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St. Mary's University, Ethiopia

ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**THE EFFECT OF ORGANIZATONAL CULTURE ON EMPLOYEES
COMMITMENT IN THE CASE OF ETHIOPIAN ISLAMIC AFFAIRS
SUPREME COUNCIL**

BY
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JANWARY, 2021
ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTE TO ST.MARY'S UNIVERSITY COLLEGE, SCHOOL OF
GRADUATE STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE
DEGREE OF MASTER OF BUSSINESS ADMINSTRATION.**

**JANWARY, 2021
ADDIS ABABA, ETHIOPIA**

Approval Sheet

**ST. MARY'S UNIVERSITY COLLEGE
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS**

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DECLARATION

I, the under signed, declare that this thesis is my original work, prepared under the guidance of Temesgen Bezuneh (PHD). All sources of materials used for the thesis have been duly acknowledged. I, further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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JANWARY, 2021

ENDORSEMENT

This thesis has been submitted to St. Mary's University College, School of graduate Studies for examination with my approval as a university advisor.

Advisor

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JANWARY, 2021

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List of Abbreviations and Acronyms used

EIASC.....Ethiopian Islamic Affairs Supreme Council

SPSSStatistical Programming for Social Science

SD.....Standard deviation

ANOVA.....Analysis of Variance

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ABSTRACT

The objective of this study was to assess the effect of organizational culture on employees' commitment in the case of Ethiopian Islamic Affairs Supreme Council. It was guided by the research questions, which are to assess the effect of organizational culture (involvement, consistency and adaptability) on employees' commitment. The study was used simple random sampling technique to select the samples of the respondents. The total populations of the study in EIASC were 264 from these, 159 samples were selected and distributed to the respondents; finally 143 responses were filled and returned. The data were collected through questionnaire, interview and observation. The researcher used both primary and secondary data. Descriptive and explanatory research design was employed as well as both quantitative and qualitative research approach was used. The data were analyzed using descriptive statistics, Pearson correlation and the regression analyses through the soft ware of SPSS version 20. The result of descriptive statistics shows the profile of respondent and to see the perception of employees' commitment within mean, percentage, table and graphs. Pearson correlation to show us the relationship between independent and dependent variables as well as the regression model indicates that the effect of organizational culture on employees commitment. The Pearson correlation result revealed that adaptability has strong positive and statistically significant relationship with employees' commitment. In addition, consistency and involvement organizational culture have moderate, positive and statistical significant relationship with employees' commitment. The regression analysis result indicates that, organizational cultures (involvement, consistency and adaptability) have a positive effect on employees' commitment. Based on the result of this study, organizational culture and employees' commitment have a positive and significant relationship. Even though the relationship is direct and positive, unsatisfied performance of the employees and the organization as a whole may comes due to the weakness of organizational culture and its miss implementation in the organization. According to the researcher's observation, the organization's performance is not that much attractive as compared to its performance before 10 years. Some of the sound manifestations for this problems are most of the employees' and middle managers' time management is no appreciable, some workers absent frequently without permission, cooperation among workers is not that much strong, turnover is high and most workers are interested to leave the organization if they get other opportunity.

Key Words: *Organizational Culture, Involvement, Consistency, Adaptability Employees' commitment*

CHAPTER ONE

INTRODUCTION

Culture is defined by a number of different scholars in a different manner. Like (Schein, 1990) defines culture in managerial terms as how people feel about the organization. In addition to that (Schein, 1999) defines culture as a pattern of shared basic assumptions that the group learned as it solved problems of external adaptation and internal integration that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems. On the other hand (Aswathappa, 2003) refers to culture as a, complex whole which includes knowledge, belief, art, morals, law, custom, and other capabilities and habits acquired by man in a society.

Therefore, this chapter study about the background of the study, organization, problem statement, research question, research objective, scope of the study, significance of the study, organization of the paper, Ethical consideration and definition of terms.

1.1. BACKGROUND OF THE STUDY

According to, (Mullins, 1999) defines organizational culture as the collection of traditions, values, beliefs, policies, and attitudes that constitute a pervasive context for everything one does and thinks in an organization. Organization culture is a system set of meaning, values and believe within a certain organization which become as a reference for its members to act and differentiate a certain organization with the others (Mas'ud, 2004). (Denison and Neale, 2008), argue that organizational culture is the underlying values, beliefs and principles that serve as a foundation for an organization's management system and practice. Also they argue that, Organizational culture has a significant impact on the performance and effectiveness of the organization (Denison, 2008).

Organizational commitment is an employees' psychological attachment to an organization, and can be seen in employees' loyalty towards the organization, motivation to incorporate goals of the organization and commit oneself to the organization (Cook and Wall, 1980). According to, (Mowday et al, 1982), there are four factors that can influence organizational commitment such as personal characteristics, role characteristics, structural characteristics and work experience. According to (Bateman and Strasser, 1984), organizational employee commitment is about an employee's loyalty to the organization, the willingness to exert effort on behalf of the organization, the degree of goal and value congruency between the employee and the organization, and the employee's desire to remain employed by the organization. According to (Deshp and Farley, 1999), employees' commitment to the values and goals of an organization, teamwork and socialization are of utmost important.

Commitment can be defined as a force that connects an individual to a step of relevance action to certain target or targets and it involves behavioral terms' that explain an act of commitment (Meyer and Herscovitch, 2001).

This study was assessed the effect of organizational culture and employees commitment based on the Denison's Organizational Culture Model of involvement, consistency and adaptability in the Ethiopian Islamic affairs supreme council. Therefore, which organizational culture model will significantly correlate with employees' commitment? Theoretically Positive culture enhances the commitment of employees that achieve the organizational goal and objectives effectively.

With relation to local studies, organizational culture is important in improving the level of employee commitment which is asserted by the positive contribution of adaptability, mission and involvement practice to employee commitment (Mersen Bizuneh, 2016). Organizational culture and organizational commitment have a significant relationship. But their relation is both positive and negative which is a nonzero correlation between organizational culture and organizational commitment (Ruth Aregu, May 2017). Organizational culture is important in improving the level of employees' commitment which is asserted by the statistically significant contribution of mission and adaptability towards employees' commitment (Meseret Getachew, 2019). Both Mersen Bizuneh and Meseret Getachew were studied about on the Ethiopian airline which is governmental organization and Ruth Aregu was studied about the Equatorial business group. Therefore, in this research the researcher was initiated to study about on the religious organization.

1.2. STATEMENT OF THE PROBLEM

The strength of organizational culture can be measured by the equality and stability of a group of employees and the duration as well as the group share of different experience between the employees within the Organization. Every organization has their own organizational culture that different from others.

According to (Mowday et al, 1979), organizational commitment is viewed as the psychological strength of an employee's attachment and involvement with the organization. According to, (Deal and (Kennedy, 1982) 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. Corporate culture is vital in developing and sustaining employee commitment and intensity levels that is often characteristic of successful organizations (Deal and Kennedy, 1982). In addition, (Deal and Kennedy 1982) 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.

(Hofstede, 1991) who defines culture as being a collective mental programming meant to differentiate the members of a group or a certain social category out of the other groups' members. On the other hand, organizational culture is the degree to which the cultural conditions that is visible to the observer of the organizations as a level of artifacts, values and assumptions on organizational leadership (Schein, 2004). According to Nongo and Ikyanyon, (2012) proved that corporate culture is important in improving the level of employee commitment to the organization but not all corporate cultural measures have effect on employee commitment. Innovative as part of the organizational culture refers to a culture that is creative, results-oriented and has a challenging working environment. According to (Damanpour and Gopalakrishnan, 2001), managing innovation culture helps the organization meet the changing in market demand this includes creating an improved method of production and administration and at the same time enhance the organizational efficiency and responsiveness. Innovations are considered as a competitive instrument for the organization's long-term performance and success. It also considered as an important means of adapting to the needs of a changing and evolving environment, gaining competitive advantage, and facilitating implementation of change initiatives (Deshpandé, Farley, & Webster Jr, 1993; Hurley & Hult, 1998). According to, (Mowday et al, 1979), organizational commitment is viewed as the psychological strength of an employee's attachment and involvement with the organization. On the other hand, (Newstrom and Davies, 2002) define employee commitment as the degree to which an employee's identifies with the organization and wants to continue actively participating in it. Commitment is usually stronger among longer-term employees, those who have experienced personal success in the organization, and those working with a committed employee group.

A strong organizational culture enables employees understand the goals and the objectives of the organization, so that, they are committed to their organization. The Ethiopian Islamic Affairs Supreme Council is one of the religious organizations in Ethiopia. It officially established in 1975 in the city of Addis Ababa. On the progress, with the effort of the community and the council become one of the largest religious organizations in Ethiopia. It is performing massive and bulky religious affairs activities and different organizational duties to support the Muslim society, (EIASC annual report, 2018/19).

The main reason that motivated the researcher to conduct on the effects of organizational culture on employees' commitment in EIASC was the continuous declining for employees' commitment and its performance. According to the researcher's observation, the organization's performance is not that much attractive as compared to its performance before 10 years. Another issues observed by the researcher that magnify the problems are most of the employees' and middle managers' time management is no appreciable, some workers absent frequently without permission, cooperation

among workers is not that much strong, turnover is high and most workers are interested to leave the organization if they get other opportunity. Because of this reason the relationship of the Ethiopian Islamic Affairs Supreme Council and its believers as well as customers is deteriorated.

Therefore, the researcher was motivated to know the feeling and perception of employees about organizational culture which delivered by the EIASC to its employees.

1.3. RESEARCH QUESTIONS

To address the above problems the following questions were raised.

1. What is the effect of involvement on employees' commitment in EIASC?
2. What is the effect of consistency on employees' commitment in EIASC?
3. What is the effect of adaptability on employees' commitment in EIASC?

1.4. OBJECTIVES OF THE STUDY

1.4.1 General Objective

The general objective of this study was to assess the effect of organizational culture on employees' commitment in the Ethiopian Islamic Affairs Supreme Council.

1.4.2. Specific Objective

1. To ascertain the effect of involvement on employees commitment
2. To identify the effect of consistency and adaptability on employees commitment
3. To assess the relationship between organizational culture on employees commitment.

1.5. Definition of terms

Organization culture- (Schein, 1985) defined organizational culture as a pattern of 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 in relation to those problems.

Involvement- creates a greater commitment to the organization and a growing capacity to operate under condition autonomy (Denison & Mishra, 1995).

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

Adaptability- deals with the ability of employees to understand what the customer wants, to learn new skills, and to change in response to demand (Denison, 2011).

Organizational commitment is an employees' psychological attachment to an organization, and can be seen in employees' loyalty towards the organization, motivation to incorporate goals of the organization and commit oneself to the organization (Cook and Wall, 1980).

