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C O N T E N T

Editorial Note

- Electoral Democracy and Citizen Life Satisfaction : The Mediating Role of Public Trust**
Deribe Assefa Aga, Department of Public Management, Ethiopian Civil Service University, Addis Ababa, Ethiopia 1 – 14
- The Influence of Organizational Culture on Employees' Commitment in Civil Service Organizations: The Cases of Selected Cities in Ethiopia**
Terefe Zeleke, Ethiopian Civil Service University, Addis Ababa, Ethiopia 15 – 34
- Determinants of Structure Plan Implementation: Perception of Residents in Sebeta City, Next-door of Addis Ababa, Ethiopia**
Degu Bekele, College of Urban Development and Engineering, Ethiopian Civil Service University, Addis Ababa, Ethiopia 35 – 44
- Social Networking and Public Participation As A Vital Entry Elements for Improving Municipal Governance and Service Satisfaction: Evidence from Ethiopia**
Dr. Meresa Atakltiyand Dr. Kanchan Singh 45 – 60
College of Urban Development and Engineering, Ethiopian Civil Service University, Addis Ababa, Ethiopia
- A Case Study On The Environment Management System of Bauxite Mine**
Dr.A.R.Kulkarni , Prof. & Head, Dept. of Env't. Mgt.
Chhatrapati Shahu Institute of Business Education And Research, Kolhapur, Maharashtra, India 61 – 69
Shri. Mainak Chakraborty, Vice President & Head of Mines & **Shri. V.K.Chauhan**, Gen.Manager Mines, Hindalco Industries Ltd.
- Security Model for Banking Domain Based on Cardless QR Code Transactions**
Dr. Vaishali P. Bhosale, YCSR, Shivaji University, Kolhapur, India 70 – 85
Dr. Poornima G. Naik, Department of Computer Studies, CSIBER, Kolhapur, India
Mr. Sudhir B. Desai, YCSR, Shivaji University, Kolhapur, India
- Behavioral Health Integration for India's Pediatric Population for Social Workers**
Kennedy L. Paron, College of Health Solutions, Arizona State University, USA 86 – 102
-

State of Solid Waste Management Challenges as Exacerbated by COVID-19 Pandemic Related Littering in Addis Ababa City Administration. Markos Sintayehu Metaferia , College of Urban Development & Engineering , Department of Environment & Climate Change Management, Ethiopian Civil Service University,AA, Ethiopia.	103 – 122
Challenges for Teachers in E-education Transformation at Yangon University of Education Nay Mar Soe , Professor & HOD Department of Chemistry, Yangon University of Education, Myanmar	123 – 127
The Effects of Organizational Culture on Employee Commitment as Mediated by Job Satisfaction in Addis Ababa City Administration Zewdie Zakie Koyira , Consultant at Leadership, Policy & HR training Center, Ethiopian Civil Service University, Addis Ababa, Africa	128 – 143
Interrogating the Non-Anthropocentric Claims of African Environmental Ethics Egbeji, Patrick Odu , Department of Philosophy and Religious Studies, Faculty of Arts, Nasarawa State University, Keffi, Nigeria	144 – 149
Building Human-Environmental Friendly City Through Linking Ecological Research and Social Science Chali Etefa Taye , Ethiopian Civil Service University, Addis Ababa, Ethiopia, Africa	150 – 156
A Study on the Potentiality of Sustainable Ecotourism In Dawei and Myeik at Tanintharyi Region Tin Aung Lwin , Department of Economics, Yangon University of Education, Myanmar	157 – 165
Analysis of Bandish, Aalaps and Taans of Raga in Indian Classical Music Using N-grams Omkar Barve , Department of Computer Studies, Chhatrapati Shahu Institute of Business Education and Research, Kolhapur, Maharashtra, India Akhtar Mohammad Shaikh , Department of Electronics, The New College, Kolhapur, Maharashtra, India	166 – 171
Effective Use of Human Asset in Higher Education By Using ICT Nivas Mane , Research Scholar, Dept of commerce and Management, Shivaji University, Kolhapur, Maharashtra, India. Dr. C.S. KALE , Chhatrapati Shahu Institute Of Business Education & Research,, Kolhapur, Maharashtra. India	172 – 179

The Effects of Organizational Culture on Employee Commitment as Mediated by Job Satisfaction in Addis Ababa City Administration

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Abstract : The purpose of this study was examining the impact of organizational culture on employee commitment through the mediating role of employee job satisfaction in Addis Ababa city Administration. To this end, descriptive design with deductive approach was employed to test the hypothesis; and analyzing the data collected through standardized questionnaire from 606 employees was conducted. The respondents were selected by simple random sampling representing both Wereds and sub-cities for quantitative data. The standardized questionnaires comprises 30-items measuring organizational culture (OC) 20- items measuring employee job satisfaction and 22-items measuring employee commitment; and three composite score/variables were generated during data analysis so as to analyze at interval scale. Hayes macro process model (4) along with SPSS (V.23) was used to analyze simple mediation. Prior to mediation analysis reliability of the instrument and normality of data were established. In this regard, the instrument was confirmed to be reliable on the basis of alpha Cronbachs coefficient greater than 7; and also the data were normal in distribution as of the results of kurtosis and skewness. The results indicate that organizational culture affects both employee satisfaction and employee commitment significantly. In the same way employee job satisfaction positively and significantly affects employee commitment. Overall, mediation role of job satisfaction between organizational culture and employee commitment was confirmed; and all hypotheses were supported. The study result further implies that organizational culture has partial mediation role as it affects employee commitment directly. The study, therefore, recommends that managers in the public organizations should design and establish organizational cultures that are more suitable to staff as they are confirmed to be significantly affecting employee job satisfaction and commitment.

