

The Mediating Role of Job Satisfaction in the Relationship between Organizational Culture and Employees' Commitment: The Case of Civil Service Organizations in Selected Cities of Ethiopia

Terefe Zeleke¹

Abstract

The main objective of this study was to examine the mediating role of job satisfaction in the relationship between organizational culture and employees' commitment. In order to achieve this objective, the study employed descriptive and explanatory research designs to describe the situation and examine the cause and effect relationship of the under cases under investigation. For collection of data, survey questionnaire was administered to 400 randomly selected employee respondents who are permanently working in the civil service organizations in the selected study areas. The data analysis has been executed using both descriptive and inferential statistics in which descriptive results were used to describe the major issues addressed, whereas inferential statistics were used to make inference for the nature of entire population of which the sample has been drawn. The study has found that the practice of organizational culture in the civil service organization is at moderate level relatively with more customer orientation. In regard to employees' job satisfaction, it was found at moderate level. It was also noticed that the job satisfaction level of employees increases as the level of job grades raise up. In addition, the study found that employees have higher affective commitment which reveals more emotional attachment to the organization than continuance commitment and normative commitment. Furthermore, the result confirms that the employees' job satisfaction partially carries the effect of organizational culture to employees' commitment. Therefore, it is very important for civil service organizations to give due attentions to the improvement of their current organizational culture and enhancing the job satisfaction of employees to get more commitment from employees for successful realization of the organizational goals.

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

1. Introduction

Employees are the greatest resource in organizations and play an important role through their involvement and commitments to make the organization competitive (Sempene, Rieger & Roodt, 2002). Employees who are committed are warranted to increase their performance and devote their time to the organization's success. Organizational commitment is often described as the key factor in the relationship between employees and organizations (Raju & Srivastava,

¹PhD, Assistant Professor of Public Management, College of Finance, Management and Development, Ethiopian Civil Service University, email: terefezeleke@gmail.com

© 2021 Ethiopian Civil Service University (ECSU).

ISSN 2519-5255(print) ISSN 2957-9104(online)



This work is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License](https://creativecommons.org/licenses/by-nc/4.0/).

1994). Satisfied employees by means of an affective orientation or a positive attitude, achieve a positive result in relation to their jobs, in general, or to specific personal aspects (Smith, Kendall and Huh (1969) and they would try new ideas and could participate more in the decisions that need to be made (Kivimaki & Kalimo, 1994). This results in improved communication among employees and workforce support for the organization, organizational commitment and job satisfaction (Lok & Crawford, 2004). The existence of job satisfaction is result of organizational culture that comprises new approach of leadership style, the value, and belief and perception practice in the organization. Organizational culture is the shared understanding of the beliefs, values, norms and philosophies of how things work in the organization (Wallach, 1983).

It can be clearly realized that the success of an organization can nearly always be ensured through contribution of unreserved efforts of employees who are working within it. This is possible if the organization has employees who have been satisfied in their current jobs and show the highest commitment to ensure their organizational competitiveness. It also shows how strongly employees are involved in and identify with the organization. This highly depends on presence of conducive culture within the organization (McCunn & Gifford, 2014). Many researchers have discussed the positive aspects of organizational commitment and its effects on work productivity, motivation, turnover intention, and absenteeism, and that it is a powerful tool for employees and organizations to increase productivity and effectiveness (Kuvaas, 2006; Genevičiūtė-Janonienė & Endriulaitienė, 2014). The commitment of employees is traced directly back to prevalence of good organizational culture practiced. Therefore, having effective and good organizational culture for the organization is critical to retain competent employees to ensure the competitive survival of organizations. Also Awan & Mahmood (2011) depicted that employee commitment can be affected by the quality of leadership exercised, and culture practiced in the organization.

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

Different typologies of organizational cultures are presented by scholars to handle and manage different organizational situations. In regard to defining and discussing different characteristics of organizational culture, Cameron & Quinn (2011); Lok & Crawford (2004)

mentioned some of the important characteristics of organizational culture, which should have to address the phenomena of organizational effectiveness through the contribution of committed employees. In addition, the effects of organizational culture on employees' commitment as well job satisfaction has been well studied by different researchers such as Dima et al (2019); Elizabet (2017); Ahn & Inanlou (2017). Besides, Girma & Tesfaye (2018) studied the effect of organizational culture on employees' commitment with mediating role of job satisfaction in their relationship by considering employees in a public enterprise of Oromia Forest and Wild Life. However, the study on influence of organizational culture on employees' commitment with mediating role of job satisfaction across different civil service institutions in Ethiopia is very scant. Thus, this requires understanding of the current existing situations through systematic investigation to take necessary measures for further improvement in civil service organizations. Therefore, it has been found very essential to fill this gap by systematically examining the relationship between different dimensions of organizational culture and employees' commitment in civil service institutions and to have evidence based understanding on how job satisfaction plays a mediating role of the relationship between organizational culture and employees' commitment towards the achievement of their organizational goals. More specifically, this study attempted to attain the following specific objectives: a) to identify the most dominant type of organizational culture practiced in the civil service institutions; b) to determine the level of employees commitment and job satisfaction in their current organizations; c) to examine the effect of organizational culture on employees' job satisfaction and commitment; and d) to analyze the mediating role of job satisfaction in the effect of organizational culture on employees' commitment.

2. Review of Related Literature

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

2.1. Concept of Organizational Culture

According to Schein (2004), organizational culture can be considered as what the organization has or what the organization is depending on whether it is being treated as a construct or a metaphor. Meanwhile, according to Moorhead & Griffin (2013), organizational culture is defined as a set of acceptable values, which helps a person in the organization to understand the actions that are acceptable and which actions are unacceptable. Cultural values are communicated through stories and other symbolic ways. Sithi-Amnuai (1996) limits the understanding of OC as a pattern of basic assumptions and beliefs held by members of an organization from the process of learning to the problems of external adaptation and internal integration. Schein (1983) considered Organizations have cultures through learning, inheritance, adaptation and verification of the values adopted or termed. According to Sashkin & Rosenbach (2013), elements of organizational culture include: Managing change, coordinated teamwork, goal achievement, customer orientation, and building strong culture.

Managing change: This area of action concerns how well the organization is able to adapt to and deal effectively with changes in its environment. All organizations are open, to some extent, to be influenced by their environments; that is what it means when we refer to organizations as "open systems." This fact has become even more obvious today, in times of rapid technological and social change, than it was in the past.

Achieving goals: All organizations must achieve some aims or goals for clients or customers. Having a clear focus on explicit goals has been proven repeatedly to have a very strong relationship to actual success and achievement.