1.6. SIGNIFICANCE OF THE STUDY

This research was focus on the effect of organizational culture on employees' commitment in the case of Ethiopian Islamic Affairs Supreme Council in Addis Ababa city. So that the research was indentifying the exact effects on organizational culture on employees' commitment and it was provided insight for the improvement of employees' commitment. The result of this study may help the organization to re-consider and amend its policy, procedure, strategy and human resources manual on organizational culture to enhance employees' commitment. The organization may be beneficiary if the manager can see identified problems and recommended solution of this research. In addition, if the EIASC will take the corrective action in the system to enhance the employees commitment and effectiveness and efficiency of the organization. The researcher is beneficiary on getting knowledge about the study and experience on conducting this research and the solution for problem to practice the theoretical part with in addition practice in the real world. Finally, the research will serve as a reference for researchers who are interesting to conduct a research on the topic.

1.7. SCOPE OF THE STUDY

The study have been seen the perspective of the three organizational culture model (involvement, consistency and adaptability) on the effect of employees commitment in Ethiopian Islamic Affairs Supreme Council located in the city of Addis Ababa. In the case of methodology highly quantitative and in some case qualitative ways were applied. The research was incorporated the management body and all employees working in the organization.

1.8. ORGANIZATION OF THE STUDY

The research paper was organized into five chapters. The first chapter contains background of the study, statement of the problem, research questions, objective, significant, scope, organization of the study and definition of terms. The second chapter deals with literature review which describes different theories concerning with organizational culture on employees' commitment. The third chapter consists of the overall research methods of the study. The fourth chapter includes data analysis, presentation, interpretation and discussion of the results. The last chapter is about summary of major findings, conclusions and recommendations.

1.9. LIMITATION OF THE STUDY

Some of the limitations that the researcher has faced in carrying out this study were listed as follows.

The major limitation in conducting this research was the difficulty faced on distributing and collecting the data from that of the respondents due to Covid-19 Corona pandemic.

Because of corona virus, a face to face communication with my advisor was restricted.

Budget restriction was another challenge throughout the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

INTRODUCTION

This chapter offers the related literature review under the topic of the study on the Effect of Organizational Culture and Employees Commitment. The chapter was cover definition and concepts of organizational culture and employees' commitment.

2.1. Theoretical Review

2.1.1. DEFNITION OF CULTURE

Culture is a system of informal rules that spells out how people are to behave most of the time (Eldridge & Crombie, 1974).

Culture is the commonly held beliefs, attitudes and values that exist in an organization. Culture is the way we do things in the organization (Deal & Kennedy, 1983).

Culture forms when a group of people learns over a period of time how to solve its own problems of external environment and internal integration and produce behavioral norms that are adopted and then become characteristic of that particular group (Schein, 1985).

According to, (Baba, 1993), defined culture as a set of shared assumptions, beliefs and values that are linked to and support a related set of social behaviors, roles and relationships.

Culture is a system of shared values and a belief about what is important, what behaviors are important and about feelings and relationships (Furnham & Gunter, 1993).

According to, (Cameron and Quinn, 2011) culture is a socially constructed attribute of organizations that serves as the social glue binding an organization together.

2.1.2. DEFNITION AND CONCEPT OF ORGANAIZATIONAL CULTURE

There is no single definition for organizational culture. More specific definitions include those of (Schein, 1985) defined organizational culture as a pattern of 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 in relation to those problems.

On the other hand, (Brown, 1995) defined organizational culture as the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history, and which tend to be manifested in its material arrangements and in the behaviors of its members. According to, (Schein, 2004) defines organizational culture as follows: A pattern of shared basic assumptions that a group learned as it solved 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 in relation to those problems.

Organizational cultures can be well-known by a number of characteristics. Firstly, there are some general characteristics such as symbols, logos and artifacts in relation with art, technology, architecture and mode (Hofsted, 1980). Secondly, the leadership style is a characteristic of the organizational culture (Swanink, 1990). Thirdly, the behavior of all members of the organization constitutes an organizational culture characteristic. This characteristic consists of the tacit knowledge of the employees and their propagated and proclaimed values (Swanink, 1990,).

Beside on (Denison and Neale 2008) found that 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 demonstrate and reinforce those basic principles and these principles and practices stand because they have meaning for the members of an organization.

2.1.3. CONCEPT OF THE ORGANIZATIONAL CULTURE

Environment - Refers to the psychosocial work environment is the result of an interaction between the work organization and the individual. According to, (Tierney, 1998) suggests diagnostic questions to assess environment. Among these questions, one is 'what is the attitude toward the environment? So that, Tierney's organizational environment refers to the psychosocial environment. (Samson and Waiganjo, 2015) confirmed that psychosocial aspects were an important factor in increasing the performance of employees while compared to physical environment.

Leadership - According to (Tierney, 1998), the role of the symbolic communication reinforced by tangible, constructive change, provides valuable clues about the effectiveness and the organizational culture. Therefore, "People Process Culture leaders at all levels create environments that foster communication, build trust, and facilitate teamwork" (Carr, 1999, as cited in Schnacky, 2008). What does the organization expect from its leaders? Who are the leaders? Are there formal and informal leaders? In doing so, the people process culture will be established which is characterized by formation of a strong, positive belief in people and sustained a high level of performance and profit over an extended period of time (Kersten & Walter, 2013).

Information - (Tierney, 1998) suggests three diagnostic questions to assess information as a dimension of the organizational culture, namely, What constitutes information? Who has it? And how is it disseminated? In addition, (Tierney, 1998) include strategy as a dimension of the organizational culture, and recommend researchers to investigate peoples' perceptions on "how are decisions arrived at?"; "which strategy is used?" and "who makes decisions?" According to (Choo, 2013), the information culture as a dimension of the organizational culture represents "the assumptions, values, and norms that people have about creating, sharing and using information". He points out that it would have its own effect on the organizational behavior and effectiveness.

Strategy - According to, (Ulwick, 1999), strategy is "a plan that describes what an organization proposes to do to achieve a stated mission".(Alvesson, 2002) recommends a cultural view of strategy in order to understand the organizational strategy and to consider the strategy as a cultural manifestation. Further, (Skien2014) argues that the biggest portion of the organization strategy focuses on strategy formulation processes, but not that much on how employees in the organization perceive the strategy and strategy formulation processes. However, people's perceptions of reality have a greater influence on their behavior than the reality itself (Phasinsaksith, 2014).

Socialization - Organizations have their own ways of doing things and it is essential to introduce them for the new comers of the employee. The organizational socialization is a course of action to enable new employees to get organizational knowledge and skills and it is a process by which new employees get information of the norms and roles essential to work within a group or organization (Njegovan & Kostic, 2014).Socialization is referred to as a process of supporting individuals in finding ways to become members of a social group in order to be acquainted with how things work in that social group and contribute to the success of the group (Arnett, 2015). Therefore, the organizational socialization helps new comers to adjust to the task, the work group, and the organization.

2.1.4 MODELS OF ORGANIZATIONAL CULTURE

2.1.4.1 HARRISON'S ORGANIZATIONAL CULTURE MODEL

According to, (Harrison, 1993) Develops an organization culture topology based on four organizational cultures. These are:

Role Culture- This type of culture gives protection to employees and stability to the organization and as people is protected from losing their job. An organization with this type of culture employees need to spend less time focusing their energy on themselves but rather than on their work. This type of culture is tailored at dependability, rationality, and consistency; employees are expected to keep up to their end of the bargain to be rewarded accordingly.

Achievement culture- This type of culture gives employees mutual vision and determination in the organization. Individuals have the inner organizational commitment and they tend to society.

Supportive culture- Is based on mutual trust between employees and the people are viewed as human beings as opposed to the machine and they need to be carried foe and supported to achieve their goals.

Power culture- Allows people in power to be either good or bad. Thus, the resource of an organization can be used to frustrate members or to make them happy. It is the tool used to control others or behaviors of employees. Power is centered on an individual or a few individuals in the organization.

2.1.4.2 DENISON'S ORGANIZATIONAL CULTURE MODEL

Involvement creates a greater commitment to the organization and a growing capacity to operate under condition autonomy (Denison & Mishra, 1995). The participation of employees in their organization increases the performance of the organization (Fey & Denison, 2003). A higher level of employee involvement and participation create a sense of ownership and responsibility.

Denison and his colleagues suggest that the highest performing organizations find ways to empower and engage their employees, facilitate coordinated action and promote consistency of behavior with core business. (Denison and Neale, 2011) identifies cultural dimensions: involvement, consistency and adaptability. Involvement and adaptability emphasize an organization's capacity for flexibility and change. Whereas, consistency emphasize the organization's capacity for stability and direction, (Denison and Neale, 2011). According to, (Denison, 2011) organizational culture basic traits that integrated with its organizational performance and effectiveness that achieve their setting objective in the organization.

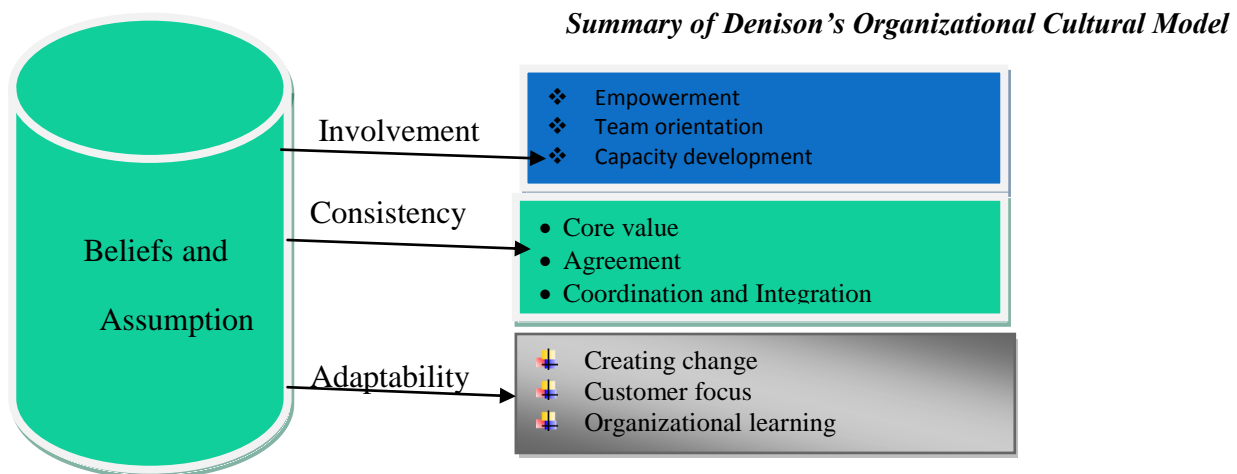
Involvement-: Organizational cultures characterized as highly involved, strongly encouraged, employee involvement, and create a sense of ownership and responsibility. They rely on informal, voluntary, and implied control systems. Empowerment individuals have the authority, initiative, and ability to manage their own work. This creates a sense of ownership and responsibility toward the organization. Team orientation value is placed on working cooperatively toward common goals for which all employees feel mutually accountable. The organization relies on team effort to get work done. Capability development the organization continually invests in the development of employees skills in order to stay competitive and meet ongoing business needs.

