The Effect of Organizational Culture on Employees' Performance in Public Organizations of Addis Ababa City Administration: The Mediating Role of Employees' Commitment

Aleazar Ali Gebeyehu[1]

Abstract

The objective of this study was to examine the relationship between organizational culture and employee performance, taking into account the mediating effect of employee commitment in the Addis Ababa City Administration. Five out of the city's 20 bureaus were selected, consisting of a total of 1,090 employees with a bachelor's degree or higher. The participants included 285 staff members, determined using the Krejcie & Morgan sample determination table. Stratified proportionate sampling techniques were employed to allocate the proportionate samples for each bureau, and systematic random sampling techniques were used to select respondents from each bureau. Data was collected using a survey questionnaire with a five-point Likert scale. In addition, five focus group discussions (one for each bureau with 10 members) were conducted to complement the quantitative data findings. The collected data were analyzed using descriptive statistics such as mean and standard deviation. An explanatory research design was adopted to investigate the effect of independent variables on dependent variables. Structural equation modelling was utilized to examine the effect of organizational culture on employee commitment and performance. The results revealed that employees in the public sector of Addis Ababa City Administration had a low perception of organizational culture, employee commitment, and performance management practices. The findings indicated that organizational consistency, employee commitment, mission orientation, and employee involvement all had a positive and significant effect on employee performance. Furthermore, the mission orientation of employees had a positive and significant effect on their level of commitment to the organization. In conclusion, it could be inferred that employee commitment mediates the influence of organizational culture components, such as consistency and mission orientation, on employee performance. To enhance employee performance, it is recommended that the city focus on improving both organizational culture and employee commitment.

Key words: Organizational Culture, Employees Commitments, Employees Performance

[1]PhD, Assistant professor at the Training Institute, Ethiopian Civil Service University, email: aldlc02@yahoo.com

1. Introduction

The global system's dynamics has an impact on both public and commercial entities around the world. An organization's ability to build and maintain a competitive culture is key to its long-term success. Differences in organizational culture are one of the characteristics that distinguish high-performing organizations from those that do not (Peters & Waterman, 1999). Strong organizational culture is built over time when employees interact in various organizational activities.

The word "culture" came from the Latin word "colure", which means cultivating, growing, and caring. There is no single definition of organizational culture that is accepted by every scholar in the field. Scholars define organizational culture in line with their discipline and area of interest. However, those scholars have common areas of definition for the term. These include values, beliefs, and assumptions people have about what is required and acceptable behavior as a member of an organization (Hofstede, 2011).

Employees placed a greater emphasis on the quality of service they delivered to their clients. Furthermore, organizational culture has a significant, positive and considerable effect on customer satisfaction (Leontev, 2017). A well-organized and established organizational culture can help service providers deliver more efficient service and improve their reputation. Furthermore, a positive workplace culture allows people to build the foundation for their greatest professional success and reputation.

Organizations have attempted to motivate employees using monetary and non-monetary incentive systems. On the other hand, such businesses pay less attention to organizational culture, which can have a significant effect on the employees' performance they provide (Kandula, 2006). A good working culture is a significant factor that helps firms achieves high employee performance

The workplace environment and organizational culture determine employee performance. According to Karim (2021), organizational culture significantly affects the workplace environment. Employee performance is directly and significantly impacted by organizational culture. Variables in the workplace environment have a positive and significant impact on employee performance. Employee performance is significantly impacted by the organizational culture elements and work environment taken together. Organizational culture has a stronger direct impact on employee performance than it does indirectly through the workplace, the direct effect is more important than the indirect one.

The organization should be willing to depart from its established procedures. The main issue is the large number of organizations was unable to provide service quality because both management and workforces are resistant to change, whether in systems, culture, or environment. People are always at peace with the old ways of doing things, sticking to their established habits, beliefs, values, and behaviors (Fiddy, 2016).

The emphasis over the last two decades has been on the delivery of high-quality services to customers. In both research and practice, the idea that organizational culture has an effect on

employee's performance has received general recognition (Gantsho, & Sukdeo, 2018). Hence, the study's objective was to look into the effect of organizational culture on employee's performance with the mediating role of employee's commitment in the Addis Ababa city administration public service organizations.

To identify the research gap, several studies were examined. Hajima (2018) looked into how Addis Ababa Abattoirs Enterprise's organizational culture affected worker performance. The researcher collected data through both quantitative and qualitative methods. The study used correlation and regression analysis to examine the connection between organizational culture and employee performance. Hajima's findings indicated a significant effect of organizational culture on employee's performance. Similarly, Michael (2018) conducted a study on the influence of organizational culture on employees' performance in the GIZ-Ethiopia office.

Michael's study employed explanatory research with a qualitative research approach to establish connections between organizational culture and employee performance. In addition, the researcher utilized Denison's (1990) model of organizational culture, which includes involvement, mission, adaptability, and consistency, to evaluate the organizational culture within the company. The results of the study revealed a significant positive relationship between certain aspects of organizational culture like adaptability and employee involvement in decision-making and overall employee performance in the organization.

Wambugu (2014) also studied the effects of organization culture on employee's performance. The study focused on organization values, organization climate, leadership styles, and work processes effect on the employee's performance. The results showed that organizational values have a more significant effect on employee's job performance. There is also a positive relationship between organizational culture and employee performance. The primary reason for undertaking this study was the fact that the Addis Ababa City Administration's service receivers have serious complaints about receiving their services. As a result of observing their complaints, it was felt by the researcher necessary to conduct research to identify the root causes of the issue and support them with reliable, scientific data in order to recommend how to improve the service provision to the city's customers.

According to Awadh and Alyahya (2013), an organization's values and norms are founded on the interactions between its employees. One of the organization's objectives is to improve performance by developing strategies. The culture of an organization has been recognized and the nature and capability of the system have been understood in order to evaluate the performance management system. The authors suggested that strong organizational cultures built on managers and leaders aid in raising performance standards. In order to give organizations a competitive advantage, managers link organizational performance with culture.

There has only been very limited research on organizational culture and how it affects employee performance, with employee commitment serving as a mediating factor in the Addis Ababa City government. Specifically, there is a lack of exploration into the effects of organizational culture elements such as mission and strategies, adaptation to change, consistency of purposes, and employee involvement on employee performance in the Addis Ababa Civil

Service organization. Previous studies in this area have been limited to single organizations or variables. Addressing this gap is crucial for improving employee performance through enhancing organizational culture in Addis Ababa City Administration. Therefore, this study aimed to investigate the effect of organizational culture on employee performance with the mediating roles of organizational culture.

2. Literature Review

This section of the research presents theoretical and empirical researches related to the issue under consideration. The first section examines organizational culture concepts, theories, and models from a theoretical standpoint. The second section focuses on reviewing the empirical literature, particularly the effect of organizational culture on employee's performance.