Coordinated teamwork: Long term organizational survival depends on how well the efforts of individuals and groups within the organization are tied together, coordinated and sequenced so that people's work efforts fit together effectively.

Customer orientation: While organizations often have specific product or service goals or a standard of quality or a type of product or service for which the organization is known, the crucial question is whether these internally-derived and defined goals match or fit with what clients or customers want of the organization.

Cultural strength: A strong culture will provide greater stability of organizational functioning. When the culture is based on values that do not support the functions of managing change, organizational achievement, customer orientation, and coordinated teamwork--or when the values actually work against the effective performance of these functions--then a "strong" culture might actually hamper organizational survival.

2.2. The Concept of Employees' Job Satisfaction

Job satisfaction can be defined as a positive effect towards employment (Mueller & McCloskey, 1990) and it is arguably a fairly stable evaluation of how the job meets the employee's needs, wants, or expectations (Fisher, 2003). In research, job satisfaction has been assessed using global aspects as well as multiple facets like salary, career progression and supervisor support (Fisher, 2003). Job Satisfaction has been playing a leading role in management research (Petty et al., 1984; Fisher, 2003). Many studies share that satisfied employees will perform their work more effectively, which is the basis of many theories of performance, reward, job design and leadership (Shipton et al., 2006). Simply put, job satisfaction is the extent to which people like their jobs (Spector, 1997). Job satisfaction, a concept that is widely studied in organizational behavior research, is "commonly conceptualized as an affective variable that results from an assessment of an individual's job experience" (Fritzsche & Parrish, 2005).

Saiyadain (2007) viewed job satisfaction as an employee's end-state of feeling after accomplishing a task. This feeling may lead employee to have either a positive or a negative attitude towards the job. Accordingly, Armstrong (2006) defined job satisfaction as the attitudes and feelings people have about their jobs. For Armstrong, positive or favorable attitudes about the work and the work environment indicate job satisfaction, and the inverse, referring to negative or unfavorable attitudes towards the work to indicate job dissatisfaction.

Job satisfaction may also refer to the fulfillment acquired by individuals in respect of the various job activities, and the rewards for their jobs and job-related matters. According to Spector (1997), job satisfaction refers to the extent to which employees or individuals like or dislike their jobs and the various aspects of their jobs. For Spector (1997), job satisfaction can be a diagnostic indicator of how a person is doing in one of the major domains of his or her life-role. Spector further stated that absence of job satisfaction suggests that a problem exists either in the job or in the person, whereas job satisfaction is indicative of good work-adjustment and positive well-being. Falkenburg and Schyns (2007) and Hongying (2008) are in agreement with the definition given by Spector, and argue that the term job satisfaction is seen as satisfaction with different aspects of the job and the work environment.

2.2.1. Dimensions of Employees' Job Satisfaction

Job satisfaction has been conceptualized and operationalized as both a global construct and a multifaceted construct. One presumable advantage of multidimensional measures of job satisfaction is that the components may relate differently to other variables of interest in a manner that advances the science and practice of industrial-organizational psychology. As a construct, employee's job satisfaction has been approached from many directions. Contributing factors have been often identified as intrinsic or extrinsic. According to Johnson (2004), combinations of intrinsic and extrinsic rewards influence employee decisions to remain in the profession. Herzberg et al.,(1959) brought attention to the distinction between intrinsic and extrinsic factors in the workplace in their theory of job satisfaction. Intrinsic factors are matters related to the self-actualization of the worker, that is, the need for a sense of self-accomplishment on the job or, as commonly labeled, intrinsic job satisfaction. Intrinsic job satisfaction is derived from the composite of intrinsic factors experienced in the job. Intrinsic job factors are factors such as responsibility, skill development, and observed accomplishment associated with doing the work. Conversely, as reflected by Ewen, Smith, Hulin, & Locke (1966); Warr (1991), extrinsic factors are factors such as company policies, supervision, external rewards such as reflected in satisfaction with pay, and workload, which define the external context and reward system within which the worker labors.

Intrinsic job satisfaction is how people feel about the nature of the job tasks themselves, whereas extrinsic job satisfaction is how people feel about aspects of the work situation that are external to the job tasks or work itself (Spector, 1997). Evidence exists supporting some degree of discriminate validity between these two components of job satisfaction in their relationships with other relevant variables. For example, Brown's (1996) meta-analysis results suggest that intrinsic job satisfaction is more strongly related to job involvement than is extrinsic job satisfaction. Also, the results of Moorman's (1993) study suggest that intrinsic job satisfaction has an affective basis, whereas extrinsic job satisfaction does not. In general, this study examines the employees' job satisfaction using the following most commonly applied dimensions of job satisfaction.

Table 2.1: Dimensions of employees' job satisfaction

1. Intrinsic Scale	Description
Ability utilization	The chance to do something that makes use of my abilities.
Achievement	The feeling of accomplishment got form the job
Advancement	The chances for advancement on the job.
Recognition	The praise for doing a good job.
Responsibility	The freedom to use own judgment
2. Extrinsic Scale	
Company policies and practices	The way company policies are put into practice
Compensation	The pay and the number of work employees do
Co-workers	The way co-workers get along with each other
Supervision-human relations	The way the boss handles his men
Supervision-technical	The competence of the supervisor in making decisions
Working conditions	The working conditions

Source: Weiss et al., (1967)

The assessment of employees' job satisfaction uses the Minnesota Satisfaction Questionnaire which was one of the outputs from the "Work Adjustment Project" at the University of Minnesota; the underlying theory is based on the assumption that work fit is dependent on the correspondence between the individual skills and the reinforcements that exist in the work environment (Weiss et al., 1967).

2.3. Concept of Employees' Commitment

Commitment has been defined and measured in many different ways O'Reilly & Chatman (1986) defined organizational commitment as "the psychological attachment felt by the person for the organization; it will reflect the degree to which the individual internalizes or adopts characteristics or perspectives of the organization".

2.3.1. Models of Organizational Commitment

According to Meyer & Allen (1991), organizational commitment reflects at least three general themes: "affective attachment to the organization", "the perceived costs associated with leaving it" and "the obligation to remain with it". These three approaches are referred to as "affective", "continuance" and "normative" commitment. Common to these three approaches is the view that commitment is a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue membership of it. These psychological states also have different implications for work-relevant behavior.

I. Affective commitment

Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. Employees with a strong affective commitment continue employment with the organization because they want to. According to Lerner (1982), the antecedents of affective commitment generally fall into four categories: (1) personal characteristics, (2) structural characteristics (organizational), (3) job-related characteristics, and (4) work experiences. Although various research studies have been conducted to link demographic characteristics such as age, tenure, gender, and education to commitment, the relations were neither strong nor consistent, the reason being too many variables such as job status, work rewards and work values moderating the relationship.