Consistency-: This refers to shared values, and efficient systems and processes. It reflects an internal and stable focus. Consistency is the source of integration, coordination, and control related to organizational effectiveness. In particular, consistencies close relationship to change and adaptation. The Positive influence of consistency provides integration and coordination. On the negative aspects, however, highly consistent cultures are often the most resistance to change and adaptation. The three consistency trait indices are a core values, agreement, coordination, and integration. Consistency 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 do's and don'ts. Consistency creates a strong culture based on a shared system of beliefs, values and symbols that are widely understood by members of an organization. Implicit control systems based on internalized values can

be a more effective means of achieving coordination and integration than external-control systems that rely on explicit rules and regulations.

Coordination and integration different functions and units of the organization are able to work together well to achieve common goals. Organizational boundaries do not interfere with getting work done. Agreement the organization is able to reach agreement on critical issues. This includes both the underlying level of agreement and the ability to reconcile differences when they occur. Core value members of the organization share a set of values which create a sense of identity and a clear set of expectations.

Adaptability is the third organizational culture trait, an emphasis on the ability of employees to understand what the customer wants, to learn new skills, and to change in response to demand. It focuses on external environment and flexible. Creating change, customer focus, and organizational learning are the three indices of adaptability. Accordingly, creating change reflects that, the Organization is able to create an adaptive way to meet changing needs. The last index is organizational learning, which focuses on the organizational receives, translates and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge, and developing capabilities (Denison, 2011). Creating change the organization is able to create adaptive ways to meet changing needs. It is able to read the business environment, quickly react to current trends, and anticipate future changes. Customer focus the organization understands and reacts to their customer, and anticipates their future needs. It reflects the degree to which the organization is driven by a concern to satisfy their customer. Organizational learning the organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge and developing capabilities.



Source: Denison (2011), organizational culture model.

Fig. 2.1 Denison's Organizational Cultural model

2.1.5. CHARACTERISTICS OF ORGANIZATIONAL CULTURE

According to, (Mcewan, T., 2001), state that organizational culture refers to a system of shared meaning held by members that distinguish one organization from other organizations. They believe that these shared meanings are a set of key characteristics, and that the organization values and the essence of an organization's culture can be captured in seven primary characteristics. These are:

Innovation and risk-taking: The degree to which employees are encouraged to be innovative and take risks.

Attention to detail: The degree to which employees are expected to exhibit precision analysis and attention to detail.

Outcome orientation: The degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve those outcomes.

People orientation: The degree to which management decisions take into consideration the effect of outcomes on people within the organization.

Team orientation: The degree to which work activities are organized around teams rather than individuals.

Aggressiveness: The degree to which people are aggressive and competitive rather than easygoing.

Stability: The degree to which organizational activities emphasize maintaining the status quo in contrast to growth.

2.1.6. ORGANIZATIONAL CULTURE NETWORK

According to, (Mullins, 1999), presents a cultural web which brings together different aspects for the analysis of organizational culture. The different aspects of the cultural network are as follows:

Routines- the ways that members of the organization behave towards each other and towards those outside the organization and which make up how things are done or how things should happen.

Rituals - the special events through which the organization emphasizes what is particularly important and can include formal organizational processes and informal processes.

Stories- told by members of the organization which embed the present and flag up important events and personalities and typically have to do with success failures, heroes, villains, and mavericks.

Symbols- such as logos, offices, cars, titles, type of language or terminology commonly used which becomes a shorthand representation of the nature of the organization.

Power structures - the most powerful individuals or groups in the organization which may be based on management position and seniority, but, in some organizations, power can be lodged with other levels or functions.

Control Systems- the measurement and reward systems that emphasize what it is important to monitor and to focus attention and activity upon for example stewardship of funds or quality of service.

Organization structure- which reflects power structures and delineate important relationships and activities within the organization and involves both formal structure and control and less formal systems. All of these aspects which make up the cultural web help define and develop the culture of an organization.

2.1.7. TYPES OF ORGANIZATIONAL CULTURE

(Hellriegel, Slocum and Woodman, 2001) describe types of cultures: bureaucratic culture; clan culture; entrepreneurial culture; and market culture.

Bureaucratic culture

An organization that values formality, rules, standard operating procedures, and hierarchical coordination has a bureaucratic culture. Long - term concerns of bureaucracy are predictability, efficiency, and stability. Its members highly value standardized goods and customer service. Behavioral norms support formality over informality. Managers view their roles as being good co-coordinators, organizers, and enforcers of certain rules and standards. Tasks, responsibilities, and authority for all employees are clearly defined. The organizations many rules and processes are spelled out in thick manuals and employees believe that their duty is to go by the book and follow legalistic processes.

Clan culture

Tradition, loyalty, personal commitment, extensive socialization, teamwork, self management, and social influences are attributes of clan culture. Its members recognize an obligation beyond the simple exchange of labor for a salary. The members understand that their contributions to the organization may exceed any contractual agreements. The individual long-term commitment to the organization is exchanged for the organizations long-term commitment to the individual. Individuals believe that the organization will treat them fairly in terms of salary increases, promotions, and other forms of recognition. Consequently, they hold themselves accountable to the organization for their actions.

Entrepreneurial culture

High levels of risk taking, dynamism, and creativity characterize an entrepreneurial culture. There is a commitment to experimentation, innovation, and being on the leading edge. This culture does not just quickly react to changes in the environment is creates change. Effectiveness means providing new and unique products and rapid growth. Individual initiative, flexibility, and freedom foster growth and are encouraged and well rewarded.

Market culture

The achievements of measurable and demanding goals, especially those that are financial and market-based, characterize a market culture. Hard driving competitiveness and a profit orientation prevail throughout the organization. In a market culture, the relationship between individual and organization is contractual. The individual is responsible for some levels of rewards in return. A market culture does not exert much informal, social pressure on an organization's members. They don't share a common set of expectations regarding management style or philosophy. The absence of a long-term commitment by both parties results in a weak socializing process. These four culture types all represent different types of management philosophies or styles. The cultures of these organizations are governed by how these companies are run or the beliefs of the founders of the organization. Essentially, the cultures in these organizations are driven top - down, with emphasis on the type of business or industry that this organization serves.

2.1. 8. LEVEL 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 the more are 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 categories the constituent elements of culture.

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).

2.1.9. IMPORTANCE OF ORGANIZATIONAL CULTURE

(Mullins 1999), attests that culture helps to account for variations among organizations and managers, both nationally and internationally. Culture helps to explain why different groups of people perceive things in their own way and perform things differently from other groups. Culture can help reduce complexity and uncertainty. It provides a consistency in outlook and values, and makes possible the process of decision-making, co-ordination and control.

2.1.10. FUNCTION OF ORGANIZATIONAL CULTURE

According to, (Wagner and Hollenbeck 2010), states that “organizational culture is informal, shared way of perceiving life and membership in the organization that binds members together and influences what they think about themselves and their work”. (Wagner and Hollenbeck, 2010) identify four basic functions of culture. (1) It gives members an organizational identity – means that organizational members share norms, values, and perception provide them with the sense of togetherness that promotes a feeling of common purpose, (2) It facilitates collective commitment, (3) It promotes organizational stability, and (4) It shapes behavior by helping members make sense of their surroundings.

2.1.11. THE CONCEPT OF EMPLOYEES’ COMMITMENT

According to porter et al. (in Meyer, 1989) defined commitment as the strength of an individual identification and involvement with a particular organization. A committed employee is one who stays with the organization under any favorable or unfavorable circumstances affecting the organization (Meyer and Allen, 1997). Organizational commitment is defined as the degree of identification and involvement that individuals have with their organization’s mission, values and goals (Madigan, M., Norton, J. & Testa, I., 1999). Organizational Commitment refers to when an employee accepts the organization and wants to remain with it (Robbins, 2003).

2.1.12. THE THREE PROCESSES OR STAGES OF COMMITMENT

(Mullins, 1999), suggests three processes or stages of commitment:-

Compliance, where a person accepts the influence of others mainly to obtain something from others, such as pay.

Identification, in which the individual accept influence in order to maintain a satisfying relationship and to feel pride in belonging to the organization.

Internalization, in which the individual finds the values of the organization to be intrinsically rewarding and compatible with the personal values.

2.1.13. EMPLOYEES LOYALTY

According to, (Bramlett-Solomon, 1992), employee loyalty is the willingness to stay with the organization. On the other hand, (Rousseau, 1998) stated that the intensive package along with the strong relationship with the organizational culture cause employee loyal to the organization. Employees prefer organization that creates positive work environment, strong positive culture and the good relationship between employees and employer that may influence them to stay longer with the organization (Lam & Ozorio, 2012; Reichheld, Teal, & Smith, 1996).

In other words, employee loyalty means that workers are committed to the success of the company and put their trust by believing that working for this organization is the right choice. Most researchers stated that loyalty is considered as employees that give their effort and being responsible toward their organization (Fu & Deshpande, 2014; Nisar, Uzair, Razzaq, & Sarfraz, 2017).

2.1.14. RESEARCH RESULTS ON THE EFFECT OF ORGANIZATIONAL CULTURE AND EMPLOYEES COMMITMENT

Buchanan has described the organizational commitment as: “Commitment is a partisan, affective attachment to the goals and values of an organization, to one’s role in relation to the goals and values and to the organization for its own sake” (Buchanan, 1974).

Involvement and Employee Commitment

A state of involvement implies a positive and relatively complete state of engagement of core aspects of the self in the job, whereas a state of alienation implies a loss of individuality and separation of the self from the work environment (Kanungo, 1982). The key success factors for organization now a day is employee empowerment, teamwork, and employee development. These enable managers and employees more committed to work and feel that they own a part of the organization. According to Nongo and Ikyanyon, (2012) found a significant and positive relationship between involvement and commitment. Therefore, employees are committed to their organizations if they are involved in decision making.

On the other hand, (Singh and Verghese, 2015) investigate the impact of employee empowerment; a process in which power is transferred from the managers to their subordinates, on organizational commitment. Similarly (Asghar, Mojtaba and Sadeghi, 2015) Involvement is one of the most important dimensions of organizational culture and it has great role in fulfillment of organizational commitment of teachers.

Consistency and Employee Commitment

According to, (Ghader and Afkhami, 2014; Asghar, Mojtaba and Sadeghi, 2015), revealed that there is positive relationship between consistency and organizational commitment in which coordination and integration, agreement and fundamental values as a component of consistency increase employee

commitment to provide efficient and effective work. On the contrary, research finding by (Nongo and Ikyanyon, 2012) found out that there was no significant relationship between consistency and commitment.

Adaptability and Employee Commitment

Organizations should support innovation and teamwork among employees. This will enable employees adapt in an environment of change, thereby improving their level of commitment. (Nongo & Ikyanyon, 2012). According to (Ghader & Afkhami, 2014), Employees exhibited is the highest organizational commitment when they perceived higher learning culture (adaptability traits) which includes culture of creating, acquiring, and transferring knowledge and also quickly react to current trends, and anticipate future changes.