There are various organizational culture models. Distinguished academics in the field have created distinct organizational culture models. These include Edgar Schein. Robert A. Cooke, Denison, Robert Quinn, Kim Cameron. The first organizational culture model is by Edgar Schein. It is based on layers of organizational culture in which artifacts, beliefs, and presumptions are included (Schein, 2010). The scholar elaborated on artifacts as the initial level of an organizational culture that is marked by being simple for members of the organization to observe, feel, and hear. This kind of organizational culture is primarily visible and is represented by particular cultural predispositions such as dress codes, furnishings, and other facilities in the workplace. On the other hand, beliefs and presumptions of culture parts go to deep levels such as the philosophies and values of the organizations. Additionally, Schein (2016) made an effort to update the revised edition of his first book (Organizational culture and leadership) which offers a thorough review of his organizational culture model and its real-world applications for managers and leaders.

Additionally, it assists people in realizing their full potential for the benefit of both themselves and their organization. Moreover, the workers foster good relations among coworkers and steer clear of unneeded conflicts (Cooke & Lafferty, 1987). According to Cooke, passive culture is the second type of organizational culture. Employees are not free to communicate openly and honestly with their coworkers and managers in this type of setting. The employees' motivations are constrained to appease the superiors in order to maintain their existing position and, if possible, further their careers inside the company.

In 1990, Denison developed the Denison's Model, a well-known and more practical model that showed how organizational culture and performance are related. The idea emphasizes the four essential components of organizational culture: involvement, consistency, adaptability, and mission. Denison's model is one of the most well-known and regularly used models for the understanding of organizational culture. A fundamental assessment of organizational performance is offered by the Denison model, which examines organizational effectiveness and innovation.

Kim Cameron and Robert Quinn created the Organizational Culture Assessment Instrument model to assess the efficacy and success of an organization's organizational culture. Clan, adhocracy, market, and hierarchy cultures are the four main cultural kinds (Cameron & Quinn

(1999). The workplace in this culture, according to Cameron and Quinn is highly structured and regulated, with managers acting as coordinators.

With regard to empirical review of related literature, numerous studies were conducted on organizational culture, employee's commitment and performance. Researchers Paschal & Nizam (2016) examined how organizational culture affects worker productivity. Through this research, it is demonstrated that symbols have little or no effect on an employee's performance and that organizational culture, such as ritual, value, and heroes, have a substantial and significant impact on an employee performance.

The impact of corporate cultural context, organizational ideals, climate, leadership styles, and working practices have significant effect on employee performance. According to Wambugu (2014), managers who wish to grow their companies should concentrate on the elements that significantly influence employee performance. Based on the findings, it was shown that organizational values have a greater impact on an employee's success at work than on doing jobs. The impact varied among the variables, with the study area's work processes and systems having a greater impact on employee performance.

According to Aleazar (2020), the indirect impact of organizational culture on employee organizational commitment is much higher than the direct impact. Together, organizational culture and staff dedication accounted for 61.8 percent of the university's organizational success. It is encouraging to infer from the results that respondents gave ECSU's organizational culture, personnel dedication, and organizational performance low marks. It is also conceivable to suggest that improving organizational culture and staff dedication to the organization are crucial if the institution wishes to improve performance.

Adam, Ahman & Kusnendi (2020) looked into the connection between organizational culture and employee performance in addition to the function of organizational commitment as a mediating factor. The study was carried out at a neighborhood public utility that provided clean water to the community. According to the study, organizational culture significantly affects worker performance. Organizational commitment, meanwhile, served as a relational mediator. For a business to improve employee performance, a strong culture and dedication should be developed.

Abdullahi, Raman & Solarin (2021) studied the effect of organizational culture on academic staff performance at private universities in Malaysia with the mediating role of employee engagement and performance. According to the findings, employee engagement partially mediates the association between organizational culture and employee performance, which shows that organizational culture has a substantial impact on employees' performance.

The mediating effect of employees' organizational commitment in the link between organizational culture and performance was studied by Nikpour (2017). The finding indicated that organizational culture also had an indirect impact on performance through employees' organizational commitment, indicating that the extent of indirect impact was substantially greater than direct impact.

Kerdpitak & Jermsittiparsert (2020) also illustrate that there is a favorable correlation between organizational culture, employee commitment, organizational citizen behavior, and human resource management. The results also showed that the relationship between organizational culture, employee commitment, organizational citizenship behavior, and human resource management is favorably mediated by perceived organizational support behavior. These findings recommend that those in charge of developing rules and regulations create guidelines for organizational culture, employee loyalty, and corporate citizenship behaviors that improve the efficacy of human resource management techniques and, as a result, improve company performance.

Ghorbanhosseini (2013) portrayed that organizational culture, teamwork, and organizational development had direct and significant effect on human capital. Additionally, organizational commitment is positively impacted by human capital. Corporate commitment is directly and significantly impacted by corporate culture, teamwork, and organizational development. The research also demonstrates that teamwork, organizational development, and organizational commitment all have a positive relationship with human capital.

Inanlou & Ahn (2017) provided evidence that organizational commitment is positively correlated with organizational culture, which is defined as improved communication between superiors and subordinates, trust, and appreciation of innovation from superiors. Additionally, a company's investment in human resources development or employee involvement in HRD would mediate the relationship between organizational culture and organizational commitment. In order to increase employees' motivation to participate in human resource development training programs and consequently increase employees' commitment, organizational culture is a crucial aspect. The findings have consequences for human resource development and its relationship to corporate culture both theoretically and practically.

Sarhan, Harb, Shrafat, and Alhusban (2020) investigated the link between organizational culture and employees' commitment to the Jordanian hotel industry. The results showed a significant correlation between organizational commitment and culture. It was proven that the predictable elements of commitment were bureaucratic and supporting cultures, while the unpredictable factor of commitment was inventive culture. This study adds to the body of knowledge on the connections between organizational culture and commitment and offers helpful managerial implications. To offer a larger and deeper understanding of the factors that influence businesses and people, several elements and contexts of these variables were tested.

Al-Habib (2019), Bhatti & Qureshi (2017), and Ali & Ahmad (2019), among other researchers, have suggested that a strong organizational culture can have a favorable effect on employee performance. Employee motivation and work satisfaction are two aspects that go into this relationship and are both impacted by the organizational culture. It's crucial to remember that these studies do not look at any potential detrimental effects of organizational culture on employee performance. It's probable that a poisonous or unhealthy culture will cause employees to be less motivated, be less satisfied with their jobs, and ultimately perform worse. In light of the possible drawbacks of a negative or unhealthy culture, it is imperative for organizations to be

aware of the positive effects that a positive organizational culture may have on employee performance.

