



The Effect of Organizational Culture on Employees' Commitment: A Case of Selected Dire Dawa Administration Public Organization

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Abstract

This study aims to see the effect of organizational culture on employee commitment in a public organization. The commitment of employees has been a major factor in determining an organization's success. In order to retain more employees and boost success, productivity, and effectiveness, organizations are becoming more and more interested in the topic of employee commitment. Examining how organizational culture affects employees' commitment in the Case of Selected Dire Dawa Administration Public organization was the primary goal of this study. To attain this objective research designs was used to gather quantitative data. The data collection instruments were close ended questionnaire through the use of standardized questionnaires measuring organizational culture and employees' commitment. Primary and secondary data was used. From the population of 518, to obtain participants, first, using stratified and random sampling of 226 employees was sampled. The quantitative data was analyzed with the aid of SPSS. The findings of the study were that, in public organizations, employee commitment is strongly and significantly influenced by supportive cultures and achievement culture. The findings also showed that, role culture and power culture have significant effect on employee commitment, but power culture was negatively correlated with employee commitment. Thus, among other factors for raising the employee commitment level of the public organization, the findings recommend DDASP organization to give proper consideration for organizational culture to have committed employee.

Keywords: Dire Dawa, employee commitment, organizational culture, public sector

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1. Background of the Study

The origin of the concept of organizational culture is generally attributed to Dr. Elliot Jaques. (McInnes, 2021) In fact, he is recognized for publishing the first book on the topic, *The Changing Culture of a Factory* (Jaques, 1951). Dr. Elliott Jaques(1951) defines organizational culture as follows "the culture of the factory is its customary and traditional way of thinking and doing of things, which is shared to a greater or lesser degree by all its members, and which new members must learn, and at least partially accept, to be accepted into service in the firm". An organization's culture can be described as a set of common values that outline important problems to think about within the organization and norms that outline how employees should feel and act there. Employee commitment is viewed as a bond between an employee and the organization. Organizations value employee commitment because it is believed to reduce withdrawal behaviors such as postponement, non-attendance and turnover. (Iffat J., Thanh H. and Gideon M, 2022)

(Meyer and Herscovitch, 2001) indicates that employee's commitment reflects employees' belief that it is a moral obligation to remain in an organization. The success of a firm is greatly dependent on the commitment of the employees as well as the underlying organizational culture. Organizational culture can be perceived as a set of values, beliefs, assumptions, and ways of interaction within an organization, which emerges with time aid in the creation of a specific functional psychological and social environment that supports the firm's offerings. However, organizational management can shape the organizational culture as desired in an effort to bolster organizational performance. (Silas M.N.and Purity M. K., 2022). Organizational culture plays a crucial role in employee motivation and has a significant impact on competitiveness, performance, and effectiveness within an organization.

Over the years, employee commitment had been a major focus in management and business research due to its capability and potentials of influencing labor turnover, performance and employee productivity. (Acquah, 2020) observed that the willingness of employees to remain with a company can be measured by their level of commitment. (Peter O. Olayiwola, 2022) In today's competitive business environment, new challenges in the area of employee commitment are beginning to spring up which perhaps affects organizations from performing at maximum efficiency. Organizational culture had been an important concept and strategy in bringing out desired outcome from employees such as commitment, satisfaction, loyalty, and turnover (Acquah, 2020). Different Study revealed that developed countries have good Organizational culture and employee commitment and also have clear awareness how employee's commitment facilitates the organizational productivity. (Zerihun

K., Dr. Navjot K., 2018) The public sector consists of the activities of the federal, state and local governments, aimed at promoting economic wellbeing of the people. (Omiko, 2023)