2.2. Empirical Review

There are different studies were conducted on the organizational culture and employees commitment. Some of these studies are: The study conducted by (Mersen Bizuneh, 2016) on organizational culture on employees' commitment in the case of Ethiopian Airline. The researcher was used to study four organizational variables (involvement, consistency adaptability and mission). The result of the study shows that all variables are positive relationship with employees' commitment and statistically significant except consistency. Other study conducted by (Yadollah Hamid, etal, 2017) on Relationship between organizational culture and commitment of employees in health care centers in west of Iran. The researcher was used to study four organizational culture variables (involvement, consistency adaptability and mission). There was a significant relationship between adaptability and involvement on organizational commitment. There was also a direct and significant relationship between consistency and organizational commitment. In addition a research which conducted by (Meseret Getachew, 2019) on organizational culture on employees' commitment in the case of Ethiopian Airline. The researcher was used to study four organizational culture variables (involvement, consistency adaptability and mission). The result of the study shows that all variables are positive relationship with employees' commitment and statistically significant but consistency is not. Another study conducted by (Ezekiel Saasongu Nongo & Darius Ngutor Ikyanyon, 2012) on organizational culture on employees' commitment. The researcher was used to study four organizational culture variables (involvement, consistency adaptability and mission). The result indicates a significant relationship between involvement and commitment, adaptability and commitment but the relationship between consistency and commitment was not significant.

In this study, the researcher used the title of organizational culture on employees' commitment in the case of Ethiopian Islamic Affairs Supreme Council. The researcher was used to study three organizational culture variables (involvement, consistency and adaptability). The result of this study

indicates that, all variables are positive relationship with employees' commitment and statistically significant effect.

2.3. CONCEPTUAL FRAMEWORK

The conceptual framework of this study consists of independent variable organizational culture and the dependent variables of employees' commitment. So that the independent variable of organizational culture according to, (Denison, 2011), cultural traits dimension that created within the business environment uses business language to explain business level issues. It linked to business results through three main organizational models.

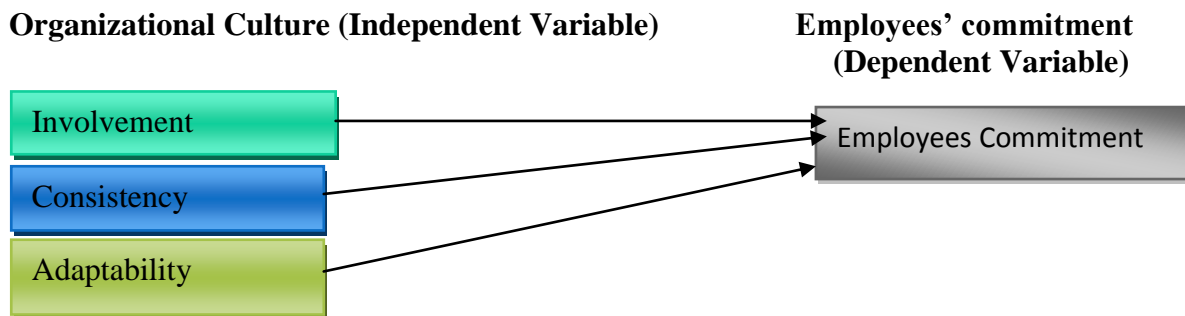


Fig. 2.3 Conceptual framework

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

INTRODUCTION

Chapter three has studied about the research design, source of data, target population, sampling design and sample size, data collection instruments and methods of data analysis of the study. Moreover, validity and reliability of the instrument and ethical consideration was also discussed in detail

3.1. RESEARCH DESIGN AND APPROACH

A research design is a plan and the procedure for research that span from broad assumptions to detailed methods for data collection and analysis (Creswell, 2003). Descriptive survey is a process of collecting data in order to answer questions concerning the current status of the subject in the study has express in percentage, figures and frequency (Saunders, Lewis, & Thornhill, 2009). This research was used both descriptive and explanatory research design.

Mixed methods approach where both quantitative and qualitative data collection techniques and analytical procedures are used in same research design (Saunders, Lewis, & Thornhill, 2009). Therefore, in this research both quantitative and qualitative approach would be employed.

3.2. SOURCE OF DATA

The data for this study was obtained from two sources, primary and secondary.

The primary data were those which are collected afresh and for the first time, and thus happen to be original in character (Kothari, 2004). The source of such type of data would be collected from the respondent of questionnaires, interview and observation.

The Secondary data have been collected from Ethiopian Islamic Affairs Supreme Council strategic plan document (2018/19), annual reports, journals, website, book, and other published and unpublished documents.

3.3. SAMPLING TECHNIQUE AND PROCEDURE

3.3.1. POPULATION OF THE STUDY

The target population of this study has been selected from the Ethiopian Islamic Affairs Supreme Council which includes managers and employees to assess the effect of organizational culture and employees' commitment. The total population of the organization is 264. From these, the target population sample was 159 employees working with EIASC.

The sampling technique for this study was simple random Sampling technique which is used for the lottery methods on each department for distributed the questionnaires. On the other hand the researcher was used purposive sampling for the interview and selecting the case areas of the study because Purposive sampling is a sampling technique in which researcher rely on his or her own

judgment when choosing members of population (management) to participate in the study. So that the researcher used to cross check both the interview and questionnaires each other.

3.3.2. SAMPLING SIZE DETERMINATION FORMULA

To make the study more accurate and viable, determination of appropriate number of sample size is important for the researcher. Samplings is process of choosing a smaller and more manageable number of people to take part in the research process and generalize the results to the whole of the research population (Catherine, 2002).

$$\text{The applying formula was } n = \frac{N}{1+N(e)^2}$$

Where:-

n =Required sample size

e²= error rate which is 0.05

N = Target population **N** = 264

$$n = \frac{264}{1+264(0.05)^2} = 159$$

So that, 159 was the representative sample size of the target population of the study.

3.4. METHODES OF DATA COLLECTION

Both primary and secondary data would be used for this research. Questionnaire, interview and observation would be used as an instrument for data collection. The structured questionnaire would be used to collect quantitative information from management and employees. The qualitative information is collected from that of interview and observation. The questionnaire would have three parts the first section included demographic information designed to collect the demographic characteristics of respondents. The second section contained the perception of managers and employees on organizational culture and employees' commitment and the 3rd section was contained the interview collected data was collected from the management body of organization.

The secondary data was gathered from different materials written/prepared by different stakeholders in relation to the organization and additional information was collected from organization's reports, different websites, books, journals and articles.

The questionnaires were designed by using five measuring likert scale items that starting from strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5).

3.5. VALIDITY AND RELIABILITY

VALIDITY

Validity is the extent to which the interpretations of the results of a test are warranted, which depends on the test's intended use (i.e., measurement of the underlying construct) (Kimberlin & Winterstein, 2008).

In order to ensure the validity of this study and data collection instrument, a pilot survey was conducted on randomly selected 10 employees by making the use of the questionnaire developed for this study in order to ensure that the questionnaire is appropriate and statements are generally understandable. In addition, proper detection by an advisor was also taken to ensure validity of the instruments. Finally, the improved version of the questionnaires were printed and distributed.

RELIABILITY

According to, (Neuman, 2012) Reliability is the degree of consistency or dependability of an instrument, including stability, internal consistency Cronbach's alpha is the most common measure of internal consistency or reliability. According to, (George & Mallery 2003), the value of Cronbach alpha coefficient should be more than 0.7 which is an acceptable level of internal consistency or reliability.

(George and Mallery, 2003) provide the following rules of thumb: $\geq .9$ Excellent, $\geq .8$ Good, $\geq .7$ Acceptable, $\geq .6$ Questionable, $\geq .5$ Poor, and $< .5$ Unacceptable. To test the reliability for the items of each concept the Cronbach's alpha coefficient was calculated for each variable.

Table: 3.1 Reliability Test for organizational culture and employees' commitment

Organizational culture models	Cronbach's Alpha	N of Items
Involvement	.734	9
Consistency	.801	8
Adaptability	.796	7
employees' commitment	.757	9

Source: research Data, (2020)

3.6. METHODS OF DATA ANALYSIS

According to Cooper and Emory (1995) data analysis usually involves reducing accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques.

The analysis of the data would be used both quantitative and qualitative character. All the data collected from the respondents were edited for completeness, consistency coded to allow grouping in different categories and sorted per relevance. Then define the statistical terms of frequency, mean, standard Deviation, bi-variate Pearson correlation and linear regression which was used to analyzed the data using SPSS version 20.

The regression model is:-

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Y = employees commitment (Dependent variable)

α = Constant

β = coefficient of independent variable

X₁ = involvement

X₂ = consistency

X₃ = adaptability

e = error

Data analysis would use the SPSS software and statistical tests would be run to ensure that results are a function of the cultural values rather than of values that relate to the individual organization (Saunders, Lewis, & Thornhill, 2009).

3.7. Ethical Consideration

In order to protect the ethical value of the organization, the researcher used information that was gathered from the organization was kept confidentially and used only for this study only. To confirmed the confidentiality of information obtained from the respondents, the researcher was clearly instruct them don't write their name on the questionnaire while they give their response and clearly state the objective of the study and purpose of their response for only the objective of this study. The goal of ethics in research is to ensure that no one is harmed or suffers adverse consequences from the research activities (Cooper, and Schindler 2001)

CHAPTER FOUR

DATA ANALYSIS, DISCUSSION AND INTERPRETATION

INTRODUCTION

This chapter includes the analysis of descriptive statistics, correlation analysis and multiple linear regressions. In this chapter the collected data was analyzed and interpreted. The analyzed and interpreted data was presented and discussed in detailed.

4.1. RATE OF RESPONSE

The researcher distributed a total of 159 questionnaires. From these, 143 (89.9%) questionnaires were collected effectively. The remaining 16 (10.1%) were not collected due to COVID-19 and other different reasons. The researcher interviewed the office head to get additional information in order to support the questionnaires response.

Table: 4.1 Response Rate

Response	Respondents	Percentage
Returned	143	89.9%
Unreturned	16	10.1%
Missing Response	0	0
Total Distributed	159	100%

Source: Research Data, 2020

4.2. GENERAL RESPONDANTS PROFILE

A total of 159 questionnaires have been distributed for the target respondents in EIASC. The study required determining the demographic profile of the study participants by using six respondents' background variables (Gender, age, educational level, work experience, marital status and division of employees) that have stated and analyzed using frequency statistics in table 4.2 below.

