

# The Effect of Organizational Culture on Organizational Commitment During Covid-19: Evidence From Debre Markos Referral Hospital

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## Research

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# Abstract

*During the covid-19 pandemic, a number of workers refused to provide services and attendance at their workplaces, and forgot about their organizational commitments. Today the industry setup is shifting in relation to the worldwide epidemic of Covid-19. The purpose of this study was to investigate the effect of organizational culture on employee commitment during covid-19 in debre Markos referral hospital. The study employed explanatory research design and qualitative research approach. To achieve the objectives of the study, 244 sample respondents were taken by using simple random sampling techniques from total populations of 627 employees. The data was gathered through a five point likert scale standardized questionnaire from target respondents. After gathering the required data the study employed descriptive and inferential statistical data analysis methods for instance, mean and standard deviations, correlation, and multiple regressions. The regression analysis has been used to determine the effect of supportive organizational culture, innovative organizational culture and bureaucratic organizational culture on organizational commitment during covid-19. The findings of the study reveal that innovative and supportive organizational culture factors have a positive significant effect on organizational commitment. On contrary, bureaucratic organizational culture traits, has not significant effect on organizational commitment in the study area.*

## Introduction

The outbreak of covid-19 started in December 2019 in Wuhan, China and subsequently spread from there to other countries. Many regions of the world, including Africa, the Americas, the Eastern Mediterranean, Europe, Southeast Asia, and the Western Pacific, became involved in the fight against COVID-19. During the corona virus disease pandemic, a number of workers refused to provide services and attendance at their workplaces, and forgot about their organizational commitments. Today the industry setup is shifting in relation to the worldwide epidemic of Covid-19. organizational culture is a collection of traditions, values, policies, beliefs and behaviors that are generally accepted for everything that members of the organization do and think, so that it can be seen that culture is a value and belief, the behavior of a collection of traditions made to achieve organizational goals, namely achieve maximum quality public service performance (Fattah, 2017).

The Government of Ethiopia has taken several significant steps to keep COVID-19 infections low and to mitigate the pandemic's economic impact. Though there was no national lockdown, an initial six-month long State of Emergency, implemented throughout the country between March and September 2020, resulted in, travel restrictions, the banning of public meetings, and school closures.

Organizational commitment in the workplace is the connection of an employee's involvement with their organization. Individuals who are committed to their organization usually feel an association with their organization. Individuals feel that they fit in the organization and also feel they recognize the objectives of the organization. Committed employees are always tending to be more determined in their work and they show quite high efficiency and productivity (Chanana, 2021). A state of depression is present in the

young teachers who are taking online lectures because of the Covid-19 Pandemic situation. Further result revealed that teachers who are of young age group and also married them are having high chances of getting depressed because of family and job responsibilities (Sheikh et al., 2020).

Most of the nations put some form of restriction to the public like lockdown, social distancing, and requirement to wear a face mask when you are out of your home. In this tough situation, most of the organizations started working online and started Work-From-Home (WFH) regime. In this pandemic situation most of the organizations offer the facility to their workers to WFH. Work from home is challenging for workforces as they do not feel the organizational culture and climate at home, as lack of attention because of frequent disruption of family members, work-life conflict, and imbalance of work-life faced by the personnel During Covid-19, businesses need to satisfy their employees in various refined ways so that they can commit to their organization (Chanana, 2020).

Until now Covid-19 has not shown any sign of ending and world health organization is worried that it will become endemic. In so doing, the study sought to discover the existing literature gap and engage in further exploration, especially with regard to the COVID-19 pandemic'. Therefore, in this study the researchers sought to investigate the effect of organizational culture on employee's commitment during covid-19 pandemic of within the context of Debre Markos referral hospital. Thus, the researchers were intended to answer the following research questions:

1. What is the level of respondent's response on organizational culture dimensions and organizational commitment?
2. What is the relationship between organizational culture dimensions and organizational commitment?
3. How organizational culture dimensions affect organizational commitment in Debre Markos referral hospital?

## **Related Literature Review**

### **Organizational Culture**

A basic definition of organizational culture is necessary to provide a point of departure in the quest for an understanding of the phenomenon Martins and Martins (2003) state the general definition of organizational culture as a system of shared meaning held by members, distinguishing the organization from other organizations. In relation to the above definition, Arnold (2005) indicates that organizational culture is the distinctive norms, beliefs, principles and ways of behaving that combine to give each organization its distinct character. These two definitions suggest that organizational culture distinguishes one organization from another organization. Therefore, organizational culture is to an organization what personality is to an individual. Linking up with the above definitions, Schein (1985) also defines organizational culture as a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has

worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. This description highlights that organizational culture is created assumptions, which are accepted as a way of doing things and are passed on to new members of an organization.