Keywords : Organizational Culture, Employees, Commitment, Satisfaction, Mediation

1.0 Introduction

In today's competitive world, every organization is confronted with new challenges regarding sustained productivity and creating committed workforce. Hence, it is important to understand the concept of commitment and its feasible outcome (Dixit & Bhati, 2012). It is no longer good enough to have employees who come to work faithfully every day and do their jobs independently. Employees are the greatest resource in organizations and play an important role through their involvement and commitment to make the organization competitive (Roodt et al., 2002). Employees who are committed are liable to increase their performance and devote their time to the organizations success. Organizational commitment is often described as the key factor in the relationship between employees and organizations (Raju & Srivastava, 1994). Satisfied employees by means of an affective orientation or a positive attitude, achieve a positive result in relation to his/her job, in general, or to specific personal aspects (Stanton et al., 2002). This results in improved communication among employees and workforce support for the organization, organizational commitment and job satisfaction (Lok & Crawford, 2004).

The existence of job satisfaction is the result of organizational culture that comprises new approach of leadership style, the value, and belief and perception practice in the organization. Organizational culture is the shared understanding of the beliefs, values, norms and philosophies

of how things work in the organization (Wallach, 1983). Employee behavior (their commitment and job satisfaction), their expectations and their performance would determine the successful implementation of plans, policies and strategies that enhance the competitiveness of organizations.

This study thus examined the influence of organizational culture on employees' commitment and a kind of mediating effect of job satisfaction on this relationship within employees of public organizations. It can be clearly realized that the success of organization can nearly always be ensured through the contribution of unreserved efforts of employees who are working within it. This is possible if the organization has employees who have been satisfied in their current jobs and show the highest committed for ensuring their organizational competitiveness. It also shows that how strongly employees are involved in and identify with the organization highly depends on conducive culture within the organization (McCunn & Gifford, 2014). Many researchers have discussed the positive aspects of organizational commitment and its effects on work productivity, motivation, turnover intention, and absenteeism, and that it is a powerful tool for employees and organizations to increase productivity and effectiveness (Genevičiūtė-Janonienė & Endriulaitienė, 2014).

The commitment of employees traced directly back to the good organizational culture practiced. Therefore, having effective and good organizational culture for the organization is critical to retain competent employees to ensure the competitive survival of organizations. Also Ashraf et al. (2012) depicted that employee commitment can be affected by the quality of the leadership exercised, and culture practiced in the organization. In this regard, the current study aims to systematically examine the influence of organizational culture on employees' commitment which is critical for competitive and productive survival of public organizations. In addition, it addresses how job satisfaction can determine the relationship between organizational culture and employees in context of public institutions in Addis Ababa.

1.1 Statement of the problem

Organizational culture has received a lot of attention in recent decades due to its possible impact on organizational success. This means that an organization's ability and success in achieving its aims and objectives may be influenced by its culture. In addition, an individuals' commitment from employees is also essential to ensure that the organization's policies and strategies are implemented successfully (Tsai, 2011). Individuals who are more enthusiastic about their jobs are more likely to participate in organizational activities and demonstrate positive in-role and extra-role behaviors (Meyer & Allen, 1991).

Allen and Meyer (1993) noticed that an individual's relationship with their workplace is described by organizational commitment, regardless of the company's great or negative situations, that is psychological conditions, which allows a loyal employee to stick with it. Also the study result of Pinho et al. (2014) confirmed the impact of organizational culture on employee commitment. More recently, Karem et al. (2019) established the fact that individuals who are passionate about and satisfied with their jobs, on the other hand, are more likely to work hard and exhibit positive work habits.

Changes in organizational culture will certainly have an impact on enterprises' and governments' broad patterns and established institutions. Managers are becoming more conscious of organizational culture elements such as traditions, rules and processes, regulations, and standards, which will help employee, perform better. Both organizational culture and commitment are being investigated because they have an impact on organizational performance and can influence organizational outcomes Pinho et al. (2014).

In support to this ideas, a study result of Grein et al. (2020) highlighted that organizational culture is crucial in establishing a set of fundamental ideas, understandings and a healthy workplace environment in which dedicated people contribute positively to the organization's success. Public organizations are becoming increasingly devoted to make significant change in response to the increasing demand for services such as raising customer service quality requirements and establishing efficiency and effectiveness. In this context, the adoption of different reforms as to human resource incentive package, redeployment of employees based on job evaluation appraisal and grading; and improving workplace conditions by public organizations in Ethiopia generally, and Addis Ababa particularly are considered as critical components playing roles in improving organizational performance.

However in reality, most civil service organizations in Ethiopia have been obliged to hold less satisfied and committed employees and this is because of poor remuneration and benefit package (Getahun et al., 2016; Mariam et al., 2020; Kefyalew et al., 2020; & Aklilu et al., 2020). This could make the public organizations to hold employees who are not committed and losing well experienced employees from time to time. This would adversely affect the competitive survival of organization in meeting the changing service demand of citizens (Kassaw & Golga, 2019; Kefyalew et al., 2020; Gebru, 2021; &Warga , 2019, 2019).

