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The Influence of Organizational Culture on Employees' Commitment in Civil Service Organizations: The Cases of Selected Cities in Ethiopia

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Abstract : The main objective of this study was to examine the influences of organizational culture on employees' commitment with the mediating role employees' job satisfaction. In order to achieve this objective, the study employed descriptive and explanatory research designs to describe the situation and examine the cause and effect relationship of the cases under the study respectively. For collection of data, the survey questionnaire was administered to 400 randomly selected employee respondents who were permanently working in the civil service organizations in the selected study areas. The data analysis has been executed using both descriptive and inferential statistics. The study has found that the practice of organizational culture in the civil service organization is at moderate level relatively with more customer orientation. In regard to employees' job satisfaction, it was found at moderate level with 61% exhibited with more intrinsic scale compared to extrinsic ones which assures more job satisfaction of employees with nature of jobs they perform than the associated benefits. It was also noticed that the job satisfaction level of employees increases as the level of job grades raise up. The study also found that employees have higher affective commitment which reveals more emotional attachment to the organization compared to continuance and normative forms of commitment. The level of employees' commitment increases as the job grades of employees goes up in the civil service organizations. The regression analysis reveals that organizational culture has significant influence on the job satisfaction and commitment level of employees in the civil service organization which was realized that the employees' job satisfaction partially carries the influence of organizational culture to employees' commitment. Therefore, it is very important for civil service organizations to give due attentions to the improvement of their current organizational culture and enhancing the job satisfaction of employees to get more commitment from employees for realization of the organizational goals.

Keywords: Organizational culture, Employees' commitment, Job satisfaction, Civil service organization

1.0 Background and Problems of the Study

Employees are the greatest resource in organizations and play an important role through their involvement and commitment to make the organization competitive (Sempene, Rieger&Roodt, 2002). Employees who are committed are liable to increase their performance and devote their time to the organization 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 (Smith, Kendall and Huh, 1969) and they would be willing to try new ideas and could participate more in the decisions that need to be made (Kivimaki&Kalimo, 1994). 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). Many organizational cultures are presented by the scholars to handle and manage different organizational situations. In regard to defining and discussing different characteristics of organizational culture, Cameron & Quinn (2011); Lok& Crawford (2004) mentioned some of the important characteristics of

organizational culture, which should have to address the phenomena of organizational effectiveness success through the contribution of committed employees.

It can be also 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 commitment 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 being exercised within the organization (Awan&Mahmood, 2011). Moreover, 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 and committed employees to ensure the competitive survival of organizations. Also Awan&Mahmood (2011) depict that employee commitment can be affected by the quality of the leadership exercised, and culture practiced in the organization.

Every organization functions within a unique culture and it becomes more widely recognized in contemporary discussions of organizational effectiveness that managers and their subordinates have to develop understanding of their cultural contexts if their organizations needs to perform effectively (Cameron & Quinn, 2011; Harrison & Stakes, 1992). The main focus of the organization should be also how to relate organizations more closely with their cultural settings in order to enhance optimal performance. This requires the ability of organizations to satisfy their workers in order to increase their commitment to contribute for the optimal performance of their respective organizations. If the organizations fail to plan and lack ability to satisfy their employees, this may lead employees to frequently leave the organization which will lead a given organization always to have inexperienced employees that might lead to inefficiency and ineffectiveness in accomplishing its goals. Ideally, organizations are expected to have staff of well experienced and well educated experts to successfully perform and achieve their goals. In this regard, 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 (Kuvaas, 2006; Genevičiūtė-Janonienė&Endriulaitienė, 2014). However, the study by Bersisa, et al (2016) confirmed that most civil service institutions in Ethiopia have less satisfied employees with lower commitment as a result of poor remuneration and benefit packages to benefit and motivate them on the tasks they perform in their respective positions. This could make the public organizations to hold employees who are not committed and losing well experienced ones from time to time which is believed to adversely affect the competitive survival of organization in meeting the changing service demand of citizens.

Many studies were also investigating the relationship between organizational culture and organizational commitment which found that there a positive relationship between organizational culture and organizational commitment (Acar, 2012; Brewer &Clippard, 2002). Organizational culture has been identified as a major driver behind employee longevity (Desselle, Raja, Andrews, &Lui, 2018). A corporate culture was realized as 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 addition, Messner (2013)found that there was a positive relationship between organizational culture and organizational commitment, recommending the design of a corporate culture change strategy, in order to increase organizational commitment in India's IT services. In regard to the relationship between organizational culture and employees' job satisfaction, the study by Cameron &Freeman (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. Again, Dima et al (2019); Elizabet (2017);Ahn&Inanlou (2017) have studied the effects of organizational culture on employees commitment as well job satisfaction.

In addition,, 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 (Lund, 2003; MacIntosh& Doherty, 2010; Schein, 1985). Concerning the relationship between job satisfaction and employee commitment, Huang & 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.

Furthermore, Aamodt (2007) indicate that satisfied employees tend to be committed to an organization, and employees who are satisfied and committed are more likely to attend work, stay with an organization, arrive at work on time, perform well and engage in behaviors helpful to the organization success. The discussions on relationships of organizational culture, job satisfaction, and employee commitment lead to examining the mediating of these variables in the existing relationships. Girma&Tesfaye (2018) have also 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 of Oromia Forest and Wild Life. However, all these studies did not systematically investigate whether the employee's job satisfaction plays a mediating role in the relationship between organizational culture and employee commitment in Ethiopian Civil Service organizations.

