



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE
COMMITMENT: THE CASE OF HILLTOPS ACADEMY**

BY

BEMNET ASALF

JUNE , 2019

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LIST OF ACRONYMS

ANOVA.....	Analysis of Variance.
CEO.....	Chief Executive Officer
OC.....	Organizational culture profile
SPSS	Statistical package for social science

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ABSTRACT

The main purpose of the study was to evaluate the effect of organizational culture on employee commitment in Hilltops Academy with respect to organizational culture of innovation and risk taking, outcome orientation, people orientation and, team orientation. Descriptive statistics was used to present the demographic characteristics of the respondents and explanatory study design was used to examine the effect of organizational culture on employee commitment of the organization. Both quantitative and qualitative approaches were used in the study. Target population of the study was 115 permanent employees of Hilltops Academy working in Addis Ababa and Ashewa Meda campuses. Census sample size was used for the study. Primary and secondary data were also used as a source. Questionnaires were distributed to 115 employees of the organization and interview was conducted with HR manger, administrative manager and one employee representative of the organization to gain the management's view and make the data more comprehensive. The collected data were summarized and analyzed using descriptive and inferential statistics using SPSS version 20. The result is then presented in the form of tables and figures followed by discussion for further interpretation on the findings. All the independent variables of organizational culture were found to have a positive and significant correlation with the dependent variable which is employee commitment. The multiple linear regression analysis revealed that, all the independent variables (innovation and risk taking, outcome orientation, people orientation and team orientation) have statistically significant effect to predict employee commitment. Innovation and risk taking and outcome orientation account the largest share to explain the variation of employee commitment. Therefore the study recommends that the organization should enhance it organizational culture especially (innovation and risk taking, outcome orientation, people orientation and team orientation) in order to become more effective in its employee commitment and overall productivity.

Key Words: Organizational Culture, Employee commitment and Hilltops Academy.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Culture has been defined in a number of ways. Culture is a set of values and commonly held beliefs that determine which behaviors are acceptable and expected for a given group, Dolan and Lingham (2012).

Organizational culture is a system of shared meaning held by members that distinguishes the organization from other organizations (Robbins & Judge, 2013). Organizational culture is a set of different value systems which can help an organization to run itself and run a successful business Schneider (1983). Organizational culture helps employees to understand the functioning of the organizations by sharing its norms, values and rules and regulation of organization (Deshpande and Webster, 1989).

Organizational culture is represented as a remedy formed by an institution for the requirements driven by the core task. The improvement of an institution necessitates not only the comprehension of the overall culture of the organization's actions, but also an evaluation of the effect of culture on its organizational performance (Reiman&Oedewald, 2002

Employees usually play a key role in organizations; they are the supreme resources an organization can have and it is through their participation and dedication that the organization can become competitive. (Sempane et al, 2002 as cited in Griffith, 2013). Employee commitment has been accepted as an important concept over the last three or four decades because of its relationship and role to organizational effectiveness, and it has been defined, measured, and studied in research in various contexts (Mathieu and Zajac, 1990; Saimir and Jonida, 2013).

According to Chiang (2008) when employees hold to identity and share a sense of belonging to an organization, they will consider themselves associated with the organization and will work hard with other members to achieve organizational objectives.

A higher employee commitment will encourage employees' willingness to work hard for an organization (Angle and Perry, 1981). Employee commitment of the employees could be seen in conditions like the employees strongly believe in and accept the organizational goals and values; they are willing to do their utmost on behalf of the organization, and are willing to remain with the organization (Porter et al, 1974).

Given the dynamics of culture and human behavior, studying how employees commit themselves to their organization has become important in the perspective of management, and there are a few research reports. For example, Lok and Crawford's (2001) study showed the significant impact of organizational culture on the commitment of employees.

Deal and Kennedy (1982) also recommended that organizational culture affects the commitment of employees within the organization, and the strength of employee commitment is associated with the strength of organizational culture. That is, organizational culture could play an important role in enhancing commitments and improving performance of employees. When employees are not happy at work, they are less committed and tend to search for other opportunities outside. If the opportunities are unavailable or far reaching, they will stray themselves away from the organization emotionally. This will affect one's commitment (Terrence Deal et al, 2000, as cited in SitiZaleha et al, 2013).

In Ethiopia a few studies have been conducted in the areas of employee commitment; such as the relationship between leadership styles and employee commitment in higher education institutions at Addis Ababa university, (Temesgen, 2011), and job satisfaction and employee commitment among academic staff and support staff at Wolayta Sodo University (Hailemariam and Rao, 2013). However, there is few studies on the effect of organizational culture of employee commitment.

This study then was aimed to know the effect of organizational culture traits on the employee commitment, as well as to propose recommendations which can be applied in Hilltops academy. Hilltops Academy is a private school that works towards the

excellence of next generations in the academic environment. So, shaping, generation requires a great deal of effort from the main stake holders who are the major employee teachers. As such employees dedicate themselves to their jobs, they are ensuring that next generation will be as well cultivated as possible. For teachers (employees) to be dedicated in shaping the next generation, the school(organization) has to have conducive and friendly working culture.

1.2. Background of the Organization

Hilltops academy is a private owned school and was established in 2006 G.C. It started working on September 2006 in Addis Ababa campus around Holland embassy with 20 employees. After a year, in 2007G.C, it admitted 120 students and upgraded the number of its employees to 26 and started the educational work. On September 2009 G.C it opened its second branch at Oromiya region(AshewaMeda) and admitted students to teach from kg-12. Currently Hilltops Academy has 115 permanent employees to work for 780 students at Addis Ababa and 730students at Ashewa Meda respectively. As its missions, objectives and goals declare, the main purpose of this school is to create a happy, friendly and stimulating learning environment that shapes students academically, ethically, morally and emotionally in which students will be good citizens of the future Ethiopia. Regardless of its mismanagement and unfriendly organizational culture, every members of the school community are struggle to create a sense of commitment to endure learning.

1.3. Statement of the Problem

As depicted on the background of the study different authors and researchers asserted that there is positive and significant relationship between overall organizational culture and employee commitment. Many organizations failed to achieve success due to lack of employee commitment characterized by several challenges.

Organizations can achieve successful employee commitment by developing effective organizational culture. The concept of organizational culture has drawn attention to the long-neglected subjective or weak link of the organizational life. As organizations grow, they tend to face more challenges. These challenges have, therefore, created the need to

change the organizations culture to be more supportive to their employees. According to Costly and Todd (1987), people work for money, but they also work for more than money. Most employees want to be proud of their organizations, to have good relationship with other employees and managers and heads of organizations and to believe they have worthwhile jobs. Many factors influence both individuals and groups in organizations.

However, in an annual staff meeting conducted in June 2018 at Head office indicated that, Hilltops Academy is not executing its organizational culture role effectively and this may be a major factor for employees not execute their jobs effectively and efficiently. It is clear that organizational culture has an impact on the employee commitment.

Therefore, considering the issues raised in the meeting, the researcher noticed a gap between the employees and the management that necessitate an empirical study. In response to this, the study has tried to analyze the effect of organizational culture traits on employee commitment in Hilltops Academy. To address this issue, the study was focused on the impact of four variables of organizational culture: innovation and risk taking, outcome orientation, people orientation, and team orientation as an independent variables and employee commitment as dependent variables.

1.4. Research Questions

The research questions for the study are:

1. How does innovation and risk taking affect the employee commitment in Hilltops Academy?
2. How does outcome orientation of the organization affect the employee commitment in Hilltops Academy?
3. What is the effect of people orientation of the organization on the employee commitment in Hilltops Academy?
4. How does team orientation practiced by the organization contribute to the employee commitment in Hilltops Academy?

1.5 Objectives of the Study

1.5.1 General Objective

The general objective of the study is to examine the effect of organizational culture on employee commitment at Hilltops Academy. Based on the general objective, the following specific objectives were derived to evaluate the organizational culture of Hilltops Academy on employee commitment.

1.5.2. Specific Objectives

Specific objectives of the study include:

1. To analyze the effect of innovation and risk taking on employee commitment at Hilltops Academy.
2. To evaluate the effect of outcome orientation on employee commitment at Hilltops Academy.
3. To find out the effect of people orientation on employee commitment at Hilltops Academy.
4. To determine the effect of team orientation on employee commitment at Hilltops Academy.

1.6 Research Hypothesis

The study used the following working hypothesis to be tested in the analysis:

H1₀: Innovation and risk taking does not positively affect employee commitment in Hilltops Academy;

H1_a: Innovation and risk taking positively affects employee commitment in Hilltops Academy.

H2₀: Outcome orientation does not positively affect employee commitment in Hilltops Academy;

H2_a: Outcome orientation affects positively employee commitment in Hilltops Academy;

H3₀: People orientation does not affect positively employee commitment in Hilltops Academy;

H3a: People orientation affects positively employee commitment in Hilltops Academy;

H4₀: Team orientation does not positively affect employee commitment in Hilltops Academy;

H4a: Team orientation affects positively employee commitment in Hilltops Academy;

1.7 Significance of the Study

This study focuses on the effect of organizational culture on employees commitment in Hilltops Academy. Its findings may help Hilltops Academy to identify its organizational culture traits which affect employee commitment and to tackle the problem with remedial action. It is also expected that the findings of this study will help Hilltops Academy to put appropriate measures to improve organizational culture affecting employee commitment in place. Similarly, it provides an opportunity to compare the academic theory with organizational culture on the ground and gain deep insight in the concepts of organizational culture.

The findings of study will not only enable us to have insight on the effect of Organizational culture on the employee's commitment, but also helps us to find the solutions to these problems. It will also suggest ways to overcome the problems and improve the current practices.

In addition, the study may serve as a spring board to conduct other similar researches which can alleviate similar problems to boost up the effectiveness of employee commitment in many employment sectors.

To sum up, the study could be of remarkable importance to professionals in various sectors since it would add a body of knowledge to factors of organizational culture on employee commitment.

1.8. Scope of the Study

Hilltops Academy implements its mission in Addis Ababa and Oromiya region. It would have been comprehensive to include other academic institutions as part of the study, but

because of the interest of time and logistics, this study only focused on single academic institution.

Theoretically, there are many factors which affect employee commitment, but to cope up with the available time and resource constraints, the study's scope was limited to the effect of organizational culture traits (innovation and risk taking, outcome orientation, people orientation and team orientation) on employee commitment at Hilltops Academy. contrary to its missions, values and objectives Hilltops Academy is in its very nature undemocratic, imposing and unpleasant organization when it comes to employee management. Therefore, the scope of this study focused on the major factors which highly affect employee commitment in the organization.

Innovation and risk taking as a factor highly affects employees commitment. If there is an unfair practice is carried on in an organization, and are against the employees' rights and benefits, employees tend to refrain from innovating and taking any kind of risk so as not to share the goals of the organization. on the other hand innovation comes when employees are intrinsically motivated than extrinsic motivation. So, to intrinsically motivate employees and pave them the way to share the vision of the organization, there need to be a culture that satisfies employees' desires. Job dissatisfaction results reluctance and self-imposed inefficiency.

Outcome orientation can also be the other major factor to affect the employees commitment. Unless the processes are given much emphasis before any of the organization's end results, the organization strives with too much of trial and errors throughout its fiscal years. In an organization, particularly in a school scenario, teachers are known to be the major stakeholders in the academic work that processes must be clear to them than the management's end results. Moreover, when organizations make decisions, employees should be part of the decisions.