Previous researches on employee commitment have mainly focused on organizational culture dimensions rather than including the mediating role of job satisfaction as mediating variable and determining its effects on employee commitment (Dima et al., 2019; Elizabet & Anggrain, 2021); Inanlou & Ahn, 2017). However, almost a few scholars such as Nigusie (2018) have studied the effect of organizational culture on employees' commitment with mediating role of job satisfaction in this relationship by considering employees in a public enterprise Oromia Forest and Wild Life Enterprise.

Therefore, the study regarding the impact of organizational culture on employees' commitment with mediating role of job satisfaction for employees across different public institutions is very scant. Thus, examining the existing organizational situations, and providing solutions to improve employee satisfaction and commitment, calls for rigorous empirical study. Furthermore, this study aims to enrich the body of knowledge in public organizations under study settings and; to find the impact of organizational culture on employees' commitment through the mediating role of employee job satisfaction. In order to realize the aim of this study, the researcher set the following four hypotheses to be tested.

- H1. : Organizational culture significantly predicts employees' job satisfaction
- H2. : Employee job satisfaction significantly employee commitment
- H3. : Organizational culture significantly predicts employee commitment.
- H4. : Employee job satisfaction would mediate the impact of organizational culture on employee commitment

2.0 Concepts of organizational culture

According to Shahzad et al. (2013), organizational culture is defined as a set of acceptable values is always right, which helps a person in the organization to understand the actions that are unacceptable and which actions are unacceptable and values are communicated through stories and other symbolic ways. Meanwhile, according to Schein (2010), organizational culture can be considered as what the organization has or what the organization is depending on whether it is being treated as a construct or a metaphor. Sithi-Amnuai (1996) limits the understanding of organizational culture as a pattern of basic assumptions and beliefs held by members of an organization from the process of learning to the problems of external adaptation and internal integration problems. Organizations have cultures through learning, inheritance, adaptation and

verification of the value adopted or termed Schein (1983) considered an invalid value is proven benefits.

According to Sashkin and Rosenbach (1990), elements of organizational culture include: Managing change, coordinated, teamwork, goal achievement, customer orientation, and building strong culture.

Managing change: -This area of action concerns how well the organization is able to adapt to and deal effectively with changes in its environment. All organizations are open, to some extent, to be influenced from their environments; that is what it means when we refer to organizations as "open systems." This fact has become even more obvious today, in times of rapid technological and social change, than it was in the past. In earlier times it was possible to ignore the organization's environment and the effects it had on the organization; this is no longer possible.

Achieving goals: - All organizations must achieve some aims or goals for clients or customers. Having a clear focus on explicit goals has been proven repeatedly to have a very strong relationship to actual success and achievement. Goal achievement is also facilitated when the goals of the organization's members are "in line" or aligned with one another and with the overall goals of the organization. When organization members share the belief that is important to be doing and achieving, this will help the organization to attain its goals.

Co-ordinated teamwork: Long term organizational survival depends on how well the efforts of individuals and groups within the organization are tied together, coordinated and sequenced so that people's work efforts fit together effectively. What is less obvious is that it can be equally counterproductive to attempt to have everything carefully planned from the top, down to the smallest detail. With work and the world becoming more and more complex, what is needed are more effective ways of meeting unpredictable coordination demands, ways for organization members to "mutually adjust" their actions to take into account unplanned and unpredictable circumstances.

Customer orientation:-While organizations often have specific product or service goals or a standard of quality or a type of product or service for which the organization is known, the crucial question is whether these internally-derived and defined goals match or fit with what clients or customers want of the organization. No matter how strong the culture and no matter how well the other functions are performed, if no one wants what the organization produces or does, then the organization is not likely to prosper.

Cultural strength: -A strong culture will provide greater stability of organizational functioning. When the culture is based on values that do not support the functions of managing change, organizational achievement, customer orientation, and coordinated teamwork--or when the values actually work against the effective performance of these functions--then a "strong" culture might actually hamper organizational survival.

2.1. The Concept of Employees' Job Satisfaction

Job satisfaction can be defined as a positive effect towards employment (Mueller & McCloskey, 1990) and it is arguably a fairly stable evaluation of how the job meets the employee's needs, wants, or expectations (Fisher, 2003). In research, job satisfaction has been assessed using global aspects as well as multiple facets like salary, career progression, supervisor (Fisher, 2003). Job Satisfaction has been playing a leading role in management research (Petty et al., 1984; Fisher, 2003). Many studies share that satisfied employees will perform their work more effectively, which is the basis of many theories of performance, reward, job design and leadership (Shipton et al., 2006). Simply put, job satisfaction is the extent to which people like their jobs (Spector,

1997). Job satisfaction, a concept that is widely studied in organizational behavior research, is 'commonly conceptualized as an affective variable that results from an assessment of an individual's job experience' (Fritzsche & Parrish, 2005). In a simpler term, job satisfaction is 'the extent to which people like their jobs' (Peterson & Wilson, 1992). Accordingly, Armstrong, (2006) defined the term job satisfaction as the attitudes and feelings people have about their jobs. For Armstrong, positive or favorable attitudes about the work and the work environment indicate job satisfaction, and the inverse, referring to negative or unfavorable attitudes towards the work to indicate job dissatisfaction. Job satisfaction may also refer to the fulfillment acquired by individuals in respect of the various job activities, and the rewards for their jobs and job-related matters.