Therefore, it has been found as very essential to fill this gap by thoroughly examining whether the job satisfaction plays a mediating role in the relationship between organizational culture and employees' commitment toward the achievement of the organizational goals.

1.1 Objectives of the study

The general objective of this study is to examine the mediating role of job satisfaction in the effect of organizational culture on employees' commitment in civil service institutions. In line to this general objective, this study attempted to attain the following specific objectives:

- To identify the most dominant type of organizational culture practiced in the Ethiopian civil service organizations;
- To determine the level of employees commitment and job satisfaction in their current organizations;
- To examine the effect of organizational culture on employees' job satisfaction and commitment; and
- To analyze the mediating role of job satisfaction in the effect of organizational culture on employees' commitment.

2.0 : Review of Related Literature

This section covers the definitions for basic concepts, the organizational culture, job satisfaction, employees' commitment and the mediating role of job satisfaction in the relationship between organizational culture and employees' commitment.

2.1 : Concept of Organizational Culture

According to Schein (2004), 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. Meanwhile, according to Moorhead & Griffin (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. According to Sashkin&Rosenbach (2013), 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.

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.

Coordinated 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.

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.

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.

2.2. 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). 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). In a simpler term, job satisfaction is 'the extent to which people like their jobs (Peterson & Wilson 1992). Besides, Saiyadain (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. In this regard, Herzberget al (1959) brought attention to the following two distinctive categories of employees' job satisfaction in the workplace in relation to the theory of job motivation.

- i. **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.
- ii. **Extrinsic factors:-** reflected by Ewen, Smith, Hulin, & Locke (1966); Warr (1991) as factors such as company policies, supervision, external rewards which are reflected in satisfaction with pay, and workload and define the external context and reward systems.

2.3 : Concept of Employees' Commitment

Commitment has been defined and measured in many different ways O'Reilly & 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 & 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:**-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:**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:-** 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” (eg 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 (Acar, 2012; Brewer & Clippard, 2002). 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). In addition, Messner (2013) found that there was a positive relationship between organizational culture and organizational commitment, recommending the design of a corporate culture change strategy, in order to increase organizational commitment in India’s IT services. In regard to the relationship between

organizational culture and employees' job satisfaction, the study by Cameron & Freeman (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 (Lund, 2003; MacIntosh & Doherty, 2010; Schein, 1985). Concerning the relationship between job satisfaction and employee commitment, Huang & 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.

In addition, Aamodt (2007) indicate that satisfied employees tend to be committed to an organization, and employees who are satisfied and committed are more likely to attend work, stay with an organization, arrive at work on time, perform well and engage in behaviors helpful to the organization success. The discussions on relationships of organizational culture, job satisfaction, and employee commitment lead to examining the mediating of these variables in the existing relationships. To this end, the study by Girma & Tesfaye (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.

Commitment plays a large role in the decision-making process when deciding to continue or discontinue membership in the organization. Employee commitment also plays a role in organizational performance and effectiveness. Studies have shown a strong correlation between organizational culture, organizational commitment, and job satisfaction. However, all these studies did not systematically investigate how organizational culture can influence the job satisfaction and commitment of employees. In addition, whether the employees' job satisfaction carries the influence of organizational culture to the commitment of employees was not yet well studied from the context of Ethiopian civil service organizations. Thus, this study examines whether the employee's job satisfaction plays a mediating role in the relationship between organizational culture and employee commitment in Ethiopian Civil Service organizations using the following framework.

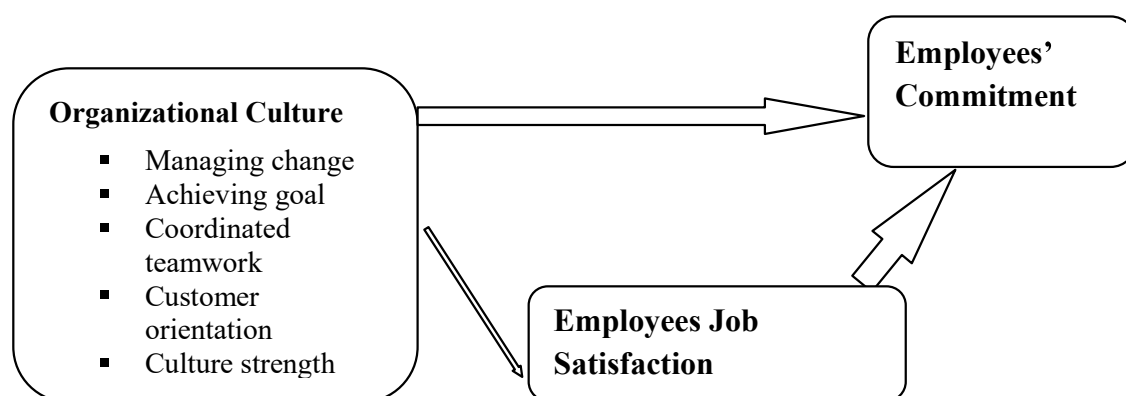


Figure 2.1: Conceptual framework of the study

Source: Cameron & Freeman (1991); Girma & Tesfaye (2018); Huang & Hsiao (2007)

Research Methodology

This section deals with the methodology considered to meet the objectives of the study that comprise the approach of research that fits the intended purpose. In addition, it covers the target population and sample size, sampling techniques, methods of data collection and analysis techniques that to be applied in the study.