Table 4.2: Respondents Profile

Variable	Category	Frequency	Percent	Valid Percent
Sex of respondents	Male	84	58.7	58.7
	Female	59	41.3	41.3
	Total	143	100.0	100.0
Age of respondents	18-30	19	13.29	13.29
	31-40	59	41.26	41.26
	41-50	39	27.27	27.27
	51 and above	26	18.18	18.18
	Total	143	100.0	100.0
Educational label of respondents	Diploma and below	87	60.8	60.8
	Bachelor degree	48	33.6	33.6
	Master degree	7	4.9	4.9
	Phd	1	.7	.7
	Total	143	100.0	100.0
Marital status	Single	13	9.1	9.1
	Married	121	84.6	84.6
	Divorced	8	5.6	5.6
	Widowed	1	.7	.7
	Total	143	100.0	100.0
Work Experience	Less than 2 years	4	2.80	2.8
	2-7 years	57	39.86	39.86
	8-14 years	46	32.17	32.17
	Above 15 years	36	25.17	25.2
	Total	143	100.0	100.0
Division of employment	Management	12	8.39	8.39
	Non management	131	91.61	91.61
	Total	143	100.0	100.0

Source: Research Data, (2020).

4.2.1 Sex of respondents

As shown on table 4.2 above the total respondents are 143 as a result, 84 (58.7%) of total respondents were male and the rest 59 (41.3%) of respondents were females. As the data shows that majority of the respondents are male employees.

4.2.2 Age of respondents

Table 4.2 shows that, majority of the respondents fall between the age ranges of 31-40 years old, which consist of 59 (41.26%) respondents. Followed by age range of 41-50 years old which consists 39 (27.27%) respondents, between the age range of 51 and above years old which consists 26 (18.18%), lastly 19 (13.29 %) respondents' were between the age range of 18-30 years. The organization has an adult workforce, and helps the organization to put into action the objectives of the organization, with sharing of knowledge to latest employees.

4.2.3 Educational level of respondents

The above table indicates that, the educational level of respondents were 87 (60.8%) of respondents cover a diploma and below, followed by 48 (33.6%) of a respondents were bachelor degree holder, 7 (4.9%) of the respondents have masters degree and the remaining 1(.7%) of the respondents has PhD. This implies that the majorities of the respondents are diploma and below. Next to that, first degree is the second majority of the respondents. This may implies that, the organization will be focuses on capacity building to have the required knowledge and skills to achieve organizational goals and objectives.

4.2.4 Marital status of respondents

As shown the marital status of the respondents, 121 (85 %) were married while 13(9%) respondents were single 8 (5%) divorced and the remaining 1 (1%) were Widowed.

4.2.5 Work experience of respondents

With relation to the respondent's work experience, 57 (39.86%) of respondents served from 2 –7 years, 46 (32.17%) of respondents served from 8 – 14 years, 36 (25.17) of respondents served 15 and above years and the remaining 4(2.80%) of the respondents are served for less than 2 years. This implies that majority of the respondents are well experienced and can take as an asset to the organization. Accordingly, long years of experience shows that there is a relatively lower employee turnover, as a result reduces cost of hiring new employees and saves time as well as the organization can achieve its objectives.

4.2.6 Division of employees

Finally, the majority of the respondents 131 (91.61%) were on non-manager employees and the remaining 12 (8.39 %) of the respondents were a position of higher and middle level managers.

4.3. DESCRIPTIVE ANALYSIS

In this section, 33 items are used to assess organizational culture model that categorized into three organizational culture traits which are involvement, consistency and adaptability. The respondents were asked to point out their level of agreement or disagreement with different statements, so that the results are summarized by using the destructive statistical output of the mean and standard deviation. According to Al-Sayyad, Rabea and Samrah (2006), the mean score 1up to 1.8 is considered as very low, the mean score from 1.8 up to 2.6 is considered as low, the mean score 2.6 up to 3.4 is considered as moderate, the mean score 3.4 up to 4.2 considered as high and the mean score 4.2 up to 5.00 considered as very high.

The lower the mean, the more the respondents disagree with the statements. The higher the mean, the more the respondents agree with the statement. On the other hand, standard deviation shows the variability of an observed response from a single sample Marczyk, Dematteo and Festinger (2005).

A 5 – point Likert scale was assumed to answer all statement.

Where: 1 = Strongly Disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, and 5 = Strongly agree.

Table 4.3 Weighted mean results for Likert scale

Response	Mean score
Very high	Score 4.2 up to 5.00
High	3.4 up to 4.2
Moderate	2.6 up to 3.4
Low	1.8 up to 2.6
Very low	1 up to 1.8

Source: Al-Sayyad, Rabea and Samrah (2006)

Table 4.4: Descriptive statistics analysis of involvement

S.NO	INVOLVEMENT	N	Mean	Std. Deviation
1	Your organization has a trend of delegation for its employees.	143	3.13	1.188
2	Employees in your organization are participated in their Organizational decision.	143	3.10	1.044
3	Every employee believes that empowerment can have a positive effect on his or her performance.	143	3.03	1.512
4	Employees' team work across different departments of the organization is encouraged with good team spirit.	143	3.06	1.191
5	Your organization believes that cooperation of employees play an important role for the success of the organization.	143	3.14	1.196
6	In your organization, teamwork is used to get effective and efficient work done, rather than hierarchy.	143	2.99	1.275
7	The organization has a continuous capacity development to enhance the skills of employees.	143	2.51	1.255
8	The investment on capacities of employees is viewed as crucial issue of the organization.	143	2.64	1.253
9	Capacity building of employees is implemented in specified period of time for each employee.	143	2.45	1.191
	Aggregate mean		2.89	1.234

Source: Research Data, 2020

Table 4.5 Descriptive statistics analysis of consistency

S.NO	CONSISTENCY	N	Mean	Std. Deviation
1	In your organization, managers and employees are deeply knows the core values of the organization.	143	2.94	1.112
2	The organizational core value is an ethical code that guides managers & employees behavior.	143	3.46	1.105
3	Ignoring the core values of the organization will lead to dissatisfaction of believers and customers.	143	3.55	1.260
4	In your organization, it is easy to reach an agreement, even if the issues are more difficult.	143	3.30	1.101
5	There is a clear understanding about the right and wrong ways to perform tasks in your organization.	143	3.33	1.053
6	It is easy to coordinate and integrate across different departments to accomplish a core activities of the organization	143	3.31	1.127
7	In your organization, there is a positive coordination and integration with believers and customers.	143	3.04	1.144
8	In your organization employees in different department shared a common values and attitudes.	143	3.37	.976
	Aggregate mean		3.29	1.110

Source: Research Data, 2020

Table 4.6: Descriptive Analysis of Adaptability

S.NO	ADAPTABILITY	N	Mean	Std. Deviation
1	The culture of your organization is open for change and the leaders/employees are adapting quickly, and open to new ideas.	143	2.26	1.226
2	In your organization, things are done in a flexible way and easy to change	143	2.54	1.179
3	Managers and Employees of your organization give more attention to customers' needs and wants.	143	3.24	1.206
4	Customers comment and recommendation are always acceptable and lead to a positive changes for your organization	143	2.99	1.154
5	Innovations and creativities are more encouraged in your organization.	143	2.90	1.370
6	In your organization, the new leaders learn from that of the pervious.	143	2.90	1.122
7	In your organization, failure taken as an opportunity for learning and improvement.	143	2.85	1.094
	Aggregate mean		2.81	1.193

Source: Research Data, 2020

Table: 4.7 Descriptive Analysis of Employees commitment

S.NO	Employees' Commitment	N	Mean	Std. Deviation
1	Your time management based on organizational daily working hours is almost best.	143	3.11	1.193
2	You value the organization's code of ethics.	143	2.65	1.140
3	You feel that this organization seems like your own	143	3.52	1.266
4	You are an example of loyalty to the organization.	143	3.30	1.055
5	The difference in salary cannot make you decide to leave the job	143	2.91	1.221
6	You effectively and efficiently use the organization's resources	143	2.94	1.260
7	You find the way to do a good job even in unfavorable conditions.	143	2.62	1.099
8	You are accomplish in time and manners the activities that are assigned to you	143	2.72	1.340
9	If your organization provide an accountable or risky work for you then you will accept it	143	2.48	1.186
	Aggregate mean		2.92	1.196

Source: Research Data, 2020

Table 4.8 Summary of total mean and standard deviations for organizational culture and employees' commitment

Organization Culture	N	Mean	Std Deviation
Consistency	143	3.29	1.110
Involvement	143	2.89	1.234
Adaptability	143	2.81	1.193
Employees' Commitment	143	2.92	1.196

Source: Research data, 2020

The above table 4.8 the result of descriptive statistics shows that the total means and standard deviation of each organizational culture model. The organizational culture model consistency had a total mean of 3.29 with a standard deviation of 1.110, involvement culture model had a total mean of 2.890 with a standard deviation of 1.234 and adaptability culture model had a total mean of 2.810 with a standard deviation of 1.193. The finding the research shows that, all the three components of organizational culture models and employees commitment are falling in to the moderate agreement level.

4.4 .Correlation analysis between organizational culture and employees’ commitment

Correlation analysis is measuring or indicating the linear relationship and measure the strength of the association between two variables. According to (Field, 2009) correlation coefficient is a very useful means to summarize the relationship between two variables with a single number that falls between -1 and +1. So, a perfect positive relationship ($r=+1.00$) indicates a direct relationship and an($r= 1.00$) indicates a perfect negative relationship. The larger the value implies the stronger the relationship. 0 indicates that there is no linear relationship between the variables (Field, 2009).

The values for interpretation according to statistics are (Marczyk, Dematteo & Festinger, 2005).

- ☞ .01 to .30,-.01 to -.30..... Low correlation
- ☞ .30 to .70, -.30 to -.70 Moderate correlations
- ☞ .70 to .90, -.70 to -.90 Strong correlations
- ☞ .90 to 1.00, -.90 to -1.00..... Very strong correlations

Table 4.9 Correlation between Organizational Culture model and employees commitment

Correlations		EMPLOYEES COMMITMENT
INVOLVMENT	Pearson Correlation	.379 ^{**}
	Sig. (2-tailed)	.000
	N	143
CONSISTENCY	Pearson Correlation	.586 ^{**}
	Sig. (2-tailed)	.000
	N	143
ADAPTABILITY	Pearson Correlation	.732 ^{**}
	Sig. (2-tailed)	.000
	N	143
** . Correlation is significant at the 0.01 level (2-tailed).		

Source: Research Data, 2020

The above table 4.9 indicates the relationship between organizational culture and employees’ commitment. A Pearson correlation coefficient results shows that, organizational culture (adaptability consistency and involvement) had a positive correlation between employee commitment with ($r =.732$, $r = 0.586$ and $r = 0.379$) respectively. The findings shows that there is a significant relationship exist between each organizational culture and employees commitment (sig. $p<0.01$ two-tailed). As a result, adaptability is very strong correlation with employees commitment ($r =.732$). Whereas, consistency and involvement organizational culture got moderate correlation with employees commitment ($r = .586$ and $r = .379$) respectively.