Saiyadain and Khanna (2007) viewed job satisfaction as an employee's end-state of feeling after accomplishing a task. This feeling may lead employee to have either a positive or a negative attitude towards the job. According to Spector (1997), job satisfaction refers to the extent to which employees or individuals like or dislike their jobs and the various aspects of their jobs. For Spector (1997), job satisfaction can be a diagnostic indicator of how a person is doing in one of the major domains of his or her life-role. Spector further stated that the absence of job satisfaction suggests that a problem exists either in the job or in the person, whereas job satisfaction is indicative of good work-adjustment and positive well-being. Falkenburg and Schyns (2007) are in agreement with the definition given by Spector, and argue that the term job satisfaction is seen as satisfaction with different aspects of the job and the work environment/situation.

Employee job satisfaction refers to the overall attitude and views of teachers toward their working conditions and profession (Xuetao et al., 2008). The definitions given above suggest that the job satisfaction of employees in Ethiopia includes the overall feeling they may have about their work when they evaluate their job and their job-related experiences or work factors. Work factors include salary and benefits, management, work characteristics, and interpersonal relationships.

2.2. Dimensions of Employees' Job Satisfaction

The constructs of employee job satisfaction have been approached from many directions. Contributing factors have been often identified as intrinsic or extrinsic. According to Samuel and Chipunza (2009), combinations of intrinsic and extrinsic rewards influence employee decisions to remain in the profession. Herzberg and Howe (1959) brought attention to the distinction between intrinsic and extrinsic factors in the workplace in their theory of job satisfaction. Intrinsic factors are matters related to the self-actualization of the worker, that is, the need for a sense of self-accomplishment on the job or, as commonly labeled, intrinsic job satisfaction. Intrinsic job satisfaction is derived from the composite of intrinsic factors experienced in the job. Intrinsic job factors are factors such as responsibility, self-defectiveness, skill development, and observed accomplishment associated with doing the work.

Conversely, extrinsic factors are factors such as company policies, supervision, external rewards such as reflected in satisfaction with pay, and workload, which define the external context and reward system within which the worker labors. Researchers in earlier studies on the framework offered by Herzberg and colleagues found that both intrinsic and extrinsic job factors predicted levels of job satisfaction, although intrinsic factors had a stronger association with satisfaction level than extrinsic factors (Ewen et al., 1966). Also, the results of Sharoni et al. (2012) study suggest that intrinsic job satisfaction has an affective basis, whereas extrinsic job satisfaction does not. In general, this study examines the employees' job satisfaction using the following most commonly applied dimensions of job satisfaction.

Table 2.1: Dimensions of employees' job satisfaction

Intrinsic Scale	Description
Ability utilization	The chance to do something that makes use of my abilities.
Achievement	The feeling of accomplishment got from the job
Advancement	The chances for advancement on the job.
Recognition	The praise for doing a good job.
Responsibility	The freedom to use own judgment
2. Extrinsic Scale	Description
Company policies and practices	The way company policies are put into practice
Compensation	The pay and the number of work employees do
Co-workers	The way co-workers get along with each other
Supervision-human relations	The way the boss handles his men
Supervision-technical	The competence of the supervisor in making decisions
Working conditions	The working conditions

Source: Weiss et al., (1967)

The assessment of employees' job satisfaction uses the Minnesota Satisfaction Questionnaire which was one of the outputs from the "Work Adjustment Project" at the University of Minnesota; the underlying theory is based on the assumption that work fit is dependent on the correspondence between the individual skills and the reinforcements that exist in the work environment (Weiss et al., 1967).

2.3. Concept of employees' commitment

Commitment has been defined and measured in many different ways O'Reilly and Chatman (1986) defined organizational commitment as "the psychological attachment felt by the person for the organization; it will reflect the degree to which the individual internalizes or adopts characteristics or perspectives of the organization".

2.3.1. Models of organizational commitment

According to Meyer and Allen (1991), organizational commitment reflects at least three general themes: "affective attachment to the organization", "the perceived costs associated with leaving it" and "the obligation to remain with it". These three approaches are referred to as "affective", "continuance" and "normative" commitment. Common to these three approaches is the view that commitment is a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue membership of it. These psychological states also have different implications for work-relevant behavior.

I. Affective commitment

Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. Employees with a strong affective commitment continue employment with the organization because they want to. According to Lerner (1982), the antecedents of affective commitment generally fall into four categories: (1) personal characteristics, (2) structural characteristics (organizational), (3) job-related characteristics, and (4) work experiences. Although various research studies have been conducted to link demographic characteristics such as age, tenure, gender, and education to commitment, the relations were neither strong nor consistent, the reason being too many variables such as job status, work rewards and work values moderating the relationship.

II. Continuance commitment

Continuance commitment refers to an awareness of the costs associated with leaving the organization. The potential costs of leaving an organization include the threat of wasting the time and effort spent acquiring nontransferable skills, losing attractive benefits, giving up seniority-based privileges, or having to uproot the family and disrupt personal relationships Meyer and Allen, 1991. Apart from the costs involved in leaving the organization, continuance commitment will also develop as a function of a lack of alternative employment opportunities (Meyer & Allen, 1991).