3.1. Research Design and Approach

This study employs a combination of descriptive and explanatory research design in the way to align with the objectives of the study. A descriptive study was employed with the aim to describe the current practice of organizational culture, employees' satisfaction, and commitment. The explanatory design was used to examine the factors that significantly explain the employees' job satisfaction and commitment. The descriptive and explanatory research designs were accompanied with quantitative approach which is subject to rigorous quantitative analysis in a formal and rigid fashion (Kothari, 2004).

3.2. Target population, Sample Size and Sampling Technique

The population in this study comprises the employees who are currently working in selected civil service organizations in five selected cities of Ethiopia. Employees who are currently working in civil service organizations are sources of information to measure employees' job satisfaction, commitment, an organizational culture. In order to ensure an acceptable standard, the sample size is determined by using the following proportional formula of Kothari (2004) since the targeted population is not clearly specified.

$$n = \frac{z^2 pq}{e^2} = \frac{(1.96)^2 (0.5) (0.5)}{0.05^2} = 384$$

Where;

n : sample size

P% : is the proportion belonging to specified category (positive response)

q% : is the proportion not belonging to the specified category (opposite response)

e : = the margin of error, which is 5%.

Thus, the sample sizes of 384 with an additional 16 more respondents to compensate the missing respondents, which makes a total of 400 employees as a sample. In this study multi-stage sampling technique has been employed. At the first stage, cities are clustered as Western, Eastern, central and Southern and Northern of which representative clusters (Central, Eastern and Western cities) were selected by using simple random sampling technique (lottery method). To this end, five major cities such as Addis Ababa and Adama from Central cities, Dire Dawa, and Harar from Eastern Cities, and Assosa from Western cities have been selected. Secondly, five institutions have been selected from each city by using simple random sampling technique. In this regard, institutions of finance, labor and social affairs, transport authority, women, children and youth, education have been selected to identify the participant employees. At third stage, 80 permanent employees have been selected using systematic sampling technique from five institutions in each of the selected cities. However, finally 15 respondents did not return the distributed questionnaire, due to which the analysis has been executed on the basis of data properly collected from 385 respondents.

3.3 Methods of Data Collection

For the collection of data in relation to employees' satisfaction, a structured questionnaire of employees' job satisfaction towards its intrinsic and extrinsic scales was used. The survey questionnaire was adapted by condensing 100 items of the Minnesota Job Satisfaction Questionnaire. For addressing the commitment level of employees, 24-items questions pertinent to three dimensions of commitment such as "Affective", "Continuance" and "Normative" has been designed and used. In addition, data were collected from employees in regard to their current organizational culture with five dimensions using a questionnaire comprising of 29 items. The questionnaire used in this study was a 5 Point- Likert scale that has been translated from English into the local language (Amharic) for respondents to easily understand and give their responses accordingly. Trained enumerators were used to administering questionnaires for selected employee respondents in each of five cities.

3.4. Methods of Data Analysis

After completion of survey data collection, the completeness of data have checked and then variables were properly coded and then entered in to SPSS to process the results. With help of SPSS, both descriptive and inferential statistical results were generated for the quantitative data. Using descriptive analysis such as frequency, measures of central tendency and dispersion, the study indicated the level of employees' satisfaction and commitment, as well as the nature of organizational culture. For descriptive univariate analysis using mean values computed from the 5-likert scale, the study followed the decision rule recommended by (Andrew, 2017). To this end, the study used the following ranges of mean values for discussion in the discussions to the results of analysis.

Table 3.1 : Decision rule for univariate analysis

| Low level | Moderate level | High level |
|---------------------------|------------------------|-------------------------|
| $1 \leq X_i \leq 2.5$ | $2.5 < X_i \leq 3.5$ | $3.5 < X_i \leq 5.0$ |
| $20\% \leq X_i \leq 50\%$ | $50\% < X_i \leq 70\%$ | $70\% < X_i \leq 100\%$ |

Source: Andrew (2017)

From the inferential data analysis, the study employed correlation analysis to assess the magnitude and directions of associations among variables in the study and multiple regression analysis models to examine the factors that significantly determine the employee's job satisfaction and commitment in civil service organizations. In addition, the study used mediation analysis to examine the mediating role of employees' job satisfaction in the relationship between organizational culture and employees' commitment. Furthermore, ANOVA has been applied to test the average satisfaction and commitment difference among employees of different categories and job grades (position levels) in the organizations.

4.0 : Results and Discussions

This section presents and discusses the major findings in relation to the research questions stated.

4.1. The Current Dominant Dimension of Organizational Culture Practiced in the Public Organizations

This section presents the condition of organizational culture practiced in public organizations considering the five dimensions such as *managing change*, *achieving goal*, *coordinated team work*, *customer orientation*, and *building strong culture*. The actual practice from the perspective of each of these dimensions in the public institutions has been presented and discussed as in Table 4.1 below.