According to Denison and Neale (2011) organizational culture refers to the underlying value, beliefs and principles that serve as a foundation for an organization management system, as well as the set of management practices and behavior that reinforces those principles. Other researcher can also be defined organizational culture as the system of shared values, beliefs, assumptions, or norms that have long been in force, agreed upon and followed by the members of an organization as a code of conduct and solving problems of the organization.

The first use of the terminology, organizational culture, was utilized by Andrew Pettigrew (1979). A basic definition of organizational culture is necessary to provide a point of departure in the quest for an understanding of the phenomenon Martins and Martins (2003) state the general definition of organizational culture as a system of shared meaning held by members, distinguishing the organization from other organizations. In relation to the above definition, Arnold (2005) indicates that organizational culture is the distinctive norms, beliefs, principles and ways of behaving that combine to give each organization its distinct character. These two definitions suggest that organizational culture distinguishes one organization from another organization. Therefore, organizational culture is to an organization what personality is to an individual (Johnson, 1990). Linking up with the above definitions, Schein (1985) also defines organizational culture as a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. This description highlights that organizational culture is created assumptions, which are accepted as a way of doing things and are passed on to new members of an organization. For new employees this would mean adaptive behavior within the organization that leads to new belief systems. This new and adaptive behavior instilled through organizational values and beliefs are associated with rituals, myths and symbols to reinforce the core assumptions of organizational culture (Hofstede, 1991). In relation to the above definition, Brown (1998) defines organizational culture as the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history, and which tend to be manifested in its material arrangements and in the behaviors of its members. This suggests that organizational culture is articulated in the organization, in order to shape the way in which organizational members should behave. However, this pattern of values, norms, beliefs, attitudes, principles and assumptions may be unwritten or non-verbalized behavior that describes the way in which things get done; to give the organization its unique character (Brown, 1998).

## **Dimensions of organizational culture**

Various studies and literatures defined organizational culture traits in different dimension.

Robbins and Judge (2013) listed the seven primary characteristics of organizational culture these are; innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability. Another approach of defining organizational culture is based on traits: involvement, consistency, mission, and adaptability, developed by Denison (2000). The first two types of organizational culture reflect the internal integration and the two remaining show the external adaptation.

Gordon and Christensen (1993) divided organizational culture into 8 dimensions, which correspond to cultural values: planning orientation, innovation, action orientation, people orientation, team orientation, communication, results orientation, Confrontation.

According to House et al., (2004), organizational culture is defined in 9 dimensions such as uncertainty avoidance, power distance, institutional collectivism, in group collectivism, gender, egalitarianism, assertiveness, future orientation, performance orientation, and human orientation. Another approach in organizational culture assessment by nine dimensions: network structure, generalized roles, quality enhancement, collectivism, performance orientation, emphasis on feeling, environmental concerns, long-term employment, and long-term perception was developed by Swierczek and Rodsuth (2002).

From these different dimensions of organizational culture, this study was used Harrison's four cultural dimensions, these are: power-oriented culture; role-oriented culture; achievement oriented culture; and support-oriented culture (Harrison, 1993). The four dimensions of culture orientation are measured within two modes of operation, which are formalization and centralization (Harrison, 1993). Both modes of operation can be measured on a scale of low or high levels.

## **Organizational Commitment**

Organizational commitment is an important aspect in human resource management literature. According to Robbins and Judge (2013) organizational commitment is an employee identifies with a particular organization and its goals and wishes to remain member. It refers to the state in which employees sense loyalty with their respective organization and align themselves with organizational goals and objectives (Lambert, et al., 2007). Porter, Steers, Mowday and Boulian (1974) defined commitment as the relative strength of an individual's identification with and involvement in a particular organization. They indicated that commitment has three components namely: an employee's belief in and acceptance of organizational goals and values; his/her willingness to work towards accomplishing the organization's goals; his/her strong desire to continue as organization member.

Allen and Meyer (1990) defined organizational commitment as a behavior that supports employees' decision to be permanent member of the organization. That behavior is shaped by the relationship of employees with organization. Meyer and Allen (1991) proposed a three-component model, which describes three factors of attitudes and behaviors that are relevant to the characterization of organizational commitment. They are: acceptance of and a belief in the values and goals of the

organization (affective commitment); desire to maintain organizational membership (continuance commitment); and a willingness to contribute to the organization (normative commitment).

Meyer and Allen, (1990) assert that these components of commitment are not mutually exclusive: an employee can simultaneously be committed to the organization in an affective, normative, and continuance sense, at varying levels of intensity. The net sum of person's commitment to the organization, therefore, reflects each of these separable psychological states. Organizational commitment is the employees' state of being committed to assist in the achievement of the organization's goals, and involves the employees' levels of identification, involvement, and loyalty.