Conceptual Framework of the Study

The theoretical and empirical literature reviews enabled the researcher to propose a model that can be used to investigate the organizational culture and its effect on employee's performance. The dimensions under the organizational culture include employee's involvement, consistency, adaptability and mission orientation. In general, to measure the aforementioned relationship, the following conceptual framework was developed. The conceptual framework illustrates that organizational culture affects employees' commitment and performance. Furthermore, employees' commitment affects employees' performance.
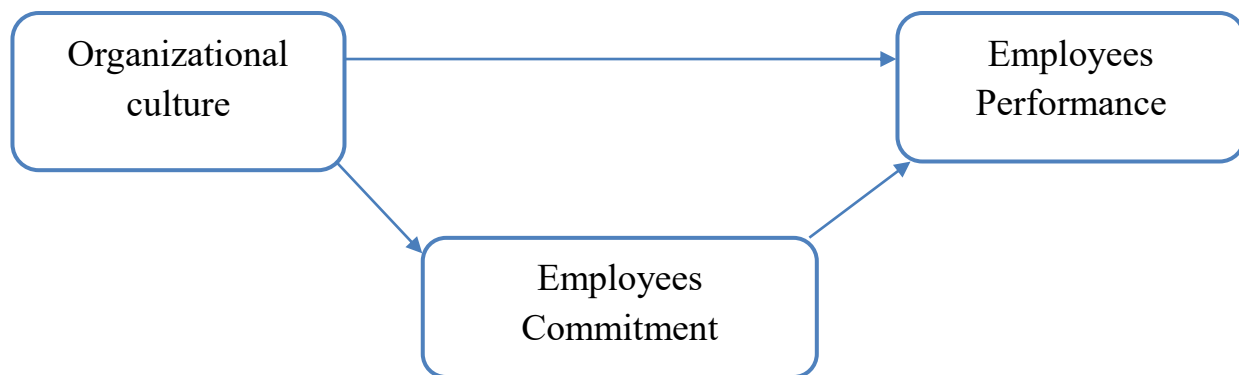

Figure 1 Conceptual Framework of the Study
Source: Review of Related Literature

Hypotheses of the Study

Based on the conceptual framework indicated in Figure 2, the following hypotheses were formulated:

H_1. Employees' involvement has a positive and significant effect on employees' commitment.

H_2. Employees' involvement in their organization has a positive and significant effect on employees' performance.

H_3: Organizational consistency has a positive and significant effect on employees' commitment.

H_4: Organizational consistency has a positive and significant effect on employees' performance.

H_5: Organizational adaptability has a positive and significant effect on employees' commitment.

H_6: Organizational adaptability has a positive and significant effect on employees' performance.

H_7: Achievement of the mission has a positive and significant effect on employees' commitment.

H_8: Achievement of the mission has a positive and significant effect on employees' performance.

H_9: Employees' commitment has a positive and significant effect on employees' performance.

H_{10}: Employees' commitment mediates the relationship between employee involvement and employees' performance.

H_{11}: Employees' commitment mediates the relationship between the consistency of organizational culture and employees' performance.

H_{12}: Employees' commitment mediates the relationship between adaptability to change and employees' performance.

H_{13}: Employees' organizational commitment mediates the relationship between employees' mission orientation and employees' performance.

3. Methodology of the Study

The methodology portion of the study aids the reader in establishing the overall validity and reliability of the study. Research design; sampling and sampling procedures; data collection instruments; pilot testing; model formulation; structural equation modeling assumptions; and data analysis methods are all covered in this chapter.

3.1 Research Design and Approach

Researchers should adopt philosophical worldviews to carry out their investigations. According to Creswell (2014), these worldviews include positivism, constructivism, transformative, and pragmatism. This study employed a pragmatic approach, taking both positivism and constructivism into consideration. Pragmatism is used as the ideal technique because the study focused on a social issue. Furthermore, a mixed approach, which incorporates both quantitative and qualitative data, was used in the study. The qualitative data integrated into the prevailing quantitative method in this investigation using a convergent embedded design. To meet the study objectives, both descriptive survey and explanatory research designs were used. On the other hand, mixed research approach was used to view the issue at hand from both quantitative and qualitative angles.

3.2 Sample and Sampling Techniques

The study targeted employees of the Addis Ababa city administration, which comprised 20 bureaus. Five bureaus (25%) were selected using simple random sampling. According to Gay and Diehl (1992), as cited in Hill (1998), a sample size of 10% is sufficient for large populations in descriptive research. Within the selected bureaus, there are 1,090 employees holding at least a bachelor's degree. Using the Krejcie and Morgan (1970) sample size determination table, a sample of 285 employees was identified. Stratified proportionate sampling was applied to allocate the sample size across the five bureaus, and systematic random sampling was used to select individual respondents within each bureau.

3.3 Instruments of Data Collection

Data were gathered from the employees of the Addis Ababa City Administration civil service organization through a questionnaire based on a five-point Likert scale. In addition to this, five focus group discussions, each comprising 10 experts drawn from various bureaus (50 participants in total), were conducted to supplement the survey data. The questionnaire had three components: respondents' demographic data, and Likert-scale measures of organizational culture, employee commitment, and performance. The scale items were taken from earlier studies (e.g., Gemeda, 2020; Koopmans et al., 2013; Denison & Neale, 2011; Allen & Meyer, 1990).

3.4 Methods of Data Analysis

Various statistical analysis tools were employed to analyze the collected data. The demographic characteristics of respondents were analyses using percentages. To examine the organizational culture, employee's commitment, and employee's performance, descriptive analyses such as mean and standard deviation were employed. To see the effects of organizational culture on employees' performance and the mediating role of employees' commitment, structural equation modelling (partial least squares) was used. Smart PLS version 4 software for a month was used in the study since it offers a visual program that is easier to use than other programs. Path analyses were also utilized to examine the relationship between the study's constructs. Smart PLS is a second-generation statistical tool that is more advanced and easier to use. The results are also compared against the p-value (p 0.05) to see if the hypothesis is supported or not.

4. Results and Discussions

This chapter presents and discusses the study's findings. The analysis encompasses respondents' demographics, organizational culture, employees' commitment, and performance of Addis Ababa City Administration public service employees. Demographic information was described in percentages, and organizational culture, commitment, and performance were summarized using means and standard deviations, informed by Pihie & Akmaliah's (2009) guidelines for interpretation. An F-test was used to identify differences between bureaus, and Smart PLS 4 was utilized in the path analysis for testing the mediating effect of employee commitment in the organizational culture and performance relationship.