As (Zerihun K., Dr. Navjot K., 2018) the organizations in Africa have been impeded by different challenges to modernize work to diversified needs of the employees and most of public organizations have poor organizational culture experience. Because of this there is low employee commitment. Coming to Ethiopia, a very few studies have been conducted in the areas of employee or organizational commitment. There is no enough empirical research has been conducted on the effect of organizational culture on employee commitment in the public sector. Based on the given facts, there seems to have shortage of research works on organizational culture and employee commitment. There is a lack of understanding of organizational culture in the public sector. This research conducted to gain a better understanding of the organizational culture and add a new dimension to this field of study by examining the effect of organizational culture on employee commitment in Selected Dire Dawa Administration public organizations

2. Literature review

2.1. Organizational culture

Organizational culture is a framework of common assumptions, values, and beliefs that dictates how organizations treat individuals. These common beliefs affect the people in the company strongly and control how they dress, behave, and perform their jobs. A specific culture is created and preserved by each organization, which establishes standards and limitations for the actions of the organization's members. (Bamidele, 2022) Literature on organizational culture constantly reinforces the notion that organizational culture is necessary for effective functioning and performance of the organizations. Although numerous studies have been conducted to explore the relationship between organizational culture and performance, empirical findings seem to be mixed and inconclusive “In essence, the organizational culture of any company can be understood as the manner in which things get done. It refers to the way procedures are structured, the nature of leadership and the unspoken rules that each team member abides by. For an employee, an understanding of this culture can mean the difference between remaining at the bottom of their career ladder and enjoying the benefits of a promotion”. (Brown, 2020)

Much has been written and said about organizational culture in recent years. This interest grew from the acknowledgement that an organization’s culture could significantly influence an organization’s short- and long-term success. (Shonubi A. O and Akintaro, A.A., 2016). There are different types

of organizational culture, Harrison and Stokes identify four organizational culture types. These four cultures types are power culture, role culture, achievement culture and support culture.

2.2. Employee Commitment

Employee commitment is a measure of the willingness of workers to stay with an organization in the future, like a strong magnetic force that attracts one metallic object to another. This also reflects the employees' faith in the purpose and objectives of the organization, the willingness to invest effort in its achievement, and the desire to continue to work there. (Peter O. Olayiwola, 2022). A three-component model proposed by Meyer and Allen (1996) comprises three dimensions, namely, affective, continuance and normative commitments. Several studies have found a positive relationship between employees' commitment and organizational culture. For example, a study by (Lee, S., & Yu, J., 2019) found that employees who perceived a supportive and empowering organizational culture were more committed to their organization. A study to the public sector in Hong Kong revealed what appears to be particularly crucial for transforming organizations: the lack of organizational commitment among employees may be a significant roadblock to reforms in public organizations. (Lee, S., & Yu, J., 2019)

One study conducted by (O'Reilly III, 2022) found that employees who perceived a strong and positive organizational culture were more likely to feel a sense of belongingness, have higher job satisfaction, and be more committed to the organization. When we come to Ethiopia, Study by (Geleta, 2017) examines the impact of organizational culture on employee commitment using survey data collected from five large organizations in Ethiopia. The findings reveal a positive association between organizational culture. In summary, recent research supports the notion that organizational culture plays a significant role in shaping employees' commitment. A positive organizational culture, characterized by strong values, clear goals, and supportive leadership, fosters a sense of belongingness, job satisfaction, and dedication among employees, ultimately leading to higher levels of commitment with the organization.

2.3. Identified Gap in the Study

Although several studies have explored the effect of organizational culture on employee commitment, there remains a gap in the literature regarding the influence of diverse cultural backgrounds on this relationship, Limited Sector Coverage, The majority of existing studies are cross-sectional, limiting the ability to draw accurate conclusions about causality and long-term effects, Conducting comparative studies across different countries or organizations operating in

Ethiopia could provide valuable insights into the distinctive cultural factors that influence employee commitment.

3. Material And Method

The research design that was used in the study is descriptive and explanatory research design. Descriptive research design describes data and characteristics about the population or phenomenon being studied and explanatory research design focuses on a causal relationship between variables. That means to evaluate the cause-and-effect relationship between organizational culture like power, role, achievement and supportive as independent variables and employee commitment as dependent variables. The researcher conducts survey methods by presenting the findings in tables, in addition to frequency and percentage; mean and standard deviation used by illustrating and generalizing the findings. Quantitative research approach was employed for this study. Survey was conducted on employees applying quantitative research approach that enables the researcher to assume the characteristics or relationships of population.

