

DEBRE BERHAN UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT



THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEES
COMMITMENT: THE CASE OF DEBRE BIRHAN DASHEN BREWERY.

By:

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A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES OF
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ADVISOR:

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DEBRE BERHAN, ETHIOPIA

DEBRE BERHAN UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT (MBA PROGRAM)

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OF BUSINESS AND ECONOMICS, DEPARTMENT OF MANAGEMENT
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
DEGREE OF MASTER OF ARTS IN BUSINESS ADMINISTRATION**

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Declaration

I, Mulugeta Kebede declare that the thesis entitled “The Effect of Organizational Culture On Employees' Commitment: the case of Debre Berhan Dashen Brewery is my original work which is done under the guidance of my advisor, Dr. Lemma Nigussie.

The source materials used for this research paper have been appropriately acknowledged and paper recognition is also given. This study has been done in partial fulfillment for Master of Business administration (MBA) in management.

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DEBRE BERHAN UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS

APPROVAL SHEET – I

This is to certify that the thesis entitled “The Effect of Organizational Culture On Employees' Commitment: the case of Debre Brihan Dashen Brewery ” was submitted in partial fulfillment of the requirements for the degree of Masters of Arts with specialization in Business Administration of the Post Graduate Program of the Management, College of Business and Economics, Debre Berhan University and is a record of original research carried out by Mulugeta Kebede Agulale, (PGR/051/12) under my supervision, and no part of the thesis has been submitted for any other degree or diploma.

The support and help received during this investigation have been duly acknowledged. Therefore, I recommend that it be accepted as fulfilling the thesis requirements.

Debre Brihan University under my guidance.

Name- Lemma Nigussie (Ph.D.)

Signature-----

Date-----

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APPROVAL SHEET – II

We, the undersigned members of the boarded of the examiners of the final open defense by Mulugeta Kebede Agulale have read and evaluated his thesis “*The effect of organizational culture on employees’ commitment, the case of Debre Brihan Dashen Brewery*”, and examined the candidate. This is therefore to certify that the thesis has been accepted in partial fulfillment of the requirements for the degree of Master of Arts in Business Administration.

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ABSTRACT

The objective of this study was to assess and examine the effect of organizational culture on employees' commitment. The researcher used an explanatory research design with a quantitative research approach to meet the objective of the study. The target population for this study was professional employees of Debre Brihan Dashen Brewery. Out of which 140 respondents were selected using Random Sampling Technique. A structured and self-administered questionnaire was developed based on Denison's organizational culture dimensions (involvement, consistency, adaptability, and mission) and employees' commitment, and distributed to the target respondents. that there was statistically significant positive relationship between all the four organizational dimensions (i.e. involvement, consistency, adaptability, and mission) and employees' commitment. Moreover, Involvement had a stronger positive and statistically significant correlation with employees' commitment than the other dimensions. Relatively, consistency had a less positive correlation with employees' commitment. The result of multiple regression analysis revealed that 63.6% of the variation of employees' commitment can be predicted by the independent variables i.e. involvement, consistency, adaptability, and mission.

Keywords *Organizational Culture, Involvement, Consistency, Adaptability, Mission, and Employees' Commitment.*

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ACRONYMS AND ABBREVIATIONS

- ANOVA = Analysis of the variance
- CVF = Competing value framework approach
- Sc. = share company
- SD = Standard Deviation
- SPSS =Statistical packages for social science
- VIF=Variance inflation factor

CHAPTER ONE

INTRODUCTION

This chapter deals with the background of the study, statement of the problem, objectives of the study, significance of the study, delimitation of the study, definition of key terms, and organization of the study. The details of each theme are presented hereunder

1.1. Background of the Study

Organizational culture can be viewed in many ways, it has been defined by different authors and the majority of them defined the concept of culture as a set of values, beliefs, behavioral patterns, and norms that form the core identity of organizations and help in shaping the employees' behavior (Kotter and Hackett, 1992).

The collection of traditions, values, beliefs, policies, and attitudes constitute a pervasive context for everything one does and thinks in an organization. Kaplan and Norton (2004) also viewed culture as the humanizing element of corporate business, which helps to establish expectations between an employee and the organization the employee works for, foster trust, facilitate communications, and build organizational commitment.

People are constantly surrounded by culture (often invisible) that forms the background of their work-lives in organizations. Organizational culture offers an important mechanism for controlling behavior by influencing how we view the world around us. Organizations do not exist in a vacuum but in a particular culture or socio-cultural environment that affects the way their employees think, feel, and behave. Workplace culture is a very influential force that influences employees to work life. Organizational cultures have been correlated with a variety of individual and organizational outcomes. Organizational culture for employees is either the determinant that links people to an organization or what drives them away (Agway, 2014).

Hofstede & Minkov (2010) affirms that every person carries within him/herself a way by which they feel, act and think that is learned during the person's life. These people come into an organization that has its own set of values, beliefs, and way of doing things. To achieve the

common goal, the organization must therefore define a common culture and endeavor to instruct it to its components – its employees. Culture is said to exist in the seen and existing practices and in the way people identify that which goes on within their organization (Hofstede et al, 2010). Organizational culture is the shared way of being, thinking, and acting in a collective of coordinated people with common expectations; it is shaped, disseminated, learned, and changed over time, provided that some predictability in every organization (Serpa, 2016).

Denison and Neale (2011) stated organizational culture is the important values, beliefs, and principles that provide a basis for an organization's management system, as well as the set of management practices and behaviors that both establish and sustain those basic principles. These authors further explain the visible and invisible aspects of organizational cultures. The noticeable aspect includes working hard, proper clothing, acting friendly to customers, etc. On the other hand, the invisible assumptions are values and core beliefs that are harder to observe including honesty, integrity, being ethical, going beyond expectations to satisfy customers.

On the other hand, employees' commitment is the extent to which an employee identifies with the organization and needs to continue actively contributing to it (Newstrom and Davies, 2014). The sustainable success of an organization is essentially dependent on employees' organizational commitment and hence the concept has fascinated many researchers in helping organizations to be productive and achieving their long-term missions and visions (Allen & Meyer, 1991). Committed employees are thought to have higher job satisfaction, intensify performance, and reduced intention to leave their organization. Employees' organizational commitment is also supposed to be one of the primary determinants of workers' performance and business success. To obtain the greatest out of their employees and sustain their success, organizations are expected to know what factors are affecting the organizational commitment of their workforce (Ali et al., 2010). Employee's organizational commitment is an effective response to the whole organization and is the degree of attachment or devotion employees' sense towards their organization (Wei & Tai, 2010). Employees with poor organizational commitment do not exercise their full potential in the work and realizing the mission of their employers (Ali et al., 2010). Even if the organization may design and institute fair compensation policies and human resource practices to stimulate and retain employees, most of the time, they would fail to recognize why some employees are not committed to the organization (Allen & Mayer, 1991). It can be costly if workers are not committed to their jobs, and if they lack the enthusiasm to work out their full capacities (Ongori,

2007). Allen and Meyer (1990) also proposed a three-component model of commitment, which integrated Affective Commitment, Continuance Commitment, and Normative Commitment.

The Affective Commitment refers to an employee's emotional affection to, identification with, and participation in the organization. It also refers to the extent of the emotional attachment of a person to the organization. This attachment could be due to one's role relative to the organizational goals and values, or the organization for its own sake.

The continuance commitment refers to commitment based on the costs the employees subordinate with leaving the organization. The last one which is, normative commitment, refers to employees' feelings of obligation to remain with the organization. This type of commitment will be influenced by an individual's experience both before cultural socialization and following organizational socialization entry into the organization. Organizational commitment has an important role in employee commitment. The commitment can be realized if the individual in the organization when running their rights and obligations according to their duties and functions within the organization because the success of organizational goals is the work of all common members of the organization.

Culture can enhance the consistency of employees' behavior; this benefits an organization and employees because it spells out how things are done and what is important (Stephen & Timothy, 2012). As Baker (2004) concludes that the short of such organizational cultures affect the employees' commitment and performance through decision making, problem-solving, and strategy formulation and finally it will be the source of organizational illness.

Organizational culture affects how people behave in an organization. It can be viewed as the unique pattern of shared values, attitudes, rituals, beliefs, norms, expectations, socialization, and assumptions of employees in the organization (Schein, 1992). Schein also defined organizational culture as it is a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problem of external adaptation and internal integration. These values are then taught to new members of the organization as the correct way to think and feel about those problems. Organizational culture is either the glue that bonds people to an organization or what drives them away. Therefore, the purpose of this study was to assess the effect of organizational culture on employees' commitment in the case of Debre Brihan Dashen brewery.

Denison and Neale (2011) defined organizational culture as "the underlying values, beliefs, and principles that serve as a foundation for an organization's management system, as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles. These authors further explain the visible and invisible aspects of organizational cultures.

The visible aspect includes working hard, proper dressing, acting friendly to customers, etc. In contrast, the invisible assumptions are values and core beliefs that are harder to observe including honesty, integrity, being ethical, going beyond expectations to satisfy customers. Dolan and Lingham (2012) also defined organizational culture as a set of values and commonly held beliefs that determine which behaviors are acceptable and expected for a given group, countries, religious and ethnic groups, and organizations all have cultures. They have also summarized some of the prominent organizational culture models as Edgar Schein Model, Deal and Kennedy Model, and Charles Handy Model. In addition, Denison's model of organizational culture was also part of this research paper. The four cultural dimensions depicted by the Denison model are involvement, consistency, adaptability, and mission which were considered for this research paper.

Involvement is building human capability, ownership, and responsibility in an organization. It also ensures the participation of employees in decision making; relies on team effort to get work done and continual investment in the development of employee's skills.

The second one is consistency which deals with defining the values and systems that are the basis of a strong culture. Consistency also provides a central source of integration, coordination, and control. Consistent organizations develop a mindset and a set of organizational systems that create an internal system of governance based on consensual support. They have highly committed employees, key central values, a distinct method of doing business, a tendency to promote from within, and a clear set of dos and don'ts.

The third one is adaptability which deals with translating the demands of the business environment into action. Organizations hold a system of norms and beliefs that support the organization's capacity to receive, interpret, and translate signals from its environment into internal behavioral changes that increase its chances for survival, growth, and development.

On the other hand, employees' commitment which is defined as the degree to which an employee identifies with the organization and wants to continue actively participating in it (Newstrom and Davies, 2002) is an interesting topic in the field of organizational behavior. Mowday et al. (1979) define Organizational Commitment as the relative psychological strength of an individual's

identification with and involvement in a particular organization. This can be characterized by three related factors: a strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization.

Allen and Meyer (1990) also proposed a three-component model of commitment, which integrated Affective Commitment, Continuance Commitment, and Normative Commitment. The Affective Commitment refers to an employee's emotional attachment to, identification with, and involvement in the organization. In other words, it refers to the extent of the emotional attachment of a person to the organization. This attachment could be due to one's role concerning the organizational goals and values, or to the organization for its own sake.

The continuance commitment refers to commitment based on the costs the employees associate with leaving the organization. The last one which is, Normative commitment, refers to employees' feelings of obligation to remain with the organization. This type of commitment will be influenced by an individual's experience both before cultural socialization and following organizational socialization entry into the organization. For this study, the researcher used the definition of Allen and Meyer which is found more suitable.

Many researchers, in their respective studies, have found out that organizational culture was related to employees' commitment. Among them, Lau and Idris (2001) found that organizational commitment is influenced by cooperating culture because it reflects the relative strength of employees' attachment or involvement with their organization.

Deal and Kennedy (1982) also argue that corporate culture affects the commitment of employees within the organization and the strength of organizational commitment is correlated with the strength of corporate culture. A strong corporate culture enables employees to understand the goals of the organization, and as they work towards organizational goals, their level of commitment increases. According to Drenth, Thierry, and Wolff (1998), a positive relationship exists between a high level of organizational commitment and organizational culture. Nystron (1993) in his study also found that a significant correlation exists between organizational culture and organizational commitment.

This study was conducted to assess the organizational culture based on Denison's cultural model which involves the four cultural dimensions (involvement, consistency, adaptability, and mission) and its relationship with employees' commitment in the case of Debre Brihan Dashen Brewery. It

was also intended to identify which organizational culture dimension/s would be significantly correlated with employees' commitment by keeping because of understanding the concept of organizational culture and employees' commitment and, the positive relationship between culture and commitment.

1.2. **Statement of the problem**

This study was conducted to analyze the organizational culture based on Denison's cultural model which involves the four cultural dimensions (involvement, consistency, adaptability, and mission) and its relationship with the three-component model of employees' commitment (Affective Commitment, Continuance Commitment, and Normative Commitment) in the case of Debre Brihan Dashen Brewery. The researcher has also planned to identify which organizational culture dimension would be significantly correlated with employees' commitment by keeping because of understanding the concept of organizational culture and employees' commitment asserted by different researchers.

Masoumeh & Kalahari (2017) showed that the establishment of the promising organizational culture in the research population and the resulting increase in their commitment requires that the authorities and managers use the new character of the organizational culture and improve it among their people.

In Ethiopia, the present-day brewery Industry is increasing in number and the competition among Industries is getting great attention. Thus, the workforce and human resource systems to produce corporate-level competencies that create sustainable competitive advantage are the key factors of winning the competition. They need to have employees who are excited about their work and strive to take their organization to greater heights. Accordingly, to Astir (2012), organizational commitment is very important for managers in organizations either government organizations or the private sector for their success. In addition, the organizational culture is related to employees' commitment toward their organization and the nature of influence that organizational culture has upon the organizational commitment of employees within the organization and is better to be studied so that it would encourage the organizational commitments.

A specific empirical study of organizational culture on employees' commitment in the brewery industry, particularly in Ethiopia is somehow limited and that is why the researcher desired to study and try to fill the gap of brewery industry sector selected to undertake in this study.

Debre Berhan Dashen Brewery is owned by Share companies. These Brewery is facing competition from other private Breweries operating in Ethiopia. Hence, Debre Brihan Dashen Brewery needs to have an organizational culture that enables employees to be committed and loyal to the brewery so that it can be a competitive advantage. This brewery position concerning the dimensions of organizational culture such as involvement, consistency, adaptability, and mission and their effect on employees' commitment was studied.

Though various studies have been done in the past related to the relationship between organizational culture on employee commitment or job satisfaction and the relationship between organizational culture dimensions and employees' commitment, they came up with some different findings.

Furthermore, as far as the researcher's knowledge is concerned, no similar research has been conducted on the issue taking Debre Birhan Dashen Brewery as a case study on the effect of organizational culture on employees' commitment. Therefore, studying the organizational culture based on Denison's cultural model dimensions (involvement, consistency, adaptability, and mission) and its effect on employee's commitment (Affective Commitment, Continuance Commitment, and Normative Commitment) their effect on it was required in Debrebirhan Dashen Brewery. This might help the brewery to enrich its organizational cultural practice to adjust its focus on the most important organizational culture dimensions that can bring employees' commitment to Debre Berhan Dashen Brewery. This study was conducted to identify the effect of organizational culture of each selected organizational culture dimension (involvement, consistency, adaptability, and mission) and its effect on employees 'commitment in Debre Berhan Dashen Brewery as the knowledge gap necessitating this research to be conducted.

1.3. **Research Questions**

The following questions would be the possible research questions to be attempted in this research.

1. What is the effect of the involvement dimension of organizational culture on employees' commitment in Debre Berhan Dashen brewery?

2. What is the effect of the consistency dimension of organizational culture on employees' commitment in Debre Berhan Dashen brewery?

3. What is the effect of the adaptability dimension of organizational culture on employees' commitment in Debre Berhan Dashen brewery?

4. What is the effect of the mission dimension of organizational culture on employees' commitment to Debre Berhan Dashen brewery?

1.5. Objective of the Study

1.5.1. General Objective of the Study

The core objective of the study was to examine the effect of organizational culture on employees' commitment to Debre Berhan Dashen brewery.

1.5.2. Specific Objectives of the Study

The specific objectives of the study were:

- To analyze the effect of Involvement on employees' commitment Debre Birhan Dashen brewery
- To identify the effect of Consistency on employees' commitment in Debre Birhan Dashen brewery
- To find out the effect of Mission on employees' commitment in Debre Birhan Dashen brewery.
- To examine the effect of Adaptability on employees' commitment in Debre Birhan Dashen brewery
- To identify which organizational culture is the most influential in the company.

1.6. Research Hypothesis

Based on the literature review and the hypothesized connections presented in the conceptual framework the following hypotheses were tested:

- H1: There is no significant relationship between employees' involvement in decision making and employees' commitment
- H2: There is no significant relationship between consistency and employees' commitment
- H3: There is no significant relationship between organization adaptability and employees' commitment

- H4: There is no significant relationship between employees' mission with organizational employees' commitment.

1.7. Significance of the Study

Organizational culture is one of the critical factors that improve the accomplishment of organizational goals and objectives (Nongo & Ikyanyon, 2012).

Furthermore, this study will have the following significances

- Highly essential that ensuring to have highly committed employees might help Debre Birhan Dashen brewery to meet its strategic objectives and goals.
- One of the significant aims of this study might be to add value to the body of existing knowledge in organizational culture and management,
- To come up with findings that might be used to tackle problems arising from work situations.
- This study might provide adequate information on how organizational culture and values can affect employee's commitment to the company workplace.
- These study findings might be used to enrich the thinking of top management on how to develop a good image of the company through enriching the company's organizational culture and values among its employees.
- The study might also be a source of information for improving the effectiveness of Debre Birhan Dashen brewery and its employees in general.
- The study might assist Debre Birhan Dashen brewery in determining which organizational culture dimension has the highest effect on employees' commitment. This may lead to developments in workplaces to help employees become more committed to their jobs in the brewery
- The study might assist the Management of this brewery to know how effective their organizational culture is and how far their employees are committed to their job.

This study might allow policymakers of the company, firstly, to consider and revise the current organizational culture in Debre Brihan Dashen brewery, and undertaking this research is very crucial for the organization to bring relevant changes concerning culture which most affects the

organization. furthermore, the research paper may have a contribution on giving insight into how to enhance the employees' commitment in Debre Brihan Dashen brewery, at the end, the paper might identify the extent of each organizational culture's impact on employees' commitment, and by this way, it would give insight into which type of organizational culture is to be used. Moreover, it might pave the way for future studies in the area of organizational culture assessment.

