's satisfaction in the workplace plays in shaping their commitment to the organization. Job satisfaction, a multifaceted construct encapsulating an employee's contentment and fulfillment in their role, is increasingly acknowledged as a critical determinant in understanding the commitment employees exhibit towards their employers. This inquiry embarks on a comprehensive exploration, delving into the intricate mechanisms that underlie the reciprocal influence between job satisfaction and organizational commitment.

As organizations navigate the challenges posed by a dynamic and evolving work environment, the exploration of how job satisfaction influences employee commitment takes on heightened significance. Drawing on established theoretical frameworks and empirical evidence, this study seeks not only to contribute to the scholarly dialogue surrounding organizational behavior but also to offer practical insights for organizational leaders. The implications of this research extend beyond theoretical understanding, providing actionable insights for leaders striving to cultivate a workplace culture that optimizes employee well-being, job satisfaction, and, consequently, organizational commitment. By unraveling the intricacies of this relationship, this inquiry aims to offer a nuanced perspective that informs strategic decision-making and supports the development of interventions to enhance overall employee engagement and commitment.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858[a]	.736	.732	.19944

The model summary provides a comprehensive glimpse into the regression model's capacity to elucidate the variance within the dependent variable. With an R Square value of 0.736, the model successfully accounts for approximately 73.6% of the observed variability in the outcome. This metric signifies a robust explanatory power, indicating that the predictors—namely, Training and Development (TD), Management System (MS), Reward (R), and Career Development (CD)— collectively contribute significantly to the overall understanding of the dependent variable. The Adjusted R Square, only marginally lower at 0.732, refines this

assessment by factoring in the number of predictors. This adjustment acknowledges the model's ability to generalize to new data, ensuring a balanced trade-off between explanatory richness and the risk of overfitting.

The inclusion of the constant term in the list of predictors underscores the holistic approach taken in constructing this model, recognizing the potential influence of factors beyond the explicitly measured predictors. This thoughtful inclusion aligns with a nuanced understanding of the complex interplay between Training and Development, Management System, Reward, Career Development, and the outcome variable. As the model unfolds, it lays a solid foundation for delving deeper into the specifics of individual predictors and their respective contributions. This nuanced model summary not only enriches our comprehension of the interwoven dynamics within the data but also guides subsequent analyses toward a more insightful exploration of the factors influencing the dependent variable.

In essence, this model summary serves as a pivotal starting point for unraveling the intricacies of the relationships at play, offering both a panoramic view of the model's overall performance and a roadmap for more granular examinations of the individual predictors.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.426	4	8.106	203.790	.000[b]
	Residual	11.655	293	.040		
	Total	44.081	297			

The analysis of variance (ANOVA) table for the regression model illuminates the statistical significance and effectiveness of the predictors in explaining the variance in the dependent variable, denoted as Job Satisfaction (JSS). The "Regression" section indicates that the model, with predictors including the constant term, Training and Development (TD), Management System (MS), Reward (R), and Career Development (CD), collectively contributes significantly to the overall variability in job satisfaction. The sum of squares for the regression is 32.426, with a corresponding mean square of 8.106. The F-statistic, an impressive 203.790, is indicative of the model's high statistical significance.

The p-value associated with the F-statistic is denoted as ".000," emphasizing a highly significant result. This low p-value underscores strong evidence against the null hypothesis, suggesting that at least one of the predictors has a significant effect on job satisfaction. In this context, the predictors collectively provide a meaningful explanation for the observed variance

in job satisfaction. The "Residual" section, with a sum of squares of 11.655 and a mean square of 0.040, represents the unexplained variance, showcasing the efficacy of the predictors in capturing a substantial portion of the variability in JSS. The "Total" section summarizes the overall variability in job satisfaction, providing context for the model's performance.

In summary, the ANOVA results affirm the model's overall significance, demonstrating that the combination of Training and Development, Management System, Reward, and Career Development significantly influences job satisfaction. This statistical framework sets the stage for a more nuanced examination of individual predictors, enabling a deeper understanding of their specific contributions to the observed outcomes.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.825	.137		13.339	.000
	R	-.016	.034	-.014	-.461	.645
	CD	-.024	.010	-.075	-2.411	.017
	MS	.339	.076	.136	4.443	.000
	TD	.116	.004	.864	27.825	.000

The coefficients table offers valuable insights into the individual contributions of predictors to the dependent variable, Job Satisfaction (JSS), in the regression model. The constant term, representing the estimated intercept, is 1.825 with a statistically significant t-value of 13.339 ($p < 0.000$), indicating that even in the absence of the predictors, there is a significant positive baseline for job satisfaction.