The study aims to understand the effect of organizational culture on employees' commitment in these public organizations. The total population of the study or the target population was the total sum of all employees found in selected public organizations in Dire Dawa Administration. From the total public sectors, the researcher use selected 6 public organizations. Those are Dire Dawa Administration Public service and human resource development office, Dire Dawa Administration Finance and Economic Development Office, Dire Dawa Administration Court of first instance, Dire Dawa Administration Revenue Authority, Dire Dawa Administration Roads Authority, Dire Dawa Administration Office of Women and Children Affairs. Target population of those selected office was 518, by using Tyro Yemane's formula using 95% confidence interval sample size of 226 were selected. With stratified sampling, the population is divided into groups, based on public sector. Then, within each sector, a probability sample (often a simple random sample) is selected. In this study, the researcher used both primary and secondary sources of data for the proper achievement of the objective of the study. Questionnaires can be used for descriptive or explanatory research. All the analysis methods were assisted by the SPSS (Statistical Package for Social Science) software Version 20. Inferential statistics correlation and linear regression analysis was used to understand the relationship between each study variables.

Multiple Linear Regression Analysis: -multiple regression is conducted in order to investigate the effect overall bundle of selected effect of organizational culture on employee commitment.

$$EC = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \epsilon$$

EC= Employee Commitment (affective, continuance, and normative)

PC(x1) = Power Culture

RC(x2) = Role Culture

AC(x3) = Achievement Culture

SC(x4) = Supportive Culture

Applying SPSS application, the researcher checks the reliability of the data collected using the Cronbach's Alpha test.

4. Data Analysis and Discussion

Using Yamane's (1967) sample size determination formula, 226 sample respondents from public organizations were chosen in order to fulfil the research's goal. 200 of the 226 respondents who were intended for the study's sample size completed and returned the questionnaires, yielding a response rate of 89% this response rate was sufficient to draw conclusions for the study and served as a representative sample.

4.1. Descriptive Analysis of Study Variables

The researcher considers, for his measure, an inherent assumption, which states that with the usage of any Liker scale that although the scale is truly ordinal in nature, it is assumed to be on an ordinal scale with which statistical properties such as the mean can be justifiably used. It is an assumption made quite frequently in empirical studies (Mark D.Cannon, Amy C.Edmondson, 2005)

Table 1. Employees response to Organizational culture

	N	Mini mum	Maximum	Mean	Std. Deviation
Power Culture	200	1.00	5.00	2.7875	.89903
Role Culture	200	1.25	5.00	2.7338	.86315
Achievement Culture	200	1.00	5.00	2.8975	.90822
Support Culture	200	1.25	5.00	2.8537	.88336
Valid N (listwise)	200				

Source: own survey by SPSS 2023

According to Table 1 above presents the respondents towards the PC (power culture), RC (role culture), AC (achievement culture) and SC (supportive culture) mean score of this variable is 2.79, 2.73, 2.89 and 2.85 with the standard deviation of 0.899, 0.863, 0.908 and 0.883 respectively.

According to the criterion set under table 1, the mean value falls to Average level for all variables. This, implies that power culture, role culture, achievement culture and supportive culture is attributed to the fact that the respondents of the study perceive the presence of slight neutral influence of organizational culture on employee commitment currently in the DDASPO organization.

4.2. Employee's response to Level of Employee Commitment

Creating a high level of employee commitment in any organization is essential to its successful performance.

Table 2: Employees response to Level of Employee Commitment

		Affective Comm.	Continuance Commi.	Normative Comm.	Employee Comm.
N	Valid	200	200	200	200
	Missing	0	0	0	0
	Mean	2.8950	2.8750	2.8850	3.0140
	Std. Deviation	1.17082	1.04635	1.13500	.75913

Sources:-survey data 2023

According to table 2, the mean of employee commitment is 3.01 and the standard deviation is .759. This relates to low level Employee commitment in DDASPO.