1.8. Scope of the Study

This research focused on Debre Brihan Dashen brewery with specific reference and intended to reflect the effect of organizational culture on employee commitment. In terms of a conceptual framework, this research analysis focused on the model of organizational culture as defined by Daniel Denison (2010) because the model is based on behavior, designed and created within a competitive business market, uses business language to explore business-level issues, linked to bottom-line business results, and applicable to all levels of the organization. Accordingly; the model encompasses four major organizational culture dimensions: involvement, consistency, adaptability, and mission.

Regarding the methodology, quantitative approaches were applied as the ease of quantitative method was appropriate to examine the relationship between two or more variables in the study. Concerning the research design, an explanatory research design was adopted. This research covers a total of six months' duration, which was started at end of December 2020 and the final thesis paper might be submitted in June 2021.

1.9. Limitation of the Study

Currently, it seemed that it was difficult to get back the questionnaires as intended. In addition, because of the boring nature to fill the questionnaire, respondents might simply rate without reading the concept of the items. Another limitation was an important type of culture for one person might not necessarily be so important for another and vagueness may be created.

Moreover, the pandemic diseases, COVID -19 might have created fear in respondents while collecting the data. In light of this, the respondent's agreement on employee commitment items may be influenced due to the diseases.

To minimize this limitation, the researcher used different strategies like an open discussion with the company's manager and department heads about the importance of this study.

1.10. Definitions of Key Terms

The following are definitions of terms used throughout this research paper:

Organizational culture refers to the underlying values, beliefs, and principles that serve as a foundation for an organization's management system, as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles (Denison and Neale, 2011).

Involvement is building human capability, ownership, and responsibility in an organization (Denison and Neale, 2011)

Consistency deals with defining the values and systems that are the basis of a strong culture in an organization (Denison and Neale, 2011).

Adaptability deals with translating the demands of the business environment into action. (Denison and Neale, 2011)

Mission is defining a meaningful long-term direction for an organization (Denison and, 2011)

Employee commitment is a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue membership in the organization (Meyer and Allen, 1997)

1.11. Organization of the Study

This study covers five chapters. The first chapter provides the background of the study, the background of the organization, statement of the problem, objectives of the study, significance of the study, the scope of the study, limitation of the study, and definition of key terms. Chapter two contains a review of the related literature on the concept of organizational culture, different types of models of organizational culture and their dimension, the concept of employee organizational culture characteristics, organizational culture, level of organizational culture, the importance of organizational culture, models of organizational culture, the concept of employees' commitment, Empirical Literature Review and Conceptual framework. The third chapter offered research design, data sources and types, sampling design and sample size, data collection instrument, data

collection procedures, methods of data analysis, validity and reliability, and ethical considerations. Chapter four describes the findings of analysis and interpretation on the relationship of organizational culture and employee commitment and finally, the fifth chapter gave highlights on the implications based on the results; it included a summary of major findings, conclusions, recommendations, and final suggestion for further research.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

This study was afforded an insight to readers about the theoretical understanding of the topics under this study. In line with the objectives of the study, the chapter covers topics related to the theories and concepts of organizational culture and employees' commitment. In addition, the chapter includes empirical reviews on the effect of organizational culture on employees' commitment. Furthermore, the conceptual framework and hypothesis test of the study is presented at the end of this chapter.

2.1. THEORETICAL LITERATURE REVIEW

2.1.1. CONCEPT OF ORGANIZATIONAL CULTURE

The definitions of organizational culture are inconsistent and vary from scholar to scholar and from expert to expert. The concept of culture originated from the blend of many disciplines like organizational psychology, social psychology, and social anthropology. They have produced a literature-rich in descriptions of an alternative cultural system containing profound implications for managers working outside their native countries (Kotter & Hackett, 1992). Although there is no accepted universal definition for the concept of organizational culture, there seems agreement on the impact of culture on organizational effectiveness. Thus, it is better to see some of the definitions of organizational culture. For instance, Mullins (2004) defined organizational culture as reflecting the underlying assumptions about the way work is performed; what is 'acceptable and not acceptable; and what behavior and actions are encouraged and discouraged. In a similar vein, Schein (1984) defined the term organizational culture as follows:

Organizational culture is the pattern of shared basic assumptions – invented, discovered, or developed by a given group as it learns to cope with its 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 concerning those problems. This definition captures the difficulty that organizations face in reconciling the divergent goals and actions of their members while simultaneously recognizing the difficulty of that challenge

(Sawner, 2000). Similarly, Denison (1990) defines organizational culture as “underlying beliefs, values, and assumptions held by members of the organization, and the practices and behaviors that exemplify and reinforce them.” In Denison's definition, we can understand that the beliefs, assumptions, and values of the people are what organizational culture means. In a similar vein, 2001 defined organizational culture as a “Distinctive collection of beliefs, values, work styles, and relationships that distinguish one organization from another.” Even though the concepts are defined differently by different scholars and they have one central theme i.e. culture is the identity of a given organization that binds members of the organization for the realization of the desired goals.

As per various investigators, organizational culture has the following characteristics: socially constructed, historically determined, related to anthropological, soft, and difficult to change (Hofstede et al., 1998). It also can be divided into visible and invisible parts. The visible parts (symbols, heroes, and rituals) of a culture are the practices of the organization, while the invisible parts are the values of the organization. Only the visible parts of an organization can be changed by anyone's plan (Hofstede, 1998).

As a comprehensive concept that includes belief, ideology, custom, norm, tradition, knowledge, and technology, organizational culture is an essential factor that influences the behavior of an organization and its members (Li, 2013). In this study, organizational culture is conceptualized using the Competing Values Framework Approach (CVF) by Cameron & Freeman (1991). CVF provides a method for helping managers and their organizations analyze their culture and develop reliable and valid measurement tools, and thus, it is widely used as a framework to diagnose organizational culture. Competing Values Framework Approach (CVF) yields four cultural types: Clan (collaborate), market (compete), adhocracy (create), and hierarchy (control). The overview of each culture type is presented under types of organizational cultures.

According to Nongo (2012) stated that culture is critical to understanding any society or group. Groups can shape, influence, and determine group members, outlooks, viewpoints, outputs, attitudes, and indeed behaviors. Nelson and Quick (2013) stated organizational cultures as “a pattern of basic assumptions that are considered valid and that are taught to new members as a way to perceive, think and feel in the organization”. Organizational cultures are an important aspect of any company's environment and afford employees with the necessary tools to incorporate themselves into the overall organizational dynamic; however, most organizational

cultures are overwhelmed with dysfunctional changing aspects that have stemmed from a dysfunctional personality of a key leader in their environment. Organizational culture is well viewed as one of the unique characteristics that distinguish successful organizations from others (Berson, Oreg, & Dvir, 2008). Therefore, understanding the concept of organizational culture is a critical task for leaders because of its great impact on different aspects of organizational behavior. Forgetting organizational culture in plans for any changes within the organization would yield unexpected and undesirable consequences (Cameron & Quinn, 2011). Schein, (1985) defined organizational culture as an outline of basic assumptions created, discovered, or developed by a group because it deals with difficulties of external adaptation and internal cooperation that has worked well enough to be considered valid and, to be accomplished to new members as the correct way to recognize, think and feel concerning those processes.

Organizational culture refers to a method of shared meaning believed by members that distinguish the organization from other organizations (Robbins and Judge, 2013). It is very important to note that leaders shape and reinforce culture by what they pay attention to, how they behave, how they allocate rewards, and how they hire and fire individuals (Nelson & Quick, (2013), even though organizations have always had cultures, managing these cultures has been a challenging and ambiguous task for business leaders. Cameron and Quinn (2011) argue that organizational culture has a strong association with the organization's sense of uniqueness, its values, mission, aims, goals, and ways of building shared values.

Wambugu, (2014) stated that organizational culture includes the unwritten customs, behaviors, and beliefs that regulate the rules of the game for decision-making, empowerment, structure, and power. It's constructed on the shared history and traditions of the organization combined with current leadership values. As result, culture orders the way we do business here and the organizational existence tactics that facilitate integration and personal success. From this definition, if there is a strong organizational culture, employees do things because they believe it's the right thing to do and feel they'll be rewarded for their actions.

Jahmurataj (2015), organizational culture in the enterprise is very important in managing the quality as a complete system of norms, values, performance, socializing, and elements that determine a characterized system at the enterprise. Certain types of cultures are additional ready and inclined for change that is invited by time. Even though request to define a certain culture or to identify possible fields that are related with initiatives of change. According to Robbins and

Judge (2013), culture is transmitted to workers in several forms such as stories, rituals, symbols, and languages.

Robbins and Judge, (2013) identified the three methods that culture can be shaped. First, founders hire and keep only employees who think and feel the equivalent way they are doing. Second, they instruct and socialize these employees to advertise their way of thinking and feeling. And lastly, the initiator's behavior inspires employees to categorize with the man internalize their beliefs, values, and assumptions. Moreover, Robbins and Judge (2013), include topics on how organizations survive and transfer organizational culture. Thus, selection practices, the actions of top management, and socialization methods are the three forces that play an important part in sustaining a culture. The authors also state that many organizations use stories, rituals, material symbols, and language as means to transmit culture to employees.

2.1.2. Characteristics of Organization Culture

Each of those characteristics exists on a continuum from low to high. Appraising the organization on them, then, gives a complex picture of its culture and a basis for the common understanding members have about the organization, how things are done in it, and the way they are supposed to behave (Robbins & Judge, 2013). Innovation and risk-taking are the extents to which employees are interested to be innovative and risk-taker. Attention to detail the degrees to which employees are expected to display precision, analysis, and attention to detail.

Outcome orientation is the extent to which management focuses on the outcomes rather than on the techniques and processes used to attain them. People orientation is the degree to which management decisions take into consideration to know the effect of outcomes on people within the organization. Team orientation is the extent to which work activities are organized around groups or teams rather than individuals. Aggressiveness is the degree to which people are aggressive and competitive rather than relaxed. Stability is also the degree to which organizational activities emphasize preserving the recognized order in contrast to growth.

2.1.3. Levels of Organizational Culture

Organizational culture exists on several levels, which differ in terms of visibility and resistance to change. When it comes to changing the culture of the organization, it becomes difficult to determine which are the more, and which are the less important elements that help shape an organization's culture. Hofstede (1990) developed a four-layered hierarchical model of culture which helps to identify and categorize the constituent elements of culture, as the least visible or deepest level is that of basic shared assumptions, which represents beliefs about reliability and human nature that are taken for granted.

The next level of culture is that of cultural values, which represent collective beliefs, assumptions, and feelings about what things are good, normal, rational, and valuable. Cultural values might be very different in different organizations; in some, employees may care deeply about money, but, in others, they may care more about technological innovation or employee well-being. The next level is that of shared behaviors, including norms, which are more visible and somewhat easier to change than values. The reason is that people may be unaware of the values that bind them together.

The most superficial level of organizational culture consists of symbols, Cultural symbols are words (jargon or slang), gestures, and pictures or other physical objects that carry a particular meaning within a culture (Hellriegel *et al.*, 2001:512). Although there are various other hierarchical models of culture, it is important to note that actual organizational cultures are not as neat and organized as the models seem to imply. Where there are cultures, there are also usually sub. cultures, where there is agreement about cultures, there can also be disagreements and counter cultures; and there can also be significant differences between espoused culture and culture in practice (Burnes 2004).

2.1.4. Importance of Organizational Culture

Organizational culture has many benefits to both organization and employees. Culture has a boundary-defining role and it makes distinctions between one organization and others (Robbins and Judge, 2013). They additionally stated that organizational culture takes a sense of identity for organization members and culture facilitates commitment to something larger than individual selfishness. It also improves the stability of the social organization by being a social attach that helps to carry the organization together by giving standards for what employees should say and do.

Kondalrk (2007) confirmed to answer what culture does to both employees and the organization. First, culture gives members an organizational identity; Sharing norms, values, and views give people a sense of familiarity that helps to promote a feeling of shared purpose. Then, it facilitates mutual commitment. The common purpose that grows out of shared culture tends to provoke strong commitment from all those that accept the culture as their own.

Third, it encourages systems constancy through exciting a shared sense of identity and commitment, the culture encourages lasting integration and coordination among the members of the organization.

Fourth, it shapes behavior by providing members make sense of their surroundings. An organization's culture serves as a basis of shared meaning that explains why things occur the way they are doing. Finally, it helps organizational members stick to conformity and the expected mode of behavior. So, Culture confirms that everyone thinks and behaves in a given manner.

Accordingly, culture benefits the organization as well as employees mainly as it is a sense-making and control mechanism that guides and shapes employees' attitudes/ behavior/ and brings strong commitment from all those who accept the expected mode of behavior.

2.1.5. Models of Organizational Culture

Different models by scholars have been developed until this time express the organization culture and some researchers describe different indicators and dimensions of organizational cultures. The famous scholars exploring organizations culture are as follow:

2.1.5.1. Charles Hendy's Model

The model that Dolan and Lingham (2012) discussed in detail is Charles Handy Model. Organizational building or structure is the base for this model to classify organizational culture into four:

Power: There are some organizations where the power remains in the hands of only a few people and only they are authorized to take decisions. They are those who enjoy special privileges at the workplace. They are the foremost important people at the workplace and are the main decision-makers. These individuals further sharing responsibilities with the other employees. In such a culture the subordinates haven't any option but to strictly follow their superior's instructions. The employees don't have the freedom to precise their views or share their ideas on an open forum

and need to follow what their superior says. The managers in such a kind of culture sometimes are often a fan of someone or the opposite resulting in major unrest among others.

Task Culture: Organizations where teams are designed to realize the targets or solve the main problems follow the task culture. In such organizations, individuals with common interests and concentrations come together to form a team. Each team consists of at least four to five members. In such a culture every team member has got to give equally and attain tasks within the most innovative way.

Person Culture: There are certain organizations where the workers feel that they're more important than their organization. Such organizations follow a culture referred to as person culture. In a person's culture, individuals are more concerned about themselves own self instead of the organization. The organization in such a culture takes a back seat and finally suffers. Employees just come to the office for the matter of money and never get attached to it. They are rarely loyal towards the management and never decide in the kindness of the organization. One should remember that organization comes first and everything other later.

Role culture: maybe a culture where every employee has delegated roles and responsibilities consistent with his specialization, educational qualification, and interest to extract the simplest out of him. In such a culture employees decide what best will do and willingly accept the challenge. Every individual is responsible for something or the other and has to take ownership of the work given to him. Power comes with an obligation in such a work culture.

2.1.5.2. Edgar Schein's Model

The organizational culture model that Dolan and Lingham (2012) tried to summarize Edgar Schein Model. According to Edgar Schein - Organizations don't adopt a culture during a single day, instead, it is formed in due course of your time because the employees undergo various changes, adapt to the external environment, and solve difficulties. They gain from their past experiences and begin practicing it a day thus forming the culture of the workplace. The new employees also strive hard to regulate the new culture and luxuriate in a stress-free life. Schein believed that there are three levels in organizational culture.

Artifacts: The first level is that the characteristics of the organization which may be simply viewed heard and felt by individuals cooperatively referred to as artifacts. The code of the

workers, furniture, facilities, behavior of the employees, mission, and vision of the organization all come under artifacts and go an extended way in deciding the culture of the workplace.

Values: The following level reliable with according to Schein which constitutes the organization culture is that the values of the employees. The values of the individuals working within the organization play a crucial role choose the organization's culture. The believed process and attitude of employees have a deep influence on the culture of any specific organization. The mindset of the individual related to any particular organization influences the culture of the workplace.

Assumed Values: The third level is the assumed values of the employees which can't be measured but do make a change to the culture of the organization. There are certain beliefs and facts which cannot be seen but do affect the culture of the organization. The inner aspects of attributes come under the third level of organization culture. Organizations, where female workers dominate their male counterparts, don't believe in late sittings as females aren't very comfortable with such quiet of culture. Male employees on the opposite hand would be more aggressive and wouldn't have any problems with late sittings. The organizations follow certain practices which are not discussed often but understood as their own.

2.1.5.3. Deal and Kennedy's Model

Dolan and Lingham (2012) tried to summarize the model as follows. The model measured organization in respect of feedback or instant response accordingly four classifications of organizational culture were developed. These are Tough-Guy Macho Culture, Work Hard / Play Hard Culture, Bet your Company Culture & Process Culture.

The first Tough-Guy Macho Culture whereby response is fast and the rewards are high. This often applies to fast pace financial activities like brokerage and its very stressful culture during which to work.

Secondly, the work hard culture is characterized by few risks being taken, all with rapid feedback. This is typical in huge organizations, which struggle for high-quality customer service.

Thirdly, bet your Company Culture in which big risks decisions are taken, but it may be years before the results are known. Typically, these might involve development or exploration projects, which take years to come to completion, such as oil prospecting or military aviation.

Fourthly, Process Culture occurs in organizations where there is little or no feedback and the people become doubtful about how things are done not with what is to be achieved. This is often associated with bureaucracies.

2.1.5.4. Hofstede's Model

Another author, Hofstede (1984) organization culture refers to the various ideologies, beliefs, and practices of an organization that make it different from others. The culture of any workplace decides how employees would behave with one other or with the external parties and also decides their involvement in productive tasks. Accordingly, there are majorly six factors that influence the culture of the workplace.

Power Distance Orientation: power distance refers to the differences in the work culture as per the power delegated to the employees. Certain organizations believe in appointing team leaders or team managers who are accountable for their respective teams and have the challenge of removing the best out of the members. The team members also have to respect their immediate boss and work as per their orders and advice. However, in some organizations, every employee is in charge of his performance. No special person is assigned to require a charge of the employees. The individuals are answerable to none apart from themselves. Every employee gets equal treatment from the management and has gone to take ownership of his /her work.