Examining the predictor variables, Reward (R) exhibits a non-significant coefficient of -0.016 with a t-value of -0.461 ($p = 0.645$), suggesting that changes in the reward variable do not significantly impact job satisfaction. Conversely, Career Development (CD) displays a negative coefficient of -0.024, and the associated t-value of -2.411 ($p = 0.017$) indicates a significant negative relationship with job satisfaction. This implies that as career development increases, job satisfaction tends to decrease.

Management System (MS) demonstrates a positive and significant impact on job satisfaction, with a coefficient of 0.339 and a t-value of 4.443 ($p < 0.000$). This suggests that improvements or variations in the management system are associated with a positive change in job satisfaction. Training and Development (TD) emerges as a particularly influential predictor,

with a substantial positive coefficient of 0.116 and a remarkably high t-value of 27.825 ($p < 0.000$), underscoring its significant and positive association with job satisfaction.

In summary, this coefficients table provides nuanced insights into the specific contributions of each predictor to job satisfaction. While reward may not significantly influence satisfaction, career development appears to have a negative impact, while a positive management system and robust training and development initiatives are strongly associated with higher levels of job satisfaction. These findings offer valuable guidance for organizations seeking to enhance employee satisfaction through targeted interventions.

4.5.4. Job Satisfaction as CPA for Organizational Culture and Employee Commitment

The output from the PROCESS Procedure in SPSS Version 4.2 presents a comprehensive analysis of a moderated regression model, exploring the intricate relationships among the outcome variable (OCU), the predictor (COMM), and the moderator (JSS). The model summary indicates a substantial explanatory power, with an R-squared value of 65.71%, signifying that a significant portion of the variability in organizational commitment (OCU) is accounted for by the predictors. The F-statistic of 187.76 further confirms the model's statistical significance, reinforcing the notion that the collective influence of COMM and JSS on OCU is not due to chance.

Delving into the coefficients, the constant term of -35.17 represents the intercept when all predictors are zero, providing a baseline for OCU. Both COMM and JSS display positive coefficients of 12.21 and 11.59, respectively, indicating that increases in these variables are associated with higher levels of organizational commitment. Notably, the interaction term (Int_1) between COMM and JSS is -2.63, highlighting a moderation effect. This suggests that the relationship between COMM and OCU is not uniform across different levels of job satisfaction (JSS).

The examination of interaction effects reveals statistical significance ($p = 0.0022$) for the interaction between COMM and JSS, underscoring the importance of considering the joint impact of these variables on organizational commitment. The conditional effects provide a nuanced understanding of this interaction, indicating that the influence of COMM on OCU varies at different levels of JSS. For instance, at a JSS level of 2.2372, the conditional effect of COMM on OCU is 6.3234, a finding with practical implications for understanding how communication impacts commitment under varying job satisfaction scenarios.

Table 4. 11:- Job Satisfaction as CPA for Organizational Culture and Employee Commitment

```
Run MATRIX procedure:
***************** PROCESS Procedure for SPSS Version 4.2 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2022). www.guilford.com/p/hayes3

**************************************************************************
Model  : 1
    Y  : OCU
    X  : COMM
    W  : JSS
Sample
Size:  298
**************************************************************************
OUTCOME VARIABLE:
 OCU
Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .8106      .6571    16.1630   187.7631     3.0000   294.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant   -35.1682     5.9351    -5.9255      .0000   -46.8489   -23.4876
COMM        12.2120     2.5703     4.7512      .0000     7.1534    17.2705
JSS         11.5900     2.1971     5.2751      .0000     7.2659    15.9141
Int_1       -2.6321      .8532    -3.0849      .0022    -4.3112     -.9529

Product terms key:
 Int_1    :        COMM     x        JSS

Test(s) of highest order unconditional interaction(s):
       R2-chng          F        df1        df2          p
X*W      .0111     9.5168     1.0000   294.0000      .0022
----------
    Focal predict: COMM     (X)
          Mod var: JSS      (W)
Conditional effects of the focal predictor at values of the moderator(s):

        JSS     Effect         se          t          p       LLCI       ULCI
     2.2372     6.3234      .7570     8.3530      .0000     4.8335     7.8133
     2.5078     5.6114      .5808     9.6608      .0000     4.4682     6.7545
     3.0412     4.2073      .4299     9.7871      .0000     3.3612     5.0533
********************** ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000

W values in conditional tables are the 16th, 50th, and 84th percentiles.
```