II. Continuance commitment

Continuance commitment refers to an awareness of the costs associated with leaving the organization. The potential costs of leaving an organization include the threat of wasting the time and effort spent acquiring nontransferable skills, losing attractive benefits, giving up seniority-based privileges, or having to uproot the family and disrupt personal relationships. Apart from the costs involved in leaving the organization, continuance commitment will also develop as a function of lack of alternative employment opportunities (Meyer & Allen, 1991).

III. Normative commitment

Normative commitment reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization. Wiener (1982) suggests that the feeling of obligation to remain with an organization may result from the internalization of normative pressures exerted on an individual prior to entry into the organization (family or cultural orientation), or following entry (organizational orientation).

However, normative commitment may also develop when an organization provides the employee with “rewards in advance” (eg paying college tuition) or incurs significant costs in providing employment (e.g. head-hunting fees or the costs associated with job training). Recognition of these investments causes employees to feel an obligation to reciprocate by committing themselves to the organization until the debt has been repaid (Scholl, 1981).

2.4. Relationship between Organizational Culture, Job Satisfaction, and Employees Commitment

There are many studies investigating the relationship between organizational culture and organizational commitment that found there is a positive relationship between organizational culture and organizational commitment (Acar, 2012; Brewer & Clippard, 2002). Organizational culture has been identified as a major driver behind employee longevity (Desselle, Raja, Andrews, & Lui, 2018). A corporate culture is a significant tool for improving organizational commitment, and the better the adjustment between stated and perceived values, the better the organizational commitment (Brewer & Clippard, 2002). In addition, Messner (2013) found that there was a positive relationship between organizational culture and organizational commitment, recommending the design of a corporate culture change strategy, in order to increase organizational commitment in India’s IT services. In regard to the relationship between organizational culture and employees’ job satisfaction, the study by Cameron & Freeman (1991) has found that organizational culture has a significant impact on several key organizational variables such as employee satisfaction, employee performance, turnover and so forth.

Furthermore, in the body of literature, there is evidence that assures the impact of organizational culture on individual attitudes and behaviors of which job satisfaction has been shown to be directly impacted by organizational culture (Lund, 2003; MacIntosh & Doherty, 2010; Schein, 1985). Concerning the relationship between job satisfaction and employee commitment, Huang & Hsiao (2007) stated that job satisfaction is the precursor of commitment which may benefit both changing human behavior outcomes and increasing commitment. They further explained that people will be more committed to their work if they felt satisfied and appreciated.

In addition, Aamodt (2007) indicate that satisfied employees tend to be committed to an organization, and employees who are satisfied and committed are more likely to attend work, stay with an organization, arrive at work on time, perform well and engage in behaviors helpful to the organization’s success. The discussions on relationships of organizational culture, job satisfaction, and employee commitment lead to examining the mediating of these variables in the existing relationships. To this end, the study by Girma & Tesfaye (2018) stated that job satisfaction does act as a fully mediating role in the relationship between organizational cultures and organizational commitment and suggesting that effective improvement in job satisfaction is a critical aspect of the organizational success.

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

whether the employee's job satisfaction plays a mediating role in the relationship between organizational culture and employee commitment in Ethiopian Civil Service organizations using the following framework.

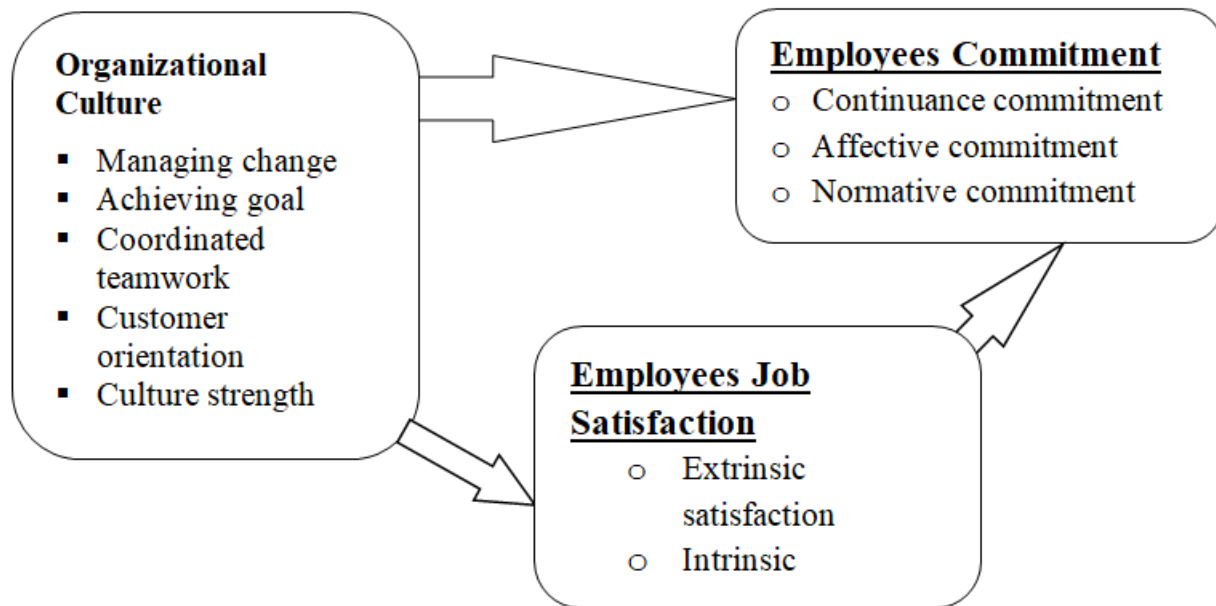


Figure 2.1: Conceptual framework of the study

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

3. Research Methodology

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

3.2. Research Design and Approach

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

3.3. Target population, Sample Size and Sampling Technique

The population in this study comprises employees who are currently working in selected civil service organizations in five selected cities of Ethiopia. Employees who are currently working in civil service organizations are sources of information to measure employees' job satisfaction, commitment, and organizational culture. In order to ensure an acceptable standard, the sample

size is determined by using the following proportional formula of Kothari (2004) since the targeted population is not clearly specified.