Masculinity versus Femininity: this refers to the effect of differences in male and female values on the culture of the organization. Organizations, where male employees dominate their female counterparts, will follow different policies as compared to organizations where females have a serious say within the deciding process of the organization. Male employees would be more aggressive than the females who would be more caring and soft-hearted.

Individualism versus Collectivism: It could be defined as the extent to which an organization integrates a group mentality and provides a strong sense of community within the organization. Some organizations strongly believe in teamwork. Here individuals with a common interest come together and work in a group. These organizations believe that the output is usually more when individuals exchange their ideas, discuss things among themselves to return out with innovative ideas. In such conditions, the employees share a healthy relationship and take each other's help when required.

Uncertainty Avoidance Index: uncertainty avoidance describes an organization's comfort level with risk-taking. As risk and return are mainly correlative in the business environment, it is most important for organizations to introduce a consistent level of comfort with taking risks. Uncertainty avoidance index refers to a culture where employees know how to respond to unusual and unexpected circumstances. It deals with the tolerance level of the employees in both favorable and unfavorable situations.

Long Term Orientation: this is the extent to which an organization or culture plans practically for the future or attempts to build short-term gains. Some organizations specialize in a future relationship with the employees. In such organizations, people have a gentle approach and strive hard to measure up to the expectations of the management. Employees get attached to the organization and don't check out short-term objectives. On the other hand, some organizations have employees who are more concerned with their position and image. They follow a culture where people advance during a short period and nothing is done to retain them. The employees are concerned only with their profits and targets and leave the organization when they get a better opportunity.

2.1.5.5. Denison's Model

Denison and Neale (2011) identify four organizational culture traits i.e. Involvement, Consistency, Adaptability, and Mission. These fundamental traits are stated in terms of a set of managerial practices and measured using the twelve indices that make up the model.

The first organizational trait is involvement which ensures the contribution of employees in decision making; it also depends on team effort to get work done and frequent investment in the expansion of employee's capabilities and skills. Involvement is developing human ability, possession, and obligation. Thus, organizational cultures characterized as highly involved, strongly inspire employee involvement, and build a wisdom of ownership and responsibility.

The keys of the involvement organizational culture trait are empowerment, team orientation, and capability development. First empowerment deals with individuals' power, creativity, and capability to manage their job. Team Orientation emphasis working supportively to attain common goals for which all employees feel jointly accountable. Finally, capability development

clarifies the organization persistently invests in the development of employees' skills to stay competitive and meet ongoing business requirements.

The second organizational culture trait is consistency which underlines on maintenance of the status quo by being well organized and well cohesive also the organization develops clear agreement about the right way and the wrong way to do things. In addition, consistency deals with the significant values and systems that are the basis of a strong culture. It also affords a fundamental source of integration, coordination, and control. Consistent organizations improve an attitude and a set of organizational systems that make an internal system of control based on consensual support also has a clear set of what to do and not do. Coordination and integration, agreement, and core values are keys to the consistency organizational culture traits.

Accordingly, coordination and integration clarify the ability of different functions and units of the organization to work together well to attain common goals. Organizational boundaries don't affect getting work done. The second indices are the agreements which basic level of agreement and the ability to resolve differences when they happen. The last one core values focus on which members of the organization share a set of values that build a sense of identity and a clear set of prospects.

The third organizational culture traits are adaptability represents the ability of the organization in translating the demands of the business environment into action through creating change, customer focus, and an organizational learning environment.

Adaptability deals with interpreting the demands of the business environment into action. Organizations hold a system of norms and beliefs that provide the organization's capacity to receive, interpret, and interpret signals from its environment into internal behavioral changes that increase its probabilities for survival, growth, and development. The indices of the adaptability dimension of organizational culture were delivers creating change, customer focus, and organizational learning. Creating change deals with the capability of an organization to create adaptive ways to meet changing needs. So the organization will be able to read the business environment, quickly respond to current trends, and predict future changes. Customer focus is the second indices that focus on the organization's understanding and reply to its customer and expectation to future needs. Lastly, organizational learning is imitated when an organization receives, translates, and interprets signals from the environment into opportunities for encouraging improvement, gaining knowledge, and developing competencies.

The fourth organizational culture trait is mission which involves defining an expressive long-term way for the organization. A mission delivers purpose and meaning by defining a social role and external goals for the organization. It provides a transparent direction and goals that serve to define a suitable course of action for the organization and its employees. A sense of mission consents an organization to shape current behavior by predicting a wanted future state.

Strategic direction, vision, and intent, goals, and objectives are the guides of the mission of organizational culture trait. Thus, strategic direction and intent deals with clear strategic intentions take the organization’s drive and make it clear how everybody can contribute. The second indices, goals, and objectives, stress on a clear set of goals and objectives can be connected to the mission, vision, and strategy, and afford everybody with a clear direction in their work. Finally, the vision settles that organization has a shared view of a wanted future state. It represents core values and captures the hearts and minds of the organization's people while providing guidance and direction. Denison’s model has also categorized the organizational culture dimensions as; Involvement and Consistency to determine the level of Internal Focus, while; Adaptability and Mission to determine the level of External Focus.

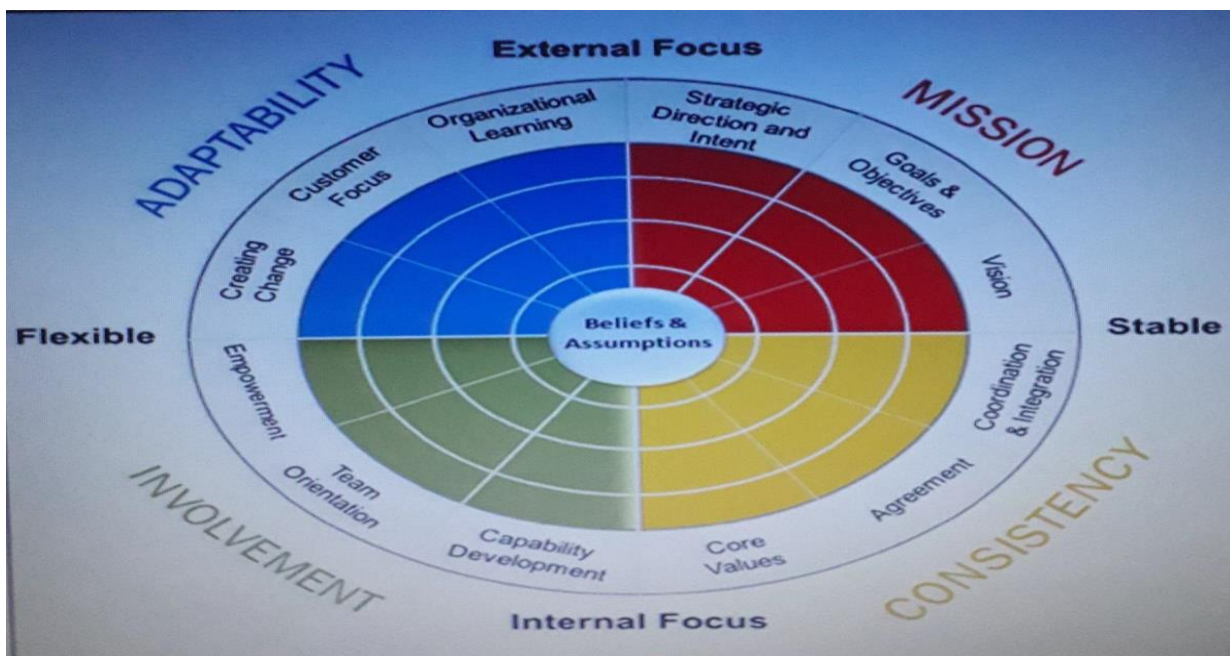


Figure 2.1. Denison, Organizational Culture Survey Facilitator guide

Source: D.R. Denison, Organizational Culture Survey Facilitator guide.

Therefore; the researcher adopted Denison's organizational culture model for this research study. As the primary objective, this study examined the influence of the organizational culture on employees' commitment in terms of Denison's four cultural dimensions: Involvement, Consistency, Adaptability, and Mission.

The reason why this model is preferred was that: The Denison Organizational Culture Model describes a theory of organizational behavior that links the strength of corporate culture to bottom-line employees' commitment and also highlights both the need of the employees' internal integration and the importance of the external adaptation process, providing an opportunity to shape a certain cultural profile of the organization.

2.1.6. The Concept of Employee Commitment

During the 1990s, commitment continued to be a major focus of researches. It is a psychological state that characterizes the employee's relationship with the organization. This has implications in terms of continuing his or her membership in the organization. A committed employee stays with the organization under any favorable or unfavorable circumstances affecting the organization (Meyer and Allen, 1997).

Furthermore, Newstrom and Davies (2002) defined employee commitment as the degree to which an employee identifies with the organization and wants to continue actively participating in it. Like a strong magnetic force attracting one metallic object to another, it is a measure of the employee's willingness to remain with a firm in the future. It often reflects the employee's belief in the mission and goals of the firm, willingness to expend effort in their accomplishment, and intentions to continue working there.

Luthans (1995) also explained that, as an attitude, commitment is most often defined as a strong desire to remain as a member of a particular organization; a willingness to exert high levels of effort on behalf of the organization; and a definite belief in and acceptance of the values and goals of the organization. In other words, this commitment is an attitude about employee's loyalty to their organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and well-being.

Employee commitment according to Herscovitch and Meyer (2002) can also be deemed as the degree to which an employee identifies with the goals and values of the organization, and is willing to put in efforts to help the organization to achieve these goals.

According to Meyer and Allen (1997), a committed employee is the one who stays with the organization through thick and thin, attends work regularly, puts in a full day (and maybe more), protects the company's assets, shares company goals, and others. Thus, having a committed workforce would be an added advantage to an organization. Moreover, they said that commitment is a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue membership in the organization. In trying to measure commitment, Allen and Meyer (1990) also proposed a three-component model of commitment, which integrated affective commitment, continuance commitment, and normative commitment. The affective commitment refers to an employee's emotional attachment to, identification with, and involvement in the organization. In other words, it refers to the extent of the emotional attachment of a person to the organization. This attachment could be due to one's role concerning the organizational goals and values, or to the organization for its own sake.

The continuance commitment refers to commitment based on the costs the employees associate with leaving the organization. As such, in this type of commitment, the fewer viable alternatives employees have, the stronger will be their continuance commitment to their current employer. Normative commitment refers to employee's feelings of obligation to remain with the organization. This type of commitment will be influenced by an individual's experience both before cultural socialization and following organizational socialization entry into the organization. For this study, the researcher used the definition of Allen and Meyer which is found more suitable.

2.1.6.1. Types of Employee Commitment

According to the preceding paragraph, Allen and Meyer (1990), proposed three-component types of employee commitment as affective commitment, continuance commitment, and normative commitment, will be explained as follows.

2.1.6.1.1 Affective Commitment

It describes an employee's emotional attachment to, identification with, and involvement in the organization and its goals. It results from and is induced by individual and organizational value congruency. Organizational members, who are committed to an organization on an affective

basis, continue working for the organization because they want to do for the organization's goal achievement (Meyer & Allen, 1991).

Mowday, Porter and Steers, (1982) also said that an individual who is affectively committed or emotionally attached to the organization, (i) believe in the goal and values of the organization, (ii) works hard for the organization, and (iii) intend to stay with the organization.

Robbins and Judge (2008) also defined affective commitment as the degree to which an individual is psychologically bound to an organization that employs it through feelings such as loyalty, affection, as it agrees with organizational goals. Based on his definition, the affective commitment of an individual relates to the emotional bond or identification with the organization, assumes that the problem faced by the employee is an employee's problem, and the employee feels part of the organization. Thus, employees with strong affective commitment will continue to work within the organization because they want to do so.

2.1.6.1.2 Continuance Commitment

Continuance Commitment exhibits the individual's awareness of the costs of leaving an organization. Meyer and Allen (1991) specified that an individual who has the most important connection with the organization is based on continuance commitment stay with the organization simply because they have no choice.

Robbins and Judge (2008) also defined continuous commitment as it is based on losses when leaving the organization, which is often interpreted as a calculative commitment. In other words, an employee has a strong continuous commitment because they feel they need it and there is considerable loss of costs when leaving (such as retirement, status, seniority), or difficulty finding alternative employment elsewhere.

2.1.6.1.3 Normative Commitment

Normative commitment is the sense of moral obligation to remain in an organization. It is expressed by the extent to which an employee feels obliged to make personal scarification and not criticize the organization. Meyer and Allen (1997) explain normative commitment as a feeling of obligation to continue employment. Besides, Marsh & Mannari (1977) defined the normative aspect as it develops an individual's perception of their moral obligation to remain with a specific organization, irrespective of how much status improvement or fulfillment the organization gives

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

According to Robbins and Judge (2008), normative commitment is the belief of the employee that he or she feels to be living or staying in the organization because of personal loyalty, so that employees with high normative commitment will persist in the organization because they feel they have to do, by obeying the rules set by the organization and not make an effort to leave the organization.

2.2. Empirical Literature Review

2.2.1. Involvement and Employee Commitment

Nongo and Ikyanyon, (2012) stated that involvement and commitment have a significant and positive relationship. This means that employees are committed to their organizations when they are empowered and involved in decision-making. The main success factors for organizations today are employee empowerment, teamwork, and employee development. These enable managers and employees to be more committed to work and feel that they own a piece of the organization. People at all levels feel that they have at least some participation in decisions that will affect their work and that their work is directly connected to the goals of the organization. Similarly, Singh and Verghese (2015) investigated the impact of employee involvement on employees' commitment. The researcher found out that there is a significant positive relationship between employee involvement and employees' commitment. Seeking suggestions from employees, listening to their grievances, and involving them in the decision-making process of the organization to a certain extent can ensure employees' continuous involvement thus employees feel to be involved in the organization.

Firuzjaeyan and Sadeghi (2015) found out that involvement is one of the most important dimensions of organizational culture and it has a great role in the fulfillment of employees' commitment to teachers. Mersen B. (2016) finding shows that involvement has a moderate level of correlation with employee commitment, which means that employees are committed to their organizations when they are involved in decision making, and also a sense of ownership results in a greater commitment to the organization. Furthermore, teamwork, investment to develop the

skills of employees, room to receive inputs from organizational members enhances both the implementation process and employee commitment.

This implies that people's involvement in work helps their intention to stay in the workplace. The employees' involvement means using them in decision making and this leads to the stability of their commitment.

2.2.2. Consistency and Employee Commitment

Nongo and Ikyanyon (2012) found out that there was no significant and negative relationship between consistency and commitment. As much as organizations try to preserve a strong culture by being highly reliable, well-coordinated, and well-integrated, this does not have a significant effect on the level of employee commitment. In other words, employees prefer to be given the freedom to do the job rather than being compelled to do it rigidly. Hence, the researcher concludes that the key success factor for organizations today is flexibility rather than consistency. On the other hand, the research finding by Firuzjaeyan and Sadeghi (2015) revealed that there is a positive relationship between consistency and employees' commitment in which coordination and integration, agreement, and fundamental values as a component of consistency increase employee commitment to providing efficient and effective work. Consistency doesn't have a significant effect on employee commitment. Hence, as much as organizations try to maintain a strong culture by being highly consistent, well-coordinated, and well-integrated; this does not have a significant contribution to the level of employee commitment (Mersen, 2016).

On the contrary, research finding by Mousa M. (2017) consistency tends to be the most influential trait in terms of normative commitment. Hakim (2015) stated that an indicator of the most powerful in shaping the organizational culture variable is stability (consistency). It means that cultural values that established the most attention in the activities of the organization, which emphasizes the maintenance of the status quo as a contrast to the growth will have a positive effect on employees' commitment.

2.2.3. Adaptability and Employee Commitment

Adaptability forecasts employee commitment more than any other corporate cultural variables. Employees are highly committed to organizations that adapt to changing. Companies should encourage innovation and teamwork among employees. This may enable employees to adapt in an environment of change by improving their level of commitment (Nongo & Ikyanyon, 2012)

Similarly, employees revealed the highest employees' commitment when they perceived higher learning culture (adaptability traits) which includes a culture of creating, acquiring, and transferring knowledge and also quickly react to current trends, and anticipate future changes. Mersen (2016) found out that Adaptability is the most contributing organizational culture trait in the prediction of employee commitment in Ethiopian Airlines.

Masouleh and Allahyari (2017), found a focus on the relationship between organizational culture and commitment among faculty members of Islamic Azad University, Rasht, Iran. Based on the results, the Islamic Azad University of Rasht Branch possesses an Average organizational culture and needs to improve. Adaptability factor has the highest factor loading and an important role in organizational culture improvement.

2.2.4. Mission and Employee Commitment

Denison and Neale, (2011) stated that mission provides purpose and meaning by elaborating a social role and external goals for the organization. And also mission provides clear direction and goals that serve to define an appropriate course of action for the origination and its members which increases the level of employee commitment to the organization. Mersen's (2016) finding implies that the existence of a positive relationship between mission and employee commitment in Ethiopian airlines.

On the other hand, Nongo and Ikyanyon (2012) found no significant relationship between mission and commitment. This means that employees' identification with the purpose, mission, and goals of the organization does not bring a commitment to the organization. But companies should define the mission of their organization clearly and communicate the same to employees at all.

According to Abebe (2020) findings Depending on the results of the study, conclusions were made based on the effect of organizational culture on employee's commitment to the commercial bank of Ethiopia Bahir Dar branches. The results almost support the theory that organizational culture affects employee's commitment. From the correlation analysis of this study, the researcher concluded that involvement is positively and significantly correlated with employee commitment. Whenever employees are involved in decision making, co-operated with each other, gotten training and development, and are delegated to higher positions they become more committed to their organization. Moreover, as the organization adapts new ways of doing tasks, coordinates

different departments to create changes, reacts to competitor's actions, considers customers as everything for the business, and encourages innovations with their risks employees become more committed to the organization.

Besides this, the study also added some points, when the organization develops a clear mission, strategic directions, long-term purpose, and direction and sets ambitious and realistic goals for employees to become more committed in their organization. In addition, when the organization creates a motivating vision and agrees on the goal of the organization with employees, they will become highly motivated.