The confidence intervals, set at a 95% level, add a layer of robustness to the results, providing a range of values within which the true population parameters are likely to fall. In summary, this detailed analysis not only uncovers the main effects of COMM and JSS on OCU but also illuminates the nuanced interplay between these variables, emphasizing the importance of considering their joint influence for a more comprehensive understanding of organizational commitment dynamics.

Chapter Five

5. Conclusion and Recommendation

5.1. Findings of the study

The results of the regression analyses provide valuable insights into the complex interplay between organizational culture, job satisfaction, and employee commitment within the context of the banking sector. The regression model exploring the effect of various predictors on organizational culture (OCU) reveals that a substantial proportion (76.2%) of the variability in OCU is explained by the predictors. Noteworthy predictors include promotion opportunities satisfaction (PO) and organizational communication satisfaction (OCS), both of which significantly contribute to shaping a positive organizational culture. However, vocational training satisfaction (VT) exhibits a negative impact on organizational culture.

The findings underscore the critical role of effective communication and perceived promotion opportunities in fostering a positive organizational culture. Organizations should focus on enhancing communication strategies and ensuring transparent promotion pathways to cultivate a favorable work environment.

The regression model examining the relationship between organizational culture (OCU) and employee commitment demonstrates a robust association. Predictors such as reward (R), career development (CD), and training and development (TD) significantly contribute to explaining the variance in employee commitment.

The results emphasize the importance of recognizing the influence of reward systems, career development opportunities, and training initiatives in fostering employee commitment. Organizations should strategize to align these factors with the broader organizational culture to enhance commitment.

The regression model exploring the impact of job satisfaction on employee commitment suggests a strong relationship. Factors such as training and development (TD), management system (MS), reward (R), and career development (CD) collectively contribute significantly to explaining the variability in job satisfaction.

The study highlights the interconnectedness of job satisfaction and employee commitment. Organizations should focus on optimizing training and development programs, refining

management systems, and aligning rewards and career development opportunities to bolster both job satisfaction and employee commitment.

The moderated regression analysis introduces job satisfaction (JSS) as a conditional process affecting the relationship between organizational communication (COMM) and employee commitment (OCU). The interaction effect reveals a statistically significant moderation, indicating that the relationship between COMM and OCU is contingent on levels of job satisfaction.

This emphasizes the need for organizations to consider the moderating role of job satisfaction when examining the impact of organizational communication on employee commitment. Tailoring communication strategies to different levels of job satisfaction can enhance the effectiveness of organizational culture initiatives.

The comprehensive analysis across these sections provides a nuanced understanding of the factors influencing organizational culture, job satisfaction, and employee commitment in the banking sector. To foster a positive organizational environment and enhance employee commitment, organizations should prioritize effective communication, transparent promotion opportunities, and well-structured training and development programs. Recognizing the interconnectedness of these factors and understanding their nuanced relationships is crucial for strategic decision-making and organizational success in the dynamic banking industry.

5.2. Conclusion

In conclusion, the comprehensive regression analyses conducted within the specific context of the banking sector offer a sophisticated understanding of the intricate interplay among organizational culture, job satisfaction, and employee commitment. The discerned patterns underscore the critical significance of multifaceted elements, emphasizing that effective communication strategies, transparent promotional frameworks, and robust training and development programs form the bedrock of a positive and thriving organizational culture. These pivotal components are not only conducive to heightened employee satisfaction but also stand as robust predictors of increased commitment, demonstrated through the observed impacts of reward systems, career development pathways, and holistic training initiatives.

Furthermore, the nuanced exploration of job satisfaction as a conditional process adds a layer of complexity to the dynamics between organizational communication and employee commitment. The findings highlight the imperative for organizations to tailor their strategies, recognizing the varying levels of job satisfaction among employees. This nuanced

understanding empowers organizational leaders to make informed decisions, guiding the formulation of strategic interventions that foster a workplace environment capable of nurturing both employee satisfaction and enduring commitment. Such insights are indispensable in navigating the evolving landscape of the banking industry, where the demand for talent retention and engagement is paramount.