Add to the above reasoning, the remaining variables namely people orientation and team orientation have a very significant role in decreasing or increasing an employee's commitment.

Finally, the four variables are taken as factors because they are predominant determinant factors as compared to the remaining ones. Thus, the study's scope is limited to touch up on the core factors mentioned above.

1.9. Organization of the Study

The study is organized into five chapters. The first chapter starts with an introduction followed by the background of the study, statement of the problem, basic research questions, objectives of the study, Hypothesis test significance of the study, scope of the study and definition of basic terms. The second chapter deals with the literature review which covers concepts, theoretical and empirical literatures that are believed to aid in the attainment of the objectives of the study. The third chapter covered methods use for the study, design and approach of the study, target population of the study, sampling techniques, source of data, data collection instruments or tools, the procedure of data collection and the methodology of data analysis. The fourth chapter covered results and discussion of the study. The last chapter covered the summery of the finding, conclusion, recommendations, limitation and implication for further study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

The main purpose of this literature review is to perceive the sights and diverse theories of different authors regarding organizational culture and employee commitment and the relationship between these two broad variables i.e. organizational culture and employee commitment. First, it will discuss about organizational culture, then about employee commitment and finally, it will see if there is any relationship amongst the two variables which is found by different researchers.

2.2 The Concept of organizational culture

Linnenluecke and Griffiths (2010) have reviewed different work of scholars and noted that the concept of organizational culture first emerged in the 1970s and 1980s and then on 1995 it became one of the most influential but also most controversial concepts in management research and practice. Furthermore, as per Linnenluecke and Griffiths (2010) explanation, culture theorists have suggested a variety of definitions, ranging from notions of accepted behavioral rules / norms to shared values, ideologies, beliefs and shared patterns of meaning.

According to Schein (1999:200) culture defined as a pattern of shared basic assumptions that the group learned as it solved problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

Mullins (1999:53) defines organizational culture as the collection of traditions, values, beliefs, policies, and attitudes that constitute a pervasive context for everything one does and thinks in an organization.

Similarly, Robbins (2000:34) organizational culture refers to a system of shared meaning held by members that distinguish one organization from other organizations. He believes

that these shared meanings are a set of key characteristics, and that the organization values and the essence of an organization is culture can be captured in seven primary characteristics. These characteristics are: Innovation and risk – taking, Attention to detail, Outcome orientation, People orientation, Team orientation, Aggressiveness, and Stability. Each of these characteristics exists on a continuum from low to high appraising the organization on these seven characteristics, gives a composite picture of the organization is culture.

Moorhead and Griffin (1995:628), authors of books on organizational culture, feel compelled to develop their own definitions of culture. These may vary from the very broad definitions to the highly specific. Most definitions refer to some sort of values, beliefs, and attitudes that are held by individuals and the organization. Upon close examination of the definitions, it can be assumed that there exists a general agreement that organizational culture comprises common beliefs, attitudes, and values. These values according, to Moorhead and Griffin(1995:626), help employees understand how they should act in the organizations.

Based on these descriptions, it can be said that, the cultural organization with is linked directly to employee commitment. It has been proved by previous researchers that, the organizational culture positively and significantly affect employee commitment (Momeni, Marjani and Saadat, 2013; Kamal, et al, 2013).

2.2.1. Functions of Organizational Culture

Organizational culture has many benefits to both organization and employees, as Robbins and Judge, (2013) assert, Culture has a boundary-defining role: it creates distinctions between one organization and others. And it conveys a sense of identity for organization members. In addition, culture facilitates commitment to something larger than individual self-interest. It also enhances the stability of the social system by being social glue that helps hold the organization together by providing standards for what employees should say and do.

Furthermore, Kondalrk (2007) tried to outline what culture does to both employees and organization. First, it gives members an organizational identity: Sharing norms, values

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

The main function of organizational culture is to define the way of doing things in order to give meaning to organizational life (Arnold, 2005). Organizational culture also determines organizational behavior, by identifying principal goals; work methods; how members should interact and address each other; and how to conduct personal relationships (Harrison, 1993) states the following functions of organizational culture:

Conflict reduction: A common culture promotes consistency of perception, problem definition, evaluation of issues and opinions, and preferences for action.

Coordination and control: Largely because culture promotes consistency of outlook it also facilitates organizational processes of coordination and control.

Reduction of uncertainty: Adopting of the cultural mind frame is an anxiety reducing device which simplifies the world of work, makes choices easier and rational action seem possible.

Motivation: An appropriate and cohesive culture can offer employees a focus of identification and loyalty, foster beliefs and values that encourage employees to perform.

Competitive advantage: Strong culture improves the organization's chances of being successful in the marketplace.

2.2.2. Strong vs. Weak Organizational Cultures

Organizational culture can be either weak or strong, in a strong culture; the organization's core values are held strongly and shared widely. Strong organizational cultures have a great influence on the behavior of organizational members (Martins & Martins, 2003). A weak culture, on the other hand, means the opposite of a strong culture, in other words, organizational members do not subscribe to the shared beliefs, values and norms (O'Reilly, 1991). Organizational members in a weak culture find it difficult to identify with the organization's core values and goals (Wilson, 1992). As a result components or different departments within such an organization uphold different beliefs that do not necessarily address the core goals of the organization.

2.2.3. Dimensions of Culture

Even though culture may not be immediately observable, identifying a set of values that might be used to describe an organization's culture helps us identify, measure, and manage culture more effectively. For this purpose, several researchers have proposed various culture dimensions.

I. The Four Dimensions of Organizational Culture

According to Zain(2009), culture of an organization is the result of the four dimensions:-

1. Clan Culture

Type of Culture very pleasant place to work, where people share a lot of personal information, much like an extended family. The leaders or heads of the organization are seen as mentors and perhaps even parent figures. The organization is held together by loyalty or tradition. Commitment is high. The organization emphasizes the long-term benefit of human resources development and attaches great importance to cohesion and morale. Success is defined in terms of sensitivity to customers and concern for people. The organization places a premium on teamwork, participation, and consensus. It is a family-like or tribe-like type of corporate environment that emphasizes consensus and commonality of goals and values. Clan cultures are the most collaborative and the least competitive of the four main corporate culture models.

2. Adhocracy Culture

Type of culture a dynamic, entrepreneurial, and creative place to work. People stick out their necks and take risks. The leaders are considered innovators and risk takers. The glue that holds the organization together is commitment to experimentation and innovation. The emphasis is on being on the leading edge. The organization's long term emphasis is on growth and acquiring new resources. Success means gaining unique and new products or services. Being a product or service leader is important. The organization encourages individual initiative and freedom. Therefore it is a flexible, adaptable and informal form of organization that is defined by a lack of formal structure. It operates in an opposite fashion to a bureaucracy.

3. Market Culture

Culture type a result-oriented organization whose major concern is getting the job done. People are competitive and goal-oriented. The leaders are hard drivers, producers, and competitors. They are tough and demanding. The glue that holds the organization together is an emphasis on winning. Reputation and success are common concerns. The long-term focus is on competitive actions and achievement of measurable goals and targets. Success is defined in terms of market share and penetration. Competitive pricing and market leadership are important. The organizational style is hard-driving competitiveness.

It is a relative term to describe: The overarching culture of a business relating to the attention it focuses on markets/customers. The skills used to create value for customers. The level of belief and the ultimate purpose of the business are to create superior customer value and profitably.

4. Hierarchy Culture

It is an organizational model based on clearly defined corporate levels and structures. Hierarchy is a type of organizational structure in which items are ranked according to

levels of importance. A very formalized and structured place to work. Procedures govern what people do. The leaders pride themselves on being good coordinators and organizers who are efficiency minded. Maintaining a smooth-running organization is most critical. Formal rules and policies hold the organization together. The long-term concern is stability and performance with efficient, smooth operations. Success is defined in terms of dependable delivery, smooth scheduling and low cost. The management of employees is concerned with secure employment and predictability.

II. The Seven Dimensions of Culture

However One typology that has received a lot of research attention is the organizational culture profile in which culture is represented by seven distinct values (Chatman & John, 1991). These include innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability, each of these characteristics exists on a continuum from low to high.

1. Innovative Culture

It is a degree in which employees are encouraged to be innovative and to take risks. If the culture of the organization is innovative and risk taking then employees will be more encouraged towards their work. According to the OCP framework, companies that have innovative cultures are flexible and adaptable, and experiment with new ideas. These companies are characterized by a flat hierarchy in which titles and other status distinctions tend to be downplayed (Deutschman, 2004).

2. Aggressive Culture

The degree to which employees of organization is aggressive and competitive rather than co-operative. In this case mostly employees compete with each other for rewards and there is no unity among them to work for achievements of organizational goals. Companies with aggressive cultures value competitiveness and outperforming

competitors: By emphasizing this, they may fall short in the area of corporate social responsibility (Greene, Reinhardt & Lowry, 2004).

3. Outcome Oriented Culture

The OCP framework describes outcome-oriented cultures as those that emphasize achievement, results, and action as important values (Copeland, 2004). Research indicates that organizations that have a performance-oriented culture tend to outperform companies that are lacking such a culture (Nohria, & Roberson, 2003). At the same time, some outcome-oriented companies may have such a high drive for outcomes and measurable performance objectives that they may suffer negative consequences. Companies over rewarding employee performance experienced well-publicized business and ethical failures. When performance pressures lead to a culture where unethical behaviors become the norm, individuals see their peers as rivals and short-term results are rewarded; the resulting unhealthy work environment serves as a liability (Probst & Raisch, 2005).

4. Stable Culture

These organizations aim to coordinate and align individual effort for greatest levels of efficiency, are predictable, rule-oriented, and bureaucratic. When the environment is stable and certain, these cultures may help the organization to be effective by providing stable and constant levels of output (Westrum, 2004). These cultures prevent quick action, and as a result may be a misfit to a changing and dynamic environment. Public sector institutions may be viewed as stable cultures. In the private sector, company with centralized decision making and rule orientation that suffered as a result of the culture-environment mismatch (Thompson, 2006). Its bureaucratic culture is blamed for killing good ideas in early stages and preventing the company from innovating (Boyle, 2004).

5. People Oriented Culture

Value fairness, supportiveness, and respect for individual rights. These organizations truly live the mantra that “people are their greatest asset.” In addition to having fair procedures and management styles, these companies create an atmosphere where work is fun and employees do not feel required to choose between work and other aspects of their lives. In these organizations, there is a greater emphasis on and expectation of treating people with respect and dignity (Erdogan & Kraimer, 2006).

6. Team Oriented Culture

Degree to which the teams form to all works and to perform the work of the organization because through the team the goals can be achieved successfully rather than working as an individually. Companies with team-oriented cultures are collaborative and emphasize cooperation among employees (Bolino & Turnley, 2003). Members tend to have more positive relationships with their coworkers and particularly with their managers (Erdogan & Kraimer, 2006).

7. Detail Oriented Culture

The degree to which employees is expected to exhibit precision, analysis, and attention to detail. Organizational culture based on employee’s culture, and culture developed by the employees of organization. Organizations with detail-oriented cultures are characterized in the OCP framework as emphasizing precision and paying attention to details. Such a culture gives a competitive advantage to companies in the hospitality industry by helping them differentiate themselves from others (Fitch, 2004).