However, whenever the organization maintains the status quo through coordination and integration, employees will not be motivated. That means they need a flexible way of doing rather than rigidity. As seen from the findings, adaptability had the strongest positive and statistically significant correlation with employee's commitment.

The other two organizational culture dimensions: mission and involvement ranked second and third depending on their correlation level. Relatively, consistency has the lowest correlation with employee commitment. Besides, the result from multiple regression analysis indicated that involvement, mission, and adaptability have positive and statistically significant contributions to employee commitment. When the organization develops a strong mission, involvement, and adaptability, employees become more committed. On the contrary, consistency has a negative approach to zero and an insignificant relationship with employee commitment.

Moreover, the researchers concluded that organizational culture caused an 82.0% variation in employee commitment. On the contrary, the remaining 18.0% of the variation is caused by other factors that have not been considered in the study.

2.3. Conceptual Framework

Denison (2011) developed a model which highlights four key organizational culture dimensions (involvement, consistency, adaptability, and mission). Moreover, the model portrays the correlation between cultural dimensions and organizational effectiveness measures which includes employee satisfaction, return on investment, product development, etc. The researcher then found out that nearly all of the underlying organizational dimensions showed a significant and positive correlation with organizational effectiveness. Denison's model of organizational

culture is a base to select the four cultural traits emphasized under this study and had been modified to see the effect of the four cultural traits on employee commitment.

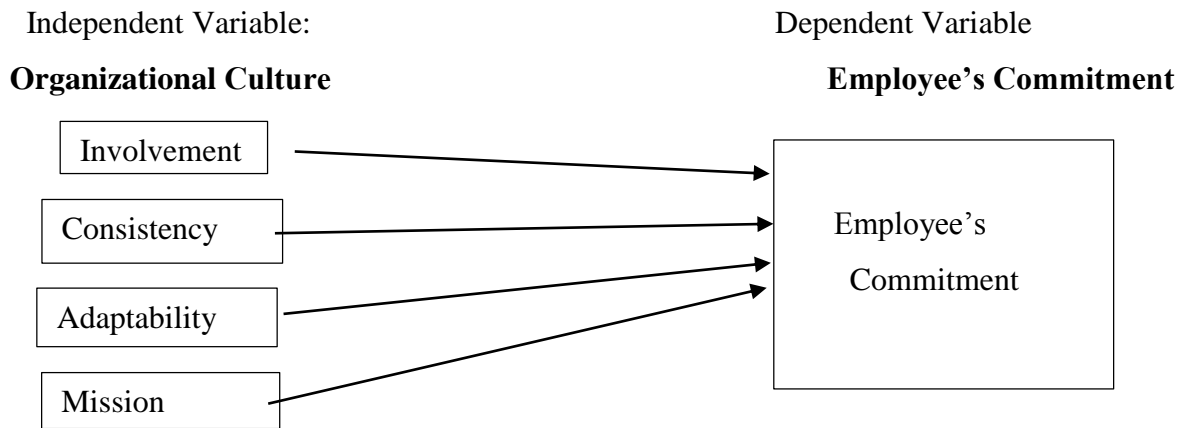


Figure 2.2: - Conceptual framework

Source: Adapted from Mersen Bizuneh (2016)

CHAPTER THREE

3. RESEARCH METHODOLOGY

This chapter presents a detailed discussion about the type of research design employed in the study. Moreover, topics related to the sample size, sampling techniques, method of data collection, data analysis, and interpretation tools were included. Explanation about validity, ethicality, and reliability of study was also part of this chapter.

3.1. Research Design

For achieving the study objectives, the researcher employed an explanatory research design to examine the relationship which exists between each organizational culture dimension and employees' commitment. Different works of literature and empirical studies were reviewed to gain insights and background information about the effect of different types of organizational culture traits (involvement, consistency, adaptability, and mission) on employees' commitment. Causal or explanatory research designs are those where the researcher tests the hypotheses of causal relationships between variables. Explanatory research design emphasizes studying a situation or a problem to explain the cause and effect relationship between variables (Saunders, Lewis, and Thorhill, 2009). Therefore, this study aimed to examine the causal relationship between organizational culture and employees' commitment, and therefore the study followed an explanatory research design.

Different works of literature were being reviewed to gain insights and background information about the relationship between organizational culture and employees' commitment. This helped in designing the questionnaire and also for better understanding the problem of the study. Accordingly, a self-administered and close-ended questionnaire with a pre-determined 5-point Likert scale for a response was distributed for the target sample employees of Debre Brihan Dashen brewery; for which the research used Stratified random sampling technique to select the sample employees.

In this research quantitative research design was used to examining the relationship among the variables. So that numbered data was analyzed using quantitative data analysis.

Accordingly, case study research technique with quantitative research design, whereby closed-ended questioners with pre-determined scale for a response was used to collect data from Debre Brihan Dashen brewery on sampled permanent employees.

3.2. Source of Data

The primary data was collected from Debre Brihan Dashen Brewery through the use of the questionnaire. The total number of 216 permanent employed workers with work experience of two or more years who are working in this brewery would be a total population for the sampling method. The questioner is adopted from the Denson model and it is a self-administered and structured questionnaire to the sample employees working in might have created Dashen Brewery. The questionnaire applied for collecting the primary data has the title of “Organizational Culture and Employees commitment questionnaire.

3.3. Background of the Organization

The retention of employees is significant to the development and the accomplishment of an organization's goals and objectives. Retention of employees can be a vital source of competitive advantage for any organization. Today, changes in technology, global economics, and trade agreements, are directly affecting employee and employer relationships. Recently, the loyalty of the employees is very important for any business organization to be successful. The loss of talented employees may be very detrimental to the Debre Berhan Dashen Brewery Pvt Ltd's future success. Outstanding employees may leave an organization because they become dissatisfied, poorly paid, or lacking in enthusiasm and while trying to retain employees within the organization. They may demand higher wages, and may not act under organization practices, and interact well with their co-workers or comply with their manager’s directions.

3.4. Research Approach

To meet the study objectives, this research adopted a quantitative type of research approach which encompasses quantitative methods. The quantitative method is appropriate to examine the relationship between two and more variables in this study and is mainly relevant for theory testing.

3.5. Target Population

As the issue under inquiry is an administrative and strategic matter, the participants should have exposure to such issues in the case of this organization. Accordingly, the researcher used preliminary observation to identify the right respondents who have pertinent knowledge, experience, and ability to respond to the research questions. Thus, the researcher might select professionals of different disciplines. Professional employees refer to employees who have administrative or strategic exposure in the business and possess at least a Diploma in educational qualification.

Moreover, Semi-professional employees are those who are engaged in low-level tasks which have very less administrative and no strategic decision exposure. Those employees who are at the lower levels like secretary, accountant, machine operator or equipment Operators, supervisors and team leaders and the like positions were part of this study. On the other hand, professional employees whose work experience is greater than two or more years make up the target population of the study as they have experience in the organizational culture of this firm. Those, the response from such diverse professionals on the relation between the dependent (employees' commitment) and independent variables (organizational culture) enables to avoid common respondent bias and also to have more reliable data.

3.6. Sampling Design and Sample Size

3.6.1. Sampling

The population is the total collection of objects, people and even events to be studied (Walliman, 2011). The target populations for this study will be permanent employees of Debre Birhan Dashen Brewery whose service is greater than one year.

3.6.2. Sample Size

Debre Birhan Dashen brewery has a total number of 216 permanent employed workers whose work experience is two years and above were incorporated by sampling methods.

The total sample size was determined by using the following sampling size determination formula developed by (Kothari, C., 2004; Yamane, 1973)

$$n = N / (1 + N e^2)$$

$$n=216/ (1+216*(0.05)^2)$$

$$n=216/ (1+0.54)$$

n=140 was the research sample size.

Where

n = sample size

N = population size

e = sampling error (0.05) which is 95% of the level of confidence

According to the above formula, the total sample size would be **140** from the total number of targeted employees. /employees who have two and above years of experience in the company

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3.7. Data Sources and Types

Samples were taken as a portion of the population that attributes as the entire population in Debre Birhan Dashen brewery, by using the sampling formula the sample size was determined. The main source of data for this research was primary data that was collected from this brewery.

3.8. Data Collection Instrument

For this study, the researcher collected data through a structured questionnaire. The structured questionnaire provided five options for the respondents to select their answers. The questionnaires were administered by the researcher through personal contact. According to Babbie & Mouton (2006), using a questionnaire is advantageous because questionnaires are economical, speedy, there is no bias (as in interviewee: interviewer bias), and the possibility of secrecy and privacy encourages participants to be willing to respond on sensitive issues, and do so honestly. The questionnaire is preferred because it translates the research objectives into specific questions that were asked to the respondents.

The primary instrument for data collection in the research was a structured questionnaire which has three parts. The first part contained questions about the respondent's background. The main parts of the questionnaire (parts 2 and 3) measured the organizational culture traits of the case company Debre Brihan Dashen Brewery and the commitment of its employees respectively. Therefore, this study measured organizational culture using some items adapted from the Denison organizational culture survey (Denison, 2011). The instrument has four subscales, measuring the

four cultural traits namely: involvement, consistency, adaptability, and mission. Therefore, using a 5-point Likert scale, on which a label was given for respondents to express their level of agreement for each item among the scales and then the averages essential trait was used during data analysis and interpretation. Besides, the organizational commitment was measured by using questioner on employee's commitment by Allen and Meyer (1990). The instrument includes items that measure the employee's level of identification with their organizations on a 5-point Likert type scale ranging from 1 - strongly disagree to 5 - strongly agree.

3.10. Model Specification

The model specification can be defined as the existence of formally uttering a model. It shows the explicit change of theory into mathematical equations and involves using all the available relevant theory research and information and developing a theoretical model. The following model was proposed to run multiple linear regressions that are essential to test the effects and statistical significance level of organization culture on employees' commitment in Debre Brihan Dashen Brewery.

$$EMPCOMM = \alpha + \beta_1 INVO_i + \beta_2 CONSi + \beta_3 ADAP_i + \beta_4 MISS_i + \epsilon_i$$

Where,

EMPCOMM = Dependent variable (Employees' commitment)

α = constant

β = (Beta value) coefficient of slope of regression model

INVO = Involvement

CONS = Consistency

ADAP = Adaptability

MISS = Mission

ϵ_i = error terms

3.11. Methods of Data Analysis

The data which was collected was summarized and analyzed using descriptive and different inferential statistics using Statistical Package for the Social Sciences (SPSS). Descriptive statistics such as frequencies, percentages, means, and standard deviations were used to analyze the demographic information of the study sample. Tables were also used to increase the

understanding and facilitate easy comparison of the data which was collected from the survey. On the other hand, the data which was collected from part two and part three of the questionnaire were rated based on a 5- point Likert scale on the dimensions of organizational culture (i.e. involvement, consistency, adaptability, and mission) and employees' commitment.

Furthermore, regression analysis was also used to test the hypothesis to achieve the study objective, which focuses on identifying which organizational culture dimension has a higher contribution to the employees' commitment. When analyzing the data, organizational culture dimensions (involvement, consistency, adaptability, and mission) were considered as the independent variables whereas employees' commitment is the dependent variable.

3.12. Validity and Reliability

3.12.1. Validity

Validity is that the extent, to which data accurately reflects what they are meant to reflect, i.e., the instrument measures what was supposed to measure. Accordingly, the questionnaire was adapted from Denison and Neale (2011) and Allen and Mayer (1990), standard questions to increase their validity. Besides, the researcher discussed with the advisor about the questionnaires before it was distributed to assure the validity of the study.

Validity concerns the degree to which a questioner measures what it was intended to measure. To assure the validity of the study, the researcher took the comment from the advisor and also discussed with Debre Brihan Dashen brewery staffs about the questionnaires before it was distributed to the respondent. The questionnaire prepared includes standard questioners' s for the main variables; study questions on organizational culture by Denison's Cultural Model (Denison and Neale 2011) and questions on employees' commitment by Allen and Meyer (1990). The questionnaire was evaluated by examining feasibility during questionnaire pre-testing. The feasibility of the question was evaluated by examining participant acceptability, and the time & ease of administration.

3.12.2. Reliability

Reliability was checked for the survey instrument. Reliability analysis enables the measurement of the internal consistency of a questionnaire. There are different methods of reliability tests and for this study, Cronbach's alpha was considered. Cronbach's alpha is the most

common measure of internal consistency or reliability. According to George & Mallery (2003), the value of Cronbach’s alpha coefficient should be more than 0.7 which is an acceptable level of internal consistency or reliability.

As shown in Table 3.3 below, the coefficients for the dimensions of organizational culture traits and employees’ commitment i.e. involvement, consistency, adaptability, mission, and employee’s commitment were 0.714, 0.779, 0.725, 0.736, and 0.703 respectively, this implies that the survey instruments were on an acceptable level since their Cronbach alpha coefficient was greater than 0.70.

Table 3.3: Result of reliability for the questionnaire

No	Item	Cronbach’s alpha	N item
1	Involvement	0.714	13
2	Consistency	0.779	9
3	Adaptability	0.725	12
4	Mission	0.736	10
5	Employees commitment	0.703	16
	Grand mean	0.812	5

Source: survey, 2021

3.12. Ethical Consideration

Efforts were made to make the research process professional and ethical. To this end, the researcher tried to clarify and inform the respondents about the purpose of the study i.e. purely for academic purposes. In addition to this, the respondents were informed that their participation in the study was based on their agreement. The researcher also did not personalize any of the responses of the respondents during data presentations, analysis, and interpretation. Furthermore, all the materials that were used for this research were accordingly acknowledged. In addition to this, the researcher told the respondents the existence of secrecy and confidentiality of their information.

CHAPTER FOUR

4. DATA ANALYSIS PRESENTATION, AND DISCUSSION

4.1. Introduction

This chapter presents the analysis of the research findings obtained from the data collected through a questionnaire using Descriptive and Inferential statistics to assess the relationship between organizational culture and employees' commitment and also to identify which organizational culture dimension has a significant contribution towards employees' commitment in the case of Debre Brihan Dashen brewery. Descriptive statistics on demographic information and the study variables were presented. Pearson correlation among the variables in the study, multiple regression analysis, and one-way analysis of variance (one-way ANOVA) was also used for this study. The responses were summarized and presented as follows using tables and interpretation.

4.2 Response Rate

The researcher distributed 140 questionnaires. From 140 questionnaires 140 were returned. And of the questionnaires, all were filled. Thus, 140 questionnaires were analyzed in the study. That means the questionnaire's return rate taken for the study was 100%.

Table 4.1: - Response rate

Total Questionnaires Distributed	Questionnaires Returned	Questionnaires Unfilled and Semi Filled	Usable Questionnaires	Response Rate
140	140		140	100 %

Source: Own survey, 2021.

The response rate was 100 %. That means all questioners were returned

4.3. Descriptive Analysis on Demographic Characteristics of Respondents

In this section, the selected demographic variables such as age, sex, level of education, work experience, marital status, and employment group of workers were presented as follows. Therefore, readers might be able to understand this study easily.

Table 4.2. Descriptive Analysis on Demographic Characteristics of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Employees' sex	male	110	78.6	78.6	78.6
	female	30	21.4	21.4	21.4
	Total	140	100	100	100
employees' age	18-25	20	14.3	14.3	14.3
	26-35	98	70	70	84.3
	36-50	22	15.7	15.7	2.4
	Total	140	100	100	100
Marital status	single	52	37.1	37.1	37.1
	married	85	60.7	60.7	97.9
	Divorce	3	2.1	2.1	1.5
	Total	140	100	100	100
Educational background	Diploma (TVET)	30	21.4	21.4	21.4
	Bachelor Degree	71	50.7	50.7	72.1
	Masters	39	27.9	27.9	27.8
	Total	140	100	100	100
Length of service (in year)	1-5 years	89	63.5	61.4	65.7
	6-10 years	46	32.9	32.9	96.4
	More than 10 years	5	3.6	3.6	3.6
	Total	140	100	100	100
Occupation/ Position/Job title	Managerial	5	3.6	3.6	3.6
	non-managerial	135	96.4	96.4	96.4
	Total	140	100	100	100

Source: Own survey, 2021.

Gender of respondents

As indicated in table 4.2. shown above 21.4% of the respondents were female out of the total 140. When we summarize the age of the respondents, 20(14.3%) of them were between 18-25 years of age, 98 (70%) of them were between 26-35 years of age, and 22 (15.7%) of them were between 36-50 years.

Regarding the Marital Status of the respondents'

52 (37.1%) of them were single, 85 (60.7%) were married and the remaining 3 (2.1%) were divorced.

Service of respondents

89(63.5%) of the respondents served the brewery from 1 to 5 Years, 46 (32.9%) of the respondents had a service of 6 to 10 Years, and the rest 5 or 3.6% had served the brewery more than 10 years.

Level of Education of the respondents

most of the respondents were bachelor's degree 71 (50.7%), masters 39 or (27.9%), and Diploma/Level TVET 30 (21.4%).

Furthermore, the majority of the respondents i.e. 135 (96.4%) were in the Non-management group and the remaining 5 (3.6 %) of the respondents were management position holders which include Team Leaders, Managers, and Directors.

To summarize, 78.6% of the respondents were male employees 60.7% were married and most of them are between 25-36 years of age. Besides, 63.5% of the respondents were employees who served the brewery for less than 5 years and this shows that there was a relatively younger workforce group in the case company. When we summarize education further, the majority from the sample employees were a holder of Bachelor Degree and 96.4% of the respondents were working in Non-Management group.

4.3. Descriptive Analysis on Organizational Culture Measures

A descriptive analysis was used to calculate a grand mean and standard deviation of both the independent variables (the organizational culture traits) and the dependent variable (employee commitment). The researcher summarized the organizational culture measures and employee commitment using a 5 –point Likert scale. Hence, the mean indicates, to what extent the sample

group on average agrees or disagrees with the dimension. According to Marczyk, Dematteo, and Festinger (2005), the lower the mean, the more the respondents disagree with the dimension. The higher the mean, the more respondents agree with the variable.