Importantly, the implications of these analyses transcend the confines of the specific dataset, offering a robust framework for organizational leaders across the banking sector and beyond. By assimilating these insights, leaders can strategically optimize their cultural, communicative, and developmental initiatives, thereby creating a workplace that not only attracts top-tier talent but also fosters an environment of sustained employee engagement. This approach, underpinned by the identified drivers of commitment and satisfaction, serves as a cornerstone for organizational resilience and success in the dynamic and competitive landscape of contemporary business.

5.3. Recommendation

Based on the findings of the study, the researcher recommends the following:

- Implement and emphasize effective communication strategies within the Gurage zone private bank. Foster an open and transparent communication culture to enhance employees' understanding of organizational goals, values, and expectations.
- Develop and communicate clear and transparent promotion pathways within the organization. This involves providing employees with a comprehensive understanding of the criteria and opportunities for career advancement, contributing to increased commitment.
- Allocate resources to robust training and development programs. These initiatives should not only enhance employees' skills and competencies but also contribute to their overall job satisfaction, reinforcing a positive organizational culture.
- Conduct regular evaluations of the existing reward systems and ensure they align with employees' expectations. Tailor reward mechanisms to recognize and appreciate contributions, thereby positively impacting both job satisfaction and commitment.
- Recognize job satisfaction as a conditional process. Tailor organizational culture and communication strategies based on varying levels of job satisfaction, acknowledging that one size does not fit all in fostering commitment among employees.

- Actively promote career development opportunities within the Gurage zone private bank. This can include mentorship programs, skill-building initiatives, and pathways for professional growth, contributing to heightened commitment.
- Establish mechanisms for regularly assessing and enhancing organizational culture. This involves seeking employee feedback, understanding their perceptions, and making necessary adjustments to align with evolving industry trends and employee expectations.
- Foster a positive work environment that goes beyond tangible factors. Prioritize aspects like work-life balance, employee well-being, and a sense of belonging, recognizing their influence on both job satisfaction and commitment among employees in the selected Gurage zone private bank.

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Appendices

Appendix A:- Questionnaire

College of Business and Economics

Department of Management

MBA-Program

Questionnaire prepared for Key Informants

Dear respondent, the purpose of this questionnaire is to collect data *on* ***"The Effects of Organizational Culture on Employees' Commitment: Job Satisfaction as Conditional Process Analysis. (In Case of Selected Gurage Zone Private Bank)".*** The information gathered through this questionnaire will be used for research purpose. To this end, you are kindly requested to complete the questionnaire carefully and honestly. Your responses will be kept confidential.

General direction

- Please read the instructions carefully before you give response to any item of the questions.
- If you want to change any of your responses, make sure that you have cancelled the unwanted one.

Thank you in advance for your kind cooperation

Section-I: Personal Information:

Direction: Indicate your response by putting this mark(x) on the space provided.

PART ONE – PERSONAL INFORMATION

1. Gender: □ Female □ Male

2. Marital Status: □ Single □ Married □ Divorced /separated □ Widowed

3. Age: □ under 24 □ 25 – 34 □ 35-44 □ 45-55 □ above 55

4. How many years have you worked for the organization?

□ 0 to 5 year's □ 6 to 10 year's □ 11 to 15 year's □ Over 15 years

5. Education Level: □ grade 10/12 complete □ Certificate □ Level Diploma □ degree □ Master's □ Others (Specify) _____

PART TWO - QUESTIONAIRES

S.N		possible options				
		Strongly	Disagree	Neutral	Agree	Strongly
I	**Job Satisfaction**					
1	I am satisfied with my pay.					
2	I am satisfied with the training opportunities available for me.					
3	I am satisfied with the availability of ethnic diversity in my organization.					
4	I receive enough feedback about my work performances.					
5	The use of a formal template to evaluate work performances is effective.					
6	I perceive favoritism in the performance appraisal process.					
7	The feedback received at my most recent performance review was useful.					
8	I am satisfied with the promotion opportunities in my present position.					
9	I am satisfied with my coworkers.					
10	My supervisor is easily approachable.					
11	My supervisor praises good work.					
12	My supervisor values individual opinions and suggestions about the work setting.					