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

$$e^2 = 0.05^2$$

Where;

n : sample size

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

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

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

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

3.4. Methods of Data Collection

For the collection of data in relation to employees' satisfaction, a structured questionnaire of employees' job satisfaction towards its intrinsic and extrinsic scales was used. The survey questionnaire was adapted by condensing 100 items of the Minnesota Job Satisfaction Questionnaire. For addressing the commitment level of employees, 24-items of Likert scale questions pertinent to three dimensions of commitment such as "Affective", "Continuance" and "Normative" has been designed and used. Moreover, the current organizational culture of the public organizations was assessed against the theoretical standards. For the collection of data, the study adopted the measurement developed by Sashkin & Rosenbach (2013) in order to assess the type of organizational culture that prevails in public organizations. Accordingly, the organizational culture measure consists of question items that reflect five dimensions of culture such as *Managing change*, *Achieving goals*, *Coordinated teamwork*, *Customer orientation* and *Cultural strength*. The questionnaire used for survey has been translated into the local language (Amharic) for respondents to easily understand and give their responses accordingly. Trained enumerators were used to administering questionnaires for selected employee respondents in each of five cities.

3.5. Methods of Data Analysis

After completion of survey data collection, completeness of data been checked and then variables were properly coded and entered in to SPSS to process the results. With the help of SPSS, both descriptive and inferential statistical results were generated. Using descriptive

analysis such as frequency, mean and standard deviation, the study indicated the level of employees' satisfaction and commitment, as well as the nature of organizational culture. For descriptive univariate analysis using mean values computed from the 5-likert scale, the study followed the decision rule recommended by (Andrew, 2017). To this end, the study used the following ranges of mean values.

Table 3.1: Decision rule for univariate analysis

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

Source: Andrew (2017)

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

4. Results and Discussions

4.1. Introduction

This part presents the analysis and discussions of data collected using a survey questionnaire from respondents who work in different public institutions of five cities such as Addis Ababa, Dire Dawa, Harar, Adama and Assosa. The chapter addresses the current practices of organizational culture, employee' job satisfaction and commitment. In addition, the chapter covers the effects of organizational culture on both employees' job satisfaction and commitment. Furthermore, the chapter addresses the mediating role of employees' job satisfaction in the relationship between organizational culture and employees' commitment.

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

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

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

Table 4.1: Summary of Dimensions of Organizational Culture

Dimensions	Min.	Max.	Std. Deviation	Mean	Percent
Manage Change	1.00	5.00	.76123	3.09	61.74
Achieving goal	1.00	5.00	.88789	3.08	61.59
Coordinated team work	1.00	5.00	.88808	3.13	62.60
Customer Orientation	1.00	5.00	.84681	3.16	63.18
Building strong culture	1.00	5.00	.87550	3.11	62.18
Composite mean – Organizational culture				3.11	62.26
Number of Participants = 384					

Source: Field survey, 2021

4.3. Employees Job Satisfaction

In order to measure the overall job satisfaction level of employees, the MSQ standardized questions were used with composite score of the 36 items in which two subscales such as intrinsic and extrinsic were considered. The intrinsic satisfaction scale was measured using 15 items under 5 dimensions that measure feelings of employees about their job tasks and for the extrinsic satisfaction scale, 21 items under 6 dimensions were considered. Thus, the satisfaction of employees in this section is discussed from the perspective of both the intrinsic and extrinsic satisfaction level with the consideration of eleven dimensions, of which five dimensions were used to represent intrinsic satisfaction, while the other six dimensions were considered to represent the extrinsic satisfaction level.

4.3.1. Intrinsic Satisfaction Level

Intrinsic factors are matters related to the self-actualization of the worker, that is, the need for a sense of self-accomplishment on the job. Intrinsic job satisfaction measures feelings of employees about the nature of their job tasks (Johnson, 2004). In the study this feeling of employees was measured with the use of 15 items under 5 dimensions such as *ability utilization, achievement, recognition, responsibility and advancement*. Thus, table 4.2 below presents the intrinsic satisfaction level of employees that was computed with the use of these dimensions.

Table 4.2 portrays the intrinsic job satisfaction level of employees in the organization where they are currently working. In this regard, the overall intrinsic satisfaction of employees has been found 61.21% which can be labeled as moderate. This in general implies that the feelings of employees toward the nature of their job tasks is at moderate level which requires attention to improve the situation to advance the satisfaction level of employees.

Among five dimensions of the intrinsic satisfaction, the responsibility dimension has been rated relatively high with 64.27%. This implies that the practices of making employees being responsible for planning their job, provision of chance to them to make decision on their own and permitting employees to work alone on the job without regular supervision by officials are relatively good. On the other hands, the situation in recognition dimension of intrinsic satisfaction has been rated low. This clearly reflects that the way organizations give credit and recognition for the work employees performed need further improvement and attention to enhance the satisfaction of employees on the basis of their successful accomplishment. This is due to expectation of employees for feedback from their immediate supervisor to know whether

they are considered as performed well and one of the factors that determine their job satisfaction (Lester, 2013).

Table 4.2: The Intrinsic job satisfaction level employees

<i>Dimensions</i>	Min.	Max.	Std. Deviation	Mean	Percent (%)
Ability utilization	1.00	5.00	1.03528	3.15	62.92
Achievement	1.00	5.00	1.03237	3.12	62.48
Recognition	1.00	5.00	1.04843	2.67	53.39
Responsibility	1.00	5.00	1.03778	3.21	64.27
Advancement	1.00	5.00	1.09684	3.15	62.99
Composite Mean-Intrinsic satisfaction	1.00	5.00	.89220	3.06	61.21
Total Participants =384					

Source: Field survey, 2021

4.3.2. Extrinsic job satisfaction

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

Table 4.3: Extrinsic Satisfaction level of employees

Dimensions	Min.	Max.	Std. Deviation	Mean	Percent
Company policies and practices	1.00	5.00	.989	2.89	57.96
Compensation	1.00	5.00	1.121	2.59	51.91
Coworker	1.00	5.00	.975	3.64	72.76
Supervision-human relationship	1.00	5.00	.989	3.19	63.99
Supervision-technical	1.00	5.00	1.0128	3.07	61.34
Working conditions	1.00	5.00	.966	2.79	55.86
Composite mean-Extrinsic Satisfaction	1.00	4.65	.802	3.032	60.64
Total participants= 384					

Source: Field survey (2021)

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

4.3.3. Overall employees job satisfaction

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

Table 4.4: The overall job satisfaction of employees

Item	Min.	Max.	Std. Deviation	Mean	Percent
Overall employees job satisfaction	1.00	4.82	.81	3.05	61.00
Total participants = 384					