Thus, the benchmark for the descriptive analysis of this study was a mean score of 3 which is the midpoint which indicates ambivalence, a mean score below three indicates lower agreement and a mean score above three, and below 4 indicates moderate (medium) agreement and above 4 indicates a strong agreement (Best and Khan, 1995). The mean values and standard deviation for each variable were presented in table 4.3 below.

As shown in the above table 4.3, involvement has a mean score of 3.626 and a standard deviation of 0.498. This implies that employees were moderately agreed that they were involved in decision making, team participation, cooperation, continuous investment is done to develop workers' skills, and the delegation was given to some employees by a higher management body.

As indicated in table 4.3, consistency has a mean distribution of 3.507 and a standard deviation of 0.595 which is relatively moderate among the organizational culture dimensions. This shows that the organization had a clear consistent set of values, ethical codes of conduct, consistent and predictable ways of doing business, and activities are accomplished with good coordination and agreement among employees.

Besides, the third variable is adaptability which has a mean distribution of 3.713 and a standard deviation of 0.460 as shown in the table above 4.3. This implies that new and improved ways of doing a business were adapted, innovations and organizational learning were encouraged and failures were viewed as opportunities for learning and improvement in the organization.

The other organizational culture trait: mission which has a mean distribution of 3.834 and a standard deviation of 0.462 which was relatively higher than the other cultural traits. This shows that the organization had a clear mission, strategic direction, long-term viewpoint, agreed goals, and shared vision.

Lastly, the dependent variable that is employee commitment has a mean distribution of 3.341 and a standard deviation of 0.357. This shows that most of the employees were however moderately satisfied to spend the rest of their career within the organization. From this data, the researcher could conclude that employees of the company felt that the company's problems are their own,

emotionally attached to their company, should be loyal to their company, and were not interested to leave the organization by considering as it was wrong even though extra job options were accessible.

Therefore, the researcher concluded that the respondents moderately agreed on the independent variables involvement, consistency, adaptability, and mission.

4.3.1. Descriptive Analysis on Involvement

In this section, the responses of the respondents on the first dimension of organizational culture, i.e. Involvement, were evaluated as below, using the 5 - point Likert scale.

Table 4.3: Descriptive analysis on organizational culture measures on involvement

Dimension on Involvement	N	Mean	Std. Deviation
Decisions are made at the levels where the right information is available	140	3.31	1.065
Employees believe that they can have a positive impact	140	3.79	.877
Information is widely shared so that employees can get the information they need	140	3.41	1.038
The organization gives employees' the authority and ability to manage their work.	140	3.39	1.043
The organization grants the employees greater autonomy and involves in decision making.	140	3.59	1.132
Cooperation across different parts of the organization is encouraged	140	3.65	1.112
Teamwork is used to get work done, rather than hierarchy	140	4.16	.830
Employees work like they are part of a team	140	4.13	.886
cooperation is well-practiced in this brewery while performing employees' duties.	140	3.34	1.136
This brewery places much value on employees working cooperatively towards achieving the common goals of the organization	140	3.71	1.128
There is a continuous investment to develop the skills of employees	140	3.39	1.043
The capabilities of employees are viewed as an important source of competitive advantage	140	3.59	1.132
Authority is delegated so that employees can act on their own	140	3.71	1.128
Total		3.626	1.042

Source: Own Survey data 2021

One of the organizational culture traits is involvement, in this survey it scored a higher mean (3.626) standard deviation of 1.042 as compared to other variables. This implies that most respondents agree on employees' involvement in practice. Specifically, the company encouraged cooperation across Teamwork is used to get work done, rather than hierarchy which is asserted by its highest mean score (4.16). The item with the lowest mean score (3.31) refers to decisions are made at the levels where the right information is available has an information-sharing gap to the employees.

4.3.2. Descriptive Analysis n Consistency

A discussion was made here below on the responses obtained from the respondents through the structured questionnaire on the second dimension of organizational culture, i.e. consistency, in the case of Debre Berhan Dashen Brewery.

Table 4.4: Descriptive analysis on organizational culture measures consistency

Dimension on consistency	N	Mean	Std. Deviation
Managers "practice what they preach"	140	3.29	1.116
There is a consistent set of values that govern the way the company does business	140	3.72	0.866
There is an ethical code that guides employees' behavior and tells right from wrong	140	3.31	1.144
When disagreements occur, employees work hard to achieve "win-win" solutions	140	3.41	1.032
There is a clear agreement regarding the right way and the wrong way to do things	140	3.78	0.730
It is easy to reach a consensus, even on conflicting issues	140	3.58	0.975
Employees from different parts of the organization share a common perspective	140	3.64	1.080
It is easy to coordinate projects across different parts of the organization	140	3.44	1.006
The approach to doing business is very consistent	140	3.39	1.063
Grand mean	140	3.507	1.001

Source: Own Survey data 2021

Consistency scores a mean of 3.507 This indicates that the majority of respondents have relatively moderate agreement on the measures of consistency. Though employees agreed on the existence of “there is a clear agreement regarding the right way and the wrong way to do things’, respondents select neither agree or disagree on the two measures of consistency these are; Managers practice what they preach" and “It is easy to reach consensus, even on conflicting issues”. This doesn’t have a positive implication that the employees perceived some members of the management team don’t walk what they talk.

4.3.3 Descriptive Analysis on Adaptability

The responses on the next dimension of organizational culture i.e. adaptability using the 5-point Likert scale was also evaluated here below.

Table 4.5: Descriptive analysis on organizational culture measures of Adaptability

	N	Mean	Std. Deviation
Improved ways to do work are continually adapted	140	3.38	1.109
Different parts of the organization cooperate to create change	140	3.61	0.941
Dashen brewery responds to competitors actions and other changes in the business	140	3.56	0.938
The way things are done in this brewery is very flexible and easy to change.	140	3.38	1.109
Customers comment leads to changes and influences decision making	140	4.01	0.782
Employees understand customers wants and needs	140	4.15	0.645
"Customers inputs directly influence company’s decision	140	3.98	0.826
The interests of the partner seldom get ignored in our decisions	140	3.68	0.976
The interests of the partner seldom get ignored in our decisions	140	3.43	1.026
Innovations are encouraged	140	3.593	0.995
Learning is an important objective in the day-to-day work of the company	140	4.110	0.811
This Brewery view failure as an opportunity for learning and improvement.	140	3.68	1.061
Grand mean		3.713	0.935

Source: Own Survey data (2021)

Next to consistency, the mean score is higher (3.713) was adaptability. Furthermore, two of the factors customers want and comments have a great influence on the decision making of the organization, and Employees understand customers' wants and needs, have higher scores (4.15 and 4.11 respectively) of the twelve items that measure adaptability. This result indicates the majority of the respondents committed that the company is translating the demand of business environment and also the demand of internal customers that effect there will be a positive effect on the level of employee commitment to the organization.

4.3.4. Mission as Organizational Culture Dimension

Table 4.6. The Mission Cultural Dimension at Debre Brihan Dashen Brewery

Mission Cultural Dimension	N	Mean	Std. Deviation
There is a clear mission that gives meaning and direction.	140	3.87	.413
This brewery strategic direction is clear to me	140	3.96	.753
There is a long-term purpose and direction of the brewery.	140	3.97	.494
Leaders set goals that are ambitious, but realistic	140	3.80	0.637
This brewery continuously tracks its progress against the stated goals	140	3.98	0.673
There is widespread agreement about the goals of the company	140	3.40	1.065
Employees have a shared vision of what the organization will look like in the future	140	3.85	0.739
Leaders have a long-term viewpoint	140	3.99	0.715
The brewery vision creates excitement and motivation for employees	140	3.51	1.056
There is a good alignment of team goals with the brewery	140	3.79	0.927
Grand mean	140	3.812	0.747

Source: Own Survey data 2021

The mean score for the mission was relatively high (3.812). This indicates that employees give more value and agree with the measure of mission statements. Although, the existence of a long-term purpose and direction scores a higher mean, one of the items that measure mission also contributes

significantly to the grand mean. This implies the majority of the respondents agree that the company has a clear mission and vision whose implementation status or progress was traced periodically.

4.3.5. Descriptive Analysis On Employees' Commitment

In this section, the responses obtained from the respondents through the structured questionnaire on employees' commitment were discussed here below. There were fifteen items included on the survey questionnaire to measure employees' commitment.

Table 4.8. Descriptive analysis on employees' commitment in Debre Brihan Dashen Brewery

	N	Mean	Std. Deviation
I enjoy discussing my organization with outsiders.	140	3.81	0.570
I do not feel like part of the family at my organization.	140	3.07	0.979
I do not feel a strong sense of belonging to my organization.	140	2.61	0.934
Most days, I am enthusiastic about my job	140	3.66	0.747
I do not feel emotionally attached to my organization	140	2.53	0.893
It would be very difficult for me to leave my organization right now - even if I wanted to.	140	4.00	0.000
One of the major reasons that I continue to work for my current organization is that leaving would require	140	2.86	1.040
One of the few negative consequences of leaving my organization is the scarcity of available alternatives	140	3.10	1.034
I am not afraid of what might happen if I quit my job without having another one lined up.	140	3.01	0.978
At this point, remaining with my organization is a matter of necessity as much as desire	140	3.76	0.728
I believe that these days, people move from one company to another too frequently	140	3.66	0.755
One of the major reasons that I continue working for this organization is that I believe that loyalty is important and thus I feel a sense of moral obligation to remain here	140	3.72	0.874
If I got another offer for a better job elsewhere I would not feel it was right to leave my organization	140	3.59	0.857
I do not believe that a person must always be loyal to his / her organization	140	2.65	0.952
Things were better in the old days when people stayed with one organization for most of their careers	140	3.61	0.811
Grand mean		3.341	0.796

Source: Own survey, 2021

Table 4.9 below the mean score of 3.250 on the total average variables under affective commitment showed that the sample respondents moderately agreed, a standard deviation which reveals that variables have variation in respondents' perception for this study questions and also the majority of the respondents, agreed & strongly agreed on the questions asked under affective commitment in Debre Berhan Dashen Brewery.

Table 4.9. Descriptive Statistics on employees' commitment variables

	N	Mean	Std. Deviation
Affective commitment	140	3.2500	0.429
Continuance commitment	140	3.3457	0.478
Normative commitment	140	3.4457	0.428
Employee commitment	140	3.3411	0.357

Source: Own Survey data 2021

Generally, the researcher summarized that relatively among employees' commitment variables normative commitment had a higher mean score of 3.446 followed by Continuance commitment and Affective commitment mean score (3.346) and (3.250) respectively which implies that the employee preferred to continue working in Debre Berhan Dashen brewery because they feel a sense of moral obligation to remain in this company. The total grand mean value of 3.341 and standard deviation of 0.358 indicates that respondents were moderately agreed on employees' commitment.

4.4. Analysis of Inferential Statistics Results

4.4.1. Correlation Analysis

Pearson correlation coefficients reveal the magnitude and direction of relationships (either positive or negative) and the intensity of the relationship (-1.0 to +1.0). Correlations are perhaps the most basic and most useful measure of association between two or more variables (Marczyk, Dematteo & Festinger, 2005).

As per Marczyk, Dematteo and Festinger, (2005) correlations of .01 to .30 are considered small, correlations of .30 to .70 are considered moderate, correlations of .70 to .90 are considered large, and correlations of .90 to 1.00 are considered very large. Accordingly, the below Pearson

correlation coefficients shows that the four factors measuring organizational culture were all positively related to employees' commitment within the range of 0.234 to 0.488. All the independent variables i.e. adaptability, mission, involvement, and consistency show a moderate level of positive relationship with the dependent variable (employees commitment).

Table 4.10. correlation analysis of organizational culture and commitment variables

		involvement	Consistency	Adaptability	Mission	Employee commitment
Involvement	Pearson Correlation	1				
	Sig. (2-tailed)					
Consistency	Pearson Correlation	.671**	1			
	Sig. (2-tailed)	.000				
Adaptability	Pearson Correlation	.546**	.704**	1		
	Sig. (2-tailed)	.000	.000			
Mission	Pearson Correlation	.346**	.539**	.534**	1	
	Sig. (2-tailed)	.000	.000	.000		
Employees commitment	Pearson Correlation	.366**	.213*	.365**	.250**	1
	Sig. (2-tailed)	.000	.011	.000	.000	
	N	140	140	140	140	140

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

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

Source: Own Survey data 2021

Table 4.10, above shown the correlation results of organizational culture components and employee commitment. As per the correlation table, there is a significant relationship between organizational culture traits and employee commitment. The correlation analysis indicated that there is a positive relationship between involvement and employee commitment, and its correlation coefficient is 0.366** which shows a positive correlation and is correlated with employee commitment at the level of .01. Therefore, the researcher concluded that involvement is moderately correlated with employee commitment.

Secondly, as shown in table 4.10 there is a positive relationship between consistency and employee commitment. The correlation coefficient is 0.213* which shows a positive correlation

with employee commitment. It is correlated at a significant level of .01. Thus, it is concluded that consistency is relatively less correlated with employee commitment.

Thirdly, as indicated in the above table 4.10, there is a positive relationship between adaptability and the dependent variable which is employee commitment. Its correlation coefficient is 0.365** which shows a positive correlation and the correlation is significant since it is significant at 0.01. Besides, it is concluded that adaptability is moderately correlated with employee commitment. Last of all, as seen in table 4.10, there is a positive and significant relationship between mission and employee commitment. Mission is correlated at a coefficient of 0.250** with employee commitment at a significant level of .01. Undoubtedly, the researcher concluded that mission has a moderate correlation with employee commitment.

4.4.2. Multiple Regression Analysis

To see the contribution of each organizational culture trait on employee commitment, standard multiple regression analysis was employed.

4.10. Multiple regression analysis model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798 ^a	.636	.614	.258

a Predictors: (Constant),

b. Dependent Variable: Employee commitment

Source: Own Survey data 2021

The regression model presents how much of the variance in employee commitment is explained by the selected organizational traits: involvement, consistency, adaptability, and mission. As shown in the table above 63.6% of the variation in employee commitment is explained by organizational culture (whereby R square is 0.636 and adjusted R square is 0 .614).

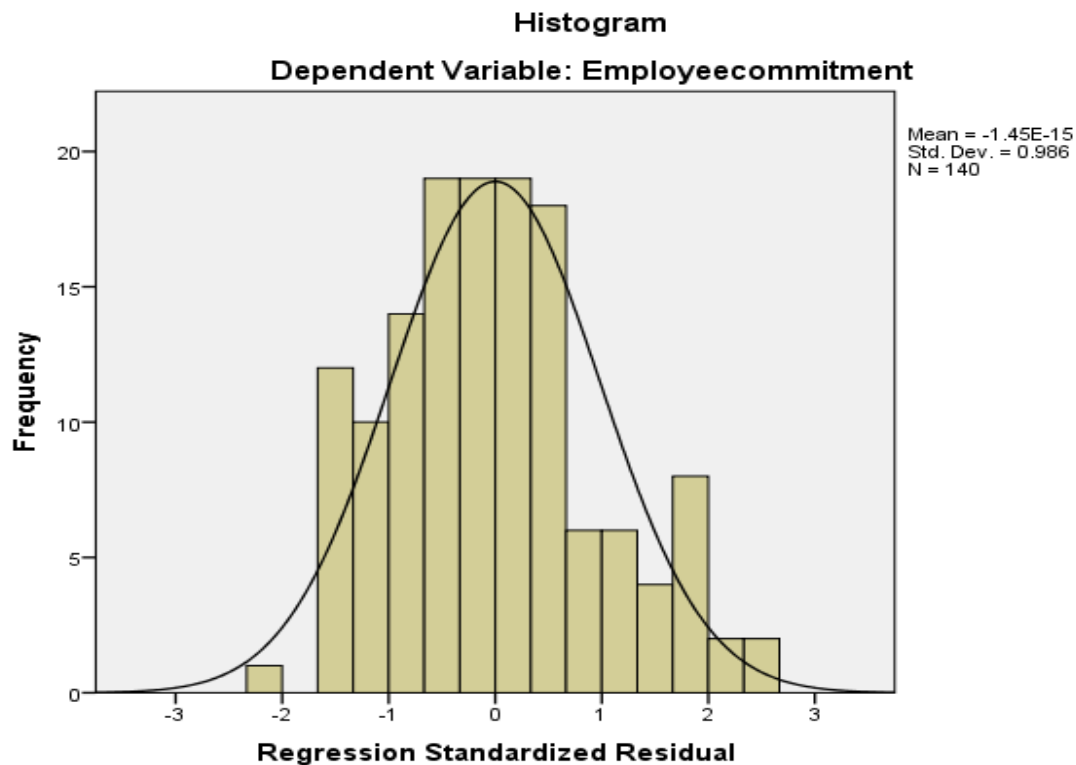
Multiple regression analysis is the most common and widely used method to explore the relationship between a single dependent variable and multiple independent variables or predictors (Pallant, 2005). Multiple regression analysis also implies that how much of the variance in the dependent variable can be explained by the independent variables.

4.5. Multiple Regression Assumptions

4.5.1. Normality Test

Regressions considered whether variables are normally distributed or not. In reality, only the assumptions of normally distributed errors are relevant to multiple regressions. Specifically, considering that errors are normally distributed for any arrangement of values on the predictor variables (Osborne and Waters, 2002). When histograms are close to zero it is assumed that the data is normally distributed for the dependent variable. However, when skewness and kurtosis are not close to zero and the histogram does not appear to have a normal distribution. According to the information in figure 4.1 below indicated that the skewness and kurtosis are not far from zero or between them the zero value is indicated. Thus, the result assured that the distribution is normal for this study.