13	My supervisor motivates me to look for better ways to perform my job.					
14	I am satisfied with the informational communication within the company.					
II.	**Employee Commitment**					
1	The rewards and recognition provided by the company align with my contributions and efforts.					
2	I am satisfied with the overall compensation package, including salary, bonuses, and benefits, in relation to my job performance.					
3	The company adequately acknowledges and appreciates my hard work and achievements.					
4	I feel committed to my current role, considering the opportunities for career growth and advancement within the organization.					
5	The company supports my long-term career goals and aspirations.					
6	I am satisfied with the career development programs and opportunities offered by the organization.					
7	I am committed to my professional development, given the training opportunities provided by the company.					
8	The training programs offered contribute to my skill enhancement and career growth.					
9	The organization encourages and supports ongoing learning and development.					

10	My perception of the management style within the organization impacts my commitment to my role.					
11	My superiors understand and value my contributions to the team.					
12	I am satisfied with the communication and leadership style of my immediate supervisor.					
III.	**Organizational Culture**					
1	Updated and improved working habits are commonly embraced at the bank where I work.					
2	Various parts of the organization regularly collaborate to generate revenues.					
3	The company I work for adapts to competitors' strategies and alternative offerings in the market.					
4	Adjustments are implemented in response to customer feedback and suggestions.					
5	I understand the wants and needs of customers.					
6	Customer inputs directly influence the decisions made by my organization.					
7	Innovation and a willingness to take risks are acknowledged and rewarded in my workplace.					
8	Learning is a daily goal that the firm actively pursues.					
9	Failures are viewed in my organization as stepping stones for improvement and growth.					

Appendix B:- SPSS Outputs

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Sex Distribution	298	1.0	2.0	1.299	.4584
Age Distribution	298	1.00	4.00	2.0302	.85029
Educational Qualificatin	298	1.00	3.00	1.7584	.62658
Marital status	298	1.00	4.00	1.6409	.71676
Valid N (listwise)	298				

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	IR, ED, OCS, CS, SS, PA, P, PO, VT[b]	.	Enter

a. Dependent Variable: OCU

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.608[a]	.370	.350	4.95420

a. Predictors: (Constant), IR, ED, OCS, CS, SS, PA, P, PO, VT

b. Dependent Variable: OCU

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4142.931	9	460.326	18.755	.000[b]
	Residual	7068.710	288	24.544		
	Total	11211.641	297			

a. Dependent Variable: OCU

b. Predictors: (Constant), IR, ED, OCS, CS, SS, PA, P, PO, VT

Coefficients[a]

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

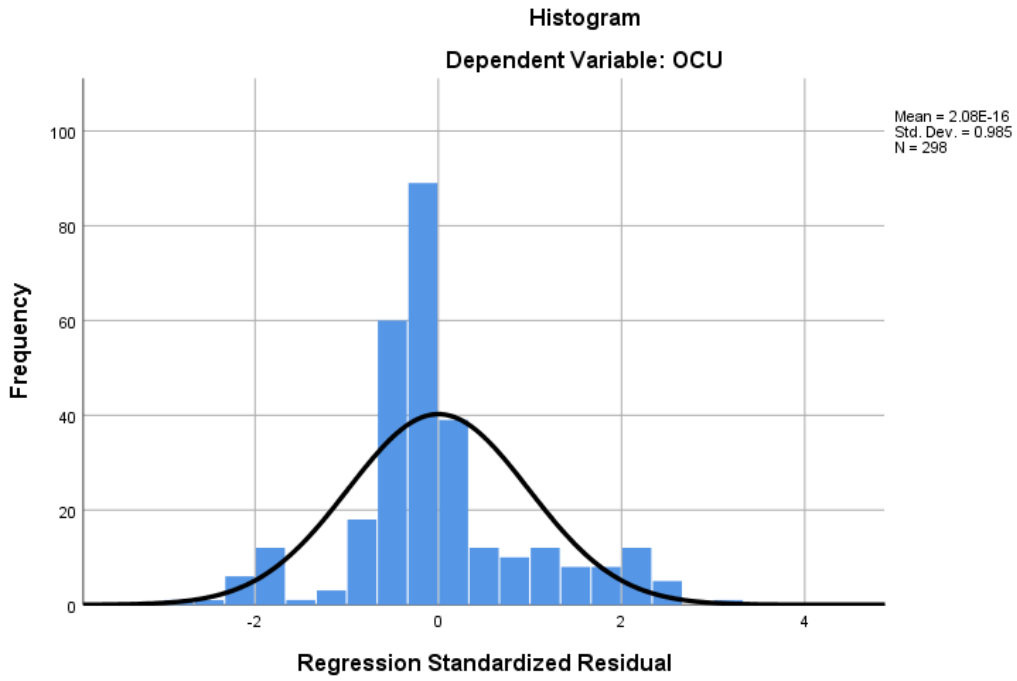
		B	Std. Error	Beta		
1	(Constant)	-6.707	4.120		-1.628	.105
	VT	-.517	.342	-.076	-1.509	.132
	SS	-.180	.514	-.017	-.350	.727
	OCS	1.195	.100	.563	11.941	.000
	CS	-.827	.435	-.090	-1.900	.058
	ED	.424	.450	.045	.942	.347
	P	.447	.534	.040	.837	.403
	PA	.934	.507	.088	1.843	.066
	PO	.949	.487	.094	1.947	.053
	IR	3.608	2.011	.091	1.794	.074