III. Normative commitment

Normative commitment reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization. Wiener (1982) suggests that the feeling of obligation to remain with an organization may result from the internalization of normative pressures exerted on an individual prior to entry into the organization (family or cultural orientation), or following entry (organizational orientation). However, normative commitment may also develop when an organization provides the employee with “rewards in advance” (e.g. paying college tuition) or incurs significant costs in providing employment (e.g. head-hunting fees or the costs associated with job training). Recognition of these investments causes employees to feel an obligation to reciprocate by committing themselves to the organization until the debt has been repaid (Scholl, 1981).

2.4. Relationship between organizational culture, job satisfaction, and employees’ commitment

There are many studies investigating the relationship between organizational culture and organizational commitment that found there is a positive relationship between organizational culture and organizational commitment (Achieng’Odembo, 2013)&Gan et al., 2014). Organizational culture has been identified as a major driver behind employee longevity (Desselle et al., 2018). A corporate culture is a significant tool for improving organizational commitment, and the better the adjustment between stated and perceived values, the better the organizational commitment (Brewer & Clippard, 2002).

In regard to the relationship between organizational culture and employees’ job satisfaction, the study by Cameron et al. (1991) has found that organizational culture has a significant impact on several key organizational variables such as employee satisfaction, employee performance, turnover and so forth. Furthermore, in the body of literature, there is evidence that assures the impact of organizational culture on individual attitudes and behaviors of which job satisfaction has been shown to be directly impacted by organizational culture. Concerning the relationship between job satisfaction and employee commitment, Huang and Hsiao (2007) stated that job satisfaction is the precursor of commitment which may benefit both changing human behavior outcomes and increasing commitment. They further explained that people will be more committed to their work if they felt satisfied and appreciated. The study by Nigusie (2018) stated that job satisfaction does act as a fully mediating role in the relationship between organizational cultures and organizational commitment and suggesting that effective improvement in job satisfaction is a critical aspect of the organizational success.

2.5. Summary of empirical studies

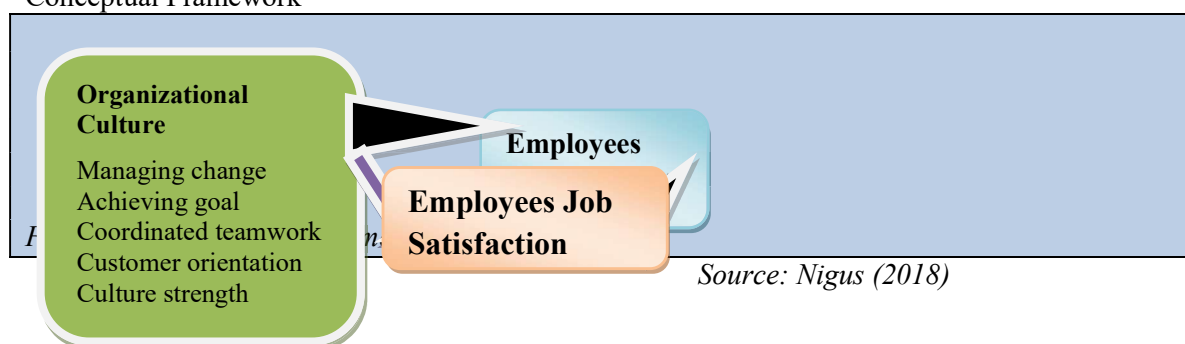
As a matter of fact, globally, various studies have been done in the areas of organizational culture and emphasized the significance establishing proper organizational culture to have a better future and performance. A study result of Achieng’Odembo (2013) established the forward and backward

linkage of employee job satisfaction and organizational culture. The study result of Habib et al. (2014) proved the effect of organizational culture on job satisfaction, employee commitment and retention. Studies by Acquah et al. (2020), Zanaabazar et al. (2021) and Sarpong et al. (2021) revealed a positive significant relationship between organizational culture and employee commitment.

In Ethiopian case, a study result of Getahun et al. (2016) on primary school teachers; Addisu, (2018) on college teachers; Kassaw and Golga (2019a) academic staff at university; Kefyalew et al.(2020) at education office workers proved the effect of organizational culture at education Sector. The other studies by Bekele and Mohammed (2020) on Ethiopian Airlines; *Warga* (2019) and Gebru (2021) on Commercial Bank of Ethiopia; Addisu (2018) on leather industry; Dinku (2018) on Sugar industry proved the direct effect of organizational culture on employee satisfaction and commitment. By the same token, Aklilu et al. (2020) and Yemi et al. (2020) confirmed its effect on health professionals at different levels and disciplines. As can be seen from the above studies, it is evident that they have shown a strong correlation between organizational culture, organizational commitment, and job satisfaction.

Nevertheless, previous researches on employee commitment have mainly focused on organizational culture dimensions rather than including the mediating role of job satisfaction as mediating variable and determining its effects on employee commitment. Subsequently, this study examines whether the employee's job satisfaction plays a mediating role in the relationship between organizational culture and employee commitment in public institutions of Addis Ababa using the following framework.

Conceptual Framework



3.0 Methodology

This study employed a descriptive design with deductive approach. The study used the questionnaire to collect the data from employees in public institutions located in Addis Ababa city Administration. For this study 606 employees, representing both sub-cities and woredas, were selected using both simple and stratified random sampling techniques. The sample size was determined by the Slovin's formula before stratifying the total sample. To this end, 606 questionnaires were distributed for individual respondents selected through simple random sampling method from each stratum. In this regard, the researcher assumes that the study was designed carefully to ensure the representativeness of the employees and believes that the sampling strategy is robust to increase the likelihood of even participation; and reduces the likelihood of deriving faulty conclusions from outcomes of the investigation.