4.1 Demographic Information of the Respondents

The demographic information of the respondents was indicated by bureaus, sex, qualification and experiences. In Table 4.1 respondents' bureau and sex are illustrated. On the other hand, respondents' qualifications and experiences are shown in Table 4.2.

4.1 Respondents by Bureau and Sex

Bureau	Male		Female		Total	% from total
	F	**%**	**F**	**%**		
Health	49	63	29	37	78	27.96
Housing	34	62	21	38	55	19.71
Public service & Human Resource Dv.t	36	73	13	27	49	17.56
Transport	38	63	22	37	60	21.51
Education	30	81	7	19	37	13.26
Total	**187**	**67**	**92**	**33**	**279**	**100**

Source: Survey analysis by the author, 2024

As can be seen from Table 4.1 the total number of respondents from health, housing, public service, transport and education bureaus were 279. A larger sample came from Health (27.96 Percent) followed by Transport Bureau (21 percent). Concerning the sex of respondents, 187 (67 percent) and 92(33 percent) were male and female respectively. This implies that the sample bureaus are male-dominated institutions. The actual distribution of males and females showed huge variation in Addis Ababa City Administration civil service Bureaus.

Table 4.2 Education Level and Experience of respondents

Education level	Below 6		6-10		11-15		16-20		> 20		Total	
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**
First degree	29	94	47	62	38	51	21	53	25	44	160	57.35
Second degree	2	6	29	38	37	49	19	47	32	56	119	42.65
Experience	31	11.11	76	27.24	75	26.88	40	14.34	57	20.43	279	100

Source: Survey analysis by the author, 2024

The education levels of the respondents were first- and second-degrees holders. As can be seen from Table 4.2, the distribution of respondents showed that 160(57.35 percent) and 119 (42.65 percent) were bachelors and master's degree holders respectively. Bachelor's Degree holders dominated the sampled Addis Ababa City Administration Bureaus. As Table 4.2 indicates the work experiences of respondents were categorized by below 6, from 6 to 10, from 11 to 15, from 16 to 20 and above 20 years of experience. The highest and the lowest experience of the respondents were between 6 to 10 (27. 24 percent) and below 6 (11.11 percent) years respectively. Nearly, 89 percent of the respondents had experiences above 5 years. This implies that most respondents were highly experienced to run organizational activities.

4.4 Descriptive Analysis

Before going to descriptive analysis reliability tests of items were checked. The Cronbach's Alpha reliability test showed with results of organizational culture, employees' commitment and

employees' performance items showed that all construct items were greater than 0.7. The mean cutting point of Pihie and Akmaliah (2009) was used to interpret the results. A mean score below 3.40 is considered low, a mean score from 3.40 to 3.79 is moderate, and anything greater than 3.79 is considered high. This part of the study tried to assess organizational culture, employees' organizational commitment and employees' performance practice of Addis Ababa City Administration Civil Service bureaus.

Table 4.3 Employment Involvement in the organization

Items	F	Mean	Std.
The organization consistently invests for capacitating the skill of employees	274	2.8	1.167
Authority is delegated within the organization to empower employees to take action.	278	3.06	1.044
The abilities of employees are regarded as a crucial competitive advantage.	276	3.09	1.107
Decisions are made at levels where relevant information is present.	278	3.21	1.095
Employees actively participate in matters that affect them within the organization.	278	3.24	1.084
Cooperation is fostered across various departments of the organization.	278	3.26	1.056
Teamwork used as the means to accomplish tasks, rather than relying on hierarchy.	275	3.31	1.095
Employees within your organization work collaboratively as a cohesive team.	278	3.33	1.047
Employees have confidence in having a positive impact of their organization	278	3.38	1.043
Mean Employment Involvement in the organization		**3.19**	

Source: Survey analysis by the author, 2024

As Table 4.3 indicated employees of Addis Ababa City Administration civil service bureaus rated their involvement in the organization affairs. The mean value of such involvement was low (3.19). This implies that the employees were dissatisfied by such low participation. Any organizations expected to engage every employee to achieve the desired goals. This is because employees need to be involved in adequate manner to achieve the mission of their organization.

When we see individuals' items of employees' involvement, workers had low rating particularly on organization involvement in continuous development of the skills of employees (2.80). The organization was also unable to delegate employees adequately in the organization to act its own (3.06). The organizations had also low level of believe on the capabilities of employees and their importance as sources of competitive advantage (3.09). On the other hand, employees rated nearly moderate on organization employees work like they are part of a team (3.38), Employees believe that they can have a positive impact to their organization (3.33), Teamwork in organization is used to get work done, rather than hierarchy (3.31). In line with this, data gathered from focus group discussion also revealed that the level of employees' involvement in the organization affairs was limited. The management particularly the top management did not focus on the organization mission but immersed in their own political agenda. However, if the employees in the organization did not participate properly it has its own limitation.

According to Cameron & Quinn (2011) and Schein (2010) limited involvement of employees leads to low level of ownership and commitment towards their work may reduce motivation and increase job dissatisfaction, and lower levels of productivity. Without appropriate employee involvement, organizations can miss out on valuable insights and perspectives that could contribute to more effective problem-solving and innovation.

Table 4.4 Organizational Culture Consistency Practice

Items	F	Mean	Std.
The organization has a uniform approach to conducting business.	279	3.01	1.023
Managers practicing what they preach.	274	3.06	0.996
There is a consistent set of values governing operations.	276	3.1	1.111
When disagreements exist, employees strive to find mutually beneficial solutions	276	3.1	1.126
Project coordination across different departments is not difficult.	275	3.11	1.094
Consensus can be reached in the organization even on contentious issues.	278	3.12	1.077
Employees from various areas of the organization share a unified perspective.	276	3.13	1.113
There is an ethical code that guides employees' behavior and helps them differentiate between right and wrong.	277	3.27	1.065
Employees have clear understanding on the correct & incorrect ways of doing things.	278	3.27	1.035
Average of the Mean		**3.13**	

Source: Survey analysis by the author, 2024

Table 4.4 indicates low mean values across all items, which reflects employee dissatisfaction with the inconsistency of organizational culture in Addis Ababa City Administration. Based on the mean cutting point of Pihie & Akmalah (2009), which generally interprets a mean score of less than 3.4 as a sign of disagreement or dissatisfaction, the ratings in this research are less than that. The most notable low ratings include inconsistent business practices (3.01), unclear shared values (3.06), lack of managerial integrity (3.1), and conflict resolution (3.1). These findings were corroborated by focus group discussions, which indicated issues such as differing attitudes, poor teamwork, and top management not adhering to policies. The inconsistency results in misunderstandings, role confusion, and poor communication, which lower staff morale, engagement, job satisfaction, and could heighten turnover (Aleazar, 2020; Hajima, 2018). Employees that lack a consistent culture may find it difficult to comprehend the organization's goals and fail to align their work with them, which can result in decreased productivity. An uneven organizational culture can also lead to a lack of creativity recruiting top people. Fostering a consistent and cohesive culture that unifies people, encourages effective communication, and fosters productivity and innovation is crucial for an organization to succeed (Cameron & Quinn, 2011; Schein, 2010).