Table 4.1: Summary of Organizational Culture Dimensions

| Dimensions | Minimum | Maximum | Mean | Percent (%) |
|--|---------|---------|-------------|--------------|
| Manage Change | 1.00 | 5.00 | 3.09 | 61.74 |
| Achieving goal | 1.00 | 5.00 | 3.08 | 61.59 |
| Coordinated team work | 1.00 | 5.00 | 3.13 | 62.60 |
| Customer Orientation | 1.00 | 5.00 | 3.16 | 63.18 |
| Building strong culture | 1.00 | 5.00 | 3.11 | 62.18 |
| Composite mean – Organizational culture | | | 3.11 | 62.26 |
| Number of Participants = 385 | | | | |

Source: Field survey, 2021

Table 4.1 clearly shows that the aggregate organizational culture of public organizations has been found on average 3.11 (62.26%) which is at moderate level which requires more efforts to strengthen in the future. The study also found that relatively customer orientation dimension of organizational culture has been mostly practiced in public organizations compared to other dimensions. This implies that civil service organizations are on the way of directing their service delivery with the focus of their customers.

4.3. Employees Job Satisfaction

In order to measure the overall job satisfaction level of employees, the MSQ standardized questions were used with composite score of the 36 items in which two subscales such as intrinsic and extrinsic were considered. The intrinsic satisfaction scale was measured using 15 items under 5 dimensions that measure feelings of employees about their job tasks and for the extrinsic satisfaction scale, 21 items under 6 dimensions were considered.

4.3.1. Intrinsic Satisfaction Level

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. Intrinsic job satisfaction measures feelings of employees about the nature of their job tasks (Johnson, 2004). In the study this feeling of employees was measured with the use of 15 items under 5 dimensions. Thus, table 4.2 below presents the intrinsic satisfaction level of employees that was computed with the use of these dimensions.

Table 4.2: The Intrinsic job satisfaction level employees

| <i>Dimensions</i> | Minimum | Maximum | Mean | Percent (%) |
|---|----------------|----------------|-------------|--------------------|
| Ability utilization | 1.00 | 5.00 | 3.15 | 62.92 |
| Achievement | 1.00 | 5.00 | 3.12 | 62.48 |
| Recognition | 1.00 | 5.00 | 2.67 | 53.39 |
| Responsibility | 1.00 | 5.00 | 3.21 | 64.27 |
| Advancement | 1.00 | 5.00 | 3.15 | 62.99 |
| Composite Mean- Intrinsic satisfaction | 1.00 | 5.00 | 3.06 | 61.21 |
| Total Participants =385 | | | | |

Source: Field survey, 2021

Table 4.2 portrays the intrinsic job satisfaction level of employees in the organization where they are currently working. In this regard, the overall intrinsic satisfaction of employees has been found 61.21% which can be labeled as moderate. This in general implies that the feelings of employees toward the nature of their job tasks is at moderate level which requires attention to improve the situation to advance the satisfaction level of employees. Among five dimensions of the intrinsic satisfaction, the responsibility dimension has been rated relatively high with 64.27%. This implies that the practices of making employees being responsible for planning their job, provision of chance to them to make decision on their own and permitting employees to work alone on the job without regular supervision by officials relatively good that to be strengthened to the future. On the other hands, the situation in recognition dimension of intrinsic satisfaction has been rated low. This clearly reflects that the way organizations give credit and recognition for the work employees performed need further improvement and attention to enhance the satisfaction of employees on the basis of their successful accomplishment. This is due to expectation of employees for feedback from their immediate supervisor to know whether they are considered as performed well and one of the factor that determine their job satisfaction (Lester, 2013).

4.3.2. Extrinsic job satisfaction

Extrinsic job satisfaction measures feelings about external aspects of the job and mainly related with external factors such as company policies, supervision, and reward systems in relation to the job tasks (Kalleberg, 1977). In this regard, the study adopted 6 dimensions that measured with use of 21 items to examine the extrinsic satisfaction level of employees as presented in Table 4.3.

Table 4.3: Extrinsic Satisfaction level of employees

| Dimensions | Minimum | Maximum | Mean | Percent (%) |
|--|---------|---------|-------|-------------|
| Company policies and practices | 1.00 | 5.00 | 2.89 | 57.96 |
| Compensation | 1.00 | 5.00 | 2.59 | 51.91 |
| Coworker | 1.00 | 5.00 | 3.64 | 72.76 |
| Supervision-human relationship | 1.00 | 5.00 | 3.19 | 63.99 |
| Supervision-technical | 1.00 | 5.00 | 3.07 | 61.34 |
| Working conditions | 1.00 | 5.00 | 2.79 | 55.86 |
| Composite mean-Extrinsic Satisfaction | 1.00 | 4.65 | 3.032 | 60.64 |
| Total participants= 385 | | | | |

Source: *Field survey (2021)*

Table 4.3 indicates 60.63% level of the overall extrinsic satisfaction of employees which can be rated as moderate level. The extrinsic satisfaction of employees with the co-worker dimension is relatively the highest with 72.76%. This implies that the current spirit of cooperation among employees, and the chance to develop friendliness relationship in the organizations make employees satisfied. On the other hand, the compensation, working condition and organization policy dimensions of extrinsic satisfaction are relatively low with the 51.91%, 55.86% and 57.96% respectively. Unless improvements are made on these dimensions, these could negatively influence the overall satisfaction of employees in the organizations.