However, According to Hofstede, (1990), culture of an organization is the result of the five dimensions:-

1. Power Distance

The power distance dimension is a literal measurement of the layers of management between an individual employee and the highest level of management. An individual contributor who reports to a manager who reports to a director who reports to a vice president who reports to a CEO has a power distance dimension of three, because there are three layers of management between the individual contributor and the CEO. The higher the power distance dimension, the less likely the employee is to feel that his contribution matters to the company. An organization may flatten its organizational structure to help employees feel connected to senior leadership.

2. Individualism

The individualism dimension measures not only the degree to which an employee maintains her unique attributes, but also the degree to which she becomes integrated into the collective group. An individualist employee has loose ties to others in the organization. She looks out for herself and perhaps for others in her small work group. A collectivist employee fully integrates herself into the organization and demonstrates loyalty to the extended corporate "family." In turn, she expects others in the organization to support her.

3. Masculinity

The masculinity dimension measures the organization's personality against masculine and feminine stereotypes. A company with a masculine culture operates assertively and competitively, and a company with a feminine culture comes across as more modest and caring. Employees tend to model their behavior after their companies' leaders. If the leadership team is competitive, employees may be encouraged to compete with one another or to beat out the company's competitors. If leaders are caring, employees are more likely to behave with tolerance and compassion.

4. Uncertainty Avoidance

Hofstede's uncertainty avoidance dimension measures employees' comfort with unstructured environments, unknown situations where surprising events may occur. In a business that lends itself to structure, such as a factory, the culture calls for rules that establish structure to promote safety and efficiency. In a creative environment, such as a design house, the culture encourages flexibility and problem-solving. Employees may not feel comfortable with either extreme, and an employee who likes to plan every minute of her day will quickly get frustrated in an organization with a low uncertainty avoidance dimension.

5. Long-Term Orientation

The long-term orientation dimension is associated with eastern culture and dates to the time of the Chinese leader Confucius. It measures long-term values, such as perseverance and thrift, against short-term values such as respect for tradition, fulfillment of social obligations and avoiding personal embarrassment. Employees with a high measure of long-term orientation respond well to a hierarchy-based organizational structure where leaders are highly respected. Employers with a low measure of long-term orientation demonstrate personal stability and observe customs such as reciprocating favors and gifts from others.

2.2.4 Levels of cultural analysis

According to (Bernet 2003,) the three important levels of cultural analysis in organizations are: observable culture, shared values, and common assumptions. These levels may be envisioned as layers. The deeper one gets, the more difficult it is to discover the culture.

The first level concerns observable culture, or the way we do things around here. “These are the methods the group has developed and teaches to new members. The observable culture includes the unique stories, ceremonies and corporate rituals that make up the history of a successful work group.

(Bernet 2003) states that, the second level of analysis recognizes that shared values can play a critical part in linking people together and can provide a powerful motivation mechanism for members of the culture. Many consultants suggest that organizations should develop a dominant and coherent set of shared values. The term shared in cultural analysis implies that the group is a whole every member may not agree with the shared values but they have all been exposed to them and have often been told they are important. At Hewlett-Packard, for example, “Quality” is part of everyone’s vocabulary. The firm was founded on the belief that everyone could make a creative contribution to developing quality products.

At the deepest level of cultural analysis are common assumptions or the taken-for-granted truths that collections of corporate members share as a result of their joint experience. It is often extremely difficult to isolate these patterns but doing so helps explain why culture invades every aspect of organizational life.

2.3. The Concept of Employee Commitment

Employee commitment has been the subject of several critical reviews in 1980s and 1990s. Which marked increased in the interest by social scientists in the concept of employee commitment (Meyer & Allen (1991), During the 1990s, commitment was a major focus of organizational research and Meyer and Allen (1984), Allen and Meyer (1990) and Meyer and Allen (1991) identified components of employee commitment. Factor analysis of several independent studies, as reported by Meyer and Allen (1997), provides evidence to suggest that the following three factors are indeed distinguishable constructs: (1) the “affective factor” describes an employee’s emotional attachment, identification with, and involvement in the organization and its goals. It results from and is induced by individual and organizational value congruency. (2) The “normative factor” reflects the sense of moral obligation to remain in an organization, an old-style value of loyalty and duty. It is expressed by the extent to which an employee feels obliged to make personal sacrifices and not criticize the organization. (3) The “continuity factor” exhibits the individual’s awareness of the costs of leaving an organization. Non-transferable personal investment, such as close working relationships with other

employees, community involvement, acquired job skills being unique to the organization, and monetary investments, such as contributions to pension funds or stock options, can make it look too costly for an employee to leave and seek employment somewhere else.

According to Mowday (1979) employee commitment means employees' desire to maintain membership in the organization and are willing to do business for the high achievement of organizational goals (Darmawan, 2013: 171). Hakim (2015) defines employee commitment as the desire and the willingness of employees to remain in the organization and devote themselves to the success of an organization. Similarly, Nongo and Ikyanyon (2012) summarized the three defined characteristics of employee commitment which was devised by Mowday. These are a strong belief in and acceptance of the organizations goals and values, a willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership in the organization. Moreover, Mowday, Steers, and Porter (1979) stress that commitment represents something beyond mere passive loyalty to an organization. It involves an active relationship with the organization such that individuals are willing to give something of themselves in order to contribute to the organization wellbeing.

According to O'Reilly (1989) employee commitment is typically individual's psychological bond to the organization, including a sense of job involvement, loyalty, and a belief in the values of the organization. In addition, O'Reilly explained the three processes or stages of commitment: compliance, identification, and internalization. At first, in compliance, a person accepts the influence of others mainly to obtain something from others, such as pay. The second stage is identification in which the individual accepts influence in order to maintain a satisfying, self-defining relationship. People feel pride in belonging to the firm. The final stage of commitment is internalization in which the individual finds the values of the organization to be intrinsically rewarding and congruent with personal values.

Furthermore, Bateman and Strasser (1984), employee commitment is about an employee's loyalty to the organization, the willingness to exert effort on behalf of the

organization, the degree of goal and value congruency between the employee and the organization, and the employee's desire to remain employed by the organization.

Employee commitment theory and research has focused primarily on outcomes of relevance to employers, such as turnover intention, actual turnover, and on-the-job behavior. Today, there is a growing emphasis on links to employee-relevant outcomes, including employee health and well-being (Meyer et al., 2002).

2.3.1. Source of Commitment

Sources of employee commitment may vary from person to person. Employee's initial commitment to an organization is determined largely by their individual characteristics (e.g. personality and attitudes) and how well their early job experiences match their expectations (Hellriegel, 2001). Employee commitment continues to be influenced by job experiences, with many of the same factors that lead to job satisfaction also contributing to employee commitment or lack of commitment: pay, relationships with supervisors and coworkers, working conditions, and opportunities for advancement. Over time, employee commitment tends to become stronger because individuals develop deeper ties with the organization and their co-workers as they spend more time with them; seniority often brings advantages that tend to develop more positive attitudes; and opportunities in the job market may decrease with age, causing workers to become more strongly attached to their current job (Hellriegel, 2001). Employees today are increasingly self-assured and aware of their value to employers. They would consciously choose to work for those companies that meet their workplace expectations. Organizations that demonstrate their commitment to employees will attract and retain their desired workforce and will ultimately win the battle for the workforce share (Madigan, 1999). While money certainly plays a part in building employee loyalty, it's clearly not enough in today's work environment. Compensation is important, but most employees consider it a right an exchange for the work one does. People want to feel that what they do, make a difference and money alone does not do this, personal recognition does (Nelson, 1999).

2.3.2. Models of Employee commitment

I. O'Reilly and Chatman's Model

O'Reilly and Chatman see employee commitment as a psychological attachment to an organization. It reflects the degree to which employee internalizes or adopts the characteristics or perspectives of the organization. Commitment can be formed by three independent mechanisms; compliance, identification and internalization (O'Reilly & Chatman, 1986).

1. Compliance

It is shallowest of all and is connected to rewards. A person adopts certain attitudes and behaviors in order to gain specific awards.

2. Identification

It is a step further into deeper commitment. Employee feels proud to be part of that specific organization and thus accepts and respects its" values and accomplishments. He or she wants to establish or maintain good relationship with that specific group.

3. Internalization

It is that he or she does not adapt those values as his or her own. Therefore, internalization occurs finally when there is value congruence between the person and the organization. Employee accepts organization's values because those are very similar to his or her own.

II. Allen and Meyer's Model of Commitment

It has been the leading approach in studying employee commitment for more than 20 years (Cohen, 2007). Lately, it has been the most widely accepted conceptualization of employee commitment (Herrbach, 2006). It sees commitment as having three separable forms: affective commitment, continuance commitment and normative commitment (Allen & Meyer, 1990).

1. Affective commitment

It is employees' emotional attachment to organization, identification with organization and involvement in organization. Employees, who have strong affective commitment, stay in the organization because they want to. Therefore, this form of commitment is

based on desire. However, there has not been a uniform conclusion on what are the mechanisms involved creating it, but Meyer and Herskovits propose that any variable that will increase the probability of the following three matters will help individual to become effectively committed (Meyer and Herskovits, 2001).

An individual becomes involved, meaning motivated by his or her own will or absorbed in the flow, in a course of action. An individual recognizes the value or relevance of the entity or the course of action to him or herself. Association with the entity or a course of action will shape an individual's identity

2. Continuance commitment

It is a type of commitment based on the costs that would occur if the person left the organization. Therefore, people having high continuance commitment stay in the organization because they need to. In other words, it would cost too much to leave. This would be the case. (Allen & Meyer, 1990 ; Meyer & Herskovits, 2001; Garcia- Gabrera & Garcia-Soto, 2012).

3. Normative commitment

This refers to person's feelings of obligation to stay within the organization. In other words, employees remain in the organization because they ought to do so. It is proposed that normative commitment is influenced by persons experiences both before and after entering the organization. This means that not only organizational socialization but also socialization that occurs in the families and society at large also affects employee's normative commitment. (Allen & Meyer, 1990; Markovits, Boer & van Dick, 2013).

III. Cohen's Model of Commitment

Regardless of similarities in the name with previously introduced Allen and Meye's model, this one sees commitment in a different way. One of the biggest differences is that this model includes timeframe. It makes distinction between employee commitment that develops before entering the organization and commitment developed after the entry. The

other two dimensions are bases of commitment, whether it is instrumental or psychological attachment (Cohen, 2007).

1. Instrumental commitment

Instrumental attachment is the attachment based on more tangible exchange relationship, like rewards and salary (Cohen, 2007).

2. Psychological attachment

Psychological attachment is perceptions of justice, perceptions of organizational support and transformational leadership (Cohen, 2007).

2.4. Review of Empirical Studies

Many researchers, in their respective studies have found that organizational culture was linked to employees' commitment to their organization. In the same vein, Lau and Idris(2001) found that employee commitment is influenced by corporate culture because it reflects the relative strength of employees attachment or involvement with their organization.

Researchers (Yiing& Ahmad, 2009; Rashid, Sambasivan,&Johari, 2003; Shannawaz&Hazarika, 2004) have established the relationship between organizational culture and commitment of employees in different region and different industrial set ups. Sungmin, Henkin, andEgley (2005) found teamwork and trust to be a significant predictor of commitment. Tilaye (2005) assessed perceived job autonomy, procedural justice, distributive justice, organizational support, and employee age as the most important predictors of employee commitment.