Accordingly, 606 questionnaires were distributed and the response rate was 100%. The questionnaire comprises two sub sections: the first was about the demographic information of the respondents; the second section includes 72-items with 10 dimensions. Of the 72 items adopted from the previous studies, organizational culture (CO) measured by 30 items adopted from

Sashkin and Rosenbach (2013), employee job satisfaction 20 items adopted from Wiss et al. (1967); and employee commitment 22 items adopted from Meyer and Allen (1991). All items were measured by a five points Likert scales during data collection and three composite score/variables were generated during data analysis so as to analyze at interval scale.

The study employed SPSS V.23 as a tool for analysis for both descriptive and inferential statistics. Prior to quantitative analysis, the data were classified and tabulated to enter into SPSS software. Preliminary analysis was done to confirm the normality of the data, validity and reliability of the instrument before proceeding to the next analysis. In this regard, the data were confirmed to be normal as the result of kurtosis and skewness indicated in table (). In addition, the instrument reliability was confirmed by the overall Cronbachs alpha coefficient greater than 7 as indicated below in Table (). Specifically, for mediation analysis, the study used Hayes macro process Model (4) which allows the bootstrapping approach for estimation of mediation effects.

4.0 Results

The objectives of this study were confirming whether the organizational culture predicts employee job satisfaction (H1), whether the employee job satisfaction predicts employee commitment (H2), whether the organizational culture predicts employee commitment (H3); and confirming the mediating effects of job satisfaction between organizational culture and employee commitment (H4). To these ends, mediation analysis using SPSS macro process model (4) was conducted and the results are as indicated below.

RQ1/H1 Organizational culture significantly predicts employee job satisfaction

4.2 : Employee job Satisfaction (ES)

Table 4.1.Model Summary

R	R-sq	MSE	F	df1	df2	p
0.7282	0.5303	0.1780	682.0268	1.0000	604.0000	0.0000
Model	coeff	se	t	p	LLCI	ULCI
constant	.8311	.0855	9.7226	.0000	.6632	.9990
Organizational Culture (OC)	.7339	.0281	26.1156	.0000	.6787	.7891

***OC->ES

As can be seen from table 4.1 above, organizational culture (OC) is a significant positive predictor of employee job satisfaction (b=.7339, s.e=.0281, p<.001). This coefficient reflects the direct effect of organizational culture on employee job satisfaction with in the path model; thus, H1 is supported. Pictorially it can be depicted as:-

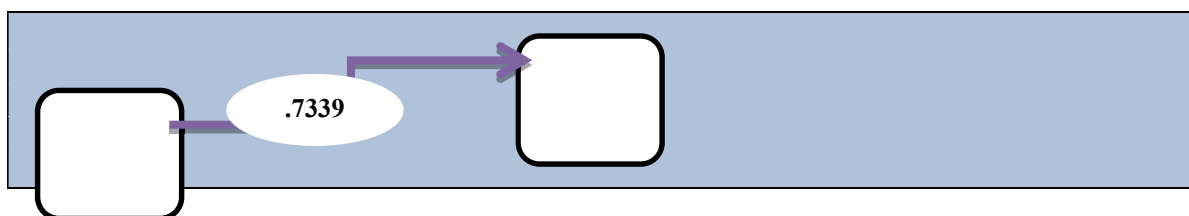


Figure 4.1 Paths OC->ES

RQ2/H2 Employee job satisfaction significantly predicts employee commitment

4.3. Employee Commitment (EC)

Table 4.2. Model Summary

R	R-sq	MSE	F	df1	df2	p
.9087	.8257	.0685	1428.1383	2.0000	603.0000	.0000
Model	coeff	se	t	p	LLCI	ULCI
constant	.1354	.0570	2.3746	.0179	.0234	.2474
Employee Job Satisfaction (ES)	.1468	.0252	5.8188	.0000	.0973	.1964

The above summary table number 4.2, indicates that employee job satisfaction (ES) is a significant positive predictor of employee commitment ($b=.1468$, $s.e=.0252$, $p<.001$). This coefficient reflects the direct effect of employee job satisfaction on employee commitment with in the path model; thus, H2 is supported.

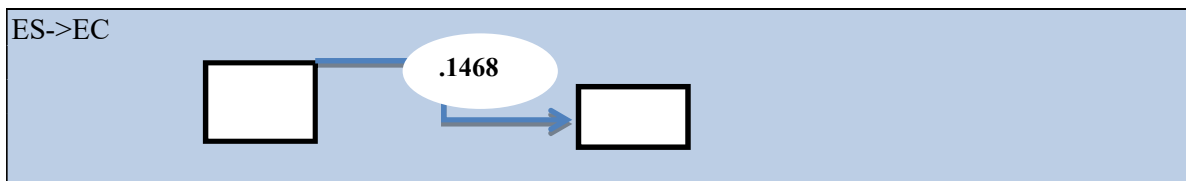


Figure 4.2 Paths ES->EC

RQ3/H3 Organizational culture significantly predicts employee commitment

4.4. Employee Commitment (EC)

Table 4.3. Model Summary

R	R-sq	MSE	F	df1	df2	p
.9087	.8257	.0685	1428.1383	2.0000	603.0000	.0000
Model	coeff	se	t	p	LLCI	ULCI
constant	.1354	.0570	2.3746	.0179	.0234	.2474
Organizational Culture (OC)	.8182	.0254	32.1711	.0000	.7682	.8681

As can be seen from table 4.3 above, organizational culture (OC) is a significant positive predictor of employee commitment ($b=.8182$, $s.e=.0254$, $p<.001$). This coefficient reflects the direct effect of organizational culture on employee commitment with in the path model; thus, H3 is supported.