4.3.3. Overall employees job satisfaction

An overall satisfaction measure is a degree the feelings of individual with the all dimensions of intrinsic and extrinsic satisfaction scales. According to Johnson (2004), combinations of intrinsic and extrinsic rewards predict levels of job satisfaction and influence employees' decisions to remain in the profession. In this regard, Table 4.4 below presents the overall satisfaction of employees that comprise both intrinsic and extrinsic scales.

Table 4.4: The overall job satisfaction of employees

| Item | Minimum | Maximum | Mean | Percent (%) |
|------------------------------------|---------|---------|------|-------------|
| Overall employees job satisfaction | 1.00 | 4.82 | 3.05 | 61.00 |
| Total participants = 385 | | | | |

Source: *Field survey, 2021*

Table 4.4 depicts 61% of the overall employees' job satisfaction which is at moderate level. This shows that organizations have to exert more effort to increase their employees' satisfaction to increase organizational performance. The job satisfaction of employees has been examined by their employment category and position level in table 4.5 and 4.6 below to see if there are significant variations.

Table 4.5: Satisfaction of employees by job category

| Employment category | Mean | Percent (%) |
|---------------------|------|-------------|
| Expert | 3.23 | 64.6 |
| Leader | 3.05 | 61 |
| Other | 2.96 | 59.2 |

Source: *Field survey, 2021*

Table 4.5 shows that the satisfaction level of leaders has been found 61% which is less than that of expert (64%) though more than others (59.2%). However, this difference is not statistically significant at 5% significance level as shown below in Table 4.6.

Table 4.6: ANOVA Test Result on Overall Employees Job Satisfaction

| | Sum of Squares | df | Mean Square | F | Sig. |
|----------------|----------------|-----|-------------|------|------|
| Between Groups | .656 | 2 | .328 | .499 | .607 |
| Within Groups | 250.218 | 381 | .657 | | |
| Total | 250.873 | 383 | | | |

Source: Field survey, 2021

Table 4.6 presents the ANOVA test result for the difference in overall job satisfaction among employees of different categories. Accordingly, it was confirmed that there is no statistically significant difference among employees of expert, leaders and other categories in their overall job satisfaction at 5% significance level ($\text{Sig} = .607 > 0.05$). In addition, the employees' job satisfaction has been analyzed and tested on the basis of the position of employees in the surveyed organizations as follows.

Table 4.7: Employees' job satisfaction by the level of positions

| Level of positions | Mean | Percent (%) |
|----------------------|------|-------------|
| Level I - Level IV | 2.58 | 51.6 |
| Level V - Level VIII | 3.03 | 60.6 |
| Level IX -Level XII | 3.04 | 60.8 |
| Level XIII & Above | 3.24 | 64.8 |

Source: Field survey, 2021

Table 4.7 shows the overall job satisfaction level of employees by their level of positions. In line to this, the overall satisfaction level of employees increases as the level of position increases. It increases from 51.6% at level I - level IV to 64.8% at level XIII and above. This implies that the establishment of systems of employees' promotion from one level to the subsequent level can increase satisfaction to employees. This difference has been tested by using ANOVA and has been found statistically significant at 1% significance level as depicted in Table 4.8 below.

Table 4.8: ANOVA Test Results for the Difference of Overall Employees' Job Satisfaction among their Levels

| Overall employees job satisfaction | | | | | |
|------------------------------------|----------------|-----|-------------|-------|------|
| | Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups | 10.210 | 3 | 3.403 | 5.374 | .001 |
| Within Groups | 240.663 | 380 | .633 | | |
| Total | 250.873 | 383 | | | |

Source: Field survey, 2021

4.5 : The Level of Employees' Commitment

According to Meyer and Allen (1997:3), commitment can be defined as "a psychological state that characterizes the employees' relationship with the organization and has implication for the decision to continue membership in the organization". Most organizations, especially service providing institutions are facing the challenges of getting committed employees who are competent and ready to give in their best in the pursuit of the objectives of the organization. Sharma and Bajpai (2010) assert that the high levels of effort exerted by employees with high levels of organizational commitment would lead to higher levels of performance and effectiveness

of both the individual and the organizational performance levels. In this regard, this study has examined the level of employees' commitment considering three elements such as Affective, Continuance, and Normative dimensions as discussed hereunder. In this regard, the perception of respondents from the three dimensions has been computed and presented in Table 4.9 as follows.

Table 4.9: Aggregate employees' commitment

| | Minimum | Maximum | Mean | Percent (%) |
|--|---------|---------|------|-------------|
| Affective Commitment | 1.00 | 5.00 | 3.61 | 72.2 |
| Continuance Commitment | 1.00 | 5.00 | 2.94 | 58.8 |
| Normative Commitment | 1.00 | 5.00 | 3.26 | 65.2 |
| Composite mean-Employees commitment | 1.00 | 5.00 | 3.27 | 65.4 |

Total participants= 385

Field survey, 2021

Table 4.9 presents the summarized commitment level of employees in the civil service institutions. As a result, overall commitment level of employees has been found on average 3.27 or 65.4% which can be considered as moderate level. Among the dimensions of employees' commitment, affective dimension with 72.2% has been found relatively the highest one which confirms that the employee's emotional attachment and involvement in their current organization is promising. This can be also confirmed on the low level continuance commitment (58.8%) which implies that the attachment of employees to the organization is not on the basis of the gains received or not due to fear for cost of leaving. The commitment level of employees has been analyzed on the basis of the job category of employees as presented in Table 4.10 hereunder.