4.3. Correlation Analysis between Organizational Culture & Employee Commitment

According to (Saunders, 2016), a positive correlation means that when one variable rises, the other one rises. On the other hand, a negative correlation implies that when one variable rises, the other one falls in proportion.

Table 3: correlation analysis

	Employee commitment	
Power Culture	Pearson Correlation	.458**
	Sig. (2-tailed)	.000
	N	200
Role Culture	Pearson Correlation	.808**
	Sig. (2-tailed)	.000
	N	200
Achievement Culture	Pearson Correlation	.540**
	Sig. (2-tailed)	.000
	N	200
Supportive Culture	Pearson Correlation	.906**
	Sig. (2-tailed)	.000
	N	200
Employee commitment	Pearson Correlation	1
	Sig. (2-tailed)	

N	200
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** . Correlation is significant at the 0.01 level (2-tailed).

Source: own survey by SPSS 2023

Table 3 shows that employee commitment to DDASPO and organizational culture are significantly correlated. The above finding suggests that the development and maintenance of employee commitment in public sector organizations depended heavily on an appropriate, robust, and well-functioning organizational culture. Study by (Geleta, 2017) examines the impact of organizational culture on employee commitment using survey data collected from five large organizations in Ethiopia. The findings reveal a positive association between organizational culture, The above table result also supports those findings.

4.4. Multiple Linear Regression Analysis

Multiple linear regression analysis is a well-known statistical technique which fits a relationship between one dependent and more than one independent variable. It is necessary to determine whether the gathered data reject any fundamental assumptions of the standard linear regression models before executing the analysis of multiple regression models, as a violation of an assumption can lead to biased and distorted parameter estimates. Those are linearity, normality, multicollinearity, homoscedasticity and independence of residuals.

Table 4: Independent Residuals Assumption test

Model	R	R Square	Adjusted R Square	Error of the Estir	Durbin-Watson
1	.939 ^a	.881	.878	.26473	1.975

a. Predictors: (Constant), Support Culture, Power Culture, Role Culture, Achievement Culture

b. Dependent Variable: Employee Commitment

Sources :- Survey Data 2023

There is no association between the residuals, as shown by the output value of Durbin-Watson for study table 5 below, which is about 1.975.

Table 5: Regression Analysis Model Summary

	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.939 ^a	.881	.878	.26473

a. Predictors: (Constant), Support Culture, Power Culture, Role Culture, Achievement Culture

b. Dependent Variable: Employee Commitment

Sources :-survey data 2023

Here R has a value .939; this value represents the simple correlation between organizational culture and employee commitment. R squared is a measure of how much of the variability in the outcome is R² is accounted for by the predictors (field, 2005). The value of .881 which tells that these four

variables of organizational culture 88.1% of the variation in the overall employee commitment. So, there must be other variables that have an influence. Regression results in table 4.13 indicate the goodness of fit for the regression between employees' commitment and independent variable was satisfactory.

Table.6: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	101	2	360.35	360.35	
Residual	114	114			
Total	114	114			

a. Dependent Variable: Employee Commitment

b. Predictors: (Constant), Support Culture, Power Culture, Role Culture, Achievement Culture

Sources :-survey data 2023

From the table we can see F 'is 360.35 which are significant at p (sig) value < 0.001 . i.e., $0.000 < 0.001$. this result tells that there is less than a 0.1% chance of F-ratio being this large. Therefore, the regression model significantly improved our ability to predict overall employee commitment (outcome, or dependent variable).

Table 7. Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1(Constant)	.422	.078		5.424	.000		
Power culture	-.112	.051	-.133	-2.196	.029	.168	5.959
Role culture	.239	.035	.272	6.869	.000	.390	2.561
Achievement	.258	.051	.308	5.045	.000	.163	6.117
Culture Support	.527	.036	.613	14.672	.000	.350	2.857

Sources:-survey data 2023

The standardized coefficients values showed how each organizational culture independent variable affected the dependent variable of employee commitment. This finding is consistent with earlier findings of Lau and Indris (2001), Boon and Arumugau (2006), Direnth et al (1958) and Nystrom (1993) cited by (Zerihun, 2017) where they all found that significant relationship exists between organizational culture and employee commitment.