Some studies have also found that significant relationship exist in some instances between employee commitments with some demographic factors such as gender, age and length of service. Olanrewaju and Kanisola (20 10) and Irving, Coleman and Coleman (1997) found out that employee commitment is influenced by sex and concluded that female employees exhibit greater employee commitment to their job when compared to the male employees. Akintayo (2010) and Arena and Abron (1986), however, found that

male respondents show higher level of employee commitment than the female respondents.

Still other studies indicate that employees' commitment to the values and goals of an organization, teamwork and socialization are of utmost important (Deshpaude and Farley, 1999). They strained that the issue of how the commitment of employees to their jobs sustained depends on the existing culture in an organization.

In relation to the relationship between age and employee commitment, Irving et al (1997) in his studies found that age was not a significant predictor of employee commitment. However, Meyer et al., (1991) found that age has an influence on employee commitment. They argued that age might be correlated with commitment in the sense that seniority is associated with the opportunity to better ones position on the job.

Boonand A. (2006) also found out that significant relationship exists between organizational culture and the commitment of employees of semi-conductor organization in Malaysia. The study concludes that both organizational culture & employee commitment when implemented successfully will bring about change initiates in the organization.

Drenth, Thierry and Wolf (1988) observed in their research that a positive relationship exist between a high level of employees commitment and organizational culture.

Lok and Crawford (1999) found that organizational subculture was more strongly related to commitment than was organizational culture. Satisfaction with the level of control over working environment had the highest correlation with the level of commitment. They found a small positive association between age and commitment. However, participants' level of education, years in position, and years of experience failed to show any relationship with commitment.

Nystron (1993) in his study were also observed that significant correlation exist between organizational culture and employees' employee commitment.

According to Bateman and Strasser (1984), organizational employee commitment is about an employee's loyalty to the organization, the willingness to exert effort on behalf of the organization. Committed employees provide competitive advantage to an organization as postulated by the resource-based view of the firm Penrose (1959).

Employee commitment theory and research has focused primarily on outcomes of relevance to employers, such as turnover intention, actual turn over and on the job behavior. Today, there is a growing emphasis on links to employee-relevant outcomes including employee health and well-being Meyer et al., (2002)

According to Denison (1984) found, in his study of organizational culture conducted in those companies with a participative culture obtained a return on investment, which averaged nearly twice that of firms with less efficient cultures. His conclusion was that cultural and behavioral aspects of organizations were intimately linked to both short-term performance and long term survival.

It is expected that innovative organizational culture could increase employees commitment. Organizational culture can affect how employees decide goals such as personal and/or professional ones. Researchers have suggested that organizational culture influences the way individuals consciously think, create decisions and how they perceive their environment and react to it (Hansan and Wernerfelt, 1989; Schein, 1990). Other scholars have argued that innovative climate or culture is strongly related to organizations performance and commitment. For instance, innovative organizational culture and a style of leadership could have a positive effect on, both employees' job satisfaction and employee commitment (Lok and Crawford, 2004). Specifically, it showed that the Australian managers recorded "more highly innovative and supportive culture" which had a positive effect on workers' job satisfaction and employee commitment. Innovative and supportive cultures are more likely to be employee oriented. Moreover, employees are more likely to be supported and encouraged under the innovative culture to bring new ideas and suggestions and often time participate in formal and informal decision making (Lok and Crawford, 2004).

Furthermore, coordination or concerted effort among individuals is highly emphasized under innovative culture. Consequently, employees tend to be more motivated and committed to their organization.

However, there seems to have shortage of research works on organizational culture traits and employee commitment. Thus, examining the effect of organizational culture on the commitment of employees in the context of Ethiopian academic institution appears to be imperative.

2.5. Study Gap

Organizational culture and employee commitment are the most extensively researched concepts in management studies, yet the two concepts still remain elusive as ever (Shoaib, Zainab, Maqsood & Sana, (2013). Not only that, as depicted on the problem statement of this study, the effect of different organizational culture traits on employee commitment investigated and concluded by different researchers is inconsistent. The literatures reviewed have indicated that several studies have been carried out on organizational culture in different countries all in public, private and non-government organization. However, coming to Ethiopia context, studies carried out in this title are scant in number. Therefore, this study has tried to fill the study gap by investigating the effect of organizational culture on employee commitment in a private institution known as Hilltops Academy.

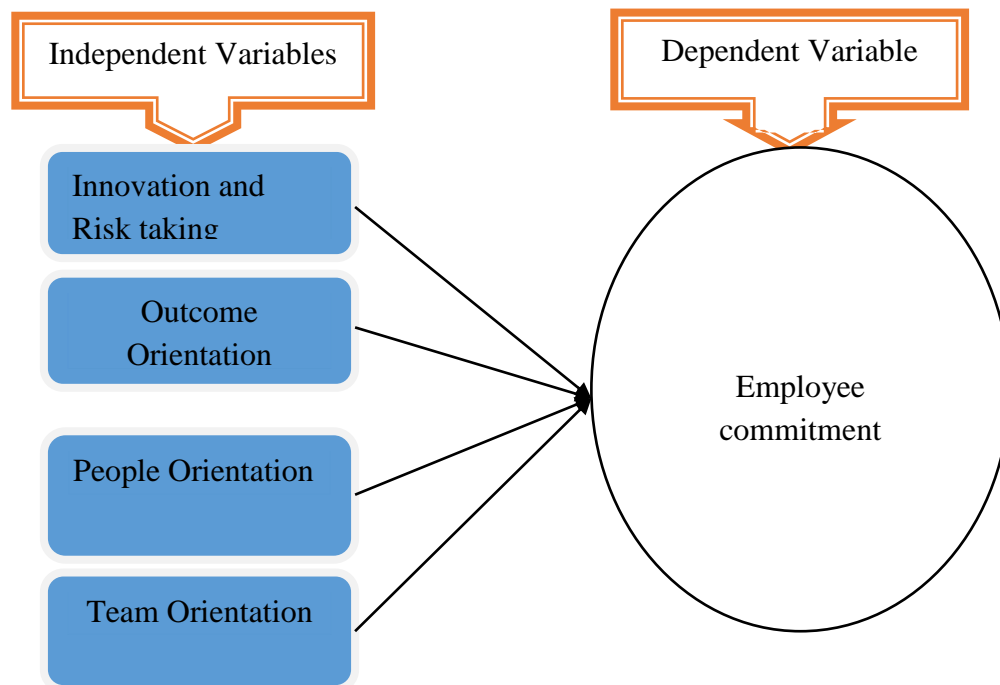
2.6. Conceptual Framework

A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquires and used to structure a subsequent presentation (Bogdan and Biklen 2003).

Based on the literature review, a conceptual frame work for this study was developed as shown in Figure 1 below. The major objective of the study is to evaluate the effect of organizational culture on employee commitment at Hilltops Academy. Employee commitment is a function of several variables presented as dependent variable and organizational culture traits as independent variables comprised of innovation and risk taking, outcome orientation, people orientation and team orientation.

The conceptual framework below illustrates the relationship between the independent variables on one hand and the dependent variable on the other. As reviewed in literature part some of measurements for organizational culture are innovation and risk taking, outcome orientation, people orientation, and team orientation. In this study these variables are independent variables which influence the dependent variables which is employee commitment.

Figure 1 Conceptual Framework



Source: this model is adapted and modified from Kiage, J.O. (2013).

CHAPTER THREE

RESEARCH DESIGN & METHODOLOGY

3.1 Research Design and approach

Kothari (2004) stated that a study design is the conceptual arrangement within which the study conducted; it constitutes the blueprint for the collection, measurement and analysis of data. Therefore, this study was adopted descriptive and explanatory (Cause and effect) study design. Adams et.al. (2007), states that explanatory study describes the phenomena as well as explains why behavior is the way it is.

This study applies both explanatory and descriptive type of study since it attempts to describe the effect of independent variables (organizational culture traits) on dependent variable (employee commitment).

According to Kothari (2004), mixed approach is defined as the combines of quantitative and qualitative study techniques, methods, approaches, concepts or language into a single study. The quantitative study involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid manner. Qualitative study approach is concerned with subjective assessment of attitudes, opinions and behavior. For this particular study mixed approach(quantitative and qualitative study approaches) were used.

Reasons for such choice are that it is typical to use qualitative results to assist in explaining and interpreting the findings of primary quantitative study. Survey questionnaires were used to collect quantitative data from respondents and to collect qualitative data the researcher used interview.

3.2 Population, sample size and sampling techniques

Hair et al. (2010), target population is said to be a specified group of people or object for which questions can be asked or observation made to develop required data structures and information. Target population refers to the larger population to which the researcher ultimately would like to generalize the results of the study (Mugenda2003). The target population of the study was 115 permanent employees of Hilltops Academy comprised of

top management, teachers and administration staffs. The distribution of these categories with their size is summarized on the following table 3.1:

Table 3.1 Target population

Respondents	Number of Employees
Top level management staffs	3
Teachers	101
Administration staffs	11
Total	115

Source Hilltops Academy HR Statistical Data Base, (2018)

Sampling method refers to the complete enumeration of a universe. A universe may have a place, a group of people or a specific locality through which we collect the data. Hilltops Academy Human resource data (2018) indicated that all 115 permanent employees of the organization working on this academy are directly and indirectly affected by organizational culture and employee commitment. For this study, the researcher used the entire population (census) as a sample to collect the data because the population size was affordable and the researcher can be able to contact all the respondents.

3.3 Sources of Data and data collection tools

The source of the data was both primary and secondary. Primary data was collected through questionnaire from all permanent employees of Hilltops Academy working on different departments and positions. In addition to the questionnaire, two key informant interviews were conducted to get qualitative data to enable the researcher triangulate the data gathered through quantitative method. While secondary data was collected through document review from the school's manuals, company profiles, annual bulletins and other documented reports of the organization.

To collect primary data, the study used structured questionnaires and semi structured interviews to collect the desired data. Where structured questionnaire was distributed to the staff members of Hilltops Academy. Besides the questionnaire was measured by five

point likert scale anchored by 1=Strongly Disagree, 2= Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree. A likert scale is an ordered scale from which respondents choose one option that best aligns with their view. It is often used to measure respondents' attitudes by asking the extent to which they agree or disagree with a particular question or statement. The likert scale has scales that assist in converting the qualitative response in to quantitative values (Mugenda&Mugenda, 2003).

The study was required to use these instruments because it was easier to analyze since they are in an immediate usable form. This is also economical to use in terms of cost and time.

3.4 Methods of Data Analysis

The data collected through questionnaire and interviews were analyzed using data analysis instruments. Verification is conducted and completed questionnaires were identified. Then the data recoded in to SPSS (Statistical package for social science).According to the variables selected and the questions asked. The data analyses were performed using descriptive and inferential statistics for independent and dependent variables. SPSS Version 20 were used by the study to analyze the data.

3.4.1 Descriptive Statistical Analysis

The final reports of the relevant characteristics of the respondents were produced through descriptive measurements (frequency and percentage). In addition, tabular explanation was used to present the results.