Figure 4.1: Histogram regression of standardized residual of organizational culture and employee commitment



Source: Own Survey data 2021

4.5.2. Multicollinearity Assumption Test

Multicollinearity refers to the situation in which the independent/predictor variables are highly correlated with each other. One major assumption that applies in multiple regression analysis was the existence of a very high correlation between the independent variables of the study which is termed as Multicollinearity (Burns, 2008). This may lead to the inconsistent effect, whereby the regression model fits the data well, but none of the predictor variables has a significant effect in predicting the dependent variable. In this research, multicollinearity was checked with tolerance and VIF statistics. Andy (2006) suggests that a tolerance value less than 0.1 almost certainly designates a serious collinearity problem. Burns (2008) also states that a VIF value greater than 10 is also a concern there was a serious collinearity problem. Field (2009), also underlines that values for “tolerance” below 0.1 indicate serious problems, although several statisticians suggest that values for “tolerance” below 0.2 are worthy of concern. As indicated in Table 4.8 below in this study, all of the independent variables (involvement, consistency, adaptability, and mission) were found to have a tolerance of more than 0.1 and a VIF value of less than 10 which indicates that there is no problem of Multicollinearity in this study.

Figure 4.12: Multicollinearity Assumption Test of organizational culture and employees’ commitment

Model		Coefficients	
		Collinearity Statistics	
		Tolerance	VIF
1	Involvement	.537	1.862
	Consistency	.359	2.785
	Adaptability	.459	2.176
	Mission	.659	1.517

a. Dependent Variable: employees’ commitment

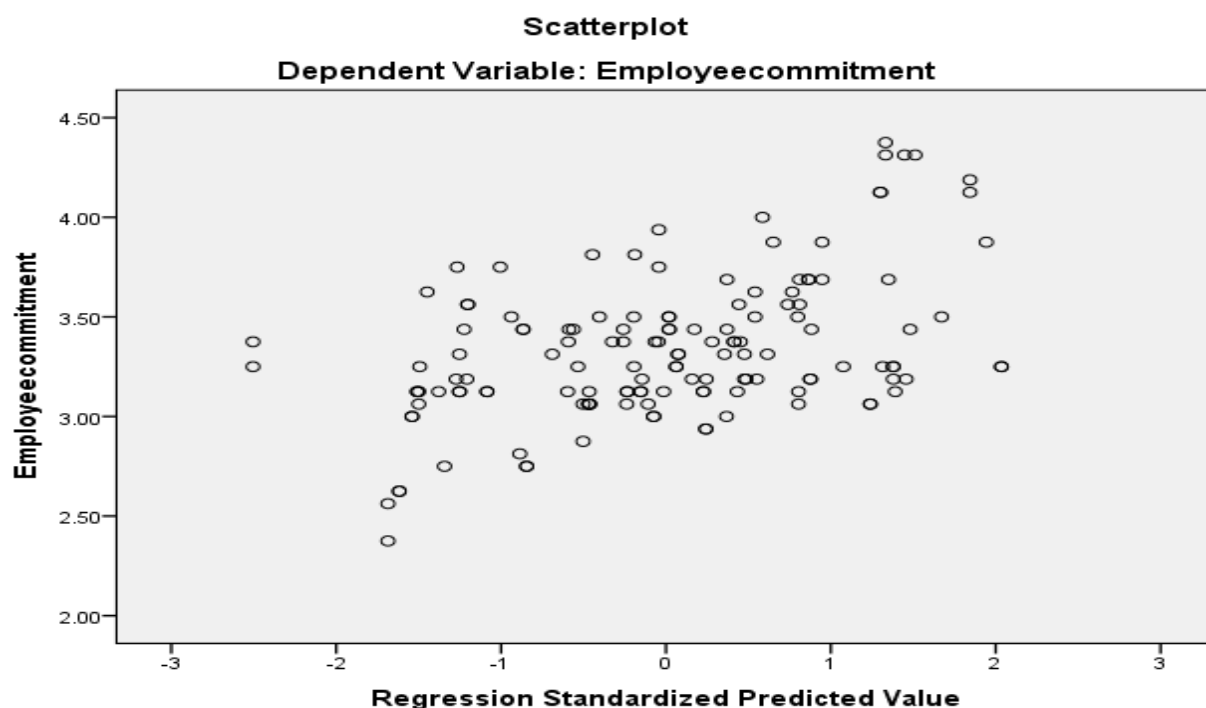
Source: Own Survey data 2021

4.5.3. Homoscedasticity Test

The assumption of homoscedasticity refers to the equal variance of errors across all levels of the independent variables. This means that errors are spread out consistently between the variables.

This is evident when the variance around the regression line is the same for all values of the predictor variable (Gujarati, 2004). Homoscedasticity can be checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value. Ideally, residuals are randomly scattered around zero (the horizontal line) providing even distribution. Heteroscedasticity is indicated when the scatter is not even; fan and butterfly shapes are common patterns of violation. The assumption is also known as the homogeneity of variance assumption. If the errors have a variance that is limited but not constant across dissimilar levels of the predictors i.e. heteroscedasticity is present), ordinary least squares estimates will be unbiased and stable since the errors are independent, but will not be efficient (Weisberg, 2005). As shown in figure 4.2, below no heteroscedasticity in the data is confirmed.

Figure 4.2: Scatter plot of regression of standardized residual of organizational culture and employee commitment.



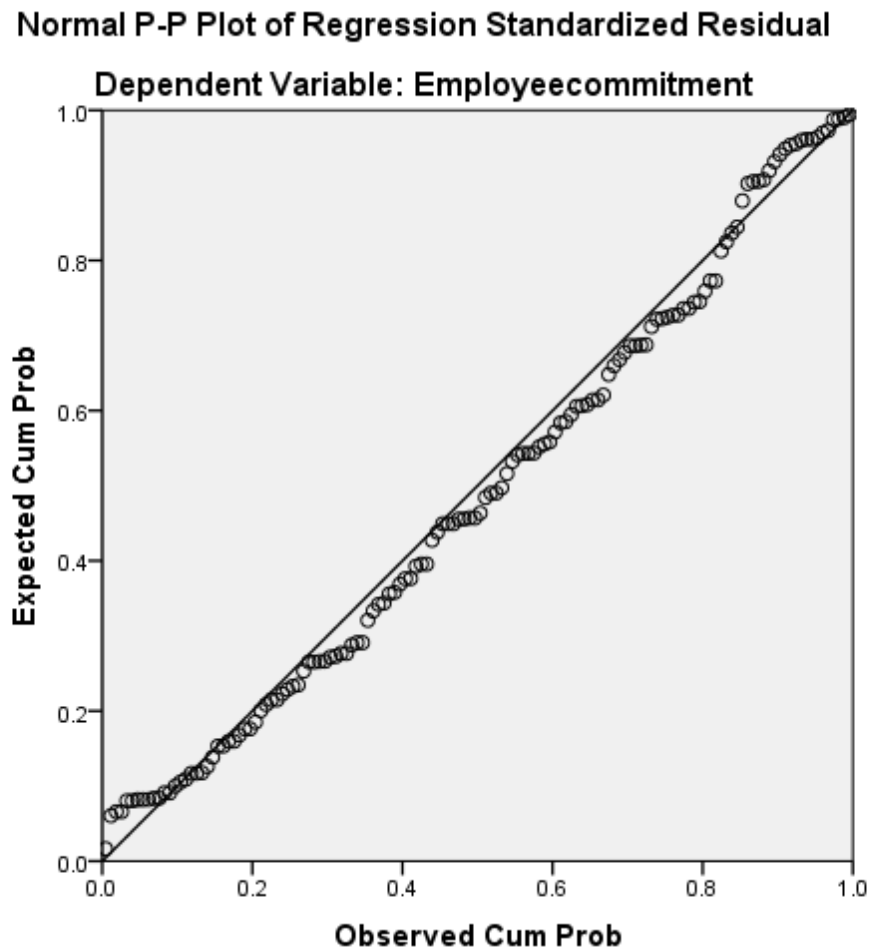
Source: Own Survey data 2021

4.5.4. Linearity Assumption

Linearity defines the dependent variable as a linear function of the predictor (independent) variable (Balance, 2004). If the data are normally distributed, then the data points were being

close to the diagonal line. Linearity assumption was tested by producing scatterplots of the relationship between the independent variable and the dependent variable. By visually looking at the scatterplot produced by SPSS, the relationship between the independent variable and the dependent variable was found to be linear as shown in figure 4.3. below.

Figure 4.3: Normal P-Plot of dependent variable employee commitment



Source: Own Survey data 2021

Generally, all of the assumptions are necessary for regression analysis. According to Tabachnick and Fidell (2001), multiple regressions are fairly strong to any violations of the assumptions and hence the results of the regression analysis would be taken to be statistically viable.

4.5.5. Regression between Organizational Culture and Employee Commitment test

Regression analysis was used to measure the link between the independent and the dependent variables. A regression test was used to know the ability of each independent variable (involvement, consistency, adaptability, and mission) to predict the dependent variable (employee commitment).

Table 4.13: Regression between organizational culture and employee commitment Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798 ^a	.636	.614	.258

a. Predictors: (Constant), involvement, consistency, Adaptability, Mission

Source: Own Survey data 2021

As shown in table 4.13, the adjusted R square value represented the correlation coefficient between the independent variables (involvement, consistency, adaptability, and mission) and the dependent variable (employee commitment). As shown above, from the model summary, the R square is 0.636 which means that the independent variables (involvement, consistency, adaptability, and mission) together termed as organizational culture explained the dependent variable (employee commitment) by 63.6%. In contrast, there is a variance of 36.4% of the variance remains unexplained in the study. This implies that employee's commitment is influenced by 63.6% of the organizational culture in Debre Berhan Dashen Brewery. The remaining 36.4% of the variation of the employee's commitment can be explained by other variables.

4.5.6. ANOVA of Organizational Culture and Employee Commitment test

The key purpose of the ANOVA test is to show whether the model is significantly better at predicting the dependent variable or using the means. Accordingly, the table 4.14 below indicated that the ANOVA is significant ($F=7.404$, df (regression) = 4, df (residuals) = 135, $Sig<0.05$). Hence, it can conclude that at least one of the four independent variables can be used to model employee commitment towards organizational culture in this study.

Table 4.14: ANOVA of organizational culture and employee commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.312	4	.269	7.404	.000 ^b
	Residual	6.465	135	.067		
	Total	17.776	139			

a. Dependent Variable: employees' commitment

b. Predictors: (Constant) 0.05 %

Source: Own Survey data 2021

4.5.7. Coefficient of Organizational Culture and Employee Commitment

Table 4.15: Coefficient of organizational culture and employee commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.658	.303		5.467	.000
	Involvement	.276	.079	.365	3.510	.001
	Consistency	-.201	.076	-.335	-2.637	.009
	Adaptability	.260	.087	.335	2.979	.003
	Mission	.108	.081	.126	2.338	.008

a. Dependent Variable: Employees commitment at 0.05 %

Source: Own Survey data 2021

As is stated earlier in the first chapter, this study aims to identify the most contributing independent variable/s in the prediction of the dependent variable. Hence, the coefficients explain the average amount of change independent variable that is caused by a unit of change in the independent variable.

Accordingly, the unstandardized beta coefficient (β) tells us the unique contribution of each factor to the model. A high beta value (β) and a small p-value (<0.05) indicate the predictor variable has made a statistically significant contribution to the model. On the other hand, a small beta value (β) and a high p-value ($p > 0.05$) indicate the predictor variable has little or no significant contribution to the model (George and Mallery, 2003).

Table 4.15 above indicated that involvement, adaptability, and mission have statistically positive and significant contributions to employee's commitment at 95% confidence level since their p-values were less than their unstandardized beta coefficient (β) coefficients or values. since the significance level for them are less than 0.05 ($p < 0.05$) and their beta coefficient are 0.276, .260 and 0.108 respectively. On the contrary, consistency has a statistically significant contribution to employee's commitment since its p-value of this cultural trait is greater than the significance level of 0.05 ($p > 0.05$) besides this consistency has a negative beta coefficient nearer to zero which is -0.201.

This result indicated that involvement, adaptability, and mission have a positive significant relationship with the employee's commitment. The result was supported by Nongo and Ikyanyon (2012), (Ezekiel and Darius, 2012), (Bani et al., 2014), Mersen Bizuneh (2016), and Meseret Getachew (2019). The researcher confirmed that participating employee's having the right information in decision making, motivating cooperation and teamwork among different functions of the organization, employee's commitment to Debre Berhan Dashen Brewery. This means that employees are committed to their organizations when they are empowered and involved in decision-making.

Secondly, the result indicated that consistency has a negative beta coefficient in the model which is nearer to zero and insignificant relationship with employee commitment. Even though this result is opposed to the findings by (Bani et al., 2014), Ghader and Afkhami (2014), Asghar et al., (2015), Hakim (2015), and Meseret Getachew (2019), but it is supported by Nongo and Ikyanyon (2012) and Mersen Bizuneh(2016). Thus, the researcher noticed that whenever the organization applies a consistent approach and ways of doing things employees wouldn't become committed. A continuous approach in the organization never inspires employees to achieve the organizational objectives efficiently and effectively. On the contrary, a consistent approach of the organization bores employees in the organization. In turn, this has not had a positive impact on employee's commitment.

Thirdly, the result revealed that adaptability has a positive and significant relationship with employee's commitment. A study conducted by (Ezekiel and Darius, 2012), Nongo and Ikyanyon (2012), (Bani et al., 2014), (Ghader & Afkhami, 2014), (Azadi et al., 2013), Mersen Bizuneh(2016) and Meseret Getachew(2019) supported this result. Therefore, the study inferred that adapting new ways of doing tasks, responding to competitor's actions, encouraging

innovations with their risks increases employee's commitment. This means that whenever the organization adapts to changing circumstances, employees would become more committed.

Lastly, the result indicated that mission has a positive and less significant relationship with employee's commitment. The result is in line with Ezekiel and Darius' (2012), Nongo and Ikyanyon (2012) research results, consistent with (Bani et al., 2014), Denison and Neale (2011), Mersen Bizuneh(2016), Meseret Getachew(2019) research results. Thus, the researcher confirmed that a clear and shared mission that creates excitement and motivation has less impact on the increment of employee commitment. Besides, mission provides clear direction and goals that serve to define an appropriate course of action for the organization and its members which increases the level of employee commitment to the organization.

In general, involvement adaptability and mission are the most significant independent variable which has a significant statistical contribution to employee's commitment with a p-value of 0.000 and beta coefficient of 0.276, 0.260 and 0.108 respectively. Therefore, the researcher concluded that involvement, adaptability, and mission have a positive and significant contribution to employee commitment in the case of Debre Berhan Dashen Brewery. However, consistency has a negative nearer to zero and insignificant contribution to employee commitment.

Unstandardized Coefficients

Unstandardized coefficient denotes the change in the dependent variable with a unit change in the independent variable. As stated in chapter three, the study used the following multiple regression model to establish the statistical significance of the independent variables on the dependent variable.

$$EMPCOMM = \alpha + \beta_1 INVO_i + \beta_2 CONS_i + \beta_3 ADAP_i + \beta_4 MISS_i + \epsilon_i$$

Where,

EMPCOMM = Dependent variable (Employees' commitment)

α = constant

β = (Beta value) coefficient of slope of regression model

INVO = Involvement

CONS= Consistency

ADAP= Adaptability

MISS= Mission

ϵ_i = error terms

From the above explanation on the contribution of the organizational culture dimensions (i.e. involvement, consistency, adaptability, and mission) to employee's commitment, the values for regression weights are as follows

In the model, α = Constant, β_1 to β_4 = Regression coefficients represent the mean change in the dependent variable for one unit of change in the independent variable while holding other variables in the model constant and ϵ_i = Error term which captures the unexplained variation in the model.

$$\text{EMPCOMM}_i = 1.658 + 0.276\text{INVO}_i - 0.201\text{CONSi} + 0.260\text{ADAP}_i + 0.108\text{MISS}_i + \epsilon_i:$$

The constant value ($\alpha = 1.658$) shows that employees' commitment to Debre Brihan Dashen Brewery would be **1.658** if other variables (involvement, consistency, adaptability, and mission) of the model were zero. On the other hand, a beta coefficient of 0.276, -0.201, 0.260, and 0.108 indicates that if there is a one-unit increase in involvement, consistency, adaptability, and mission respectively leads to an increase in the employees' commitment to Debre Berhan Dashen Brewery by 27.6%, -20.1%, 26%, and 10.8% respectively.

4.6.1. Hypothesis Testing

Hypothesis testing is based on unstandardized coefficients Beta (β) and P-value to test whether the hypotheses were accepted or rejected.

Hypothesis 1: There is a significant relationship between involvement and employees' Commitment

The results of Multiple Regression, as presented in Table 4.14 above, revealed that Involvement has a positive and significant influence relationship (contribution) to employees 'commitment with $\beta = 0.276$, at a 95% confidence level ($p > 0.05$). The Beta value (β) i. e. 0.276 shows that if there is a one-unit increase in involvement, there will be a 27.6 % increase in employees' commitment. Therefore, the researcher accepts the hypothesis. This indicates that Involvement has a positive and statistically significant influential relationship (contribution) to employees 'commitment.

Hypothesis 2: There is no significant relationship between consistency and employees' commitment The results of Multiple Regression, as presented in Table 4.14 above, revealed that consistency has a negative but statistically insignificant influential relationship (contribution) to

employees' commitment with $\beta = -0.201$, at 95% confidence level ($p > 0.05$). The Beta value (β) i.e. -0.201 shows that if there is a one-unit decrease in consistency, there will be a 20.1 % decrease in employees' commitment. This indicates that consistency has a negative but statistically insignificant influential relationship (contribution) to employees' commitment.

Hypothesis 3: There is a significant relationship between adaptability and employees' commitment

The results of Multiple Regression, as presented in Table 4.14 above, revealed that adaptability has a positive and significant influential relationship (contribution) to employees' commitment with $\beta = 0.260$, at 95% confidence level ($p < 0.05$). The Beta value (β) i.e. 0.260 shows that if there is a one-unit increase in adaptability, there will be a 26% increase in employees' commitment. Therefore, the researcher accepts the alternate hypothesis, and this indicates that adaptability has a positive and statistically significant influential relationship (contribution) to employees' commitment.

Hypothesis 4: There is a significant relationship between employees' commitment with organizational mission.