Source: Field survey, 2021

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

Table 4.5: Satisfaction of employees by job category

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

Source: Field survey, 2021

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

Table 4.6: ANOVA Test Result on Overall Employees Job Satisfaction

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

Source: Field survey, 2021

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

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

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

Source: Field survey, 2021

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

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

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

Dependent Variable: Overall employees job satisfaction (Multiple Comparisons)						
(I) The current position of employees	(J) The current position of employees	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Level I - Level IV	Level V - Level VIII	-.46023	.18380	.095	-.9688	.0483
	Level IX -Level XII	-.44361	.18066	.108	-.9452	.0579
	Level XIII & Above	-.65699*	.19373	.008	-1.1883	-.1257
Level V - Level VIII	Level I - Level IV	.46023	.18380	.095	-.0483	.9688
	Level IX -Level XII	.01662	.09105	1.000	-.2252	.2585
	Level XIII & Above	-.19676	.11482	.426	-.5025	.1089
Level IX - Level XII	Level I - Level IV	.44361	.18066	.108	-.0579	.9452
	Level V - Level VIII	-.01662	.09105	1.000	-.2585	.2252
	Level XIII & Above	-.21338	.10973	.281	-.5055	.0787
Level XIII & Above	Level I - Level IV	.65699*	.19373	.008	.1257	1.1883
	Level V - Level VIII	.19676	.11482	.426	-.1089	.5025
	Level IX -Level XII	.21338	.10973	.281	-.0787	.5055

*. The mean difference is significant at the 0.05 level.

*. The mean difference is significant at the 0.05 level.

Source: Field survey, 2021

Table 4.8 shows the ANOVA test result for the difference in the overall satisfaction of employees across the level of positions. As a result, it was found that there is statistically significant difference in the overall satisfaction of employees across the level positions at 5 percent significance level (Sig = 0.001 < 0.05). Specifically, statistically significant difference has been observed between the overall satisfaction level of employees at level I-Level IV and Level XIII and above.

4.5. The Level of Employees' Commitment

According to Meyer and Allen (1997:3), commitment can be defined as “a psychological state that characterizes the employees’ relationship with the organization and has implication for the decision to continue membership in the organization”. Most organizations, especially service providing institutions are facing the challenges of getting committed employees who are competent and ready to give in their best in the pursuit of the objectives of the organization. Sharma and Bajpai (2010) assert that the high levels of effort exerted by employees with high levels of organizational commitment would lead to higher levels of performance and effectiveness of both the individual and the organizational performance levels. In this regard, this study has examined the level of employees’ commitment considering three elements such as Affective, Continuance, and Normative dimensions as discussed hereunder. In this regard, the perception of respondents from the three dimensions has been computed and presented in Table 4.9.

Table 4.9: Aggregate employees’ commitment

	Min.	Max.	Std. Deviation	Mean	Percent (%)
Affective Commitment	1.00	5.00	.754	3.61	72.2
Continuance Commitment	1.00	5.00	.900	2.94	58.8
Normative Commitment	1.00	5.00	.823	3.26	65.2
Composite mean- Employees commitment	1.00	5.00	.676	3.27	65.4
Total participants= 384					

Field survey, 2017

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

Table 4.10: The Commitment of Employees by Job Category

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

Source: Field Survey, 2021

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

Table 4.20: The ANOVA Test result on Variations of Employees Commitment across Job Category

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.399	2	2.199	4.908	.008
Within Groups	170.732	381	.448		
Total	175.131	383			

Source: Field survey, 2021

The test result clearly shows that the average variation of employees commitment level across the job category is statistically significant at 5% significance level ($\text{Sig} = .008 < .05$). In addition, the commitment level of employees has been analyzed across the position level and found as presented in Table 4.12. The result in Table 4.12 shows that the level of employees' commitment increases with increase in the level of job positions of employees. This clearly tells that periodical promotion of employees to higher positions on the basis of their performance and experience can create more commitment to them.

Table 4.12: Commitment level of employees by position level

	Mean	Percent (%)
Level I - Level IV	2.88	57.6
Level V - Level VIII	3.24	64.8
Level IX -Level XII	3.35	67.0
Level XIII & Above	3.37	67.4

Source: Field survey, 2021

In addition, the ANOVA test has been run to examine whether there is statistically significant variation in level of employees' commitment across their job positions as presented in Table 4.13. The ANOVA result clearly shows that the variation of commitment level of employees across their job positions is statistically significant at 5% significance level ($\text{Sig} = .003 < .05$).

Table 4.13: ANOVA Result on variations of employees commitment across job positions

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.459	3	2.153	4.851	.003
Within Groups	168.671	380	.444		
Total	175.131	383			

Source: Field survey, 2021

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

This section discusses the influence of organizational culture on employees' job satisfaction and commitment. The influence which organizational culture could impose on employees' job satisfaction and commitment has been analyzed using the multiple regression analysis. This analysis has been executed separately considering employees' job satisfaction and commitment as two different dependent variables though dimensions of organizational culture has been adopted as independent variables in both cases. Before running multiple regression analysis, preconditions need to be fulfilled. To meet this requirement, correlation analysis has been executed to check the association of each of independent variables among themselves and also with dependent variables (Table 4.13). The Multicollinearity problem has been also checked by using Variance Inflation Factor (VIF) and found its value less than 10 for all variables which

ensure the absence of any problem in this regard. In addition, the adequacy of model was tested by employing ANOVA test before using the results for interpretation and found that the (Sig. < 0.05) confirms that the model is adequate by ensuring that the coefficient (B) is non-zero at least for one of the independent variables in the model (Table 4.14).

Table 4.14: Results of Correlation Analysis

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

Source: Field survey, (2021).

The results of correlation analysis in Table 4.14 shows that the response variables (employees' job satisfaction and commitment) are significantly correlated with all predictors (dimensions of organizational culture) at 1% significance level. Correlation becomes significant here, since higher value of correlation coefficient represents better prediction of dependent variable with lowest possible errors.

According to Senthilnathan (2019), high level of multicollinearity ($VIF \geq 5$) becomes possible, approximately when Coefficient of Correlation ($r \geq 0.9$ (for positively correlated predictors) or $r \leq -0.9$ (for negatively correlated predictors)). However, in this study all predictors, to each other, have the coefficient of correlation ($r < 0.9$, implies that the correlation does not cause the problem of multicollinearity. Hence, this confirms that interpretation can be possible with the correlation coefficient of the predictors on the outcome variable to examine the effects using the Multiple Regression Model. In order to perform the regression model, the Model summary has been checked to see what proportion of the changes in outcome variable is explained by the predictors included in the model. In addition, ANOVA table has been checked to ensure the adequacy of the model and ensured that the use of multiple regression model is adequate to predict the effect of predictors on outcome variable as indicated in the Table 4.15.