3.4.2 Inferential Statistical Analysis

In inferential statistical analysis, correlation and multiple linear regression tools were utilized. The use of these statistical tools and methods are described below:

a) Correlation

Correlation (r) is used to describe the strength and direction of relationship between two variables. All variables will be measured as an interval level, Pearson correlation will be used. Correlation “ r ” output always lies between -1.0 and +1.0 and if r is positive, there

exists a positive relationship between the variables. If it is negative, the relationship between the variables is negative. While computing a correlation, the significance level shall be set at 95% confidence level with error term 'ε' value of 0.05.

b) Multiple Linear Regression Analysis

Multiple regression analysis is a major statistical tool for predicting the unknown value of a variable from the known value of variables. And it is about finding a relationship between variables and forming a model. The model for this study was developed using independent variables of organizational culture and dependent variable of employee commitment.

The multiple linear regression equation is in the form of:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where Y=employee commitment

β_i are coefficients to be estimated,

(x_1) = Innovation and risk taking.

(x_2)= Outcome Orientation.

(x_3)= People Orientation.

(x_4)=Team Orientation.

ε =error term normally distributed with zero mean and variance.

Y is the dependent variable and X_i are the independent variables and 'ε' is the error term.

To enhance and understand ability of the results, tables, and graphs were used in presentation. Each accompanied by descriptive narrative.

3.5 Validity and Reliability

Reliability and validity address issues about the quality of the data and appropriation of the methods used in carrying out the study.

3.5.1 Validity

Validity refers to the extent to which an instrument measures what is supposed to measure. Data need not only to be reliable but also true and accurate. If a measurement is valid, it is also reliable (Joppe2000). In order to ensure the quality of the research design, content and construct validity of the study was checked.

The content validity was verified by the advisor of this research, who looked into the appropriateness of questions and the scales of measurement. Peer discussions were also another way of checking the appropriateness of questions. Moreover, pilot test was conducted prior to the actual data collection that could help to get valuable comments. Furthermore, in order to test the construct validity, correlation coefficient for the independent and dependent variables was calculated to ensure that independent variables are positively related with the dependent variables, thus the independent variables can be considered as a good measure of employee commitment.

3.5.2 Reliability

Reliability refers to the consistency, stability, or dependability of the data. A reliable measurement is one that is repeated for the second time to give the same result as it worked in the first time. If the results are different, then the measurement is unreliable (Mugenda and Mugenda 2008). To measure the reliability of the data collection instruments, internal consistency techniques using Cronbach's alpha was used. Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalization. An alpha coefficient of 0.75 or higher indicated that the gathered data are reliable as they have relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population (Zinbarg 2005). As shown in table 3.2 below the overall Cronbach's alphas coefficients for expected scale item are 0.816. Therefore, the expected scales used in this study demonstrate high reliability. The following table shows the result of the Cronbach's alpha.

Table 3.1 Reliability statistics of the instrument

Variables	Cronbach's alpha	No. of Items
Innovation and risk taking	.932	7
Outcome orientation	.837	7
People orientation	.729	7
Team orientation	.739	9
Employee commitment	0.816	7

Source-Own Survey (2019).

3.6. Ethical Consideration

Each discipline should have its own ethical guidelines regarding the treatment of human participants on the study(Vanderstoep and Johnston 2009). Study ethics deal with how we treat those who participate in our studies and how we handle the data after we collect them. The researcher is keeping privacy (that left any personal questions), anonymity (protecting the identity of specific individuals from being known) and confidentiality or keeps the information confidential.

Accordingly, the questionnaire was distributed to voluntary participants and had a clear introduction and instruction parts regarding the purpose of the study. In addition, all reference materials are acknowledged with proper citation and confidentiality of data is maintained throughout the process. addition, the researcher respects the work of previous investigations or study and cited appropriately those works that has been taken as a basis.

CHAPTER FOUR

RESULTS AND DISCUSSION

This chapter discusses the results of the primary data which is gathered through structured questionnaire. The first part presents the background of the respondents and descriptive statistics of the respondents. Next the statistical method of analysis which was applied to test the hypothesis, such as correlation analysis, independent sample test, one way ANOVA and multiple regression analysis were discussed and presented.

4.1. Response Rate

The administered questionnaires were collected from the respondents of various departments. Out of 115 administered questionnaires, 108 were filled and collected from the appointed staff member respondents of the organization. This accounted to a response rate of 94%. This means that the study suffered a non-response bias of 6%. The data collected using questioner and interview was analyzed and presented based on the objectives of the study set above. The data was found to be important to evaluate the effect of organizational culture on employee commitment at Hilltops Academy. Descriptive statistics was used to analyze demographic characteristics of the respondents and inferential statistical analysis: correlation and multiple linear regression tools were utilized to analyze the result of the study.

4.2. Demographic Characteristics of the Respondents

Table 4.1 Demographic Characteristics of the Respondents

Item Description	Category	Frequency	Percent
Sex of Respondents	Male	62	57.4
	Female	46	42.6
	Total	108	100.0
Educational level of Respondents	Certificate	1	.9
	Diploma	10	9.3
	Degree	80	74.1
	Masters	15	13.9
	PhD	2	1.9
	Total	108	100.0
Experience of Respondents in the Organization	Below 5	24	22.2
	6-10	62	57.4
	11-12	22	20.4
	Total	108	100.0

Source: Own Survey (2019).

Sex of Respondents

As depicted in table 4.1 above, out of 108 respondents, 57.4% of them were male and the remaining 42.6 % were female respondents. This shows majority of the respondents were male.

Educational Level of the Respondents.

Table 4.1 above shows that, (0.9%) of the respondent are at their certificate educational level.(9.3%) of respondents have educational level of Diploma while the majority of the respondents (74.1%) have acquired their first degree, 13.9 % of the respondents have second degree (Masters) out of the total and 1.9% of the respondents acquired PhD. Based on their educational status, it can be said that the respondents have the ability to understand and respond to the questionnaire.

Respondents Experience in the Organization.

The study determined the working experience held by the respondents in order to ascertain the extent to which their response could be relied up on to make conclusions on

the study problem using their working experience. It was divided in to five categories. From the findings in table 4.1 above, 22.2% of the respondents have experience of below 5 years. 57.4% of the respondents have worked from 6 to 10 years in the organization while 20.4 % of the respondents have served the company for 11 to 15 years in the organization.

4.3 Analysis of collected data

4.3.1 Descriptive analysis

To descriptively analyze the data gathered, 115 questionnaire were distributed and 108 of them were administered and collected. So collected data indicated the nature of the employees, the sex, the qualification, experience and other related issues. Moreover, the findings indicated that innovation and risk taking, outcome orientation, people orientation and team orientation in the organization positively affect employee commitment.

Table 4.2 Descriptive Statistical Analysis

Descriptive Statistics			
Variables	N	Mean	Standard Deviation
Innovation & Risk taking	108	2.15	0.34
Outcome Orientation	108	2.24	0.34
People Orientation	108	2.19	0.32
Team Orientation	108	2.12	0.26

Source: Own Survey (2019).

According to Zaidatol and Bagheri (2009) the mean score below 3.39 was considered as low, the mean score from 3.4 up to 3.79 was considered as moderate and mean score above 3.8 was considered as high and standard deviation less than 1 is good. Based on this demonstration, variables within the organizational culture can be interpreted with low mean score as it shown on the above table 4.2.

Respondents were asked their opinion about innovation and risk taking on employee commitment in the institution asked the organization appreciates innovation and risk taking, acknowledge workers taking initiative to take risk, as the organization encourages to become innovative worker, the organization strategies recognize innovations and risk taking, your boss recognizes and reward distinctive workers ability and skill, the school trains the workers how to provide unique academic services to use and the school provides facility to deliver unique and innovative service. The overall mean and standard deviation result of the innovation and risk taking in the organization were 2.15 which were low and there were no significant variation in the response as the standard deviation was 0.34 which is less than 1. This indicates that innovation and risk taking had one factor for organizational culture not encouraging the employees to be innovative, the management style is unfriendly with the employees. So this is one of the causes for lack of employee commitment in Hilltops Academy.

Respondents were asked their opinion on outcome orientation as the management clearly communicates the target outcome of worker, the school management focuses on the efforts made by workers, the decisions are considering the technical measure taken to achieve goals, the service undertaken by the organization aligns with the strategic goals of the business Organizational strategy enables the organizational members for achieving better outcome, The management keeps the balance of effort and outcome of the workers., as the management has clear outcome measurement mechanism The overall mean and standard deviation result of outcome orientation was 2.24 which are low and there were no significant variations in the response as the standard deviation was 0.34 which was less than 1 respectively. The institution focuses on the end result rather than the process. This indicates that outcome orientation had an impact on organizational culture which influences employee commitment of Hilltops Academy.

Respondents were asked their opinion on people orientation as the management considers workers interest in decision making. employees are involved in suggesting ideas for improvements of organization. The workers have considerable participation. readiness of management to delegate decisions to subordinates, availability of qualified employees

and administration expert, adequate care is given to employees, the management keeps a balance between the work and workers interest. The overall mean score regarding people orientation is 2.19 which are low and there were no significant variations in the response as the standard deviation was 0.32 which was less than 1. This indicates that people orientation in the organization has a factor of organizational culture in the employee commitment at Hilltops Academy. Hilltops needs to give priority for the employees the managers should provide their adequate feedback on employees work.

Respondents were asked their opinion team orientation as the organization. As they work well in teams, employees have a supportive climate for new ideas in the team, communication is effective and works top-down, bottom-up and across the organization, the value of our relationship with the stakeholders, working with other educational and research centers to help us develop our knowledge, we work closely with the local and national education systems to communicate our needs for skills., the school appreciates team performances than individuals, team teaching is appreciated in our school. The school motivates team work. The overall mean score regarding team orientation is 2.12 which are moderate and there were no significant variations in the response as the standard deviation was 0.26 which was less than 1. This indicates that team orientation in the organization has a factor for organizational culture hilltops prefer individual work rather than team work but team work leads the employees to work together for the common goals so team orientation has an influences on employee commitment at Hilltops Academy.

4.3.2 Correlation Analysis

Pearson correlation (r) was used to describe the strength and direction of relationship between the dependent variable which is employee commitment and the four independent variables innovation and risk taking, outcome orientation, people orientation, and team orientation. Multiple regression analysis is used to predict the value of employee commitment from the value of independent variables.

The correlation of the variable is measured by Pearson correlation of coefficient. The result of Pearson correlation is presented in the following table 4.3 below and interpreted by the guide line suggested by Field (2006); mentioned that the Pearson correlation coefficient shows the relationship and direction between the predictor and outcome variable. Accordingly, if the relationship is measured in the range of 0.1 to 0.29 it is a weak relationship, 0.3 to 0.49 is moderate, above 0.50 shows strong relationship; while the positive and negative sign tell us the direction of their relationship.

Table 4.1 Pearson Correlation analysis of the study variable

		EC	IR	OO	PO	TO
Employee Commitment	Pearson Correlation	1	.872**	.719**	.585**	.594**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	108	108	108	108	108
Innovation & Risk taking	Pearson Correlation	.872**	1	.651**	.471**	.571**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	108	108	108	108	108
Outcome Orientation	Pearson Correlation	.719**	.651**	1	.428**	.346**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	108	108	108	108	108
People Orientation Control	Pearson Correlation	.585**	.471**	.428**	1	.197**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	108	108	108	108	108
Team Orientation	Pearson Correlation	.594**	.571**	.346**	.197**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	108	108	108	108	108

Source: Own Survey (2019).