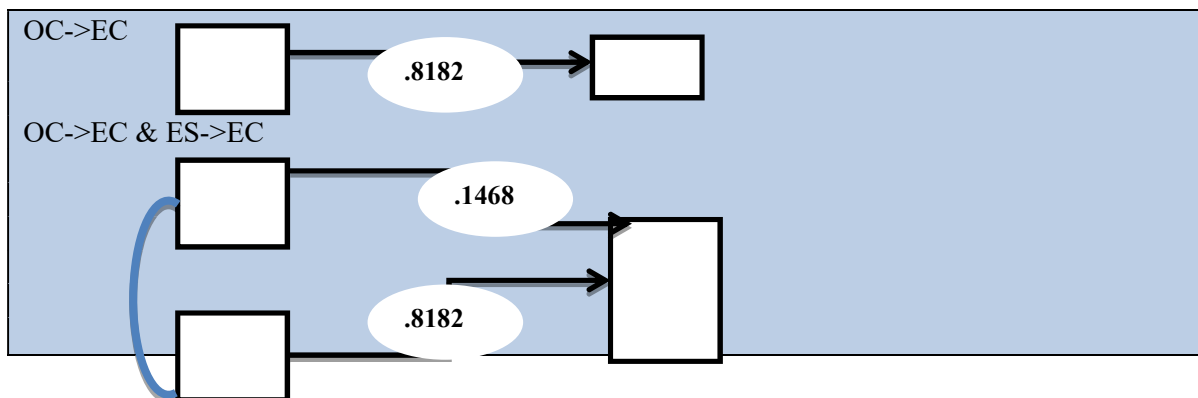


Figure 4.3 Paths OC->EC; and Paths OC->EC & ES->EC combined

RQ4/H4 Employee job satisfaction would mediate the impact of organizational culture on employee commitment.

Table 4.4 Total effect of OC on EC

Effect	se	t	p	LLCI	ULCI
.9260	.0179	51.7378	.0000	.8908	.9611

The above table indicates the total effect of organizational culture on employee commitment computed as the direct effect of organizational culture (DE=.8182) and indirect effect of organizational culture on employee commitment through employee job satisfaction (IE=.1078) add up to .9260. This total effect is positive and significant as zero (the null) does not fall between the lower (LLCI=.8980) and upper (ULCI=.9611) bound of the 95% confidence interval. From this we can infer that the total effect of organizational culture on employee commitment is significantly different from zero.

Table 4.5 Indirect effect(s) of OC on EC

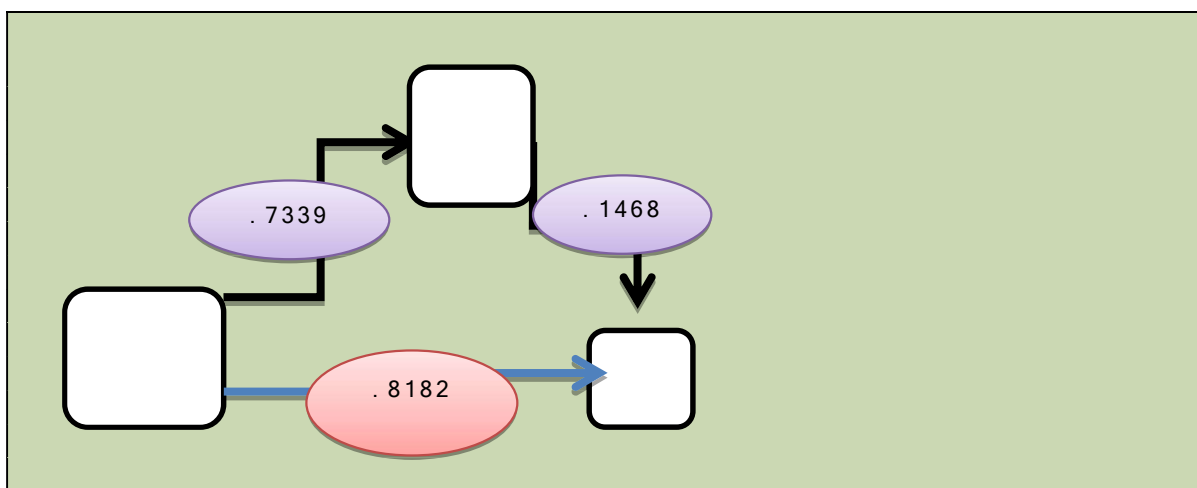
	Effect	BootSE	BootLLCI	BootULCI
ES	0.1078	0.0318	0.0482	0.1723

The unstandardized indirect effect indicated in the table above, that is (.1078) is assumed to be the product of two coefficients represented by OC->EC (.8182) and ES->EC (.1468) even though the analysis was done by Hayes (2018) macro process model (4). This indirect effect is significant as zero does not fall between BootLLCI (.482) and BootULCI (.1723). Based on the evidences provided in two tables above, the researcher is keen to justify that employee jobsatisfaction mediates the impact of organizational culture on employee commitment in the study area. Thus, H4 is supported.