The values generated in the regression result which shows the high contribution of support culture i.e. (Beta=0.613) with (Sig. = .000) makes the more contribution to explaining the dependent variable employees 'commitment. Therefore, the null hypothesis (H0) is rejected. Achievement culture has

the regression result (Beta=0.308) with (Sig. = 0.000) which is considered as the next important predictor in this study following a support culture. Thus, the null hypothesis (H0) is rejected. On the other hand, Role culture has a regression result (Beta=0.272) with (Sig. = 0.000) in which we can conclude that role culture is the third predictor in this study following Achievement culture. Consequently, the null hypothesis (H0) is rejected.

The final independent variable of organizational culture is Power culture has regression result is (Beta=-.133) with (Sig. = 0.029) which infer that Power culture is the last predictor in this study following role culture. Therefore, null hypothesis (H0) is rejected.

Employee commitment = f (PC, RC, AC, and SC)

$$EC = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \epsilon.$$

$$Y = 0.422 - 0.133 X_1 + 0.272 X_2 + 0.308 X_3 + 0.613 X_4 + 0.265$$

From the above regression equation, it was revealed that holding power culture, role culture, achievement culture and supportive culture to a constant zero, the employee commitment of public organization in DDASPO would be at 0.422.

Power culture has a negative and significant effect on employee's commitment ($\beta = -0.133$) at DDASPO. The beta value ($\beta = -0.133$), indicates that there will be a 13.3 % decline in employees' commitment for every unit increase in power culture. Role culture has a positive and significant effect on employee's commitment ($\beta = 0.272$) at DDASPO. The beta value ($\beta = 0.272$), indicates that there will be a 27.2 % rise in employees' commitment for every unit increase in role culture. Achievement culture has a positive and significant effect on employee's commitment ($\beta = 0.308$) at DDASPO. The beta value ($\beta = 0.308$), indicates that there will be a 30.8 % rise in employees' commitment for every unit increase in achievement culture.

Support culture has a positive and significant effect on employee's commitment ($\beta = 0.613$) at DDASPO. The beta value ($\beta = 0.613$), indicates that there will be a 61.3 % rise in employees' commitment for every unit increase in support culture. In general, among the four predictors, multiple linear regressions (Beta coefficients) analysis revealed that, support culture is the first most significant variable for employee commitment followed by achievement culture, role culture takes the third place and power culture is regarded as the fourth important predictor of employee commitment. On the other hand, unlike the other three organizational culture trait, power culture doesn't have positive effect on employee commitment as it is explained by Beta value (-0.133). This

indicates that, as much as the company tries to maintain a strong power culture, this has a negative significant effect to the level of employee commitment.

5. Summary Of Major Findings

The core points and major findings which were obtained from data analysis of survey questionnaire are summarized in this section. The numbers of male respondents in the sample population are a bit higher (female 20.5 %, male 79.5 %) and it is largely dominated by the age group of 26-35 (83.5 %). The largest group of the population comprises first-degree holders, which is 45.5 % of the total respondents. Furthermore, 35.0 % of the respondents have 1-4 years of experience in the DDASPO and 35.0 % of the respondents have 5-9 years of experience in the DDASPO, these take the majority.

The mean score for the measures of achievement culture was relatively high (2.89), followed by support culture (2.85), power culture (2.78) and role culture (2.73). However, those mean scores This indicates that, the majority of respondents have slight average agreement on the measures of organizational culture. Mean score of employee commitment (3.01) implies that the responses are mostly inclining to average agreement on commitment measures. Pearson coefficients implies that the four factors measuring organizational culture were all positively related with employee's commitment within the range of 0.458 to 0.906, all were significant at $p < 0.01$ level. Findings from the multiple regression analysis depict, 88.1 % variation in employee commitment is explained by organizational culture (where by R square is .881 and adjusted R square is .878).