Where: EC=Employee Commitment, IR=Innovation & Risk taking, OO=Outcome Orientation, PO= People Orientation, TO=Team Orientation.

The above table 4.3 above of Pearson correlation analysis of the study variable shows that the correlation between predictor variables (i.e. innovation and risk taking, outcome orientation, people orientation, and team orientation) and dependent variables (Employee commitment).

Accordingly, Employee commitment has strong and positive correlation with all four of organizational culture at Pearson correlation (r) value of 0.872, 0.719, 0.585, and 0.594 respectively as innovation and risk taking, outcome orientation, people orientation and team orientation with a significance value of $P < 0.01$.

4.3.3 Multiple Linear Regression Analysis Results

Regression Analysis is a statistical tool to deal with the formulation of mathematical model depicting relationship along with variables which can be used for the purpose of prediction of the value of dependent variable, given the value of the independent variable(s) (Kothari, 2004). Multiple regression analysis is an analysis of association in which the effects of two or more independent variables on a single, interval-scaled dependent variable are investigated simultaneously (William and Barry, 2010).

Before running multiple linear regression analysis, the researcher conducted basic assumption tests for the model. These are statistical assumption tests of normality distribution, linearity of the relationship between the independent and dependent variables, multi co linearity, and, auto-correlation/Durbin Watson/.Each test is explained below:

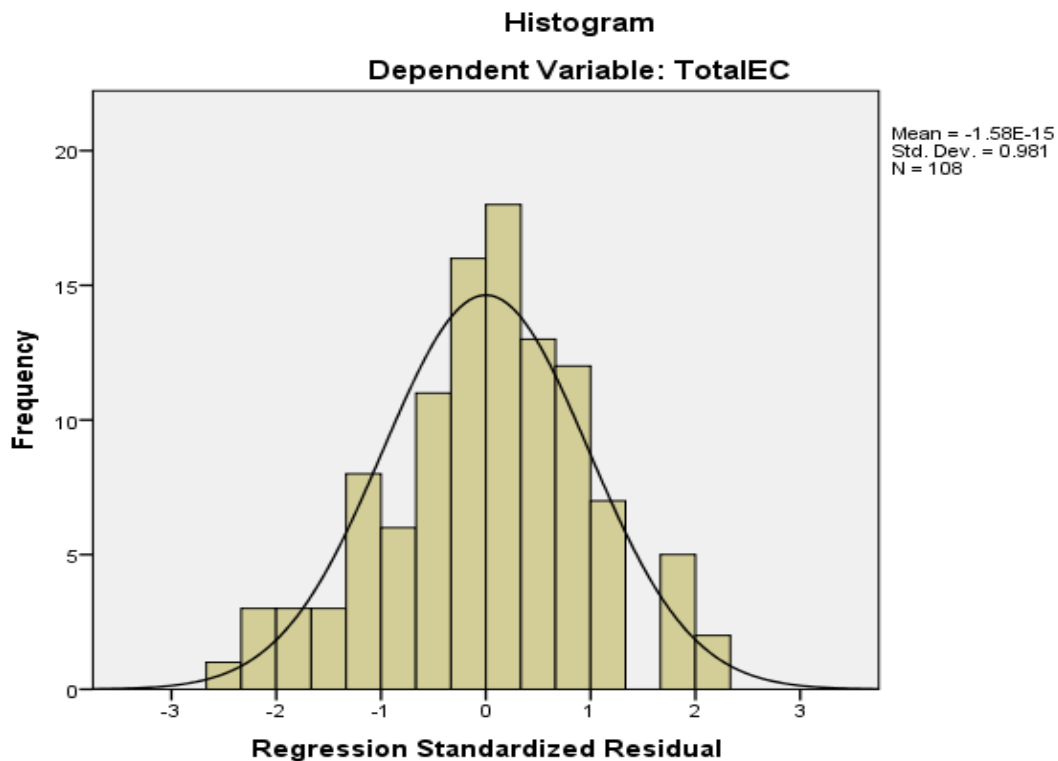
Normality Distribution Test

Multiple regressions require the independent variables to be normally distributed. Normality test helps to determine whether the data used is normal or not, and this assumption is met for statistical tests.

Frequency distribution comes in many different shapes and sizes. Therefore, it is quite important, to have some general description for common types of distributions. In an ideal world our data would be distributed symmetrically around the center of all scores. As such, if we draw a vertical line through the center of the distribution then it should

look the same on both sides. This is known as a normal distribution and is characterized by bell-shaped curve. This shape basically implies that the majority of scores lie around the center of the distribution. So, the largest bars in the histogram are all around the central value (Field, 2006). The normal distribution graph was shown on figure 2 below.

Figure 2 Normal Distribution

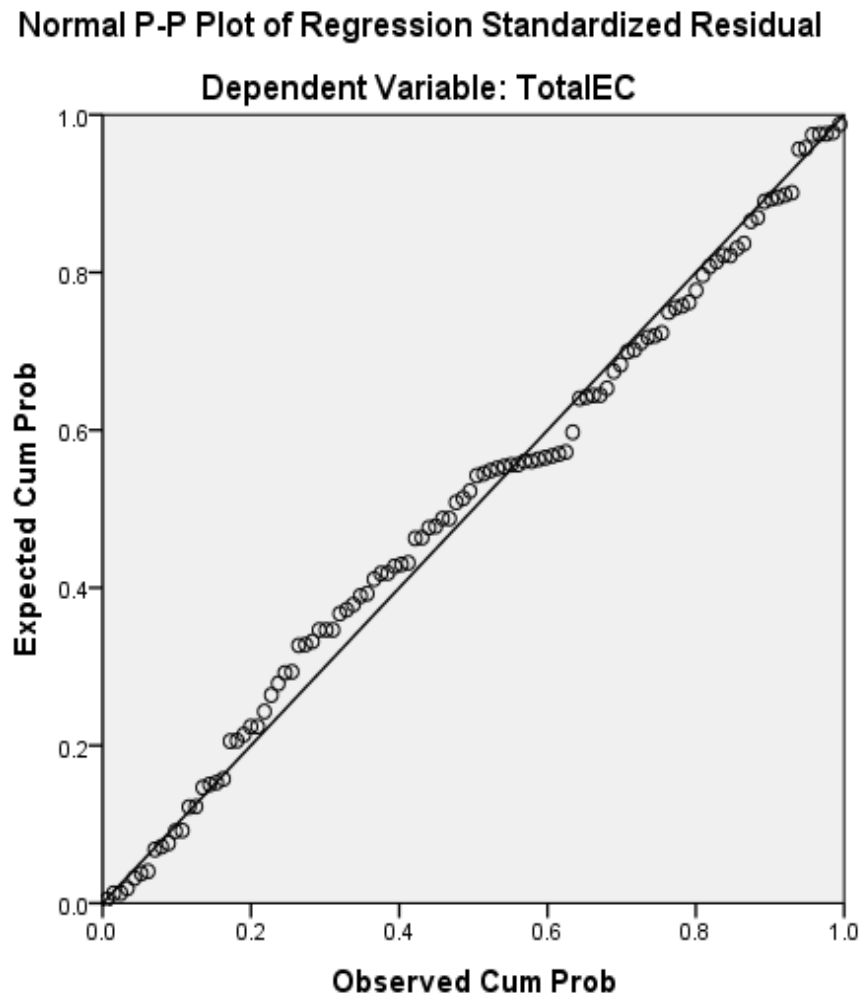


Source: Own Survey (2019).

Linearity Test

The second assumption for computing multiple linear regressions is test of the linearity of the relationships between dependent and the independent variables. As depicted in the figure 3 below graph of the visual inspections of the p-p plot there exist the linear relationship between the organizational culture and employee commitment.

Figure 3 Linearity of the relationship



Source: Own Survey (2019).

Multi co linearity Test

Multi co linearity exists when there is strong correlation between two or more predictors in a regression model Saunders et.al (2007). There should be no perfect linear relationship between two or more of the predictors. So, the predictor's variables should not correlate to highly Field, (2006). If there is perfect colinearity between predictors, it becomes impossible to obtain unique estimates of the regression coefficients because there are an infinite number of combinations of coefficients that would work equally well. If there is a high degree of correlation between independent variables, we have a

problem of what is commonly described as the “problem of multi co linearity” Kothari, (2004); Field, (2006).

Multi co linearity assumption is checked by the Pearson correlation coefficient and co linearity statistics. Checking the multi co linearity assumption is that by looking SPSS analysis output regression table of co linearity statistics value of Tolerance and Variance Inflation Factor /VIF (Field, 2006). The tolerance column value below 0.2 and VIF value above 10 create a multi co linearity problem. Having this, the Tolerance and VIF value is shown in the regression standardized coefficients table 4.4 below and the analysis indicates that there is a minimum tolerance value of 0.403 which is above 0.2 and the maximum VIF value is 2.482 which is below 10. Therefore, the predictors don't significantly correlate each other; hence, there is no multi co linearity problem.

Table 4.2 Co linearity Statistics value

Model	Co linearity statistics	
	Tolerance	VIF
Innovation & risk taking	.403	2.482
Outcome orientation	.557	1.797
People orientation	.746	1.341
Team orientation	.666	1.501

Source: Own Survey (2019).

Auto-correlation/Durbin-Watson Test/

It is the assumption of independent error acceptable or reasonable test. Durbin-Watson used to test for serial correlation between errors. The Durbin-Watson statistic test can vary between 0 and 4. A value of 2 meaning residual statistics are uncorrelated Field, (2006). A value greater than 2 indicates a negative correlation between adjacent residuals, whereas a value below 2 indicates a positive correlation. Similarly, Ot and Longnecker (2001), defines when there is no serial correlation, the expected value of Durbin-Watson test statistics d is approximately 2.0; positive serial correlation makes $d < 2.0$ and negative serial correlation makes $d > 2.0$. Although, values of d less than approximately 1.5 (or

greater than approximately 2.5) lead one to suspect positive (or negative) serial correlation. If serial correlation is suspected, then the proposed multiple linear regression models are inappropriate.

Referring this and the model summary table 4.6 below; the Durbin-Watson value of this study is 1.845. Therefore, the auto-correlation test has almost certainly met, since it falls between 1.5 and 2.5, and we can conclude that our model is free of serial correlation.

The four assumptions test of multiple regressions are met and the next step was processing the regression analysis to determine the values of the model fit (ANOVA), model summary (R and R²), and the Beta coefficients. Accordingly, the relative effect of organizational culture on employee commitment was identified.

ANOVA Model Fit

Table 4.3 ANOVA Model Fit

ANOVAa						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	486.781	4	121.695	142.820	.000b
	Residual	87.765	103	.852		
	Total	574.546	107			
a. Dependent Variable: Employee Commitment.						
b. Predictors: (Constant) Innovation & risk taking, Outcome orientation, People orientation, and Team orientation.						

Source: Own Survey (2019).

The regression model overall fit can be examined with the help of ANOVA. Accordingly, the overall significance of the model presented in ANOVA table 4.5 above, the total variance (574.546) was the difference in to the variance which can be explained by the independent variables.