Table 4.5 Adaptability to Change

Items	F	Mean	Std.
The organization you work promotes innovation.	274	2.8	1.156
Failures are viewed as opportunities for growth and learning	274	3.1	1.07
Various organizational components work together to bring change	276	3.11	1.056
Your organizations adapt to changes comes through internal and external factors.	277	3.13	0.996
Customer feedback prompts adjustments and has an impact on choices.	278	3.13	1.098
Workflow improvements are continuously adapted.	276	3.2	1.031
Decisions made by organizations are directly influenced by customer input.	279	3.23	1.117
Learning is a goal that your company strives to achieve on a daily basis.	275	3.24	1.138
Members of an organization understand customers' demands.	275	3.46	1.043
Average of the Mean		**3.16**	

Source: Survey analysis by the author, 2024

Any organization is influenced by both external and internal factors that necessitate change and adaptation. Table 4.5 shows that the average adaptability to change among Addis Ababa City Administration Bureaus was low (3.16). Respondents rated all items, except for employees understanding customer needs, as low. Overall, it can be inferred that these organizations struggled to adapt to the changes brought about by external and internal forces.

The focus group discussion revealed that the organizations within the Addis Ababa City Administration were resistant to change and had difficulties implementing change initiatives such as BPR, Kaizen, and Balanced Scorecard. This lack of adaptability to change can have negative consequences for the organization, including decreased productivity, competitiveness, and customer satisfaction, as well as increased turnover rates and reduced profitability. Additionally, employee resistance to change may further impede the organization's ability to innovate and adapt (Cameron & Green, 2015).

Table 4.6 Achievement of Organizational Mission

Items	F	Mean	Std.
Employers provide inspiration and motivation to their workforce.	276	2.94	1.203
Leaders establish demanding yet achievable goals.	276	3.28	1.005
The organization continuously assesses its progress in line with objectives.	274	3.29	1.076
The future course of the business is shared by all of the personnel.	274	3.3	1.069
There is widespread support for your organization's goals.	277	3.3	1.067
Your organization has a long-term aim and direction.	277	3.55	1.047
I comprehend the strategic direction of my organization.	277	3.58	1.099
Your organization has a specific mission that provides meaning & guidance.	274	3.64	1.047
Employers provide inspiration and motivation to their workforce.		**3.36**	

Source: Survey analysis by the author, 2024

Public Organizations are established to serve ~~the~~ citizens via achievement of the desired goals. Employees need to know and engage in the implementation of the goals of the organization. Eight items were used to check whether employees work on achievement of goals or not in their respective organization. As Table 4.6 indicates, ~~that~~ the construct of achievement of organizational mission is 3.36 which are below 3.40. This implies that employees were not satisfied in the achievements of the goals of the organizations. In line with this, employees were dissatisfied particularly in the first items that the organization creates excitement and motivation for employees (2.94); leaders establish demanding yet achievable goals, (3.28), and the organization continuously assesses its progress in regard to the objectives specified. (3.29).

As Table 4.7 indicates that employees moderately rated on organization strategic direction is clear to them (3.64), there is a long-term purpose and direction of in their organization (3.58) and their organizations had a clear mission that gives meaning and direction (3.55). These implies that employees of Addis Ababa City Administration have a clear understanding on directions and missions of their organizations.

Participants in the focus group discussions voiced their concerns that the organization's mission was not being adequately carried out. The organization's employees concentrated on their regular, daily routine tasks. Employees are unhappy with the lack of merit-based job assignments. The organizations' systems did not make it clear who was doing a good job and who was not. There is evaluation of employees' performance however, after the evaluation, there is no proper implementation of the incentive system, and the performance management system is likewise fictitious.

Employees that are not mission-oriented might not be as committed, motivated, or focused on achieving the organization's goals. Lower productivity, poor quality work, and low employee morale could result from this. Additionally, it may result in a misalignment of organizational and individual goals, which could have a detrimental effect on performance as a whole (Hitt et al., 2015). In line with this, Kreutzer & Walter, (2018); Saks & Ashforth (2000) elaborated that the mission orientation is positively associated to job satisfaction, organizational commitment, and job performance. Employees who associated with their organization's mission and values reported better levels of job satisfaction and organizational commitment.

As indicated in Table 4.7, the mean of organizational commitment of employees is 3. 12. It is below 3.40 which indicated low rating. This implies that employees were interested to leave their organization if they have an opportunity to leave. All the items of employees' organizational commitment had a low rating. These imply that the levels of employees' commitment were low and hence it is difficult to expect such employees devote their time for the accomplishment of organizational goals.

The first four low rating on employee's organizational commitment particularly below 3.00 include: I will stay on my current job at my organization even if alternative in other organization (2.82); I would feel guilty if I left the organization now (2.85); Leaving this organization requires considerable personal sacrifice (2.93); Too much of my life would be disrupted if I leave my organization (2.98). These imply that employees lack commitment to stay in their organization.

Table 4.7 Employees' Commitment in the Organization

Items	F	Mean	Std.
Even if there is a better opportunity in another business, I will continue working	277	2.82	1.23
If I quit the company right now, I would feel bad.	274	2.85	1.19
It is difficult for me to leave this organization.	278	2.93	1.17
If I leave my organization, too much of my life will be upended.	276	2.98	1.16
I should stay in this organization even if I have greater reasons to join another	273	3.00	1.20
To continue working for the organization I work for the rest of my career	278	3.04	1.23
Even if I wanted to, it would be very difficult for me to quit my job at this time.	278	3.06	1.17
I should work for my organization because it benefited me in numerous ways.	274	3.07	1.16
I feel obligated to continue working for my organization.	275	3.16	1.11
I think my options are too limited to even consider leaving this organization.	276	3.18	1.11
Right now, I would continue with my organization due to a sense of duty.	273	3.19	1.14
I will be devoted to this organization.	275	3.21	1.18
I place a tremendous deal of personal significance on my organization.	277	3.22	1.13
I have a strong emotional bond with my organization.	277	3.23	1.10
Right now, I have to continue at my organization more out of need than choice.	275	3.25	1.07
I have a deep sense of kinship with my organization.	277	3.3	1.11
I consider my organization to be a member of my family.	278	3.35	1.16
I truly believe that I am responsible for the issues facing our organization	278	3.36	1.12
Mean of Employees Organizational Commitment		**3.12**	

Source: Survey analysis by the author

Participants in the focus group discussions illustrated that there was little dedication among Addis Ababa City Administration personnel. If employees were to be given the chance to work for another organization, they would be willing to leave their current one. The administration's public organizations do not offer enticing incentives to retain their workforce, and the employees lack enthusiasm to work there. Low employee commitment can result in decreased productivity, higher turnover, and decreased profitability, which is a serious issue for businesses (Smith & Johnson, 2020; Ogbuabor & Nwankwo, 2016).