Table 4.10: The Commitment of Employees by Job Category

| Current employment category | Mean | Percent (%) |
|-----------------------------|------|-------------|
| Expert | 4.00 | 80 |
| Leader | 3.28 | 65.60 |
| Other | 3.25 | 65.00 |

Source: Field Survey, 2021

The result above shows that the commitment level is higher for experts than leaders and other category employees (messengers, custodial, etc). This could be due to attachment of experts on to their jobs on the basis of their skill, knowledge and experience. This variation has been tested by using ANOVA and has been found statistically significant at 1% significance level as presented in Table 4.11 below.

Table 4.11: The ANOVA Test result on Variations of Employees Commitment across Job Category

| | Sum of Squares | df | Mean Square | F | Sig. |
|----------------|----------------|-----|-------------|-------|-------|
| Between Groups | 4.399 | 2 | 2.199 | 4.908 | 0.008 |
| Within Groups | 170.732 | 381 | 0.448 | | |
| Total | 175.131 | 383 | | | |

Source: Field survey, 2021

The test result clearly shows that the variation of employees satisfaction level across the job category is statistically significant at 5% significance level ($\text{Sig} = .008 < .05$).

4.6. The Effect of Organizational Culture on Employees' Job Satisfaction and Commitment

This section discusses the influence of organizational culture on employees' job satisfaction and commitment. The influence which organizational culture could impose on employees' job satisfaction and commitment has been analyzed using the multiple regression analysis. This analysis has been executed separately considering employees' job satisfaction and commitment as two different dependent variables though dimensions of organizational culture has been adopted as independent variables in both cases. Before running multiple regression analysis, preconditions need to be fulfilled. To meet this requirement, correlation analysis has been executed to check the association of each of independent variables among themselves and also with dependent variables (Table 4.13). The Multicollinearity problem has been also checked by using Variance Inflation Factor (VIF) and found its value less than 10 for all variables which ensure the absence of any problem in this regard. In addition, the adequacy of model was tested by employing ANOVA test before using the results for interpretation and found that the (Sig. < 0.05) confirms that the model is adequate by ensuring that the coefficient (B) is non-zero at least for one of the independent variables in the model (Table 4.14).

Table 4.13: Results of Correlation Analysis

| | | Manage Change | Achievi ng goal | Coordinat ed team work | Customer Orientati on | Buildin g strong culture | Overall employees job satisfaction | Overall employees commitme nt |
|--|------------------------|------------------|--------------------|------------------------------|-----------------------------|--------------------------------|---|--|
| Manage Change | Pearson Correlation | 1 | .701** | .757** | .677** | .674** | .640** | .640** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 | .000 | .000 |
| Achieving goal | Pearson Correlation | .701** | 1 | .776** | .716** | .712** | .640** | .641** |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .000 | .000 | .000 |
| Coordinated team work | Pearson Correlation | .757** | .776** | 1 | .808** | .776** | .628** | .603** |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .000 | .000 | .000 |
| Customer Orientation | Pearson Correlation | .677** | .716** | .808** | 1 | .842** | .670** | .623** |
| | Sig. (2-tailed) | .000 | .000 | .000 | | .000 | .000 | .000 |
| Building strong culture | Pearson Correlation | .674** | .712** | .776** | .842** | 1 | .653** | .637** |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | | .000 | .000 |
| Employees job satisfaction | Pearson Correlation | .604** | .640** | .628** | .670** | .653** | 1 | .698** |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | | .000 |
| Employees commitment | Pearson Correlation | .640** | .641** | .603** | .623** | .637** | .698** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | | | | |

Source: Field survey, 2021

The results of correlation analysis in the table shows that the response variables (employees' job satisfaction and commitment) are significantly correlated with all predictors (dimensions of organizational culture) at 1% significance level. Correlation becomes significant here, since higher value of correlation coefficient represents better prediction of dependent variable with lowest possible errors.

According to Senthilnathan (2019), high level of multicollinearity ($VIF \geq 5$) becomes possible, approximately when Coefficient of Correlation (r) ≥ 0.9 (for positively correlated predictors) or $r \leq -0.9$ (for negatively correlated predictors). However, in this study all predictors, to each other, have the coefficient of correlation (r) < 0.9 , implies that the correlation does not cause the problem

of multicollinearity. Hence, this confirms that interpretation can be possible with the correlation coefficient of the predictors on the outcome variable to examine the effects using the Multiple Regression Model. In order to perform the regression model, the Model summary has been checked to see what proportion of the changes in outcome variable is explained by the predictors included in the model. In addition, ANOVA table has been checked to ensure the adequacy of the model and ensured that the use of multiple regression model is adequate to predict the effect of predictors on outcome variable as indicated in the Table 4.14

Table 4.14: Model Summary and ANOVA Result (Dependent variable: Employees' Commitment)

| Model Summary | | | | | | |
|---|------------|--------------------|----------|-------------|--------------------|----------------------------|
| Model | | R | R Square | | Adjusted R- Square | Std. Error of the Estimate |
| 1 | | 0.720 ^a | 0.518 | | 0.512 | 0.47257 |
| ANOVA ^a | | | | | | |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 90.714 | 5 | 18.143 | 81.239 | .000 ^b |
| | Residual | 84.417 | 378 | .223 | | |
| | Total | 175.131 | 383 | | | |
| a. Dependent Variable: Overall employees commitment | | | | | | |
| b. Predictors: (Constant), Building strong culture , Manage Change , Achieving goal , Coordinated team work. Customer Orientation | | | | | | |