Table 4.6 Hypothesis summary

Item summary	coeff	se	t	p	LLCI	ULCI
H1. OC->ES	0.7339	0.0281	26.1156	0.0000	0.6787	0.7891
H2. ES->EC	0.1468	0.0252	5.8188	0.0000	0.0973	0.1964
H3. OC->EC	0.8182	0.0254	32.1711	0.0000	0.0973	0.1964
Indirect	Effect	BootSE			BootLLCI	BootULCI
H4. OC->ES->EC	0.1078	0.0318			0.0482	0.1723

****OC =organizational culture; ES= employee job satisfaction; and EC= employee commitment**

****Figure 4.4 Path Model**

5.0 Discussions

Now days the most important organizational asset is the human resource which determines the success of an organization. In other words, it is possible to say that the success of an organization highly depends on its employees' commitment. In this regard, any condition affecting employees' commitment will affect organizational the organizational performance in the end. From the outset of this study, the researcher posed questions and proposed four hypotheses to be confirmed after the data collection and rigorous analysis. Evidently, the purpose of the study has been achieved and substantiated as indicated below.

Firstly, the hypothesis that is the direct effect of organizational culture on employee job satisfaction was conducted and the result indicates that organizational culture has significant positive effect up on employee job satisfaction in the area under study settings. The result is in line with previous (Odembo, 2013 & Habib, 2014; Desselle, Raja, Andrews, & Lui, 2018; Cameron & Freeman, 1991). When it comes to boosting employee job satisfaction, organizational culture is crucial. However, Organizational culture should be mandatory for all members and workers since this will foster uniformity among the organization's members. It will also improve staff productivity, commitment, and overall performance, emphasizing the importance of organizational culture in fostering consistency among employees. Thus, it may enhance group efficiency, commitment, and overall performance.

Organizational culture is a set of fundamental ideas that contribute to the organization's strength and stability due to cultural transformation. The advantages of good organizational culture in the workplace include improved mutual collaboration, unity, integrity, kinship, improved communication, and increased performance. Therefore, paying more attention to organizational culture is one way to increase employee job satisfaction in the workplace. However, culture refers to an organization's values and qualities that differentiate it from its rivals. Therefore, job satisfaction is positively influenced by organizational culture. In addition, employee behavior is influenced by organizational culture, which motivates them to seek positive outcomes.

Secondly, the hypothesis that is concerned with the direct effect of employee job satisfaction on employee commitment was conducted and the result indicates that employee job satisfaction has significant positive effect up on employee commitment in the area under study settings. This result is supported by several previous results (Huang & Hsiao (2007); Odembo, 2013 Girma & Tesfaye, 2018).

Thirdly, the hypothesis that is concerned with the direct effect of organizational culture on employee commitment was conducted and the result indicates that organizational culture has significant positive effect up on employee commitment in the area under study settings. This result is supported by several previous results (Huang & Hsiao (2007); (Odembo, 2013 & Habib, 2014 (Desselle, Raja, Andrews, & Lui, 2018) (Brewer & Clippard, 2002)). There are many studies investigating the relationship between organizational culture and organizational commitment that found there is a positive relationship between organizational culture and organizational commitment (Odembo, 2013 & Habib, 2014). Organizational culture has been identified as a major driver behind employee longevity (Desselle, Raja, Andrews, & Lui, 2018). A corporate culture is a significant tool for improving organizational commitment, and the better the adjustment between stated and perceived values, the better the organizational commitment (Brewer & Clippard, 2002).

Employees with a strong organizational commitment and more innovative and stable will drive the company to greater profitability. Individuals with a high organizational commitment are vital in achieving organizational goals; those with a low commitment are more concerned with fulfilling individual interests than those of the organization. This result also illustrates individuals'

commitment to making businesses successful, and respondents' strong organizational commitment demonstrates how inventiveness and consistency help a company to be lucrative and wealthy.

Lastly, the hypothesis concerned with the mediating impact of employee satisfaction between organizational culture and employee commitment. The result indicates that the employee job satisfaction partially mediates the impact of organizational culture on employee commitment in the study area and the mediation effect is significant. This result is slightly in line with the study result of (Nigus, 2018). This is because the previous study of Nigus (2018) stated that job satisfaction does act as a fully mediating role in the relationship between organizational cultures and organizational commitment and suggesting that effective improvement in job satisfaction is a critical aspect of the organizational success. However, this study is directly in line with the result of Huang and Hsiao (2007) that substantiates this study as satisfaction is the precursor of commitment which may benefit both changing human behavior. Similar study further explained that people will be more committed to their work if they felt satisfied and appreciated.

In nut shell, various studies have been done in the areas of organizational culture and emphasized the significance establishing proper organizational culture to have a better future and performance. A study result of Odembo (2013) established the forward and backward linkage of employee job satisfaction and organizational culture. The study result of Habibi (2014) proved the effect of organizational culture on job satisfaction, employee commitment and retention. Studies by Acquah et al. (2020), Jigjiddorj et al. (2021) and Sarpong et al. (2021) revealed a positive significant relationship between organizational culture and employee commitment. These all previous studies substantiated the result of this study. Therefore, institutions should enhance the organization culture in the workplace to increase organizational culture's impact on employee job satisfaction and commitment.

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