As indicated in 4.8 below, employee's performance was measured with 19 items. The mean value of employees' performance was 3.26 which indicate the low level of rating. There is individual difference in rating among the items. The first nine items indicated that the employee's performance was low rating and from item ten to nineteen there was moderate rating.

The first four rating of respondents on employee's performance comparing to the other items included employees of your organization use resources efficiently (3.27), employees are creative in their job (3.28), employees keep job skills up-to-date (3.33), and employees show interests to take challenging work (3.35). On the other hand, the first four better moderate ratings comparing to the other items were : employees accepting and learning from feedback (3.54), Employees of

your organization Plan and organize their work (3.55), Employees work in line with their responsibility (3.56) and Employees of your organization cooperating with others (3.6). In general, the average result (3.26) indicated that the Addis Ababa City Administration public offices sampled had poor staff performance.

Table 4.8 Employees' Performance

Items	F	Mean	Std.
Employees display an interest in taking on challenging tasks.	278	3.27	1.07
Employees exhibit creativity in their job.	278	3.28	1.04
Employees keeps that their job skills are up-to-date	278	3.33	1.06
The organization's employees efficiently utilize available resources.	276	3.35	1.04
Employees demonstrate initiative in accomplishing tasks	276	3.37	0.94
Employees effectively communicate their ideas and intentions	276	3.37	0.97
Employees are capable of coping with stress and adversities.	277	3.37	0.95
Employees handle uncertain and unpredictable work situations adeptly.	278	3.37	0.97
They offer innovative solutions to difficult problems.	276	3.39	0.99
Employees are focused on achieving results.	277	3.4	1.04
They maintain up-to-date job knowledge.	273	3.4	1.06
Employees prioritize their work and act accordingly.	276	3.41	1.04
They deliver high-quality work	278	3.46	1.02
Employees are customer-oriented	275	3.49	0.96
Employees are flexible in adjusting work goals when necessary	278	3.5	1.01
Employees are open to feedback and learning from it.	276	3.54	0.93
Cooperation is valued among employees of the organization.	278	3.55	0.92
Employees work responsibly in line with their roles.	277	3.56	0.90
Employees actively plan and organize their work within the organization.	278	3.6	0.93
Mean Employees Performance	**277**	**3.26**	

Source: Survey analysis by the author

The focus group discussion held with employees in the Addis Abeba City Administration showed that there is a lack of understanding of the employee's performance. Despite the fact that performance reviews are conducted twice a year, they are thought to be ineffective in addressing weaknesses or enhancing strengths. Participants recommended that in order to develop the organization, a genuine and open performance management system is required. In this connection, Robbins and Coulter (2019) described that low employee performance may have an adverse impact on the production and general success of the company. Low employee performance can result in decreased quality and quantity of labor, poor customer satisfaction, increased absenteeism and turnover, and decreased profitability.

4.5 Inferential Statistics

To investigate the relationship among organizational culture, employees' commitment and performance Smart PLS 4 was used. The study used 35, 18 and 19 indicators of organizational culture, employees' commitment and performance respectively. Before going into a detailed analysis of paths, there is a need for analysis of measurement models. This is the assessment of the outer model based on acceptable specification. It includes the test of outer loading (OL), internal consistency, composite reliability, convergent validity and discriminant validity. The outer loading for organizational culture, employee's commitment and performance were checked and above the threshold. Outer loadings for organizational culture, employee commitment, and performance constructs were examined. Items with loadings below the acceptable criterion were dropped, and the remaining items had satisfactory outer loadings greater than the criterion, which showed great indicator reliability.

Table 4.9 Construct Reliability and Validity

Construct	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Involvement	0.818	0.82	0.873	0.578
Consistency	0.83	0.841	0.88	0.595
Adaptability	0.807	0.81	0.866	0.565
Mission	0.902	0.904	0.923	0.631
Employees Commitment	0.889	0.892	0.913	0.602
Employees Performance	0.944	0.944	0.95	0.578

Source: Construct reliability and validity Test conducted by the author using SMART PLS Software

As Table 4.9 shows the Cronbach's alpha, composite reliability and Average Variance Extracted were used to check construct reliability and validity. The threshold of Cronbach's Alpha and composite reliability should be greater than or equal to 0.7. All the constructs used in this analysis fulfill the criteria. Furthermore, the Convergent Validity of a scale is measured with Average Variance Extracted /AVE/. The minimum threshold for such validity is that the AVE should be greater than 0.5. As indicated in Table 4.9, the convergent validity of employees' involvement, consistency, and adaptability, achievement of mission, employees' organizational commitment and performance latent variables are more than 0.5.

Discriminant Validity

Discriminant Validity indicates the level of differences among all items for each construct compared to other items. The discriminant validity can be checked with cross loading, Fornell and Larcker's and, Heterotrait-Monotrait Ration (HTMH). The Fornell results were reported in this article to minimize redundancy.

Table 4.10 Fornell-Larcker Discriminant Validity

Constructs	Adaptability	Commitment	Consistency	Involvement	Mission	Performance
Adaptability	0.752					
Commitment	0.564	0.776				
Consistency	0.65	0.586	0.771			
Involvement	0.663	0.522	0.629	0.76		
Mission	0.736	0.587	0.666	0.603	0.794	
Performance	0.559	0.605	0.551	0.554	0.594	0.76

Source: Discriminant Validity Test conducted by the author using SMART PLS Software

The HTMT value is expected to differ significantly from 1.00 or a lower threshold value (Henseler, Ringle, & Sarstedt, 2015). It should be less than 0.90. As can be seen from Table 4.10, all correlation is below the cut point 0.90; hence, the discriminant validity of the items portrayed in the latent variable doesn't have problems.

Table 4.11 R Square Results of Latent Variables

Dependent Variables	R-square	R-square adjusted
Employees Organizational Commitment	0.434	0.426
Employees Performance	0.487	0.477

Source: R-Square analysis conducted by the author using SMART PLS Software

The R^2 showed the degree to which the independent variables explain the dependent variables. As depicted in Table 4.11, 43.4 percent of organizational employees' commitment was explained by employees' involvement, consistency of organization, adaptability to change and achievement of mission. On the other hand, 48.7 percent of employees' performance was explained by employees' organizational commitment and employees' involvement, consistency, adaptability and achievement of mission. In this regard, Cohen (1988) pinpoint that a model is considered substantial if R square is equal or more than 0.26, moderate if R square is more than 0.13, and weak if R square equals or less than 0.02. On the other hand, (Hair et al., (2019) indicated that the coefficient of determination values of 0.75, 0.50, and 0.25 are considered substantial, moderate, and weak. Hence, the R square results in this model are at least moderate.