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

Model Summary						
Model		R	R Square	Adjusted R- Square	Std. Error of the Estimate	
1		.720 ^a	.518	.512	.47257	
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	90.714	5	18.143	81.239	.000 ^b
	Residual	84.417	378	.223		
	Total	175.131	383			
a. Dependent Variable: Overall employees commitment						
b. Predictors: (Constant), Building strong culture , Manage Change , Achieving goal , Coordinated team work, Customer Orientation						

The model summary table confirms that 51.8 % of the variations in dependent variable (employees' commitment) is explained by the predictor (organizational culture in terms of change management, achieving goal, coordinated teamwork, customer orientation, and building strong culture). In addition, the ANOVA result assures that the regression model is adequate to regress the response variable over the predictors. Furthermore, Table 4.16 below shows the summary of model and ANOVA result for the use of regression analysis to examine the effects of dimensions of organizational culture on employees' job satisfaction.

Table 4.16: Model Summary and ANOVA Result (Dependent variable: Employees' job satisfaction)

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.723 ^a	.523	.517	.56258		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	131.240	5	26.248	82.934	.000 ^b
	Residual	119.634	378	.316		
	Total	250.873	383			
a. Dependent Variable: Overall employees job satisfaction						
b. Predictors: (Constant), Building strong culture , Manage Change , Achieving goal , Coordinated team work, Customer Orientation						

The model summary in Table 4.16 indicates that 52.3 % of the variations in dependent variable (employees' job satisfaction) is explained by the predictor (Dimensions of organizational culture). Besides, the ANOVA result confirms that the regression model is adequate to regress the response variable over the predictors in the model. As a result, Table 5.17 summarizes and presents the result of regression analysis that indicates the dimensions of organizational culture that significantly influence the employees' job satisfaction and commitment in the civil service organizations.

Table 4.17: The Results of Multiple Regression Analysis on Effects of Dimensions of Organizational Culture on employee' Job Satisfaction and Commitment

Variables	Employees' Commitment		Employees' job satisfaction	
	t	Beta (β)	t	Beta (β)
(Constant)	11.501	1.225 (.006)	4.944	.627 (.127)
Manage Change	5.138	.263*** (.053)	2.868	.174*** (.061)
Achieving goal	4.330	.200*** (.046)	3.795	.209*** (.055)
Coordinated team work	-1.363	-.078 (.057)	-.352	-.024 (.068)
Customer Orientation	1.805	.108* (.060)	3.662	.260*** (.071)
Building strong culture	3.042	.167*** (.055)	2.413	.157** (.065)

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

Source: Field survey, 2021

The regression analysis result shows the effects of dimensions of organizational culture on both employees' job satisfaction and commitment. To this end, the three dimensions of organizational culture such as manage change, achieving goal, and building strong culture have statistically significant effect on employees' commitment at 1% significance level, while customer orientation has the effect on employees commitment at 10% significance level. This clearly shows that the three dimensions such as **manage change**, **achieving goal** and **building strong culture** have high influence on the commitment level of employees in the civil service organizations. As it can be seen from Table 4.17, a one unit change of current change management effort of the organization can increase the commitment level of employees by 5.138 units when other factors remain constant. Again, a unit change in current efforts of achieving goals could increase the commitment level of employees by 4.33 units, while other factors remain constant. Besides, a unit change in current efforts of building strong culture would increase the commitment level of employees by 3.042 units, in the constant of all other factors.

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

constant. In addition, a unit change in current efforts of customer orientation and building strong culture would increase the job satisfaction of employees by 0.26 and 0.157 units respectively.

Thus, the civil service organizations have to give more attentions in exerting efforts to improve the indicated dimensions of organizational culture since these are the most significant factors in influencing the commitment and job satisfaction levels of employees.

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

The proposition that job satisfaction mediates the relationship between organizational culture and employee commitments was tested by mediation analysis techniques developed by Baron and Kenny (1986). To this end, Table 4.18 below presents a series of regression analyses performed to test this mediating role. In model 1, the result indicates that the aggregate organizational culture has a positive significant effect on the dependent variable/employee commitment ($\beta = 0.626$, $P < .001$). This assures that step 1 of the mediation analysis is fulfilled. Step 2 of the analysis provides evidence for a significant relationship between the independent variable and the mediator variable. The result of model 2 in the table below shows that aggregate organizational culture has a significant positive effect on job satisfaction of employees ($\beta = 0.763$, $P < .001$), indicating that step 2 of the mediation analysis is also satisfied.

Table 4.18: Regression statistics for the employees' job satisfaction as a mediator between the relationship of organizational culture and employee's Commitment

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

Standard errors in parentheses

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

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

5. Conclusion

The main objective of this study was to examine whether job satisfaction of employees mediates the relationship between organizational culture and employees' commitment. In line to this objective, the study examined the prevailing dimensions of organizational culture, the level of employees' commitment and job satisfaction level of employees in the civil service organizations.

The practice of organizational culture in terms of managing change, goal achievement, coordinated team work, customer orientation and building strong culture were found at moderate level which yet requires more attention and efforts to bring change since the quality of work place in terms of organizational culture has paramount importance in any organizational setting. Concerning the job satisfaction of employees, both intrinsic and extrinsic scales have been considered. The intrinsic satisfaction level of employees which measures feelings of employees about the nature of their job tasks, and extrinsic that measures feelings about external aspects of the job were found at moderate which imply much to be done to advance the job satisfaction level of employees in the civil service organizations. In regard to the difference of job satisfaction level among employees category (leaders, experts and other) has been found as not statistically significant, implies that the job satisfaction for all categories of employees in the civil service organizations is at moderate level. The job satisfaction of employees increase as the job grade increases and the difference has been found statistically significant. This informs that employees need to be given opportunities of promotion to higher job grades or positions on the basis of their performance and experiences to get more satisfaction in their jobs.

It has been found that employees have relatively higher affective commitment than the continuance and normative dimensions which indicates that they have more emotional attachment with their current organizations than their feeling of economic benefits and obligations. The commitment level of employees in category of experts has been found more than that of leaders and other categories in the civil service organizations. This variation has also been found statistically significant which implies that the attachment of employees to their jobs on the basis of their skill, knowledge and experience makes them more committed compared to assignments in decision making positions regardless of their knowledge and experience. Besides, it was noticed that the level of employees' commitment increases as increase in their level of job positions or grades which has statistically significant difference. This indeed confirms that periodical promotion of employees to higher positions on the basis of their performance and experience can create more commitment to them. The study has also assured that the dimensions of organizational culture such as manage change, achieving goal, customer orientation and building strong culture have statistically significant influence on the employees' job satisfaction and commitment. Furthermore, the employees' job satisfaction has been found playing a mediating role in the relationship between organizational culture and employees' commitment which reveals the need for more attentions towards improvement of the current conditions of managing change, goal achievement, customer orientation and building strong culture in the civil service organizations.