The model summary table confirms that 51.8 % of the variations in dependent variable (employees' commitment) is explained by the predictor (organizational culture in terms of change management, achieving goal, coordinated teamwork, customer orientation, and building strong culture). In addition, the ANOVA table assures that the regression model is adequate to regress the response variable over the predictors. Furthermore, Table 4.25 below shows the summary of model and ANOVA result for the use of regression analysis to examine the effects of dimensions of organizational culture on employees' job satisfaction.

Table 4.15: Model Summary and ANOVA Result (Dependent variable: Employees' job satisfaction)

| Model Summary | | | | |
|---------------|--------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | 0.723 ^a | 0.523 | 0.517 | 0.56258 |
| | | | | |

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|-----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 131.240 | 5 | 26.248 | 82.934 | .000 ^b |
| | Residual | 119.634 | 378 | .316 | | |
| | Total | 250.873 | 383 | | | |

a. Dependent Variable: Overall employees job satisfaction

b. Predictors: (Constant), Building strong culture , Manage Change , Achieving goal , Coordinated team work. Customer Orientation

The model summary in Table 4.15 indicates that 52.3 % of the variations in dependent variable (employees' job satisfaction) is explained by the predictor (Dimensions of organizational culture). Besides, the ANOVA table result confirms that the regression model is adequate to regress the response variable over the predictors in the model. As a result, the following Table 5.16 summarizes and presents the result of regression analysis that indicates the dimensions of

organizational culture that significantly influence the employees' job satisfaction and commitment in the civil service organizations.

Table 4.16: The Results of Multiple Regression Analysis on Effects of Dimensions of Organizational Culture on employee' Job Satisfaction and Commitment

| Variables | Employees' Commitment | | Employees' job satisfaction | |
|-------------------------|-----------------------|---------------------|-----------------------------|---------------------|
| | t | Beta (β) | T | Beta (β) |
| (Constant) | 11.501 | 1.225 (0.006) | 4.944 | 0.627 (0.127) |
| Manage Change | 5.138 | 0.263*** (0.053) | 2.868 | 0.174*** (0.061) |
| Achieving goal | 4.330 | 0.200*** (0.046) | 3.795 | 0.209*** (0.055) |
| Coordinated team work | -1.363 | -.078 (0.057) | -.352 | -.024 (0.068) |
| Customer Orientation | 1.805 | 0.108* (0.060) | 3.662 | 0.260*** (0.071) |
| Building strong culture | 3.042 | 0.167*** (0.055) | 2.413 | 0.157** (0.065) |

* $p < 0.1$, ** $p < 0.05$, *** $p < 0.01$

Source: Field survey, 2021

The regression analysis result shows the effects of dimensions of organizational culture on both employees' job satisfaction and commitment. To this end, the three dimensions of organizational culture such as manage change, achieving goal, and building strong culture have statistically significant effect on employees' commitment at 1% significance level, while customer orientation has the effect on employees commitment at 10% significance level. This clearly shows that the three dimensions such as **manage change**, **achieving goal** and **building strong culture** have high influence on the commitment level of employees in the civil service organizations. As it can be seen from the table, a one unit change of current change management effort of the organization can increase the commitment level of employees by 5.138 units when other factors remain constant. Again, a unit change in current efforts of achieving goals could increase the commitment level of employees by 4.33 units, while other factors remain constant. Besides, a unit change in current efforts of building strong culture would increase the commitment level of employees by 3.042 units, in the constant of all other factors.

In regard to the influences of dimensions of organizational culture on employees' job satisfaction, manage change, achieving goal, and customer orientation dimensions of organizational culture have statistically significant effects on employees' job satisfaction at 1% significance level, while the effect **building strong culture** has 5% significance level. By checking the regression coefficient β , one could understand that the larger the value of β is, the higher the effect of independent variables on dependent variable (Nunnally, 1978). To this end, it is possible to understand that the influence of four dimensions of organizational culture such as manage change, achieving goal, customer orientation, and building strong culture have strong influence on job satisfaction level of employees. The results clearly show that a unit change of current efforts on managing change would increase the job satisfaction level of employees by 0.174 units when other factors remain constant. A unit change in current efforts of achieving goal could increase the satisfaction level of employees by 0.209 units, while other factors remain constant. In addition, a unit change in current efforts of customer orientation and building strong culture would increase the job satisfaction of employees by 0.26 and 0.157 units respectively.

Therefore, the regression analysis in general confirms that if no measures are taken to improve the current level of four dimensions of organizational culture such as **manage change**, **achieving goal**, **customer orientation** and **building strong culture**, the commitment and job satisfaction

levels of employees will not be changed. Thus, the civil organizations have to give more attentions in exerting efforts in order to take initiatives to improve the indicated dimensions of organizational culture since these are the most significant factors in influencing the commitment and job satisfaction levels of employees.