The following figure (4.2) presents the structural model assessment of the effect of organizational culture on employees' performance with the mediating role of employee performance. Numbers in the circle of blue colors show the R-square, and numbers in the number lines indicate the coefficient of respective dimensions. The highest coefficient in this figure is the effect of employees' commitment (0.309) on employees' performance. The items represented in the outer models are question items for each dimension, which have a greater outer load in the model.
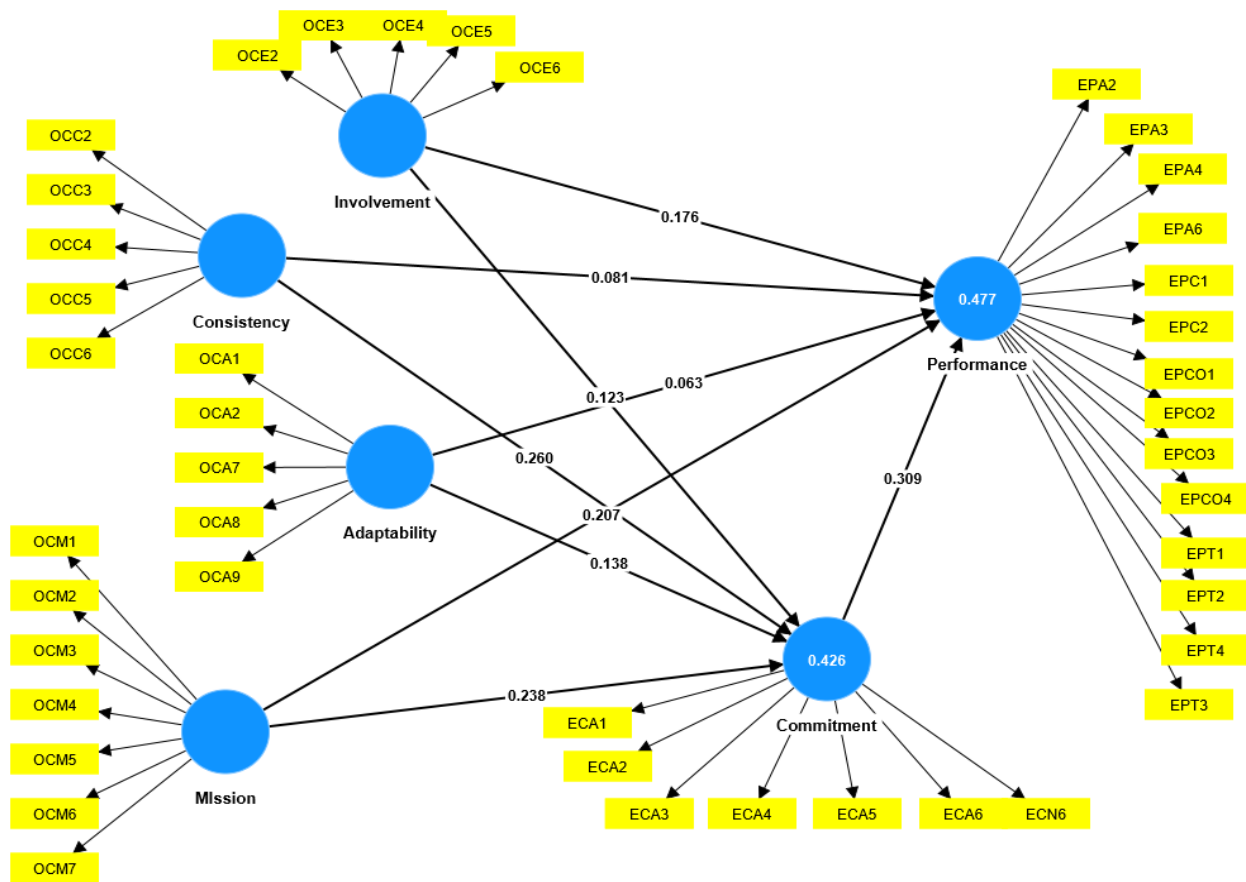
Figure 4.2 Structural Model Assessment

Sources: Path analysis conducted by the author using SMART PLS Software

Table 4.12 Effect Size (f2)

Constructs	Employees Organizational Commitment	Employees Performance
Adaptability	0.012	0.003
Commitment	-	0.105
Consistency	0.055	0.006
Involvement	0.013	0.029
Mission	0.039	0.031

Source: Effect size analysis conducted by the author using SMART PLS Software

The effect size (f square) is the measure of the degree of influence that each independent variables on the dependent variable. It estimates whether the omitted independent variable has a determinant effect on the value of the dependent variable. As can be seen in Table 4.12 employees' organizational commitment, achievement of mission has effect on dependent variables whereas adaptability to change has small effect on employees' organizational commitment and employees' performance. The degree of influence of the independent variable is high at the structural level if f^2 is 0.35, moderate if f^2 is 0.15 and minor if f^2 is 0.02 (Cohen 1988).

Table 4.13 Predictive Redundancy (Q ^{2})

Endogenous Variables	SSO	SSE	Q² (=1-SSE/SSO)
Employees Organizational Commitment	1953	1458.631	0.253
Employees Performance	3906	2836.136	0.274

Source: Predictive Redundancy analysis conducted by the author using SMART PLS Software

The predictive redundancy value is anticipated to be more than zero for a particular endogenous latent variable to have predictive power. As indicated in Table 4.13 the model is highly predictive, as the values of predictive relevance of employees' organizational commitment and employees' performance were 0.253 and 0.274 respectively. In line with this Chin (1988) explained that if the predictive redundancy value is greater than zero, the model has predictive power.

Path Analysis and Significance of Testing

To examine the effect of independent variable on dependent one PLS4 were used. To test their effect hypothesis were developed.

H_1. Employees' involvement has positive and significant effect on employees' commitment

H_2. Employees' involvement in their organization has positive and significant effect of employees' performance.

H_3: Organizational consistency has significant effect on employees' commitment

H_4: Organizational consistency has significant effect of employees' performance

H_5: Adaptability of the organization has significant effect on employees' commitment

H_6: Organizational Adaptability has significant effect of employees' performance

H_7: Achievement of mission has significant effect on employees' commitment

H_8: Achievement of mission has significant effect of employees' performance

H_9: Employees' commitment has significant effect on employees' performance

H_{10}: Commitment of employes has mediating role between employee involvement and employees' performance.