Variables (Model) and the variance which was not explained by the independent variables (error). The study established that there existed a significant goodness of fit between variables as F-test $F(4,103) = 142.820$, at $P = 0.000 < 0.01$). This indicated that the

model formed between effect of organizational culture and employee commitment was a good fit for the data.

4.3.4 Model Summary

Table 4.4 Model Summary

Model Summary					
Model	R	R ²	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.920a	.847	.841	.92309	1.845
a. Predictors: (Constant), Innovation & risk taking, Outcome orientation, People orientation, and Team orientation. b. Dependent Variable: Employee Commitment.					

Source: Own Survey (2019).

In the model summary above (table 4.6), the multiple regression coefficients R, indicates a very strong correlation of 0.920 between employee commitment and the four independent variables. The $R^2 = 0.847$ reveals that the model accounts for 84.7% of the variation in the employee commitment and is explained by the linear combination of all the four independent variables of organizational culture (i.e. Innovation & risk taking, Outcome orientation, People orientation, and team orientation). The remaining 15.3% is explained by other factors giving room for further study to investigate other factors which affect employee commitment.

4.3.5. Beta Coefficient

Table 4.5 Multiple Regression Beta Coefficient Result

Coefficients a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Beta	Std.Error	Beta		
1	(Constant)	-4.213	1.102		-3.822	.000
	Innovation & risk taking	.514	.059	.529	8.715	.000
	Outcome orientation	.222	.050	.228	4.414	.000
	People orientation	.249	.054	.204	4.576	.000
	Team orientation	.204	.056	.173	3.670	.000

a. Dependent Variable: Employee commitment.

Source: Own Survey (2019).

As it is defined in chapter three, the unstandardized coefficients (β_1 to β_4) are the coefficients of the estimated regression model. Hence, by including the error term (ϵ), the model for employee commitment can be written as;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

$$Y = -4.213 + .514X_1 + .222X_2 + .249X_3 + .204X_4$$

The intercept (β_0) is the point on the vertical axis where the regression line crosses the Y axis. The value of β_0 is -4.213 which mean the expected value of employee commitment is -4.213 when all the four independent variables assume zero value. it implies that the four organizational culture trait are very critical elements for the employee commitment.

The larger the standardized coefficient, the higher is the relative effect of the factors to the employee commitment. As it can be seen from table 4.7 above, the unstandardized coefficients of innovation & risk taking is the largest value followed by people orientation, outcome orientation, and team orientation ranks from one to four respectively.

The significance test of the four explanatory variables indicate that all of the explanatory variables are significant with p-value ($p < 0.01$) for predicting employee commitment.

All the four independent variables innovation & risk taking, outcome orientation, people orientation, and team orientation are found to be statistically significant.

4.4. Hypothesis Test Result

According to Weiers (2008), if P value is less than the specified level of significance (α), reject the null hypothesis; otherwise, do not reject the null hypothesis. The hypothesis result of organizational culture which is shown above in table 4.5 ANOVA and table 4.7 regression unstandardized beta coefficients, for all alternative hypothesis P value is less than 0.01, and this means reject the null hypothesis. Therefore, the regression analysis agreed to accept alternative hypothesis, as a result all alternative hypothesis are accepted. Hence, organizational culture (Innovation & risk taking, outcome orientation, people orientation, and team orientation) have positive correlation with employee commitment.

The researcher used Pearson's correlation coefficient to test the hypothesis. The result of the Pearson's correlation presented in table 4.3, interpreted by using the Pearson's correlation coefficient relationship between the predictor and outcome variable. Correlation is an effect size we can verbally describe the strength of the correlation using the following guide for the absolute value from 0 to 0.19 is very weak relationship, from 0.20 to 0.39 is weak, 0.4 to 0.49 is moderate, 0.5 to 0.79 is strong and 0.80 to 1.0 shows very strong relationship while the positive and negative sign tells us the direction of their relationship (Stastutor.ac.uk, 2015).

Table 4.6 Hypothesis Test Result

Hypothesis No.	Hypothesis	P-value	Effect	Result
H1a	Innovation & risk taking affects employee commitment in Hilltops Academy.	0.000	Positive	Reject H10
H2a	Outcome orientation affects employee commitment in Hilltops Academy.	0.000	Positive	Reject H20
H3a	People orientation affects employee commitment in Hilltops Academy.	0.000	Positive	Reject H30
H4a	Team orientation affects employee commitment in Hilltops Academy;	0.000	Positive	Reject H40

The above regression coefficient table 4.3, shows that the correlation relationship between predictor variables (i.e. Innovation & risk taking, outcome orientation, people orientation, and team orientation) and dependent variable (Employee commitment). Accordingly, employee commitment has strong and positive correlation with all organizational culture at Pearson correlation (r) value of 0.872, 0.719, 0.585, 0.594, respectively as innovation & risk taking, outcome orientation, people orientation, and team orientation with significant value of $P < 0.01$.

In general, all the four organizational traits (innovation and risk taking, outcome orientation, people orientation and team orientation) have a positive relationship with the employee commitment in Hilltops Academy.

4.5. Discussion of the study

Innovation & Risk taking

From Pearson's correlation coefficient, there is found to be a positive correlation and significant relation between employee commitment and innovation & risk taking with a correlation coefficient of 0.872, at $P < 0.01$.

From regression model, a unit increase in innovation & risk taking by keeping other independent variables constant will lead to a .514 increases in employee commitment at

Hilltops Academy. This implies that innovation & risk taking indicate for 51.4 % of variation in employee commitment.

The study conducted by (Lok and Crawford, 2004) confirmed, innovative organizational culture and a could have a positive effect on employee commitment. Therefore, the findings indicated that innovation & risk taking in the organization affect employee commitment positively in Hilltops Academy.

Outcome Orientation

From Pearson's correlation coefficient, there is found to be a positive correlation and significant relation between employee commitment and outcome orientation with a correlation coefficient of 0.719, at $P < 0.01$. From the regression model, a unit increase in output orientation by keeping other independent variables constant will lead to a 0.222 increase in employee commitment at Hilltops Academy. This implies that outcome orientation accounts for 22.2% of variations in employee commitment. Outcome orientation affect employee commitment in Hilltops Academy in the sense that, if top management is only concerned with end results, and they do not focus on processes and that are used by employees for attaining those consequences. The findings are in line with the findings of a study conducted by Thamrin (2012) which established that lack of effective outcome orientation could equally lead to failure and the issues should be prioritized during strategic formulation toward employee commitment. Therefore, the findings, indicated that outcome orientation in the organization affect employee commitment positively in Hilltops Academy.

People Orientation

From Pearson's correlation coefficient, there is found to be a positive correlation and significant relation between employee commitment and people orientation with a correlation coefficient of 0.585, at $P < 0.01$. From the regression model, a unit increase in people orientation by keeping other independent variables constant will lead to a 0.249 increase in employee commitment at Hilltops Academy. This implies that people orientation accounts for 24.9% of variations in employee commitment. The findings

indicated that the decision made by top management of the organization shall maintain considering the employees of the organization regularly against their standard, and if the organization ensures the relevant people orientation system in the organization affect employee commitment at Hilltops Academy. The finding of interview also confirm that people orientation affects the employee commitment positively if it is done appropriately as stated in the above interview result. Otherwise it affects the employee commitment negatively. The finding is supported by study conducted by Allen (2011) which established the effect of organizational culture on employee commitment conforms that people orientation maintaining the relationship between the decision made by the management which directly impacted the employees positively affect the employee commitment. Therefore, the findings indicated that, people orientation in the organization affected employee commitment positively in Hilltops Academy.

Team Orientation

From Pearson's correlation coefficient, there is a positive correlation and significant relation between employee commitment and team orientation with Pearson correlation coefficient of 0.594, at $P < 0.01$. From the regression model, a unit increase in team orientation by keeping other independent variables remain constant will lead to a 0.204 increase in employee commitment at Hilltops Academy. This implies that team orientation accounts for 20.4% of variations in employee commitment. Clear organizational culture policy, proper team orientation among managers and employees of the organization affect employee commitment in Hilltops Academy. The findings of interview also confirm that if team orientation in the organization is good enough and supported by organization it improves the employee commitment otherwise negatively affect the employee commitment. The finding was supported by a study conducted by Neale and Noetheraft (1990), the internal factors affecting team orientation in the public sector confirms that, team orientation affect employee commitment of health care in public sector. Therefore, the findings indicated that, team orientation affect employee commitment positively in Hilltops Academy.

4.6 Interview analysis

The researcher raised various questions based on dimensions of organizational culture traits and employee commitment for the HR manager, administrative management staff and for the employee's representatives in both campus. To support results from sample survey interview results from the management side indicates that the organization encompasses innovation and risk taking, people orientation, outcome orientation, team orientation in a positive aspect with its organizational culture. In addition, the results from management tend to take side that employees are satisfied with organizational culture and other different factor.

On the other hand, interview resulted from representative of employee's go against the management, and they said majority of the above culture traits (innovation and risk taking, people orientation, outcome orientation , team orientation) did not exist in the organization's culture and they are the ones that affect its employees commitment in that the management does not encourage teamwork for the jobs to perform. Contrary to the management's responses for the interview, employees are not treated fairly in that their thoughts and ideas are not taken to be given values and implementations, management usually imposes burdens on employees, management is based on punishments and penalties, even for minor human errors there are warnings that impose salary deductions. Moreover, they are not encouraged to take risk and try new things in performing their job with regard to their commitment. The employees believe that all employees of the organization have issues related to commitment and they pointed out that they are not committed enough.

Generally by aggregating interview results from both sides and sample survey result, the researcher concluded that in the organizational culture, employees tend to agree that some of the dimensions exist in the organization. So that, it contributes for low level employee's commitment.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Summary of Findings

Out of the 115 questionnaire distributed to the respondents, 108 questionnaires were filled and returned with a response rate of 94%. The sum of the independent variables and dependent variable Cronbach's alpha value is ($\alpha = 0.816$) and the reliability test of the study is reliable.

In the general, the majority of the respondent were male and when it comes to the education level first Degree will take place. Regarding to their work experience most of the respondent have experience below 5 years.

As mentioned earlier, the study was aimed to evaluate the effect of organizational culture on employee commitment in Hilltops Academy. The specific objectives of the study included, analyzing the effect of innovation and risk taking, outcome orientation, people orientation, and team orientation on employee commitment. The researcher had developed and adopted a questionnaire from the relevant literature to collect and analyze the data gathered from respondents. Descriptive and inferential statistical analysis correlation as well as multiple linear regressions were used to identify the effect of organizational culture and employee commitment. Therefore, the following findings were obtained:

The first question presented for the respondents was about how innovation and risk taking affects the employee commitment in Hilltops Academy. The Pearson's correlation analysis revealed that there is positive correlation and significant relation between employee commitment and innovation and risk taking with a correlation coefficient of 0.872, at $P < 0.01$.

The regression model result revealed that, a unit increase in innovation and risk taking by keeping other independent variables will lead to a 0.514 increases in employee commitment at Hilltops Academy. This implies that innovation and risk taking indicate for 51.4 % of variation in employee commitment. Therefore, the findings indicated that innovation and risk taking in the organization affects employee commitment positively.

The second study question was on how the outcome orientation affects the employee commitment in Hilltops Academy. The Pearson's correlation analysis revealed that, there is found to be a positive correlation and significant relation between employee commitment and outcome orientation with a correlation coefficient of 0.719, at $P < 0.01$.