### **The relation between Organizational Culture and Employee Commitment**

The relation between organizational culture and employee's commitment has been studied by different researchers. In this study the researcher explained some of the findings obtained by different researchers. Based on Chen (2012), the research on the relationship between organizational culture and commitment, the result of the analysis showed that the hypothesis of a significant positive relation between organizational culture and commitment, this means that if there is a high level of organizational culture, there will increase the commitment among employees and between management and staff then it has been develop to enhance organizational commitment. According to Rachid, Syedand and James (2011) Correlation analysis revealed that perceived effectiveness of communication between management and employees' commitment & pride in working for the company and trust were significantly interrelated. On the other hand, they said that the relationship between commitment and communication was relatively weaker than the relation between trust and commitment.

Alvi, Hanif , Adil, Ahmed and Vveinhardt, (2014) conducted to investigate the impact of organizational culture on job satisfaction and employee commitment in Chemical Sector of Karachi. The finding show that supportive and bureaucratic culture have significant effect on employee commitment and job satisfaction, whereas innovative culture has a insignificant effect on employee's commitment and job satisfaction.

Inanlou and Ahn, (2017) carried out a study to examine the effect of organizational culture defined as communication, trust, and innovative production on employees' organizational commitment. Furthermore, they explored the possibility the role of human resource development activities in mediating the aforementioned relationship. Using the national employer survey data conducted by Korean government in 2011, the results find that organizational culture defined as better communication among superiors and subordinates, trust and appreciation of innovation from superiors, is positively related to organizational commitment. In addition, firm's investment in human resource development or employee participation in human resource development would play a mediating role in influencing the relationship between organizational culture and organizational commitment. Therefore, organizational culture is a critical factor to increase workers' motivation through the participation in human resource development training program, thereby increasing worker's commitment.

Rastegar and Aghayan (2012) investigates that the relationships between organizational commitment and organizational culture in a sample of Training and Education organization in a city of Iran. The results show that demographic variables including Education, Marriage, and Job experience don't have significant impact on organizational commitment. The main result of this study is that supportive and innovative organizational cultures are positively correlated with organizational commitment but the correlation between bureaucratic organizational culture and organizational commitment is low.

The results of the study indicated the direct positive and significant impact of extent of exposure on job stress although direct negative, significant association with commitment. Job stress also observed having direct negative impact on commitment and organizational response to COVID-19 affects perceived job security and enhances managers' organizational commitment (Zandi et al., 2020).

## Conceptual Framework

Conceptual framework is a theoretical structure of assumptions, principles, and rules that holds together the ideas comprising a broad concept. The study conceptualized that organizational culture variable as independent variables affect organizational commitment as dependent variable. The conceptual model describes the potential relationship between the independent and dependent variables.

### Hypothesis

**H1:** Bureaucratic culture has a positive significant effect on organizational commitment during covid-19 in the study area

**H2:** Innovative culture has a positive significant effect on organizational commitment during covid-19 in the study area.

**H3:** Supportive culture has a positive significant effect on organizational commitment during covid-19 in the study area.

## Methodology

### Research Design

For the aim of this research explanatory type of study and Quantitative research approach were employed because the objective of study was to analyze the effect of organizational culture on organizational commitment in debre markos referral hospital. Explanatory research design was intended to provide an explanation the causal relationships between variables through hypothesis testing or it aims was to acquire the rights conclusions of causality between variables, and then choose the action alternatives(Kothari, 2004).

## Data type and Source

The primary data was collected mainly from respondents using close ended structured questionnaire. These questionnaires were completed by the employees of Debre Markos referral hospital. This was helpful for the researchers to reach respondent in minimum cost and time. The items were prepared in the form of Likert scale with five response categories (strongly disagrees, disagree, neutral, agree, and strongly agree).

## Sample Size and sampling technique

The target respondents of the study were employees of Debre markos referral hospital, there are a total population of 627. Therefore, the study was used simple random sampling technique to select equally representative sample from target respondents. Hence, the sample size was determined using Taro (1967) formula as follows:

$$n = \frac{N}{1 + N (e)^2}$$

Where n= the sample size, N= the population size, e= level of precision

The sample size for this study is calculated as follows:

$$n = \frac{627}{1+(627 *(0.05)^2)}$$

Therefore, based on the above formula 244 sample respondents were taken using simple random sampling method.