H_{11}: Employees' commitment mediates relationship between consistency of organizational culture and employees' performance.

H_{12}: Employees' commitment has a mediating role between the relationship of adaptability to change and employees' performance.

H_{13}: Commitment of employees mediates the relationship between employees' mission orientation and employees' performance.

Table 4.14 Path Coefficients and Hypothesis Testing

Hypothesis	Original sample	Sample mean	SD	T statistics	P values	Decision
H_1	0.123	0.133	0.082	1.496	0.135	unsupported
H_2	0.176	0.177	0.085	2.073	0.038	supported
H_3	0.260	0.252	0.091	2.857	0.004	supported
H_4	0.081	0.086	0.093	0.868	0.385	unsupported
H_5	0.138	0.144	0.087	1.583	0.113	unsupported
H_6	0.063	0.066	0.08	0.788	0.431	unsupported
H_7	0.238	0.235	0.086	2.757	0.006	supported
H_8	0.207	0.199	0.089	2.323	0.020	supported
H_9	0.309	0.309	0.066	4.689	0.000	supported
H_{10}	0.038	0.042	0.028	1.352	0.176	unsupported
H_{11}	0.080	0.077	0.033	2.433	0.015	supported
H_{12}	0.043	0.044	0.028	1.538	0.124	unsupported
H_{13}	0.073	0.074	0.034	2.17	0.030	supported

Source: Regression analysis conducted by the author using SMART PLS Software

As indicated in Table 4.14, there were 13 hypotheses formulated. Among them seven are supported the other six are unsupported. From the Table 4.14 the study portrayed that employees' involvement, consistency of organization, mission orientation of employees and organizational commitments of employees 'has a significant effect on employee's performance. In addition, mission orientation of employees has significant effect on employees' organizational commitment. Finally, employee's organizational commitment mediates both consistency and mission orientation aspects of organizational culture with employee's performance. In line with this, Ogbuabor & Nwankwo (2016) find out that organizational culture has positive and significant effect on employee commitment in Nigerian public sector.

Various researches have investigated the mediating role of employees' commitment on the relationship between organizational culture, and employee performance in different places. The study found that organizational culture had a positive and significant effect on employees' commitment and performance. Additionally, employee commitment was found to have a positive and significant impact on employee performance within the same organization. These findings further support the link between organizational culture, employee commitment, and subsequent employee performance (Aleazar, 2020; Mishra & Kasim, 2023).

Various studies have also investigated the relation between organizational culture and employee performance, with a particular focus on the mediating role of employee commitment. Ahmad, Abbas, and Latif (2019), Ali, Khan, and Shahzad (2019), and Hameed, Ramzan, and Zubair (2018) examined that that the culture of the organization has a significant effect on performance of employees. Furthermore, they found out that commitment of employee has a mediating role in this relationship between organizational culture and employee's performance.

Thus, it is crucial for organizations to develop a positive organizational culture to enhance employee commitment and ultimately improve employee performance.

5. Conclusions

The involvement of employees in their organization's affairs in Addis Ababa City Administration Civil Service Bureaus is low. It is possible to conclude that without the proper participation of employees, it is difficult to achieve the mission of the organization. In addition, employees were dissatisfied with the inconsistency of their organization's culture. Organizational policies, laws, rules, and regulations need to be consistent. If there is inconsistency, people will act differently, resulting in a lot of misunderstanding.

Any organization faces external and internal forces that push to bring about changes and adapt to the new changes. The adaptability to change in Addis Ababa City Administration Bureaus is low. It is possible to conclude that the organizations of the city were unable to adapt to the changes confronted by external and internal forces.

Public organizations are established to serve the citizens through the achievement of desired goals. Employees need to know and engage in the implementation of the goals of the organization. Addis Ababa city administration civil service bureau employees were dissatisfied with the achievements of the goals of the organizations. The organization did not create excitement and motivation for employees to achieve the mission of the organization; furthermore, leaders did not adequately set clear goals that were ambitious but realistic. Thus, it is possible to conclude that without motivation and clear goals, it is difficult to achieve the desired purposes of organizations.

Addis Ababa city administration civil service bureau employees' organizational commitment is low. The employees were interested in leaving their organization if they had the opportunity to do so. Hence, it is difficult to expect such employees to devote their time to the accomplishment of organizational goals. Employees' performances in the Addis Ababa City administration's civil service organization were not adequate. Their performance was low, particularly on efficient utilization of resources, creativity on their job, keeping job skills up-to-date, and taking on challenging tasks. However, they perform at a moderate level, particularly in accepting and learning from feedback, planning and organizing their work, working in line with their responsibilities, and cooperating with others.

The result of the R-square (43.4 percent) showed that organizational culture explains employees' organizational commitments. In addition, 48.7 percent of employees' performance was explained by their organizational commitment and their organizational culture.

The path analysis focuses on the mediating role of employee organizational commitment in the relationship between organizational culture components and employee performance. The result of the hypothesis showed that employees' involvement, consistency of organization, mission orientation of employees, and employees' organizational commitment have a positive and significant effect on employees' performance. In addition, the mission orientation of employees has a positive and significant effect on their organizational commitment. Finally, employees'

organizational commitment mediates both consistency and mission orientation aspects of organizational culture positively and significantly with employees' performance. In general, it is possible to conclude that employees' organizational components mediate the relationship between mission orientation of employees and consistency with employees' performance.

5. Recommendations

It is possible to forward plausible recommendations based on finding and conclusions to improve organizational culture, employees' commitment, and employee performance in Addis Ababa City Administration public sector bureaus. Firstly, involving employees in the operations of their business at various tiers of the organization is essential to getting the most out of their staff. Secondly, establishing a shared understanding through uniform organizational policies, laws, rules, and regulations is necessary to create a common understanding and to flow in the same direction. Thirdly, adapting to a variety of changes is crucial to satisfying employees and client requests. Fourthly, inspiring and motivating staff by establishing goals that are both aspirational and doable is essential to accomplishing the mission. Fifthly, a clear performance measure with a reward system needs to be made to improve organizational performance. Sixthly, increasing employee engagement in the organization is necessary for the development of a sense of ownership so as to achieve the goals of the organization with commitment. Seventhly, creating strategies for resource efficiency, encouraging employee innovation at work, and maintaining job-specific skill sets can enhance employee performance. Eighthly, addressing employees' insufficient level of involvement, inconsistent organizational policies, employees' mission orientation, and employees' organizational commitment is crucial to increasing employee organizational performance. Lastly, strengthening organizational culture and employee dedication can improve employees' performance.

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