The regression model result revealed that, a unit increase in outcome orientation by keeping other independent variables constant will lead to a 0.222 increases in employee commitment at Hilltops Academy. This implies that outcome orientation indicates for 22.2 % of variation in employee commitment. Therefore, the findings, indicated outcome orientation in the organization affect employee commitment positively.

The third study question was about what the effect of people orientation in the employee commitment is in Hilltops Academy. The Pearson's correlation analysis revealed that, there is a positive correlation and significant relation between employee commitment and people orientation with a correlation coefficient of 0.585, at $P < 0.01$.

The regression model result revealed that, a unit increase in people orientation by keeping other independent variables constant will lead to a 0.249 increases in employee commitment at Hilltops Academy. This implies that people orientation indicate for 24.9 % of variation in employee commitment .Therefore, the findings indicated that people orientation in the organization affects employee commitment positively.

The fourth study question was about how team orientation contributes to employee commitment in Hilltops Academy. The Pearson's correlation analysis revealed that, there is a positive correlation and significant relation between employee commitment and team orientation with a correlation coefficient of 0.594, at $P < 0.01$.

The regression model result revealed that, a unit increase in team orientation by keeping other independent variables constant will lead to a 0.204 increases in employee commitment at Hilltops Academy. This implies that team orientation indicates for 20.4 % of variation in employee commitment. Therefore, the findings, indicated that team orientation in the organization affects employee commitment positively.

5.2. Conclusions

The main objective of this study was to evaluate the effect of organizational culture on employee commitment at Hilltops Academy with respect to organizational culture. The study has provided empirical justifications for the framework that identifies four constructs of organizational culture and describes the relationship among the constructs and employee commitment within the context of Hilltops Academy. Based on the findings, the study concluded that there is a strong relationship between the organization's culture (independent variables) and the employees' commitment (dependent variables); the correlation relation shows that they have strong and positive correlation with all organizational cultures.

Among the organizational cultures which widely influence employee's commitment, innovation and risk taking, outcome orientation, people orientation and team orientation are used to be seen in this study.

Thus, the independent variables indicated that there is a significant and positive effect on the employee commitment at Hilltops Academy.

The study therefore, concludes that innovation and risk taking among the employees at Hilltops Academy is very low that the organization's culture is unfriendly to the employees. therefore there is a significant relation between innovation and risktaking and organizational culture.

With regard to outcome orientation, the study revealed that there is a positive and significant relationship between organizational culture in that if the top management focuses on the end result of the whole work and neglects the important process, the end result might not be as effective as possible. On top of that, the ultimate mission of the organization will not be achieved if the important process is neglected.

As to people orientation, and team orientation both positively and significantly affect employee commitment at Hilltops Academy. Therefore, the organizational culture ranked in terms of their importance in this study are innovation and risk taking, people orientation, outcome orientation and team orientation.

5.3. Recommendations

- Based on both primary and secondary data collected via questioners, interview and secondary data, the researcher forwarded the following recommendations for the future improvement of the organization's culture.
- To best exploit employees give their maximum being innovative and risk taking, they need to be encouraged in so many aspects. Encouraging employees' boosts up their productivity and innovation. Providing them with good working atmosphere, positive and simple management style that considers employees' situation and a sense of humanity results with good output. Therefore, if Hilltops Academy wants its employees to perform to their maximum being innovative and risk taking, it must radically change its cultures. Specifically in the way it handles employees. It is plain that employees need to be satisfied to satisfy their employers in that incentives and fringe benefits might also be attractive ways of encouraging employees to innovate and take risks in the organization.
- The other recommendation that the study desires to forward is, focusing on the process that determines the end result. waiting for end results or outcomes without communicating right procedures is a mistaken direction that process procedures must be communicated to employees. Once right procedures are communicated to employees, right outcomes will be expected. Therefore, organizations do not suffer from fixing problems occurred due to lack of procedural understandings. Therefore, Hilltops Academy needs to communicate and involve employees before going to the end results independently. It is the right process that results the right end result.
- As to people orientation, management of the organization has to take the effect of outcome on people. The organization has to be considerate about its workers as valuable assets. If an institution takes good care its employees, then such an organization is known to be people oriented. people always would like to work in an organization that provides them with basic necessities and wants. They would like to have themselves considered valuable, so they tend to align their act to the attainment of the institution's goals and objectives. So hilltops academy should

focus on solving workers' problems related with their job, keeping workers' safety at work places and most importantly managers or supervisors should provide their adequate feedback on workers' job. Such measures significantly help employees to think of themselves as being valuable assets in the organization.

- The last but not the least recommendation on team orientation is that a team is always distinguished by the facts that its members are people who are committed to commonly shared purpose and goals. Approaches which hold themselves mutually make them accountable for their job. Personal biases and discriminations among employees trigger innocent employees to refrain from giving their maximum outputs. Therefore, the management must be binding to all member staffs of the company as this will create uniformity among all members of the organization and thus enhance commitment and group efficiency. Assigning a job into teams has the benefits to the institution. Besides, it is a major opportunity for workers to satisfy their socialization needs. It is also an effective means for the managers to increase the employees' commitment. Therefore, the institution should encourage team work and keep the spirit of productive teams in boosting up the productivity as well as the image of the organization at large.

5.4. Limitation of the study

The study was limited to one academic institution found in Addis Ababa and Ashewa Meda due to geographic proximity and logistic simplicity. The study was also limited to some organizational cultures which affect employee commitment.

5.5. Implication for Further Study

The researcher recommended that other researchers may include other academic institution as part of their study. It is also better to incorporate government and non-government academic institution to deeply understand their culture.

Further study is recommended to be conducted by including the factors affecting employee commitment in this study and even factors other than this study.

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APPENDICES

Appendix A
ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF GENERAL MANAGEMENT

Questionnaire to be filled by Respondents;

Dear respondent,

This questionnaire is designed by a graduate student from St. Marry University to conduct a study in partial fulfillment of a master`s degree program in General Management. As part of the requirement for the award of the degree, I am undertaking a research on the effect of organizational culture on employees commitment the case of Hilltop Academy. Therefore, seeking your support to fill the questionnaires attached. The attached questionnaire will take about 15 minutes to complete. Kindly reply all the questions.

The outcome of this study enhances knowledge on the effect of organizational culture on employee commitment. Participation in this study is voluntary based. Your name is not required. All information offered will be treated confidentially, and the data will be used only for academic purpose.

Thank you in advance for the available information you are sharing and the precious time you are going to spend for this purpose.

If you have any enquiry please don't hesitate to contact the researcher on:

Email- Bemniasalf@gmail.com besides the face to face contact.

Cell phone: 0912 730505 (Bemnet Asalf).

SECTION I: General (Demographic) Information about the respondent.

Instruction: please, indicate your response by putting () mark in the appropriate box provided.

Sex: 1) Male 2) Female

Educational Level: 1) Certificate 2) Diploma 3) Degree 4) Masters

5) PhD

Years of Experience in this organization: 1) Below 5 2) 6-10 3) 11-15

SECTION II: Questionnaires regarding organizational Culture.

Please, indicate your level of agreement on the statements by ticking (√) once as per the numbers in the column using the following rating scale.

Where level of Agreements: 1=strongly Disagree 2=Disagree 3= Neutral 4=Agree 5=strongly Agree.

No	Organizational Culture	Level of Agreement				
		1	2	3	4	5
1	Innovation and risk taking					
1.1	The organization appreciates innovation in the work place.					
1.2	The organization acknowledges workers taking imitative to take a risk.					
1.3	The Organization has an encouraging environment to become innovative worker.					
1.4	The organization strategies recognize innovations and risk taking.					
1.5	Your boss recognizes and reward distinctive workers ability and skill.					
1.6	The school trains the workers how to provide unique academic services to use.					
1.7	The school provides facility to deliver unique and innovative service.					

No	Organizational Culture	Level of Agreement				
		1	2	3	4	5
2	Outcome Orientation					
2.1	The management clearly communicates the target outcome of worker.					
2.2	The school management focuses on the efforts made by workers.					
2.3	The decisions are considering the technical measure taken to achieve goals.					
2.4	The service undertaken by the organization aligns with the strategic goals of the business.					
2.5	Organizational strategy enables the organizational members for achieving better outcome.					
2.6	The management keeps the balance of effort and outcome of the workers.					
2.7	The management has clear outcome measurement mechanism.					

No	Organizational Culture	Level of Agreement				
		1	2	3	4	5
3	People Orientation					
3.1	The management considers workers interest in decision making.					
3.2	Employees are involved in suggesting ideas for improvements of organization.					
3.3	The workers have considerable participation.					
3.4	Readiness of management to delegate decision s to subordinates.					
3.5	Availability of qualified employees and administration expert.					
3.6	Adequate care is given to employees.					
3.7	The management keeps a balance between the work and workers interest.					

No	Organizational Culture	Level of Agreement				
		1	2	3	4	5
4	Team Orientation					
4.1	We work well in teams.					
4.2	Employees have a supportive climate for new ideas in the team.					
4.3	Communication is effective and works top-down, bottom-up and across the organization.					
4.4	We value our relationship with our stakeholders.					
4.5	We work with other educational and research centers to help us develop our knowledge.					
4.6	We work closely with the local and national education systems to communicate our needs for skills.					
4.7	The school appreciates team performances than individuals.					
4.8	Team teaching is appreciated in our school.					
4.9	The school motivates team work.					

No	Employee Commitment	Level of Agreement				
		1	2	3	4	5
5	Employee Commitment					
5.1	I am willing to put in a great deal of effort beyond the normal expected, in order to support this organization be successful.					
5.2	I talk about this organization to my friends as a great organization to work for.					
5.3	I would accept any type of job assignment in order to keep working for this organization.					
5.4	I find that my values and the organization's values are very similar.					
5.5	Am proud to tell others that I am part of this organization.					
5.6	Organizations really inspires on the very best in me in the way of the job performance.					
5.7	For me, this organization is the best of all possible organizations for which to work.					

Appendix B: Interview with management and employee representatives

1. How do you explain the existing culture with respect to the four dimensions of organizational culture?
2. Do you believe these cultural dimensions are part of the existing culture of the institution?
3. Do you think that the employees understand the existing organizational culture?
4. How do you rate the level of employees commitment in relation with existing culture?
5. What are your reasons to say employees are committed or not committed?

DECLARATION

I, the undersigned declare that this thesis is the result of my independent study work on the topic entitled:“The Effect of Organizational culture on Employee commitment, the case of Hilltops Academy” in partial fulfillment of the requirements for the Degree of Master of Business Administration in General Management at St. Mary's University School of graduate studies. It is my original work and all the references used in the study are acknowledged.

BemnetAsalf

Name

Signature & Date

ENDORSEMENT

This is to certify that Bemnet Asalf has carried out her study work on the topic entitled “The Effect of organizational culture on employee commitment, the case of Hilltops Academy” under my guidance and supervision. Accordingly, I hereby assure that his work is appropriate and standard enough to be submitted for the award of Master of Degree in Business Administration.

Name of Advisor	Signature	Date
Mohammed Mohammednur (Asst. Professor)	_____	_____

DEDICATION

This thesis is dedicated to my family and friends for their encouragement and continuous support throughout MBA Program and especially during this study