4.7 The Mediation Role of Job Satisfaction in the Relationship between Organizational Culture and Employees Commitment

The proposition that job satisfaction mediates the relationship between organizational culture and employee commitments was tested by meditation analysis techniques developed by Baron and Kenny (1986). To this end, Table 4.17 below presents a series of regression analyses performed to test this mediating role. In model 1, the result indicates that the aggregate organizational culture has a positive significant effect on the dependent variable/employee commitment ($\beta = 0.626$, $P < .001$). This assures that step 1 of the mediation analysis is fulfilled. Step 2 of the analysis provides evidence for a significant relationship between the independent variable and the mediator variable. The result of model 2 in the table below shows that aggregate organizational culture has a significant positive effect on job satisfaction of employees ($\beta = 0.763$, $P < .001$), indicating that step 2 of the mediation analysis is also satisfied.

Table 4.17: Regression statistics for the employees' job satisfaction as a mediator between the relationship of organizational culture and employee's Commitment

| | Model 1 (Path c) | Model 2 (Path a) | Model 3 (Path b & c') |
|---------------------------|----------------------------------|-----------------------------------|--------------------------------------|
| | Employees Commitment | Job Satisfaction | Employees Commitment |
| Organizational Culture | 0.626*** (0.032) t= 19.370 | 0.763*** (0.038) t = 20.084 | 0.372*** (0.043) t=8.718 |
| Job Satisfaction | | | 0.333*** (0.040) t= 8.286 |
| _cons | 1.321*** (0.104) t= 12.764 | 0.673*** (0.122) t= 5.532 | 1.097*** (0.099) t= 11.068 |
| N | 385 | 385 | 385 |
| R ² | 0.496 | 0.514 | 0.573 |

Standard errors in parentheses

* $p < 0.1$, ** $p < 0.05$, *** $p < 0.01$

Model 3 in the above table indicates performing step 3 and step 4 of the mediation analysis simultaneously. Step 3 confirms that job satisfaction (the mediator variable) is significantly related to employee commitment ($\beta = 0.333$, $P < .001$). Once job satisfaction is entered into the regression, the effect of organizational culture on employee commitment is reduced from $\beta = 0.626$ to $\beta = 0.372$, which is step 4 of the mediation analyses. This represents a 40.58% reduction which implies that employees' job satisfaction partially mediates the relationship between organizational culture and employees' commitment in the civil service organizations.

5.0 : Conclusion

The main objective of this study was to examine whether the job satisfaction of employees carries the influence of organizational culture to on employees' commitment. In line to this objective, the

study has examined the dimensions of organizational culture practiced, the level of employees' commitment and job satisfaction level of employees in the civil service organizations and drawn the conclusion as follows.

The practice of organizational culture in terms of managing change, goal achievement, coordinated team work, customer orientation and building strong culture were found at moderate level which yet requires more attention and efforts to bring change since the quality of work place in terms of organizational culture has paramount importance in any organizational setting. Concerning the job satisfaction of employees, the intrinsic satisfaction level of employees which measures feelings of employees about the nature of their job tasks, and extrinsic that measures feelings about external aspects of the job were found at moderate which imply much to be done to advance the job satisfaction level of employees in the civil service organizations. The job satisfaction of employees increase as the job grade increases and the difference has been found statistically significant. This informs that employees to be given opportunities of promotion to higher job grades or positions on the basis of their performance and experiences to get more satisfaction in their jobs.

It has been found that employees have relatively higher affective commitment than the continuance and normative dimensions which indicates that they have more emotional attachment with their current organizations than their feeling of economic benefits and obligations. Besides, it was noticed that the level of employees' commitment increases as increase in their level of job positions or grades which has statistically significant difference. This indeed confirms that periodical promotion of employees to higher positions on the basis of their performance and experience can create more commitment. The study has also assured that the dimensions of organizational culture such as manage change, achieving goal, customer orientation and building strong culture have statistically significant influence on the employees' job satisfaction and commitment. Furthermore, the employees' job satisfaction has been found as playing a mediating role in carrying the influence of organizational culture on the commitment of employees.

6.0 : Recommendations

On the basis of the major findings, the following recommendations were forwarded.

- It has been noticed that the practice of organizational culture that enhances the quality of work place is at moderate level. Therefore, leaders in the civil service organizations have to work hard on improving the current conditions of organizational culture through:
 - Managing change by having collective discussion with employees to convince them on importance of the change to the organization and employees to make them believe that their concerns and anxieties during periods of change are heard and taken into considerations.
 - Measuring the performance of individuals and teams and rewarding them on the basis of how well goals have been achieved. In addition, it is very important to participate individuals and teams in defining specific goals of the organization to enhance goal achievement efforts.
 - Focusing on resolving the problems of customers related with the services they receive to their satisfaction and develop the culture of recognizing those employees who show maximum efforts to satisfy customers.
 - Building strong culture by allowing employees to have access to timely and accurate information about what is happening in the organization and the reasons these new events. Besides, employees should be encouraged to not compromise the organization's policy and procedures to reach operational goals.
- The overall employees' job satisfaction has been found yet at moderate level which requires more effort due to the fact that the performances of organization and employees commitment highly rely on their satisfaction. Therefore, it is imperative for organizations to make the adoption of organizational policies consistent at a time while making

decisions that affect individuals, revising the compensation schemes on the basis of the life cost, and improving the work conditions by fulfilling all required work facilities.

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