The results of Multiple Regressions, as presented in Table 4.14 above, revealed that employees' commitment and organizational mission have a positive and significant influential relationship (contribution) to employees' commitment with $\beta = 0.108$, at 95% confidence level ($p < 0.05$). The Beta value (β) i.e. 0.108 shows that if there is a one-unit increase in employees' organizational mission, there will be a 10.8 % increase in employees' commitment. Therefore, the researcher accepts the alternate hypothesis. This indicates that employees' commitment to organizational mission has a statistically significant influential relationship (contribution) to employees' commitment.

Hence, the above alternative hypotheses related to involvement adaptability and mission were accepted and to the contrary, an alternative hypothesis which is related to consistency was rejected as the significance level of consistency that is - 0.201 ($p > 0.05$).

In general, a cultural dimension i.e. consistency has a statistically insignificant influential relationship (contribution) to employees' commitment. But involvement, adaptability, and mission have a positive but statistically significant influential relationship (contribution) to employees' commitment based on this study. This means that consistency didn't have a significant effect on employees' commitment as is explained by the significance level $p > 0.05$. This indicates that,

though the company tries to maintain a strong culture by being highly consistent, this doesn't significantly contribute to the level of employees' commitment based on this study. Besides, the participation of employees in setting goals, clear strategic direction, and long-term purpose implementation didn't have a significant contribution towards employees' commitment.

Table 4.16. Summary of hypothesis testing.

	Hypothesis	Result
1	Ho: There is no significant relationship between employees' involvement in decision-making and employees.	reject
2	Ho: There is no significant relationship between consistency and employees' commitment	accept
3	Ho: There is no significant relationship between organization adaptability and employees' commitment	Reject
4	Ho: There is no significant relationship between employees' mission with organizational employees' commitment.	Reject

Source; own survey 2021

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This chapter presents a summary of the study findings, conclusions, and recommendations of the study and future research direction. Based on the key findings and results, conclusions are drawn and recommendations were made. The recommendations included interventions to improve employee commitment in the Debre Berhan Dashen Brewery and pave the way for further studies.

5.1. Summary of Major Findings

This section summarized the central points and major findings which were obtained from the data analysis of the survey questionnaire. This paper was analyzed using 140 questionnaires which were collected and filled by the sample respondents. The researcher used descriptive analysis such as Mean, Standard Deviation & percentages, and also inferential analysis to get the perception of the respondents on the relationship between organizational culture and employees' commitment in the case of Debre Berhan Dashen Brewery. The summaries of the findings from the analysis are presented as below:

The mean score for the measures of mission was relatively high (3.834), followed by Adaptability (3.713). However, involvement and consistency scored a mean of 3.626 and 3.507 respectively which is lower in comparison with the other two dimensions. This indicates that involvement and consistency are a less important dimension of organizational culture in Debre Berhan Dashen Brewery.

Based on the mean score of employees' commitment, the researcher summarizes that relatively among employees' commitment variables normative commitment had a higher mean score 3.446 followed by Continuance commitment and Affective commitment with a mean score of 3.346 and 3.2500 respectively which implies that the employee preferred to continue working in Debre Berhan Dashen brewery because they feel to remain in this company. The total grand mean value of 3.341 and standard deviation of 0.358 indicates that respondents were moderately agreed on employees' commitment.

The correlation results of organizational culture components and employee commitment in the survey result shows that there is a significant relationship between organizational culture traits and employee commitment. The correlation analysis indicated that there is a positive relationship between involvement and employee commitment, and its correlation coefficient is 0.366** which shows a positive correlation and is correlated with employee commitment at the level of 0.01. Therefore, the researcher concluded that involvement is moderately correlated with employee commitment.

Secondly, as shown in table 4.4 there is a positive relationship between consistency and employee commitment. The correlation coefficient is 0.213* which shows a positive correlation with employee commitment. It is correlated at a significant level of .01. Thus, it was concluded that consistency has a smaller correlation with employee commitment.

Thirdly, as indicated in the above table 4.10, there is a positive relationship between adaptability and the dependent variable which is employee commitment. Its correlation coefficient is 0.365** which shows a positive correlation and the correlation is significant at 0.01. Besides, it is concluded that adaptability is moderately correlated with employee commitment. Last of all, as seen in table 4.10, there is a positive and significant relationship between mission and employee commitment. Mission is correlated at a coefficient of 0.250** with employee commitment at a significant level of .01. Undoubtedly, the researcher concluded that mission is less correlated and significant with employee commitment.

The results of Multiple Regression analysis revealed that the R square 0.636 indicates that 63.6% of the variation of employees' commitment can be predicted by the independent variables i.e. involvement, consistency, adaptability, and mission. This implied that employees' commitment is influenced by 63.6% of the organizational culture in Debre Berhan Dashen Brewery. The remaining 36.4% of the variation of employees' commitment can be explained by other variables.

The ANOVA table of this research shows that the p-value for F-statistics (0.000) is less than the significance level of 0.05 ($p < 0.05$). This is to mean that the model is significant/acceptable from a statistical perspective. Accordingly, the ANOVA table indicated in table 4.14 shows that a significant at ($F=7.404$, df (regression) = 4, df (residuals) = 135, $Sig < 0.05$). Hence, we can conclude that at least one of the four independent variables can be used to form the model of employee commitment towards organizational culture in this study.

Involvement, Adaptability, and mission had a significant contribution to employees' commitment at a 95% confidence level since their p-values were 0.001 and 0.003 respectively and the significance level for them was less than 0.05 ($p < 0.05$).

Consistency had a negative beta coefficient and statistically insignificant contribution on employees' commitment since its p-value i.e. 0.009, was greater than the significance level 0.05 ($p > 0.05$).

Involvement and Adaptability were the most significant independent variables which have a significant statistical contribution to employees' commitment with a p-value of 0.01.

Alternative hypotheses related to involvement, adaptability, and mission were accepted. On the contrary, alternative hypotheses which are related with consistency and were rejected as their significance level was -0.201 at $p > 0.05$. This implies that consistency didn't have a significant effect on the level of employee commitment in the case of this study.

5.2. Conclusions

Based on the findings of this study many conclusions can be drawn. The major objective of this study was to examine the effect of organizational culture on employees' commitment to Debre Berhan Dashen brewery.

The result indicated that all the variables of Organizational culture (Involvement, Adaptability, and Mission) have positively related to employees' commitment. With this objective in mind, a lot of descriptive statistical tools and multiple regression analyses were used.

Accordingly, the regression analysis on the consistency culture showed insignificant contribution in affecting the employees' commitment and this was also inferred by the descriptive analysis and the perception of employees indicate the existing gaps in Debre Berhan Dashen Brewery was less clarity regarding an ethical code of conduct and relatively weak integration within different parts of the organization.

On the other hand, particularly the provision of autonomous power and involvement of employees in decision-making practice and availability of sharing information to all employees have reflected some inefficiencies in this area, moreover, the position of the brewery in terms of continues development of the employees' skills was also depicted as a wider gap.

Concerning adaptability culture, new and improved ways of doing works were not implemented continuously in Debre Berhan Dashen brewery, and also innovation was not encouraged and rewarded as well. According to the employees' response on customer focus culture traits, there were variations in their level of understanding about what real customers need from their output. Hence, creating change, customer focus, and organizational learning are the gears of an adaptability culture that needs the brewery to take great attention as its existence relies on proactively responding to competitors and continuous improvement in the business environment. Based on the descriptive statistical data, the mission culture had got a significant response and its mean value was the highest among the four culture dimensions. However, from this, it can be deduced that there was a gap in the vertical and horizontal integration of the cultural components of mission like strategic direction, goals, and objectives, and shared vision with the employees in Debre Berhan Dashen Brewery.

5.3. Recommendations

In this section, some important suggestions were made based on the findings of the study. One important aim of this research was to examine the effect of organizational culture on employees' commitment in Debre Berhan Dashen Brewery.

Depending on the findings of the study and conclusions made, the researcher came up with some important recommendations which would help the organization to improve its organizational culture that can largely contribute to the improvement level of employees' commitment.

- Since consistency culture has less contribution towards employees' commitment, the brewery is advised to improve its consistency culture through developing the key management tools like; improving the company's good governance issues, creating clarity on the company's policies and procedures, managing risk and compliance, developing internal agreement, creating clarity on company's code of conduct to bring consistent work practices for all the functioning of its departments so that all employees work together to contribute achieving their common goals.
- This brewery is also advised to maintain the stability of the employees by understanding their interest, sharing a system of core values in their organization and special attention

should be given for coordination and integration to create an attractive working environment.

- In the adaptability culture dimension, this brewery should focus on competitors' actions and other changes in the business environment. In this regard, the brewery is expected to work a lot, and it is encouraging if it follows an adaptability strategy by designing a good communication strategy with customers
- The brewery should also focus to strengthen its organizational learning culture because it is required for the implementation of an adaptability strategy. High-performing organizations distinguish from low-performing organizations by their ability to understand and react to the competitive environment and customers. In addition, they restructure behaviors and processes that help them to adapt. Moreover, high-performing organizations encourage new ideas and different solutions for solving problems, and employees seek new and better ways to meet customer expectations continuously, this is my recommendation for the improvement of Debre Berhan Dashen Brewery.
- The Brewery has to ensure the involvement of its employees by empowering them to participate in different decisions processes by sharing information as they need, encouraging teamwork, developing the capacity of employees by investing in them, and considering them as an important asset of the company.
- Debre Berhan Dashen Brewery should ensure that its employees have a clear direction of the company's vision, goals, objectives, and strategies that serves to define an appropriate course of action for increasing the level of employees' commitment to the organization.
- In general, the brewery should observe its organizational culture and check whether the organizational cultures have a consistent approach to doing business and making its employees more committed or not. This is especially important for organizations that are product rendering such as breweries like Debre Berhan Dashen brewery. This is because, in such an organization, there is continuous contact between employees and customers, and employees should be highly committed to their work. And also the brewery should emphasize all selected organizational culture traits i.e. involvement, consistency, adaptability, and mission which had strong influences on employees 'commitment to this brewery.

5.4. Direction for Future Research

Future researchers can expand the sample to study the impact of organizational culture on employees' commitment, to get a broader idea about the impact and/or relationship as well as to protect the generality of the findings. The following recommendations are forwarded;

- The study of the research is confined to only one organization and even with limited sample size; therefore, future researchers should also make further research in different breweries and other different organizations to broaden empirical shreds of evidence in this area.
- Lastly, since the research approach that was applied for this study was a quantitative approach, other researchers might use both quantitative and qualitative (mixed) research approach to examine the effect of organizational culture on employee commitment.
- Future researchers can also apply various types of organizational culture models formulated by different authors other than the Denison model; therefore, their perspectives regarding organizational culture will be widened.

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7. Appendices

APPENDIX A



COLLEGE OF BUSINESS AND ECONOMICS DEPARTMENT OF MANAGEMENT

MBA PROGRAM

Research questionnaires' on;

**The Effect of Organizational Culture on Employees Commitment: The case of
Debre Brihan Dashen Brewery.**

Prepared by:

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Submitted to;

Lemma Nigusie (Ph.D.)

Debre Brihan university

June 20

7.1. Questionnaire on ‘Organizational Culture and Employees’ commitment

Dear Respondents:

This research will be conducted as partial fulfillment for Masters of Business Administration (MBA) at DEBRE BERHAN University and focuses on assessing the Relationship between Organizational Culture and Employees' commitment in Debre Brihan Dashen Brewery. To ensure that the success of the research, I would like to seek your support and cooperation in responding to the questionnaire as soon as possible.

The information that you are providing for the questionnaire will be used only for academic purposes and will be kept confidential. The soundness and the validity of the findings are highly depending on your reliable and genuine responses.

My thank you in advance for all your cooperation

Note:

Please put a \surd mark on your choice on the space provided.

You don't need to write your name on the questionnaire.

Appendices: - A Survey on the Effect of Organizational Culture Traits on Employees' commitment.

PART ONE

Demographic information

1. Sex: A. Male B. Female

2. Age (in a year):

A. 18-25 B. 26-35 C. 36-50 D. More than 50

3. Marital status:

A. Single B. Married C. Divorce D. Widowed

4. Educational background:

A. Diploma (TVET B. Bachelor Degree C. Masters D. Ph.D. and above

5. Length of service (in a year):

A. Less than 1-year B. 1-5 years C. 6-10 year D. More than 10 years

6. Place of work Branch /District/Process _____

7. Occupation/ Position/Job title:

A. Managerial B. Non-Managerial

Part Two

Organizational culture

Please indicate the degree of your agreement/disagreement with the following statements associated with the four dimensions of organizational culture; involvement, consistency, adaptability, and mission in DEBRE BERHAN DASHEN BREWERY Circle the Alternative Number That Best Describes Your View).

NO.	Dimensions of Organizational Culture	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	INVOLVEMENT					
1.1.	Empowerment					
1.1.1.	Decisions are made at the levels where the right information is available	1	2	3	4	5
1.1.2.	Employees believe that they can have a positive impact	1	2	3	4	5
1.1.3.	Information is widely shared so that employees can get the information they need	1	2	3	4	5
1.1.4	The organization gives employees the authority and ability to manage their work.	1	2	3	4	5
1.1.5.	The organization grants the employees greater autonomy and involves in decision making.	1	2	3	4	5
1.2	Team Orientation					
1.2.1.	Cooperation across different parts of the organization is encouraged	1	2	3	4	5
1.2.2.	Teamwork is used to get work done, rather than hierarchy	1	2	3	4	5

1.2.3.	Employees work like they are part of a team	1	2	3	4	5
1.3.	Capability Development					
1.3.1	cooperation is well-practiced in this brewery while performing employees' duties.	1	2	3	4	5
1.3.2	This brewery places much value on employees working cooperatively towards achieving the common goals of the organization	1	2	3	4	5
1.3.3.	There is a continuous investment to develop the skills of employees	1	2	3	4	5
1.3.4.	The capabilities of employees are viewed as an important source of competitive advantage	1	2	3	4	5
1.3.5.	Authority is delegated so that employees can act on their own	1	2	3	4	5
2	CONSISTENCY					
2.1.	Core Values					
2.1.1	Managers "practice what they preach"	1	2	3	4	5
2.1.2.	There is a consistent set of values that govern the way the bank does business	1	2	3	4	5
2.1.3.	There is an ethical code that guides employees' behavior and tells right from wrong	1	2	3	4	5
2.2.	Agreement					
2.2.1.	When disagreements occur, employees work hard to achieve "win-win" solutions	1	2	3	4	5
2.2.2.	There is a clear agreement regarding the right way and the wrong way to do things	1	2	3	4	5

2.2.3.	It is easy to reach a consensus, even on conflicting issues	1	2	3	4	5
2.3.	Coordination and Integration					
2.3.1	Employees from different parts of the organization share a common perspective	1	2	3	4	5
2.3.2.	It is easy to coordinate projects across different parts of the organization	1	2	3	4	5
2.3.3.	The approach to doing business is very consistent	1	2	3	4	5
3	ADAPTABILITY					
3.1.	Creating Change					
3.1.1.	Improved ways to do work are continually adapted	1	2	3	4	5
3.1.2.	Different parts of the organization cooperate to create change	1	2	3	4	5
3.1.3.	Dashen brewery responds to competitors actions and other changes in the business	1	2	3	4	5
3.1.4.	The way things are done in this brewery is very flexible and easy to change.	1	2	3	4	5
3.2.	Customer Focus					
3.2.1.	Customers comment leads to changes and influences decision making	1	2	3	4	5
3.2.2	Employees understand customers wants and needs	1	2	3	4	5
3.2.3.	Customers inputs directly influence company's decisions	1	2	3	4	5

3.2.4.	The interests of the partner seldom get ignored in our decisions	1	2	3	4	5
3.2.5.	We encourage direct contact with customers by our people	1	2	3	4	5
3.3	Organizational Learning					
3.3.1.	Innovations are encouraged	1	2	3	4	5
3.3.2.	Learning is an important objective in the day-to-day work of the company	1	2	3	4	5
3.3.3.	This Brewery view failure as an opportunity for learning and improvement.	1	2	3	4	5
4	MISSION					
4.1.	Strategic Direction and Intent					
4.1.1.	There is a clear mission that gives meaning and direction.	1	2	3	4	5
4.1.2.	This brewery strategic direction is clear to me	1	2	3	4	5
4.1.3.	There is a long-term purpose and direction of the brewery.	1	2	3	4	5
4.2.	Goals and Objectives					
4.2.1.	Leaders set goals that are ambitious, but realistic	1	2	3	4	5
4.2.2.	This brewery continuously tracks its progress against the stated goals	1	2	3	4	5
4.2.3.	There is widespread agreement about the goals of the company	1	2	3	4	
4.3.	Vision					
4.3.1.	Employees have a shared vision of what the organization will look like in the future	1	2	3	4	5

4.3.2.	Leaders have a long-term viewpoint	1	2	3	4	5
4.3.3.	The brewery vision creates excitement and motivation for employees	1	2	3	4	5
4.3.4.	There is a good alignment of team goals with the brewery	1	2	3	4	5

Part three

Employees' commitment

The following questions are about employees' commitment to the organization. Please indicate the magnitude of your agreement/disagreement by putting circle the alternative that best describes your view.

1	AFFECTIVE COMMITMENT					
1.1.	I would be very happy to spend the balance of my career with my current organization.	1	2	3	4	5
1.2.	I enjoy discussing my organization with outsiders.	1	2	3	4	5
1.3.	I do not feel like part of the family at my organization.	1	2	3	4	5
1.4.	I do not feel a strong sense of belonging to my organization.	1	2	3	4	5
1.5.	Most days, I am enthusiastic about my job	1	2	3	4	5
1.6.	I do not feel emotionally attached to my organization	1	2	3	4	5
2	CONTINUANCE COMMITMENT					
2.1.	It would be very difficult for me to leave my organization right now - even if I wanted to.	1	2	3	4	5

2.2.	One of the major reasons that I continue to work for my current organization is that leaving would require	1	2	3	4	5
2.3.	One of the few negative consequences of leaving my organization is the scarcity of available alternatives	1	2	3	4	5
2.4	I am not afraid of what might happen if I quit my job without having another one lined up	1	2	3	4	5
2.5.	At this point, remaining with my organization is a matter of necessity as much as desire	1	2	3	4	5
3	NORMATIVE COMMITMENT					
3.1.	I believe that these days, people move from one company to another too frequently	1	2	3	4	5
3.2.	One of the major reasons that I continue working for this organization is that I believe that loyalty is important and thus I feel a sense of moral obligation to remain here	1	2	3	4	5
3.3.	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization	1	2	3	4	5
3.4.	I do not believe that a person must always be loyal to his / her organization	1	2	3	4	5
3.5.	Things were better in the old days when people stayed with one organization for most of their careers	1	2	3	4	5

If you have any additional comment or suggestion, please add in the given space below

Thank you very much for filling the questionnaire!