This finding is consistent with the findings of other researchers. According to, (Azadi, Bagheri , Eslami & Aroufzad, 2013), findings of researcher indicate that, adaptability with employee commitment, which is consistent with the correlation coefficients of adaptability ($r= 0.85$). Similarly, (Asghar, Mojtaba & Sadeghi, 2015) undertook Pearson correlation test and concluded that there is moderate level of correlation between employee commitment and involvements ($r=0.44$). In addition, there is high correlation between the two organizational culture traits, namely involvement and consistency, with the dependent variable and the correlation coefficient was $r= 0.83$ and $r= 0.76$ respectively.(Azadi, Bagheri , Eslami and Aroufzad, 2013)

4.5. TESTS OF ASSUMPTION OF REGRESSION ANALYSIS

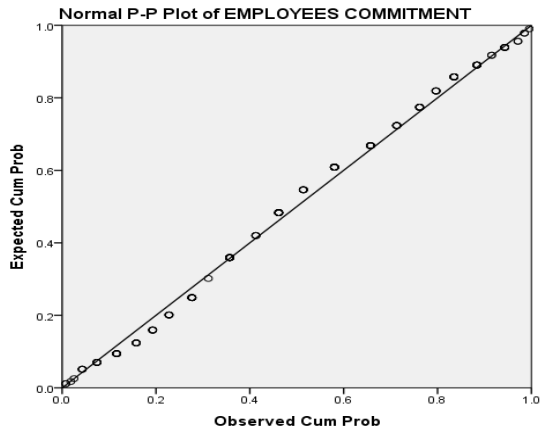
According to (Field, 2009) to run a linear regression, checking critical assumptions is essential and it is helpful to draw conclusion about the population under study.

Regression analysis is a statistical measurement of the relationship between the two or more variables by showing the change of response variable (dependent variable) as a result of per unit change of the predictor (independent variable). In other word regression model is the process of estimating the value of dependent variable while the independent variable changed by per unit (sekaran and bougie, 2010).

Therefore, in this Regression analysis five basic, classical linear regression model assumptions were tested before the regression analysis is conducted. These assumptions are: Linearity, Normality, Multicollinearity, Autocorrelation, and Homoscedasticity.

4.5.1. Linearity Test

Linearity means the relationship between dependent and independent variables is to be linear. This relationship characterized by a straight line. Linearity allows the researcher to predict the dependent variable based on one or more several independent variables. The assumption is checked through the P.P plot by looking at whether the two variables approximately form a straight line. Therefore, to determine the linear relationship between a dependent variable (employees' commitment) and independent variables (organizational culture) through the p.p plot. As shows in the figure 4.1, when looking at the scatter plot, moved from left to right the distance of points on around the fit line approximately similar.



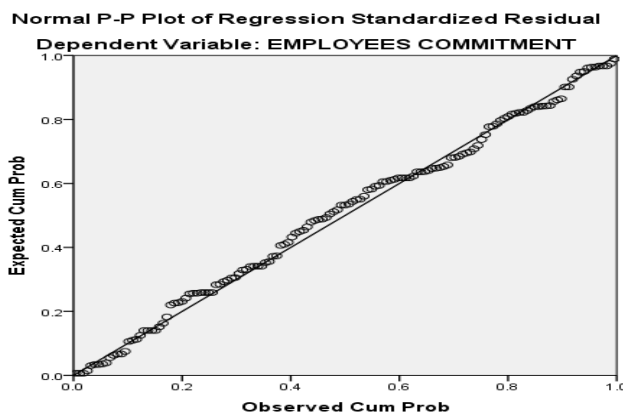
Source: Research Data, 2020

Figure 4.7: P-P Plot

4.5.2. Normality test

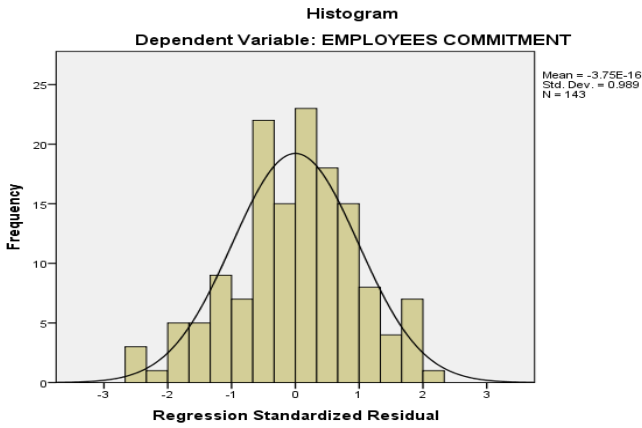
According to (Field, 2009), noted, the assumption of normality is important in research while using regression and helpful to generalize the results of the analysis beyond the sample collected. Accordingly, among several ways to check for the normality assumptions for linear regression analysis, it is advisable to inspect to see if a distribution is normal through a P–P plot (probability–probability plot). Therefore, to establish the validity of these assumptions, the researcher also checks for the normality for the standardize residuals P-P plot. The straight line in this plot represents a normal distribution, and the points represent the observed residuals. Therefore, in a perfectly normally distributed data set, all points will lie on the line (Field, 2009).

A second characteristic of the normal distribution is that it is symmetrical. This means that if the distribution is cut in half, each side would be the mirror of the other (Ghasem, and Zahediasl S., 2012).



Source: Researcher Data, 2020

Fig 4.8 Probability Plot (P-P) graph



Source: Research Data, 2020

Fig 4.9 Histogram that shows the normal distribution of the population

4.5.3. Multicollinearity Test

Collinearity is a data issue that arises if two independent variables are highly correlated and Multicollinearity occurs if more than two independent variables are highly correlated.

The VIF is a measure of the reciprocal of the complement of the inter-correlation among the predictors. The decision rule is a variable whose VIF value is greater than 10 indicates the possible existence of multicollinearity problem. Tolerance (TOL) defined as $1/VIF$, it also used by many researchers to check on the degree of collinearity. The decision rule for tolerance is a variable whose TOL value is less than 0.1 shows the possible existence of multicollinearity problem (Gujarati,2004). From the assumption test the VIF values for all variables became less than the tolerable value, i.e. 10. Tolerance value of all variables also became above 0.1 which indicates that this model is free from multicollinearity.

Table 4.10. Multicollinearity Test

Coefficients ^a		
Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
INVOLVMENT	.932	1.073
CONSISTENCY	.690	1.449
ADAPTABILITY	.652	1.534

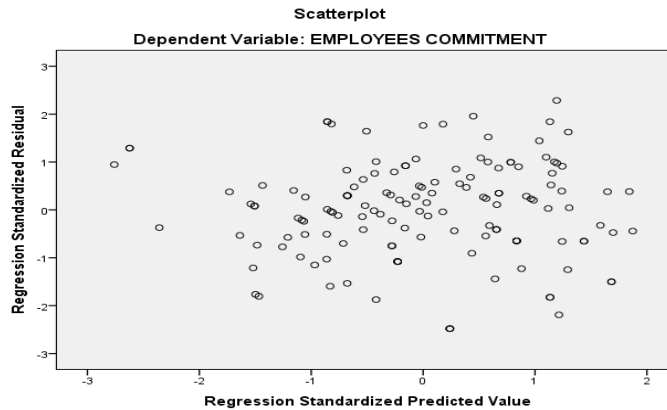
a. Dependent Variable: EMPLOYEES COMMITMENT

Source: Research Data,2020

4.5.4. Homoscedasticity Test

This assumption of homoscedasticity is the central to linear regression model. It describes a situation in which the error term (that is, random disturbance in the relationship between the independent variables and the dependent variables) is the same across all values of the independent variables. Assumptions can be checked by scatter plot diagram.

The result plots the values the model would predict, against the residuals obtained. As the predicted values increase, the variation in the residuals should be roughly similar. The graph looks like a random array of dots. So, the model is homoscedasticity.



Source: Research Data, 2020
Fig 4.10. scatter plot diagram

4.5.5 Autocorrelation

The assumption autocorrelation assumes that in the multiple linear regressions the errors are independent of each other. i.e. The errors are not correlated (Hultema & Laraway, 2006). The assumption is tested by using Durbin – Watson statistic to determine whether the strong correlation exists among the residuals. As a rule of thumb, the DW (Durbin – Watson) statistic should be between the range of 1.5 and 2.5 for the independent observation that is acceptable (Garson, 2012).

Table 4. 11: Autocorrelation model summary

Model Summary ^b	
Model	Durbin-Watson
	1.768

Source: Research Data, 2020

So that, the autocorrelation test table, the value of Durbin – Watson statistic is 1.768 and between acceptable ranges

4.6. REGRESSION ANALYSIS

Linear 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).

On the other hand, multiple regressions able to show how the value of dependent variable changes as the value of two or more independent variables is changed (Babbie, 2013).

Table 4.12: Model Summary of organizational culture

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.800 ^a	.639	.632	.4241
a. Predictors: (Constant), ADAPTABILITY , INVOLVMENTCONSISTENCY				
b. Dependent Variable: EMPLOYEES COMMITMENT				

Source: Research Data, 2020

According to the regression model summary table 4.12 above, the R-value indicate that, the association of all independent variables (involvement, consistency and adaptability) with the dependent variable (employees' commitment) is 0.800. It shows that, there is a strong and positive relationship between them. The value of R square is 0.639. It shows that 63.9% variance in employees commitment is due to change in all the independent variables and the remaining 36.1% employee's commitment is explained by other variables which are not explained in this research. The value of adjusted R square is 0.632. Which shows 63.2% is strong association. The study of (Noah, 2008) concluded that to achieve increased Workers' commitment and to humanize the workplace with the intention of improving organizational performance and good citizenship behavior, managers need to permit a high degree of employee participation in decision making.

Table 4.13 ANOVA of organizational culture on employees commitment

ANOVA ^a						
		Sum of Squares	df	Mean Square	F	Sig.
Model	Regression	44.328	3	14.776	82.142	.000 ^b
	Residual	25.004	139	.180		
	Total	69.332	142			
a. Dependent Variable: EMPLOYEES COMMITMENT						
b. Predictors: (Constant), ADAPTABILITY , INVOLVMENT , CONSISTENCY						

Source: Research Data, 2020

The ANOVA table shows that the overall significance or acceptability of the model from a statistical point of view. From the table above 4.20, the regression model is significant, at $p < 0.001$. R square is = 0.639. The p-value is (0.000), which is less than the significance level 0.05 ($p < 0.05$). Adjusted R square = 0.632. The findings indicate that, the regression model is a good fit of the data and the model is statistically significant, but it does not mean that all variables have an equally contribution

of employees commitment. As a result organizational culture has statistically significant effect on its employees' commitment.

Table 4.14 Coefficients of organizational culture on employees commitment

Model	Unstandardized		Standardized	T	Sig.
	Coefficients				
(Constant)	β	Std. Error	Beta	.099	.921
INVOLVMENT	.022	.218	.243	4.610	.000
CONSISTENCY	.243	.053	.294	4.787	.000
ADAPTABILITY	.285	.055	.513	8.125	.000
a. Dependent Variable: EMPLOYEES COMMITMENT					

Source: Research Data, 2020

The value of regression coefficient represents that, the rate of change of the dependent variable as a result of one unit change of the independent variable.