6. Recommendations

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

- It has been noticed that the practice of organizational culture that enhances the quality of work place is at moderate level. Therefore, leaders in the civil service organizations have to work hard on improving the current conditions of organizational culture through:

- Managing change by having collective discussion with employees to convince them on importance of the change to the organization and employees to make them believe that their concerns and anxieties during periods of change are heard and taken into considerations.
- Measuring the performance of individuals and teams and rewarding them on the basis of how well goals have been achieved. In addition, it is very important to participate individuals and teams in defining specific goals of the organization to enhance goal achievement efforts.
- Focusing on resolving the problems of customers related with the services they receive to their satisfaction and develop the culture of recognizing those employees who show maximum efforts to satisfy customers.
- Building strong culture by allowing employees to have access to timely and accurate information about what is happening in the organization and the reasons for these new events.
- The overall employees' job satisfaction has been found yet at moderate level which requires more effort due to the fact that the performance of organization and employees commitment highly relies on their satisfaction. Therefore, it is imperative for organizations to make the adoption of organizational policies consistent in making decisions that affect individuals, revising the compensation schemes on the basis of the life cost, and improving the work conditions by fulfilling all required work facilities.
- Since the commitment level of employees increases relative to the increase of job grades, it is very important for organizations to periodically evaluate the performance of individuals objectively to promote them in to higher positions so that they will be more committed to contribute for the organizational goal achievements.

References

- Andrew, A. (2017). Employees' Commitment and Its Impact on Organizational Performance. *Asian Journal of Economics, Business and Accounting*. Vol 5(2): PP 1-13
- Acar, A. Z. (2012). Organizational Culture, Leadership Styles and Organizational Commitment in Turkish Logistics Industry. *Procedia-Social and Behavioral Sciences*, Vol. 58,:PP217-226.
- Aamodt, M.G. (2007). *Industrial-Organizational Psychology: An Applied Approach*. Belmont, CA: Wadsworth Cengage Learning
- Ahn, J., & Inanlou, Z. (2017). Effect of Organizational Culture on Employee Commitment: A Mediating Role of Human Resource Development in Korean Firms. *The Journal of Applied Business Research*, Vol 33 (1): PP87-94.
- Armstrong, M. (2006). *A handbook of human resource management practice*. (10th ed.). London: Kogan.
- Awan, M.R, & Mahmood, K.(2011). Relationship among leadership style, organizational culture and employee commitment in university libraries. *Library Management*; Available at www.emeraldinsight.com/0143-5124.htm; Retrieved on 25th June 2020.
- Baron, R. M., & Kenny, D. A. (1986). The Moderator-mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*. Vol 51: PP 1173-1182.

- Beck K, Wilson C. (2000). Development of Affective Organizational Commitment: A Cross-sequential Examination of Change with Tenure. *Journal of Vocational Behavior*, Vol 56: PP114–136.
- Bersisa, K., Goitom, G., & Terefe, Z. (2016). Implementation of Human Resource Management Reform Program and Civil Service Professionalism in Ethiopia: The Case of Selected Cities. *African Journal of Leadership and Development*, Vol. 1(1): PP52-69
- Brewer, E. W., & Clippard, L. F. (2002). Burnout and Job Satisfaction among Student Support Services Personnel. *Human Resource Development Quarterly*, Vol.13(2): PP169-186.
- Brown, S.P. (1996). A Meta-Analysis and Review of Organizational Research on Job Involvement. *Psychological Bulletin*, Vol. 120 (2): PP 235-255.
- Cameron, K., & Freeman, S. (1991). Cultural Congruence, Strength and Type: Relationships of Effectiveness. In W. Pasmore, & R. Woodman, (Eds.), *Research in organizational change and development* (PP. 23-58). Greenwich, CT: JAI Press.
- Cameron, K., & Quinn, R. (2011). *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework* (3rded.). San Francisco, CA: Jossey-Bass.
- Desselle, S. P., Raja, L., Andrews, B., & Lui, J. (2018). Perceptions of Organizational Culture and Organizational Citizenship by Faculty in US Colleges and Schools of Pharmacy. *Currents in Pharmacy Teaching and Learning*, Vol.10(4); PP 403-412.
- Dima H., Taghrid S. & Rateb J. (2019). The Relationship between Organizational Culture and Organizational Commitment. *Modern Applied Science*; Vol. 13 (4): PP 137-154.
- Even, R.B., Smith, P.C., Hulin, C.L. & Locke, E.A. (1966). An Empirical Test of the Herzberg Two-Factor Theory. *Journal of Applied Psychology*, Vol 50: PP 544-550.
- Elizabeth Mulugeta. (2017). The Effect of Organizational Culture on Job Satisfaction in the Ministry of Science and Technology. A Thesis Submitted to the School of Commerce of Addis Ababa University (Unpublished).
- Falkenburg, K. & Schyns, B. (2007). Work Satisfaction, Organizational Commitment and Withdrawal Behaviors. *Management Research News*, 30(10):708-723.
- Fisher, C. (2003). Why Do Lay People Believe that Satisfaction and Performance are Correlated? *Journal of Organizational Behavior*, Vol. 24; PP.753-777.
- Fritzsche, B. A., & Parrish, T. J. (2005). Theories and research on job satisfaction. *Career development and counseling: Putting theory and research to work*, 180-202.
- Genevičiūtė-Janonienė, G., & Endriulaitienė, A. (2014). Employees' Organizational Commitment: Its Negative Aspects for Organizations. *Procedia - Social and Behavioral Sciences*, 140, 558-564. <https://doi.org/10.1016/j.sbspro.2014.04.470>
- Girma Taye & Tesfaye Hirpesa.(2018). The Effects of Organizational Culture on Organizational commitment: The mediating role of job satisfaction, in case of Oromia forest and wild life enterprise. *International Journal of Commerce and Management Research*, Vol 4(3): PP 1-5.
- Harrison, R. & Stokes, H. (1992), *Diagnosing Organizational Culture*. San Francisco Jossey-Brass.
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work*. New York: John Wiley & Sons.
- Hongying, S. (2008). Literature Review of Teacher Job satisfaction. *Chinese Education and Society*, 40(5):11-16.