APPENDIX B

የቢዝነስ እና ኢኮኖሚክስ ኮሌጅ (ኤምቤሌ) መርሃ ግብር (መደበኛ)

ውድ መልስ ሰጪዎች-

የድርጅትዎ አሰራር ባህል በሰራተኛው ውጤማነት እና ቁርጠኝነት ላይ ያለው ተፅእኖ ምን በሚል ርዕስ ለሚደረገው ጥናት የመጀመሪያ ደረጃ መረጃ ለመስብሰብ ታስቦ ነው ጥናቱ መጠይቅ ለእርስዎ የተሰጠው :: ይህ ጥናት ለአካዳሚክ ዓላማ ብቻ ነው የሚያገለግለው:: በምንም መንገድ ለሌላ ሃካል አሳልፎ አይሰጥም :: በሚስጥር ይቀመጣል :: ስለዚህ የእርስዎ እውነተኛ እይታ ፣ ቅን እና ወቅታዊ ምላሾች የጥናቱን ስኬት ለመወሰን በጣም ጠቃሚ ናቸው :: ስለሆነም አግባብነት ያላቸውን መረጃዎች በቅንነት በመጠይቁ መሰረት እንዲሞሉ ትብብርዎትን በትህትና እጠይቃለሁ::

ይህንን መጠይቅ ለመሙላት በቅንነት ስለተባበሩኝ እና የጥናቱ ተሳታፊ በመሆንዎ ስልጠና አመሰግናለሁ::

መመሪያ አንድ

- እባክዎን በመረጡት ቦታ ላይ የ $\sqrt{\quad}$ ምልክት ያድርጉ ::
- ስምዎን በመጠይቁ ላይ መጻፍ አያስፈልግዎትም::

ክፍል አንድ

የ ግለሰባዊ ሁኔታ

1. ያታ- ሀ. ወንድ ለ. ሴት

2. ዕድሜ (በዓመት)

ሀ. 18-25 ለ. 26-35 ሐ. 36-50 መ. ከ 50 በላይ

3. የጋብቻ ሁኔታ

ሀ. ያላገባ ለ. ያገባ ሲ. ፍቺ መ. መበለትን

4. የትምህርት ሁኔታ-

ሀ / ዲፕሎማ (የቴክኒክና ሙያ ትምህርትና ሥልጠና) የመጀመሪያ ዲግሪ ለ

ሐ. ማስተርስ መ. ፒኤችዲ እና ከዚያ በላይ

5. አገልግሎት (በዓመት)

ሀ. ከ 1 ዓመት በታች ለ. ከ1-5 ዓመት ሐ. ከ6-10 ዓመት

መ. ከ 10 ዓመት በላይ

6. የሥራ-ቦታ ቅርንጫፍ / ወረዳ / ሂደት ሌላም ካለ ይገለጽ _____

7. ሥራ ኃላፊነት / የሥራ መደብ / የሥራ መደቡ መጠሪያ-----

ሀ $\frac{3}{4}$ ማኔጅመንት አባል ለ. አስተዳዳሪ ያልሆነ

ክፍል 2

ድርጅታዊ ባህል

መመሪያ 2 እባክዎን ከአራት የድርጅት ባህል ጋር ተያያዥነት ያላቸውን ከሚከተሉት መግለጫዎች ጋር መስማማትዎን / አለመስማማትዎን ደረጃ ያሳዩ ሂ} ቀመጡት አማራጮች በተሻለ ሃሳቤን ይገልጻል ያሉትን ቁጥር በመክበብ ይምረጡ

}.1	የድርጅት ባህል ልኬቶች	በፍፁም አልስማማም	አልስማማም	መወሰን አልችልም	እስማማለሁ	በጣም እስማማለሁ
1	ተሳትፎ					
1.1.	ሰራተኛውን ማብቃት					
1.1.1.	ውሳኔዎች በትክክለኛ መረጃ ላይ ተመስርተው የወሰናሉ።	1	2	3	4	5
1.1.2.	እኔ አዎንታዊ ተፅዕኖ ሊኖረኝ እንደሚችል አምናለሁ	1	2	3	4	5
1.1.3.	ቀደም ሲል መረጃ በሰፊው ስለተሰራ እኔ የምፈልገውን መረጃ ማግኘት እችላለሁ	1	2	3	4	5
1.2.1	በተለያዩ የድርጅቱ ክፍሎች ውስጥ መደጋገፍ /ትብብር/ ይበረታታል	1	2	3	4	5
1.2.2.	ከተዋረድ የሰልጣን እርከን ይልቅ የቡድን ሥራ ሥራን ለማከናወን ይጠቅማል	1	2	3	4	5
1.2.3.	እኔ የምሰራው አንድ የቡድን አባል እንደሆንኩ በማሰብ	1	2	3	4	5

	ነዉ					
1.3.4	መ/ቤቱ ሰራተኞች የሚሰሩትን ስራ በራሳቸው ተነሳሽነት እንዲሰሩ መብት ሰጥቷል	1	2	3	4	5
1.3.5.	ካምፓኒው ሰራተኞች በውሳኔዎች ላይ ንቁ ተሳታፊ እንዲሆኑ መብት ሰጥቷል	1	2	3	4	5
1.3.1.	የመፈጸም ችሎታን ማሳደግ	1	2	3	4	5
1.3.2.	የሰራተኞችን ችሎታ ለማዳበር ቀጣይነት ያለው ኢንቨስትመንት አለ	1	2	3	4	5
1.3.3.	ባለሥልጣኑ በሰጣቸው ኃላፊነት መሰረት ሠራተኞች በራሳቸው አግባብ ማንንም ሳይጠብቁ ይሰራሉ።	1	2	3	4	5
1.3.4.	የሰራተኛውን ችሎታ ማሳደግ አንዱ የመወዳደሪያ መንገድ ነው ብሎ ካምፓኒው ያምናል	1	2	3	4	5
1.3.5.	ለሰራተኛው ስራውን የመስራት ሙሉ መብት ተሰጠቶታል	1	2	3	4	5
2.	ወጥነት					
2.1.	ዋና ዋና እሴቶች					
2.1.1.	ሥራ አስኪያጆች “የሚናገሩትን በተግባር ይፈጽማሉ	1	2	3	4	5
2.1.2.	ድርጅቱ የሚመራባቸው ወጥ የሆኑ መርሆች አሉት	1	2	3	4	5
2.1.3.	የሰራተኛውን ባህሪ የሚመራ እና በትክክል ስህተት የሚናገር የስነምግባር ኮድ አለ	1	2	3	4	5
2.2.	ተግባቦት					

2.2.1.	አለመግባባቶች በሚፈጠሩበት ጊዜ ሰራተኞች “ሁሉን ተጠቃሚ የሚያደርጉ” መፍትሄዎችን ለማግኘት ጠንክረው ይሰራሉ	1	2	3	4	5
2.2.2.	በድርጅቱ ውስጥ ተግባራትን ለማከናወን ትክክለኛውን መንገድ እና የተሳሳተውን መንገድ ለመለዩት የሚያስችል ግልጽ መግባባት አለ	1	2	3	4	5
2.2.3.	አለመግባባት የሚፈጥሩ ችግሮች እንኳን ቢኖሩ መግባባት ላይ መድረስ ቀላል ነው	1	2	3	4	5
2.3.	ትብብር እና ቅንጅታዊ አሰራርን በተመለከተ					
2.3.1.	በተለያዩ የድርጅቱ ክፍል ያሉ ሠራተኞች ስለ ድርጅቱ አንድ የጋራ አመለካከት አላቸው	1	2	3	4	5
2.3.2.	በተለያዩ የድርጅቱ ክፍሎች ውስጥ ተግባራትን (ፕሮጀክቶችን) ማስተባበር ቀላል ነው	1	2	3	4	5
2.3.3.	የድርጅቱን ሥራ ለመስራት የተቀመጠው አሰራር ከሰራው ጋር የተጣጣመ ነው	1	2	3	4	5
3.	ማላመድ					
3.1.	ለውጥን ማምጣት					
3.1.1.	በድርጅቱ ውስጥ ለመስራት አዳዲስ እና የተሻሻሉ መንገዶች	1	2	3	4	5

	ያለማቋረጥ ይመቻቻሉ					
3.1.2.	የተለያዩ የድርጅቱ አካላት ለውጥ እንዲመጣ ይተባበራሉ	1	2	3	4	5
3.1.3.	ድርጅቱ ለተፎካካሪ እርምጃዎች እና በንግድ አካባቢ ውስጥ ላሉ ሌሎች ለውጦች ምላሽ ይሰጣል	1	2	3	4	5
	በዚህ ቢራ ፋብሪካ ውስጥ የሚሰሩ ሰራዎች እንደሆኑታው ሊለዋወጡ የችላሉ	1	2	3	4	5
3.2.	የደንበኞች ትኩረት					
3.2.1.	የደንበኞች አስተያየት እና ምክሮች ድርጅቱን ወደ ለውጥ ይመሩታሉ	1	2	3	4	5
3.2.2.	የደንበኞቻችንን ፍላጎቶች አረዳለሁ	1	2	3	4	5
3.2.3.	የደንበኞች አስተያየት በቀጥታ የድርጅቱን ውሳኔዎች ይነካል/ተጽእኖ የሳድራል	1	2	3	4	5
3.2.4.	ባለድርሻ አካላት አንዳንድ ጊዜ ትኩረት አይሰጣቸውም	1	2	3	4	5
3.2.5.	ካምፓነው ሰራተኛውን ከደንበኞች ጋር ቀጥታ ግንኙነት እንዲኖራቸው ያበረታታል	1	2	3	4	5
3.3.	ድርጅቱ ውስጥ በልምድ የተገኘ እውቀት					
3.3.1.	ፈጠራዎች ይበረታታሉ	1	2	3	4	5
3.3.2.	በድርጅቱ የዕለት ተዕለት ሥራ ውስጥ ትምህርት አስፈላጊ ነው	1	2	3	4	5
3.3.3.	ድርጅቱ ውድቀቶችን ለመማር እና ለመሻሻል እድል አድርጎ ይመለከታል	1	2	3	4	5

4.	ተልዕኮ					
4.1.	ስትራቴጂያዊ አቅጣጫ እና ዓላማ					
4.1.1.	በድርጅቱ ውስጥ ለሥራ ትርጉም እና አቅጣጫ የሚሰጥ ግልፅ ተልእኮ አለ	1	2	3	4	5
4.1.2.	የድርጅቱ ስትራቴጂያዊ አቅጣጫው ለእኔ ግልፅ ነው	1	2	3	4	5
4.1.3.	ድርጅቱ የረጅም ጊዜ ዓላማ እና አቅጣጫ አለው።	1	2	3	4	5
4.2.	ግቦች እና ዓላማዎች					
4.2.1.	የድርጅቱ መሪዎች መጠነ ሰፊ እና ተጨባጭ የሆኑ ግቦችን ያስቀምጣሉ	1	2	3	4	5
4.2.2.	ድርጅቱ ከተቀመጡት ግቦች አንጻር እድገቱን በተከታታይ ይገመግማል	1	2	3	4	5
4.2.3.	በድርጅቱ በተቀመጡ ግቦች ላይ የሁሉም ሰራተኛ ስምምነት አለ	1	2	3	4	5
4.3.	የድርጅቱ ራሕይ					
4.3.1.	ሰራተኞች ወደፊት ድርጅቱ ምን እንደሚመስል የጋራ ራዕይ አላቸው	1	2	3	4	5
4.3.2.	የድርጅቱ መሪዎች የረጅም ጊዜ ራሕይ አላቸው	1	2	3	4	5
4.3.3.	የድርጅቱ ራዕይ በሰራተኞች ዘንድ ደስታ እና ተነሳሽነት ፈጥሯል	1	2	3	4	5
4.3.4.	በድርጅቱ ውስጥ ግቦችን ለማሳካት የሚያስችል ጥሩ የሆነ የቡድን ቅንጅት አለ	1	2	3	4	5

ክፍል III- የሥራ ስራ ቁርጠኝነት

የሚከተሉት ጥያቄዎች ስለ ሥራ ስራዎች “ለድርጅቱ ስራ ስራዎች ያላቸው ዝግጁነት /ቁርጠኝነት/ ::የአርሰዎን እይታዎች በተሻለ በሚገልፀው ቁጥር ላይ ; ከተቀመጡት አማራጮች በተሻለ ሃሳቤን ይገልጻል ያሉትን ቁጥር በመክበብ ይምረጡ

ተ.ቁ	በድርጅቱ ስራ ላይ ስራ ስራዎች ለስራ ያለው ቁርጠኝነት	በፍጹም አልሰማማም	አልሰማማም	መወሰን አልችልም	እስማማለሁ	በጣም እስማማለሁ
1	ክልብ የሆነ ቁርጠኝነት					
1.1.	የሥራ ጊዜዬን አሁን ካለው ድርጅቱ ጋር ማሳለፍ በመቻሌ በጣም ደስተኛ ነኝ	1	2	3	4	5
1.2.	ስለ ድርጅቱ ሁኔታ ከድርጅቱ ውጭ ላሉ ለሌሎች ሰዎች መናገር ያስደስተኛል ::	1	2	3	4	5
1.3.	በድርጅቱ ውስጥ “እንደ አንድ የቤተሰብ አባል” የሆንኩ አይነት ስሜት አይሰማኝም::	1	2	3	4	5
1.4.	ለድርጅቱ የመሆን/የመወገን/ ጠንካራ ስሜት የለኝም ::	1	2	3	4	5
1.5	ከዚህ ድርጅት ጋር በመሆኔ ጥሩ ስሜት አይሰማኝም ::	1	2	3	4	5
1.6.	ከድርጅቱ ጋር ጥብቅ ግንኙነት እንዳለኝ አይነት ስሜት አይሰማኝም	1	2	3	4	5
2.	ቀጣይነት ያለው የስራ ቁርጠኝነትን በተመለከተ					
2.1.	መልቀቅ ብሬልግ እንኳን ድርጅቱን ለቅቄ መውጣት ለኔ በጣም ከባድ ይሆንብኛል	1	2	3	4	5

2.2.	አሁን ባለሁብት ድርጅት ከቀጠልኩባቸው ዋና ምክንያቶች መካከል አንዱ ድርጅቱን መልቀቅ ከፍተኛ የግል መስዋእትነት መክፈል ስለሚጠይቀኝ እና፡ በሌላ ድርጅት እዚህ የማገኛቸውን አጠቃላይ ጥቅሞች ላለገኝ ስለምችል ነው።	1	2	3	4	5
2.3.	ድርጅቱን ለቅጭ መውጣት ከሚያስከትላቸው አሉታዊ ተፅእኖ መካከል አንዱ የሚገኙ አማራጮች እጥረት ነው	1	2	3	4	5
2.4.	ሌላ ስራ እንዲያን ባላገኝ ስራዬን ለመልቀቅ አልፈራም	1	2	3	4	5
2.5.	በዚህ ጊዜ ከድርጅቱ ጋር መቆየት አስፈላጊ ነው	1	2	3	4	5
3.	ቃል ኪዳን					
3.1.	በዚህ ዘመን ሰዎች ከአንድ ድርጅት ወደ ሌላው በተደጋጋሚ እንደሚዛወሩ ይሰማኛል	1	2	3	4	5
3.2.	ለዚህ ድርጅት መስራቱን ከቀጠልኩብት ዋና ምክንያት አንዱ ታማኝነት ነው የሚል እምነት ስላለኝ እዚህ የመቆየት የሞራል ግዴታ እንዳለብኝ ይሰማኛል ።	1	2	3	4	5
3.3.	ሌላ ቦታ የተሻለ ሥራ ካገኘሁ ድርጅቱን ብለቅ ስህተት አይመስለኝም	1	2	3	4	5

3.4.	አንድ ሰው ሁል ጊዜ ለድርጅቱ ታማኝ መሆን አለበት የሚል እምነት የለኝም	1	2	3	4	5
3.5.	ቀደም ሲል ሰራተኞች በአንድ ድርጅት በስራ ላይ ሲቆዩ የተሻለ ተጠቃሚ ነበሩ	1	2	3	4	5

ማንኛውም ተጨማሪ አስተያየት ወይም አስተያየት ካለዎት እባክዎ ከዚህ በታች በተጠቀሰው ቦታ ላይ ያክሉ

መጠይቁን ስለሞሉ በጣም አመሰግናለሁ

Appendix C Reliability Statistics

Involvement

Cronbach's Alpha	N of Items
.721	13

Consistency

Reliability Statistics

Cronbach's Alpha	N of Items
.766	9

Mission

Adaptability

Reliability Statistics

Cronbach's Alpha	N of Items
.708	12

Reliability Statistics

Cronbach's Alpha	N of Items
.723	10

Reliability of all variables

Reliability Statistics

Cronbach's Alpha	N of Items
.812	5

Reliability of all variables

No	Item	Cronbach's alpha	N item
1	Involvement	0.714	13
2	Consistency	0.779	9
3	Adaptability	0.725	12
4	Mission	0.736	10
5	Employees commitment	0.703	16
	Overall	0.812	5

Source ;own survey source

Descriptive analysis on organizational culture measures

No	Item	N	Mean	Std. Deviation
1	Involvement	140	3.626	0.498
2	Consistency	140	3.507	0.595
3	Adaptability	140	3.713	0.460
4	Mission	140	3.834	0.462
5	Employees commitment	140	3.341	0.357

Source: Own survey, 2021