The above table 4.14 regression coefficients indicate that, the contribution and effect of organizational culture on the employees' commitment.

So that, the beta (β) value of involvement is ($\beta = 0.243$). It shows that, involvement increase by one unit, employees commitment will increase by +0.243 other factors remain constant. As a result, involvement has a positive effect on employees' commitment and statistically significant at $p = 0.000$.

The beta value of consistency is ($\beta = 0.285$) showing that 1 unit change in consistency would cause a 0.285 units positive change in employee commitment. And it is statistically significant at $p < 0.05$, keeping other factors constant.

The beta value of adaptability is ($\beta = 0.447$) showing that 1 unit change in adaptability would cause a 0.447 units positive change in employee commitment. And it is statistically significant at $p < 0.05$, remain other factors constant.

The data collected from the interview questions by asking the office head and other management body as a question of. How to explain your employees' satisfaction with relation to the decision of the management, working environment salary and different benefits? What are the gaps in your organizational culture with relation to grow up employees' commitment? And so on. Generally their response is summarized in the following way.

Based on the data from the interview the organization was a stabilize management system and the followers elected their leaders on every 5 years range until 2011. In that time, the performance of the organization and the commitment of employees were almost convincing. But after 2011 due to

different reasons the organizational culture, employees moral and commitment as well as the performance of the organization become deteriorated. The major cause of this problem was unnecessary government intervention on religious institution especially in Islamic organization.

Based on the data from the researcher's observation, the existing situation of the organization needs some amendment and strong focus. As observed from different reports and current status, on average the strength and the performance of the organization before 10 years was better as compared to now.

CHAPTER FIVE

Ssummary, Conclusion and Recommendation

Introduction

This chapter outlines the key findings developed from chapter four data analysis was presented. Based on the finding summary, conclusion was developed and recommendation has been forwarded on the issue for concerned body of the EIASC to improving the organizational culture and employee commitment.

5.1 Summary of findings

The main objective of this study was to assess the effect of organizational culture on employees' commitment in the case of Ethiopian Islamic Affairs Supreme Council.

The research questions of this research were:-

1. What is the effect of involvement on employees' commitment in EIASC?
2. What is the effect of consistency on employees' commitment in EIASC?
3. What is the effect of adaptability on employees' commitment in EIASC?

The research objectives of this research were:-

1. To ascertain the effect of involvement on employees commitment
2. To identify the effect of consistency and adaptability on employees commitment
3. To assess the relationship between organizational culture on employees commitment.

Different literatures and researches were reviewed which are relevant for this research.

Concerning the methodology of this research, quantitative and qualitative research methods and descriptive and explanatory approaches were applied. With relation to sampling technique, simple random sampling was applied. Based on this sampling technique 159 samples were selected out of 264 total population. So 159 questionnaires were distributed to the respondents and 143 questionnaires were collected.

The data was analyzed using descriptive statistics, Pearson correlation and linear regression with the use of SPSS version 20.

The general profile of the respondents showed that 87(58.7%) of the respondents are male whereas the remaining 59(41.3.4%) are female. The greater part of the respondents falls between the age ranges of 31-40 years old, which consist of 59 (41.26%) respondents. Followed by age range of 41-50 years old which consists of 39 (27.27%) respondents. The educational level of respondents were 87 (60.8%) of respondents cover a diploma and below, followed by 48 (33.6%) of a respondents were bachelor degree holder, 7 (4.9%) of the respondents have masters degree and the remaining 1(.7%) of the respondents have Phd. From the total respondents 132 (91.61%) were non-manager and the remaining 12 (8.39 %) were higher and middle level managers.

The result of descriptive statistics of this study shows that, consistency has the highest mean score of 3.29 followed by involvement with 2.89 mean score and adaptability score 2.81. As a result, all organizational cultures model indicate that the majority of respondents have moderate agreement. Based on this result, consistency is the dominant organizational culture compared to involvement and adaptability.

From the Pearson correlation analysis, the organizational culture has a strong positive and statistically significant relationship with employees' commitment. Adaptability has the strong relationship with correlation coefficient of 0.732 followed by consistency with the coefficient of 0.568, and involvement 0.379. Which indicates moderate relationship and statistically significant at ($P < 0.01$).

The beta (β) value of involvement is ($\beta = 0.243$). It shows that, involvement increase by one unit, employees commitment will increase by +0.243 other factors remain constant. As a result, involvement has a positive effect on employees' commitment.

The beta value of consistency is ($\beta = 0.285$) showing that 1 unit change in consistency would cause a 0.285 units positive change in employee commitment.

The beta value of adaptability is ($\beta = 0.447$) showing that one unit change in adaptability would cause 0.447 units positive change in employee commitment.

From this result, involvement, consistency and adaptability has a positive and statistically significant effect on employees commitment at $p < 0.05$.

Based on the data from the researcher's observation, the existing situation of the organization needs some amendment and strong focus. As observed from different reports and current status, on average the strength and the performance of the organization before 10 years was better as compared to now.

5.2. Conclusion

Finally the study comes up with the following conclusion on the basis of finding regarding with the effect of organizational culture (involvement, consistency and adaptability) on employees' commitment.

The descriptive analysis of the result shows that, the three components of the main organizational culture in the study (consistency, involvement and adaptability) had got a moderate means score value. It is an implication of employees' satisfaction towards their job. From this result, the researcher concludes that, if the organization exerts more effort on improving organizational culture, it will raise the strength of employees' commitment and as a reward it will improve organizational performance.

The correlation analyses result shows that, adaptability has strong correlation with employees' commitment. Whereas, consistency and involvement have moderate level of correlation with employees commitment. This indicates that the above listed organizational culture has a positive and direct relationship with employees' commitment.

The value of R square is 0.639. It shows that 63.9% variance in employees commitment is due to change in all the independent variables and the remaining 36.1% employee's commitment is explained by other variables which are not explained in this research.

In addition, the overall organizational culture (involvement, consistency and adaptability) have a positive and statistically significant effect on employees commitment. So that, a positive change and effect of the three components of organizational culture can bring positive improvement on employees' commitment. From this result the researcher conclude that, if the organization applies more effort on strengthening organizational culture, it will increase the strength of employees' commitment and the performance of organization as a whole.

Based on the data from the interview, "after 2011 due to different reasons the organizational culture, employees moral and commitment as well as the performance of the organization become deteriorated. The major cause of this problem was unnecessary government intervention on religious institution especially in Islamic organization". From the interview data the researcher conclude that, the unnecessary intervention of external body on one organization may have a multi-dimensional negative effect in different aspects of that organization.

Finally based on the result of this study, organizational culture and employees' commitment have a positive and significant relationship. Even though the relationship is direct and positive, unsatisfied performance of the employees and the organization as a whole may comes due to the weakness of organizational culture and its miss implementation in the organization. The researcher also observed

that, based on different reports and current status, on average the strength and the performance of the organization was better before 10 years as compared to now.

5.3. Recommendations

To improve the performance of the employees and the organization as a whole, it is suggestible that the organization itself needs to strengthen the culture of the organization as well as regional representatives. It is advisable for organization to take responsibility to improve their working culture and adapt modern management system.

It is suggested that organizational agencies such as regional, zonal and woreda level Islamic affairs institution exert better efforts on training and mobilization of followers to bring better performance capability in different activities. To improve the strength of organizational culture and its implementation, special training and mobilization system need to be applied.

Responsible government agencies such as ministry of peace need to have a positive and oriented influence and support in improving organizational strength.

It is suggestible that, Islamic education and training need to be accessible for organizational managers, employees and followers as a whole to bring remarkable change in organization's working habit, leadership, financial management, modern working system and all over performance.

It is advisable for this organization that, create smooth environment with others including government and avoid any negative as well as unnecessary influence and interventions form external bodies.

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Appendix

Questionnaire

Dear Respondents

My name is Mohammed Yimer. I am studying for the master of degree on Business Administration at the Ethiopian Saint Mary's University. As a part of my studies I am carrying out a research on the topic "**The Effect of Organizational Culture on Employees Commitment in the case of Ethiopian Islamic Affairs supreme council**". I assure you that all the information obtained through this questionnaire shall be for academic purpose only and will be handled and stored with the highest order of confidentiality. Please do not write your name anywhere in the questionnaire. I would like to thank you in advance for sparing your time to complete the questionnaire. This Questionnaire can be answered by the management and employees of the Ethiopian Islamic Affairs Supreme Council located in Addis Ababa. Therefore, I kindly request you to fill the questionnaire carefully as soon as possible and return back to timely with great excuse.

For any information and suggestion to contact the researcher through the following addresses:

Email: modyimer@gmail.com

Phone: +2519-93-75-00-21/09-27-18-41-47

Parte I: Demographic Information

Please put a (√) mark on your choice on the space provided

1. Gender 1. Male 2. Female
2. Age 1. 18-30 2. 31-40 3. 41-50 4. Above 51
3. Educational level 1. Diploma and below 2. Bachelor degree 3. Master's Degree 4. PHD
4. Marital status 1. Single 2. Married 3. Divorced 4. Widowed
5. How long you have worked in Ethiopian Islamic Affairs Supreme Council?
 1. Less than 2 years
 2. 2-7 years
 3. 8-14 years
 4. Above 15 years
6. Division of Employment 1. Management 2. Non management

Part II: Organizational Culture

To what extent do you agree or disagree with the following statements about organization culture in your organization, ranging from strongly disagree to strongly agree and put (√) that describes your view better.

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

NO	MODELS OF ORGANIZATIONAL CULTURE					Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	INVOLVMENT					1	2	3	4	5
1	Your organization has a trend of delegation for its employees.									
2	Employees in your organization are participated in their Organizational decision.									
3	Every employee believes that empowerment can have a positive effect on his or her performance.									
4	Employees' team work across different departments of the organization is encouraged with good team spirit.									
5	Your organization believes that cooperation of employees play an important role for the success of the organization.									
6	In your organization, teamwork is used to get effective and efficient work done, rather than hierarchy.									
7	The organization has a continuous capacity development to enhance the skills of employees.									
8	The investment on capacities of employees is viewed as crucial issue of the organization.									
9	Capacity building of employees is implemented in specified period of time for each employee.									
	CONSISTENCY									
10	In your organization, managers and employees are deeply knows the core values of the organization.									
11	The organizational core value is an ethical code that guides managers & employees behavior.									
12	Ignoring the core values of the organization will lead to dissatisfaction of believers and customers.									
13	In your organization, it is easy to reach an agreement, even if the issues are more difficult.									
14	There is a clear understanding about the right and wrong ways to perform tasks in your organization.									
15	It is easy to coordinate and integrate across different departments to accomplish a core activities of the organization									
16	In your organization, there is a positive coordination and integration with believers and customers.									
17	In your organization employees in different department shared a common values and attitudes.									
	ADAPTABILITY									
18	The culture of your organization is open for change and the leaders/employees are adapting quickly, and open to new									
19	In your organization, things are done in a flexible way and easy to change									
20	Managers and Employees of your organization give more attention to customers' needs and wants.									