- Huang, T. C, & Hsiao, W. J. (2007). The Causal Relationship between Job Satisfaction and Organizational Commitment, Social Behavior and Personality, Vol.35(9), 1265-1276.
- Johnson, D. (2004). Job Satisfaction and Intent to Remain in Teaching of Georgia Business Education Teachers. PhD Dissertation, the University of Georgia, Athens.
- Kalleberg, A. L. (1977). Work Values and Job Rewards: A Theory of Job Satisfaction. *American Sociological Review*. Vol 42(1): PP 124-143.
- Kivimaki M, Kalimo R. (1994). Contributors to Satisfaction with Management in Hospital wards. *Journal of Nursing Management*, Vol.2:PP225-34.
- Kuvaas, B. (2006). Work Performance, Affective Commitment, and Work Motivation: The Roles of Pay Administration and Pay Level. *Journal of Organizational Behavior*, Vol. 27(3): PP365-385.
- Lee C, Chen C. (2013). The Relationship Between Employee Commitment and Job Attitude and Its Effect on Service Quality in the Tourism Industry. *American Journal of Industrial and Business Management*. Vol 3:PP 196-208.
- Lerner, MJ. (1982). The Justice Motive in Human Relations and the Economic Model of Man: A Radical Analysis of Facts and Fictions. In V Derlega & J Grezlak (Eds.), *Cooperation and Helping Behavior: Theories and Research*. New York: Academic Press.
- Lester, D.(2013). Measuring Maslow's Hierarchy of Needs. *Psychological Reports*. Vol. 113(1): PP 15-27
- Lok, P., & Crawford, J. (2001). Antecedents of Organizational Commitment and the Mediating Role of Job Satisfaction. *Journal of Managerial Psychology*, Vol.16(8); PP594-613.
- Lok, P. & Crawford, J. (2004). The Effect of Organizational Culture and Leadership Style on Job Satisfaction and Organizational Commitment: A Cross National Comparison. *Journal of Management Development*, Vol.23 (4): PP 321- 338.
- Lund, D. (2003). Organizational Culture and Job Satisfaction. *Journal of Business &Industrial Marketing*, Vol.18 (3); PP 219-36.
- MacIntosh, E.W., & Doherty, A. (2010). The Influence of Organizational Culture on Job Satisfaction and Intention to Leave. *Sport Management Review*, Vol 13(2); PP 106–117.
- Messner, W. (2013). Effect of Organizational Culture on Employee Commitment in the Indian IT Services Sourcing Industry. *Journal of Indian Business Research*, Vol. 5(2); PP 76-100.
- Meyer, J.P & Allen. N.J. (1991). A Three-component Conceptualization of Organizational Commitment. *Human Resource Management Review*, Vol.1:PP61-89.
- Moorhead, G., Griffin, R.W. (2013), *Perilaku Organisasi: Manajemen Sumber Daya Manusia dan Organisasi*. 9th ed. Jakarta: Penerbit Salemba Empat.
- Moorman, R.H. (1993). The Influence of Cognitive and Affective Based Job Satisfaction Measures on the Relationship between Satisfaction and Organizational Citizenship Behavior. *Human Relations*, Vol. 46: PP759-776.
- Mueller, C. and McClosky, J. (1990). Nurses' Job Satisfaction and Proposed Measure, *Nursing Research*, Vol. 39 (2); PP 113-17.
- Nunnally, J.C. (1978). *Psychometric theory*. 2nd Edn., McGraw-Hill, New York.
- O'Reilly, CA. & Chatman, J. (1986). Organizational Commitment and Psychological Attachment: The Effects Of Compliance, Identification, and Internalization on Pro-Social Behavior. *Journal of Applied Psychology*, Vol. 71(3):492-499.
- Peterson, R. A., & Wilson, W. R. (1992). Measuring Customer Satisfaction: Fact and artifact. *Journal of the academy of marketing science*, Vol. 20(1), P61.

- Petty M.M., McGee G.W., Cavender J.W. (1984). "A Meta-Analysis of the Relationships between Individual Job Satisfaction and Individual Performance. *Academy of Management Review*, Vol. 9(4); PP 712-21
- Prasetya A, Kato M. (2011). The Effect of Financial and Non-financial Compensation to the Employee Performance. The 2nd International Research Symposium in Service Management. Yogyakarta, Indonesia.
- Raju P, Srivastava R. (1994). Factors Contributing to Commitment to the Teaching Profession. *International Journal of Education Management*. Vol. 8(5):7-13.
- Saiyadain M. (2007). *Human Resource Management*. New Delhi: Tata McGraw Hill
- Samithambe S. (2019). Usefulness of Correlation Analysis.
- Sashkin, M., & Rosenbach, W. (2013). *Organizational Culture Assessment Questionnaire*. International and Pan-American Copyright Conventions.
- Schein, E.H. (1983). The Role of the Founder in Creating Organizational Culture. *Organizational Dynamics*, Vol.12: PP13-28.
- Schein, E.H. (1985). *Organizational Culture and Leadership: A Dynamic view*. San Francisco: Jossey-Bass.
- Schein, E. H. (2004). *Organizational Culture and Leadership*, 3rd ed. San Francisco: Jossey-Bass.
- Scholl, R.W. (1981). Differentiating Commitment from Expectancy as a Motivating Force. *Academy of Management Review*, Vol.6:PP589-599.
- Sempene, M., Rieger, H., & Roodt, G. (2002). Job Satisfaction in Relation to Organizational Culture. *SA Journal of Industrial Psychology*, Vol.28(2): PP 23-30.
- Sharma JP, Bajpai N. (2010). Organizational Commitment and its Impact on job satisfaction of employees. A comparative study in public and private sector in India; *International Bulletin of Business Administration*, PP 7-19.
- Shipton, H., West, M., Dawson, J., Birdi, K. & Patterson, M. (2006). 'HRM as a Predictor of Innovation'. *Human Resource Management Journal*, Vol. 16 (1): PP. 3-27
- Sithi-Amnuai, P. (1996). How to Build Corporate Culture. In Asian Institute of Management (1996), *The CEO and Corporate Culture*. Philippines: Asian Institute of Management. P29-44.
- Smith P.C, Kendall L.M, Huh CL. (1969). *The Measurement of Satisfaction in Work and Retirement*. Chicago: Rand McNally.
- Spector, P. E. (1994). *Job Satisfaction Survey, JSS*.
- Wallach, E. (1983). Individuals and Organizations: The Culture Match. *Training and Development Journal*, Vol.12: PP28-36.
- Warr, C. N. (1991). *Job Satisfaction and Intent to Leave Present Employment among Secondary Teachers in Vocational/Technical Education in the United States*. Unpublished Dissertation: The University of Georgia, Athens. .
- Wiener, Y. (1982). Commitment in Organizations: A Normative View. *The Academy of Management Review*, Vol.7 (3); PP 418.
- Weiss, D. J., Dawis, R. V., England, G. W., and Lofquist, L. H. (1967). *Manual for the Minnesota Satisfaction Questionnaire*. Minnesota: Minnesota Studies in Vocational Rehabilitation XXII.