Supportive culture is the most contributing organizational culture traits in the prediction of employee commitment with beta value ($B = .613$). The other three organizational culture traits, in their descending order of standardized coefficients, are achievement culture ($B = .308$), role culture ($B = .272$) and power culture ($B = -.133$). There is no possibility of multicollinearity among the variables which was asserted by tolerance values greater than 0.1 and VIF value less than 10. Statistically significant of the four organizational culture shows there is relationship between them and the dependent variable (employee commitment) in which $p < 0.05$. Accordingly, alternative hypotheses related to power culture, role culture, achievement culture and supportive culture were accepted.

6. Conclusions

The effect of organizational culture on employee commitment in DDASPO organization was the aim of this thesis. The following conclusions are derived from the previous findings, discussions, and research summary in accordance with the goal of this thesis. Level of employees 'commitment survey in DDASP organization showed that the level of employees 'commitment was low with average mean

3.01. It implies that employees do not feel a sense of ownership towards the organization; the emotional attachment of the employees to the organization is fairly low; the organization is not very important to them; employees stay with this organization because they have no other choice; and employees are not bound by the principles of the organization.

From the correlation finding there was relationship between organizational culture and employees 'commitment in the DDASP organization. Role and supportive culture have strong positive relationship and as well as significant effect on employees 'commitment in DDASPO. And also, power and achievement culture have positive relationship between employee's commitments.

From regression result, among the four predictors, multiple linear regressions (Beta coefficients) analysis revealed that, support culture is the first most significant variable for employee commitment followed by achievement culture, role culture takes the third place and power culture is regarded as the fourth predictor of employee commitment. On the other hand, unlike the other three organizational culture trait, power culture doesn't have positive effect on employee commitment as it is explained by Beta value ($B = -0.133$). This indicates that, as much as the DDASPO tries to maintain a strong power culture, this has a negative contribute to level of employee commitment.

And also, R squared is a measure of how much of the variability in the outcome is accounted for by the predictors. The value of .881 which tells that these four variables of organizational culture 88.1% of the variation in the overall employee commitment. So, there must be other variables that have an influence. The adjusted R2 gives an idea of how well the model generalized.

7. Recommendation

The study looked at whether or not the power, role, achievement, and supportive cultures that were evaluated in this research had limits in the public sector organizations. Therefore, the management of the public sector company needs to implement organizational culture by taking the essential steps. In doing so assuring the employees commitment level in the public sectors organization. Because it's critical to get enough relevant information on the elements of company culture that influence employees' commitment.

In order to accomplish shared objectives, the DDASP organization should encourage working relationships between departments or work groups. This will contribute to a higher degree of employee's commitment inside the DDASP organization.

The DDASP organization should put in place training courses that promote teamwork, communication, capacity building, and decision making in order to develop commitment as well as

confidence among employees. This will create an environment that supports and encourages achievement. This might result in a strongly favorable association between the organizational culture and employee commitment in public organizations. Tasks or careers should not be assigned by the DDASP organization to individuals based on the choices, values, or personal judgments of those in positions of authority. This will encourage a higher degree of employee commitment inside the organization.

8. Suggestion for Further Research area

Because of its cross-sectional study methodology, the study has limitations. Future studies should look at this association over longer periods of time since these kinds of relationships could require a longitudinal research study that lasts longer than a year. Future researchers might decide to focus on alternative variables or a combination of the variables discussed in this study, as the researcher was limited to four practices or elements that influence an employee's commitment. The study's scope was limited because it was carried out in the public organization. Future studies should compare other industries and look at how company culture affects employees' commitment to other areas.

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Conflict of Interest

The author declares that there is **no conflict of interest** associated with this publication. The study was conducted independently, and no financial, professional, or personal interests influenced the research design, data collection, analysis, or interpretation.

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