NO	MODELS OF ORGANIZATIONAL CULTURE	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
21	Customers comment and recommendation are always acceptable and lead to a positive changes for your organization.					
22	Innovations and creativities are more encouraged in your organization					
23	In your organization, the new leaders learn from that of the previous					
24	In your organization, failure taken as an opportunity for learning and improvement.					
PART THREE:- EMPLOYEES COMMITMENT						
1	Your time management based on organizational daily working hours is almost best.					
2	You value the organization's code of ethics.					
3	You feel that this organization seems like your own					
4	You are an example of loyalty to the organization.					
5	The difference in salary cannot make you decide to leave the job					
6	You effectively and efficiently use the organization's resources					
7	You find the way to do a good job even in unfavorable conditions					
8	You are accomplish in time and manners the activities that are assigned to you					
9	If your organization offer an accountable and challenging job for you then you will accept it					

መግቢያ

የዚህ ጥናት አጥኝ መሐመድ ይመር ስሆን በቅዱስት ማሪያም ዩኒቨርሲቲ የቢዝነስና አስተዳደር ለሁለተኛ ዲግሪ ማሟያ የምጠቀምበት ጥናት ነው። የጥናቱ ርዕስ በኢትዮጵያ እስልምና ጉዳዮች ጠቅላይ ምክር ቤት የድርጅታዊ ባህል ተፅዕኖ በሰራተኞች ቁርጠኝነት (Effect of Organizational Culture on Employees Commitment) ላይ ያለው ተፅዕኖ ምን ይመስላል የሚል ነው። በመሆኑም ይህ መጠይቅ ለጥናቱ ግብአት ብቻ የሚውል ሲሆን የተሳታፊዎች የግል ማንነት እና የሚሰጡት መረጃ በእጅጉ የሚጠበቅ ከመሆኑም በላይ የእርስዎ ተሳትፎ በፍቃደኝነት ላይ ብቻ የተመሰረተ ነው። ስለሆነም ጥናቱ ከዳር እንዲደርስ እርስዎ የሚሰጡት መረጃ እና ምላሽ የጥናቱን ውጤት ትክክለኛነትና ተገቢነት ይወስናል። ስለሆነም መጠይቁን በተቻለ መጠን በጥንቃቄ እንዲሞሉልኝ እና በወቅቱ እንዲመልሱልኝ ስጠይቅ ለሚያደርጉልኝ ትብብር ሁሉ በቅድሚያ አመሰግናለሁ።

መመሪያ ስም መጻፍ አያስፈልግልኝ

ለመልስዎ (√) ምልክት በሳጥኑ ውስጥ ያስተምጡ

ክፍል አንድ:- አጠቃላይ መግለጫ

1. ያታ:- 1. ወንድ 2. ሴት
2. እድሜ:-1. ከ18-30 አመት 2. ከ31-40 ዓመት 3-41-50 አመት 4-ከ 51 በላይ
- 3.የትምህር ትደረጃ:-1.ዲግሪ/ማና ከዚያ በታች 2 የመጀመሪያ ዲግሪ 3.ሁለተኛ ዲግሪ 4.ዶክትሬት
4. የጋብቻ ሁኔታ:- 1. ያላገባ/ች 2. ያገባ/ች 3. በፍቺ የተለያየ/ች 4. በሞት የተለየ/ች
5. በኢትዮጵያ እስልምና ጉዳዮች ጠ/ም/ቤት ወይም ባሉበት መ/ቤት ለምን ያህል ጊዜ አገልግለዋል

1. ከ2 አመት በታች 2. ከ2 እስከ 7 አመት 3. ከ8 እስከ 14 አመት 4. ከ15 አመት በላይ

6. የሰራተኞች መደብ:- 1. አስተዳደር /አመራር 2. አስተዳደር /አመራር/ ያልሆነ

ክፍል ሁለት:- የድርጅቱ ባህል

በተቋም ውስጥ ስለ ድርጅቱ የአሰራር ባህል ከዚህ በታች በተገለጹት ሃሳቦች ውስጥ ምን ያህል ይስማማሉ ወይም አይስማሙም? ለመልስዎ “(✓)” ምልክት ያስቀምጡ።

የቁጥሮቹም አወካከል እንደሚከተለው ይሆናል:-

- 1= በጣም አልስማማም
- 2= አልስማማም
- 3 = ገለልተኛ
- 4 = እስማማለሁ
- 5 = በጣም እስማማለሁ በሚል ተቀምጧል።

ተ.ቁ	የድርጅቱ ባህል	በጣም	አልስማማም	ገለልተኛ	እስማማለሁ	በጣም
		1	2	3	4	5
1	ተቋም ለሰራተኞቹ ውክልና የመስጠት ልማድ አለው					
2	ተቋም በተቋማዊ ውሳኔዎች ላይ ሰራተኞችን ያሳትፋል					
3	እያንዳንዱ ሰራተኛ በተቋሙ አፈፃፀም ላይ ሰራተኛውን ማብቃት አወንታዊ ሚናና ተፅእኖ አለው ብሎ ያምናል					
4	በተቋም በተለያዩ የስራ ክፍሎች የሚሰሩ ሰራተኞች የሚያበረታታ የትብብር መንፈስ አላቸው					
5	ተቋም ለተቋሙ ስኬታማነት የሰራተኞች ትብብር ጠቃሚ ሚና ይጫወታል ብሎ ያምናል					
6	በመስሪያ ቤትዎ ከስልጣን ተዋረድ ይልቅ ውጤታማ ስራ ለመስራት የቡድን ስራ ጠቃሚ ነው ብሎ ያምናል					
7	ተቋም የሰራተኞችን ክህሎት ለማጎልበት ቀጣይነት ያለው የአቅም ማጎልበቻ ስርዓት አለው					
8	በተቋም የሰራተኛውን ችሎታ የማሳደግ ስራ እንደቀልፍ ጉዳይ የሚታይ ነው					
9	የሰራተኛ የአቅም ግንባታ ስራ ለእያንዳንዱ ሰራተኛ በታወቀ የጊዜ ሰሌዳ መሰረት ይተገበራል					
10	በተቋም አመራሩና ሰራተኛው የተቋሙን ቁልፍ እሴቶች በጥልቀት ያውቋቸዋል					
11	የተቋም ቁልፍ እሴቶች እንደ ስነ-ምግባር መርህ የአመራሩና የሰራተኛውን ባህሪ የሚያስተካክሉ ናቸው					
12	ተቋሙ ቁልፍ እሴቶችን መተው የአማኞችንና የደንበኞችን እርካታ ያሳጣዋል					
13	ምንም እንኳን በመስሪያ ቤትዎ በጣም አስቸጋሪ ሁኔታዎች ቢኖሩም በቀላሉ ስምምነት ላይ ይደረጋል					
14	በመስሪያ ቤትዎ ስራን ለመስራት ትክክለኛና ስህተት የሆኑ መንገዶች ግልፅ የሆኑና የተረዱቸው ናቸው					
15	የተቋሙን እንኳ ስራዎች ለማከናወን የተለያዩ የስራ ክፍሎችን በቀላሉ ማስተባበርና ማቀናጀት ይቻላል					
16	ተቋም ከአማኞችና ከተገልጋዮች ጋር አወንታዊ ብብርና ቅንጅት አለው					
17	በተቋም ያሉ የስራ ክፍሎች የጋራ እሴቶችና አመለካከቶች ይጋራሉ					

ተ.ቁ	የድርጅቱ ባህል	በጣም	አልስ	ገለል	እስማማ	በጣም
		አልስማማ	ማማ	ተኛ	ለሁ	እስማማ
		1	2	3	4	5
18	ተቋም ለሰው ገገጃ የሆነ ባህል ያለው አመራሩና ሰራተኛው ለአዳድስ ሃሳቦች ገገጃ የሆኑና ለውጥን ፈጥኖ የሚቀበል ነው					
19	በተቋም ስራዎች የሚሰሩት ለመለወጥ ቀላል በሆነና ዘና ባለ መንገድ					
20	የተቋም አመራሮችና ሰራተኞች ለተገልጋዩ ፍላጎት ክፍተኛ ትኩረት					
21	የተገልጋዮች አስተያየትና ምክራብ-ሃሳብ ተቋሙን ወደ አወንታዊ ለውጥ ስለሚመራው ሁልጊዜ ተቀባይነት አለው					
22	በተቋም ፈጠራና መሻሻሎች በጣም ይበረታታሉ					
23	በተቋም አዳድስ አመራሮች ከቀደምት አመራሮች ይማራሉ					
24	በተቋም ለመማርና መሻሻል ውድቀት እንደ መልካም አጋጣሚ ይወሰዳል					
ክፍል ሶስት:- የሰራተኞች ቁርጠኝነት						
1	በመስሪያ ቤቱ የስራ ሰዓት መሰረት የእርስዎ የሰዓት አጠቃቀም በጣም ይተሻል ነው					
2	እርስዎ ለተቋም የስነ-ምግባር መርሆዎች ዋጋ ይሰጣሉ					
3	ተቋም የእርስዎ የሆነ ያክል ይሰማዎታል					
4	እርስዎ ለተቋም ባለዎት ታማኝነት ለሌሎች ምሳሌ ነዎት					
5	የደመወዝ ለውጥ ስራዎን ለመልቀቅ እንዲወስኑ ሊያደርገዎት አይችልም					
6	እርስዎ የተቋሙን ንብረት በአግባቡና በውጤታማነት ይጠቀማሉ					
7	እርስዎ በማይመች ሁኔታ ውስጥ ቢሆኑም እንኳን ስራዎን በጥሩ ሁኔታ የሚሰሩበትን መንገድ ይፈልጋሉ					
8	እርስዎ የተመደቡበትን ስራ አሰራሩን ተከትሎ በተሰጠዎት ጊዜ ያጠናቅቃሉ					
9	ተቋም ተጠያቂነት ያለውና ፈታኝ ስራ ቢሰጥዎት ይቀበላሉ					

PART FOUR:- INTERVIEW DATA

The following questions were prepared for structured interviews about the title of the **effect of organizational culture on employees’ commitment** for the Ethiopian Islamic Affairs Supreme Council managers in order to get special reference about this topic for the academic research purpose only.

1. What are the dominant organizational cultures in your organization? Are these organizational cultures creating a positive employees commitment? How?
2. How to explain your employees’ satisfaction with relation to the decision of the management, working environment salary and different benefits?
3. Is your organization providing quality service to your employees and customers? How?
4. How to explain the culture of involvement, consistency and adaptability in your organization?
5. How to evaluate the level of your employees’ commitment in your organization? How to build up the employees’ commitment to improve the organizational performance?
6. What are the gaps in your organizational culture with relation to grow up employees’ commitment?
7. How to explain the effect of organizational culture on its employees’ commitment in your organization?
8. Is your organization having a clear goals and objectives? How do you explain their clarity to managers and employees?

Thank you