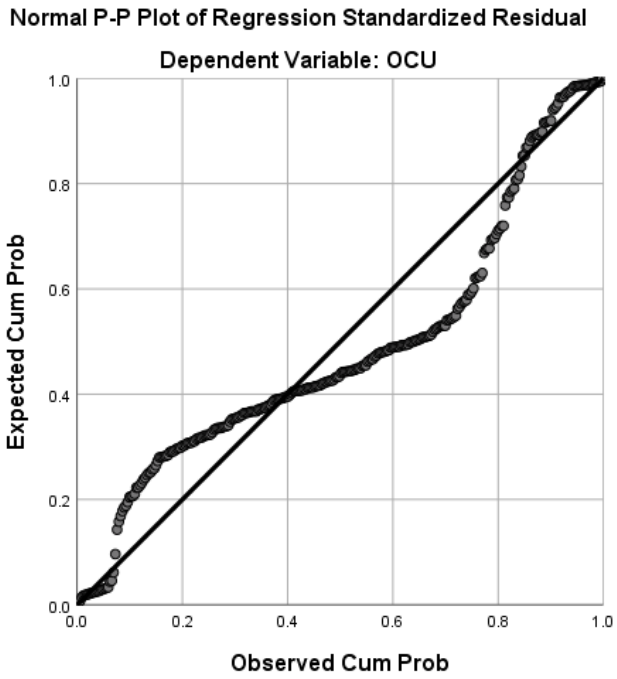
a. Dependent Variable: OCU

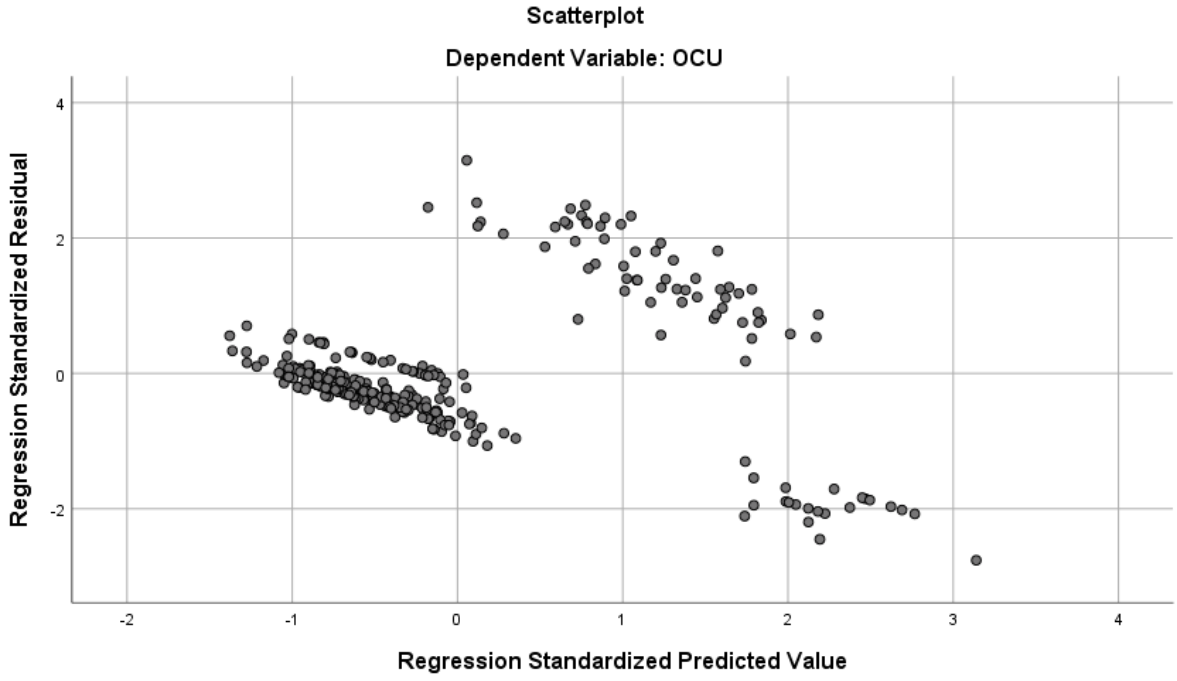
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	-.1955	16.6791	4.9541	3.73487	298
Residual	-13.67909	15.59685	.00000	4.87856	298
Std. Predicted Value	-1.379	3.139	.000	1.000	298
Std. Residual	-2.761	3.148	.000	.985	298

a. Dependent Variable: OCU







Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	CD, R, MS, TD[b]	.	Enter

a. Dependent Variable: OCU

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.632[a]	.400	.391	4.79353

a. Predictors: (Constant), CD, R, MS, TD

b. Dependent Variable: OCU

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4479.108	4	1119.777	48.733	.000[b]
	Residual	6732.533	293	22.978		
	Total	11211.641	297			

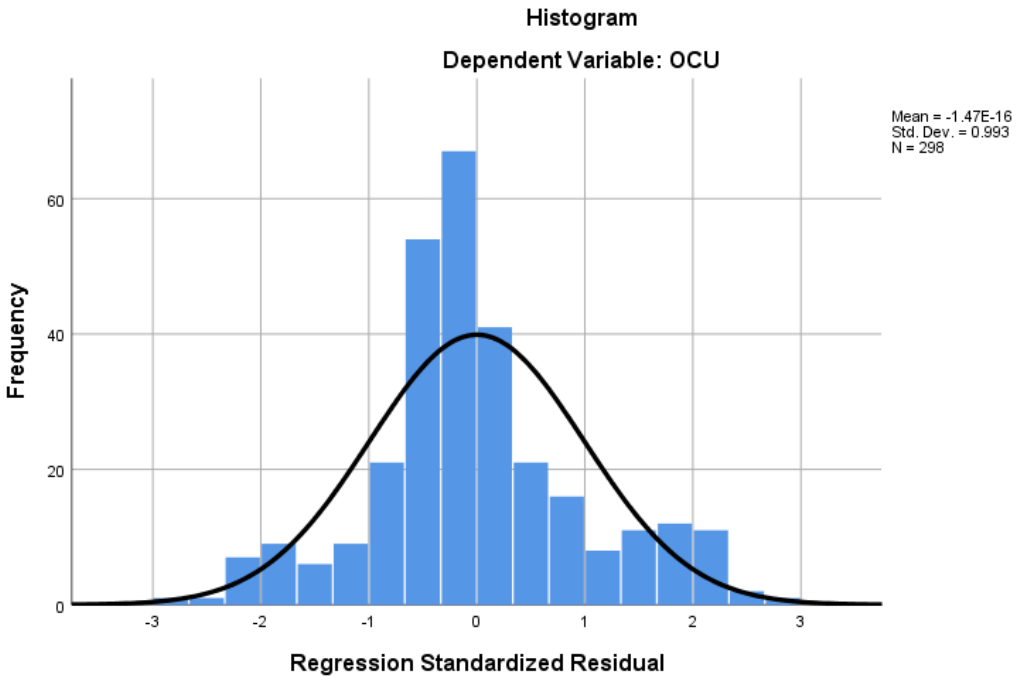
a. Dependent Variable: OCU

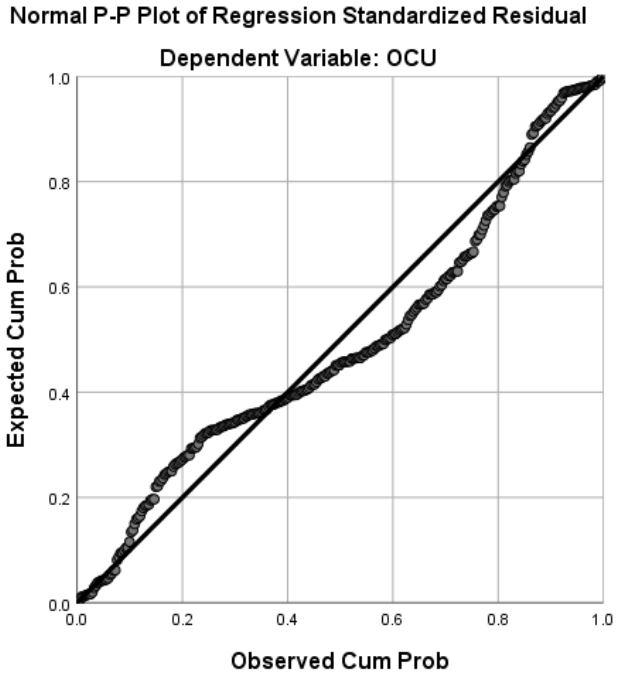
b. Predictors: (Constant), CD, R, MS, TD

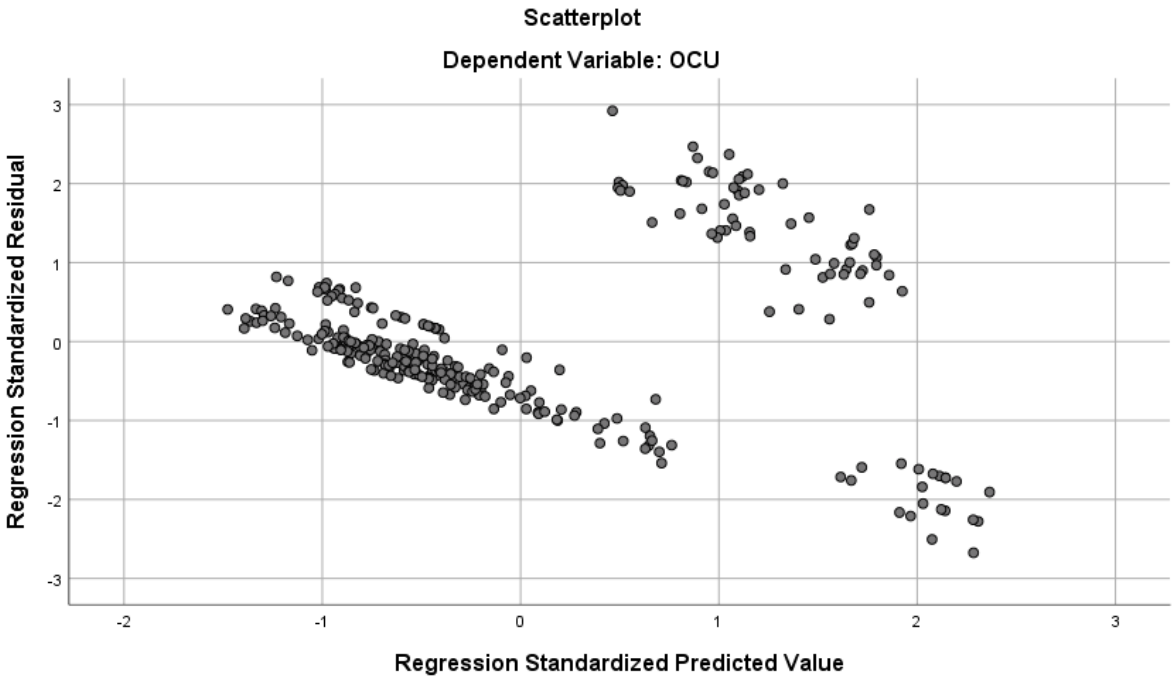
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-7.945	3.289		-2.416	.016
	MS	3.729	1.834	.094	2.034	.043
	TD	1.261	.100	.589	12.576	.000
	R	3.445	.821	.194	4.197	.000
	CD	-.684	.243	-.131	-2.817	.005

a. Dependent Variable: OCU


Histogram
Dependent Variable: OCU
Mean = -1.47E-16
Std. Dev. = 0.993
N = 298
Frequency
60
40
20
0
-3
-2
-1
0
1
2
3
Regression Standardized Residual


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: OCU
Expected Cum Prob
1.0
0.8
0.6
0.4
0.2
0.0
0.0
0.2
0.4
0.6
0.8
1.0
Observed Cum Prob


Scatterplot
Dependent Variable: OCU
Regression Standardized Residual
Regression Standardized Predicted Value
3
2
1
0
-1
-2
-3
-2
-1
0
1
2
3