## Measurement of Variables

The main objective of this research was to explore the effect of organizational culture on organizational commitment in Debre markos referral hospital. Hence, in this study organizational culture considered as independent variables and organizational commitment as a dependent variable. So that, for the measurement of those variables the following measurements is used. The primary instrument for collecting data in this research was structured questionnaire that have three parts. Part one includes demographic variables. Part 1 and 2 were the main parts of the questionnaire to measure the organizational cultures and commitment of its employees respectively. The instrument has three main organizations cultural traits namely: organizations supportive culture, bureaucratic culture and innovative culture. Organizational commitment was measured by using Mowday et al. (1979) 15 item scale of organizational commitment questionnaire (OCQ). The OCQ covered three areas: (1) Having a strong belief in organization's goals and values and giving recognition to this, (2) a readiness of an employee to put

forth substantial efforts for their organization, and (3) a strong wish for maintaining a membership in the organization. Responses to each of the items will be rate using a 5-point Likert scale with anchors labeled: 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree (undecided), 4 = agree, 5 = strongly agree, on which label given for respondents to express their level of agreement for each item among the scales and then the average score on each trait were used during data analysis and interpretation. For the measurement of variables details are presented as a summary form in the following table.

Table 2

Summary of Measurement of Variables

Variables	No. of items in each dimension	Instrument adopted from in the questionnaire.	Role of variables
Bureaucratic culture	6	Denison, (2011)	Independent
Innovative culture	6		
supportive culture	7		
Organizational commitment	15	Mowday, Steers, & Porter, (1979).	Dependent

### Method of data analysis

The researcher analyzes and examines data with the help SPSS software. The study have been used descriptive and explanatory design to explain, understand and predict the effect of organizational culture dimensions as independent variables on employees commitment as dependent variable. The descriptive part allows the researcher to describe the levels of organizational culture and employee’s commitment using mean and frequency distribution. Whereas inferential statistic like linear multiple regression was applied due to the explanatory nature of the predictor variables. Before distributing the questionnaire a pre-test of the items was made to check its reliability and all of them had a Cronbach Alpha value of > 0.70, which is .806.

## Model specification

This study used linear regression models to analyze the effect of the effect of organizational culture on employee commitment in debre markos referral hospital. Under linear regression the researchers have chosen multiple regression analysis as it is appropriate way to check the casual relationship between independent and dependent variables. Therefore, the outcome variable is predicted from a combination of all variables multiplied by their respective coefficients plus a residual term, equation (1)  $OC = \beta_0 + \beta_1 IC + \beta_2 SC + \beta_3 BC + \varepsilon$

Where  $Y$  is the outcome variable i.e organizational commitment,  $\beta_0$  is the constant term of the model,  $\beta_1$  is the coefficient of the first predictor ( $BC$ ),  $\beta_2$  is the coefficient of the second predictor ( $IC$ ),  $\beta_n$  is the coefficient of the  $n^{\text{th}}$  predictor ( $X_n$ )

Where: IC= Innovative Culture, SC= Supportive Culture, BC= Bureaucratic Culture

## Results And Discussion

### Descriptive analysis

The response for each specific statement is compared using the mean and standard deviation scores. The degree of agreement or disagreement of the respondents for each statement is analyzed by summarizing the 5-point Likert scale response into three by considering the strongly agree and agree on responses into one positive response and strongly disagree and disagree responses into one negative response, and the neutral response is taken as it is. That is, the higher the mean score, the more that the respondents agreed with the statement and vice versa. The figure for the standard deviation also indicates the degree to which responses varied from each other: the higher the figure for standard deviation indicates the more variation in responses. According to Zaidatol and Bagheri (2009), the mean score above 3.80 was considered high, 3.40-3.79 was considered moderate and below 3.39 was regarded as low perceptions for a five point likert scale therefore, based on this assumption researcher were determined the perception level of respondents response using this standard to decide the relative importance for interpretation.

The descriptive statistics result in table 3 shows that the grand mean of innovative culture, supportive culture, and bureaucratic culture is 3.5993, 3.4924, and 3.4732 with standard deviation value of 0.80037, 0.83644, and 0.87407, respectively. And also, the mean and the std. deviation for the organizational commitment is 3.6474 and 0.64162, respectively. The mean result clearly shows that the majority of the respondents' response level of agreement for all variables falls into the moderate range. And additionally, the standard deviations recorded indicate the extent to which the respondents' opinions about the statements on dependent and independent variables varied.

**Table 3**

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic
Innovative culture	225	1.33	5.00	3.5993	.80037
Supportive culture	225	1.00	5.00	3.4924	.83644
Bureaucratic culture	225	1.00	5.00	3.4732	.87407
Organizational commitment	225	1.60	4.67	3.6474	.64162
Valid N (listwise)	225				

**Source:** own survey

### Correlation analysis

The Pearson product moment correlation analysis was used to find out the relationship of independent variables (innovative culture, supportive culture, and bureaucratic culture) with the dependent variable organizational commitment. The sign of a correlation coefficient (+ or -) indicates the direction of the relationship between -1.00 and +1.00. Variables may be positively or negatively correlated. A positive correlation indicates a direct positive relationship between two variables. A negative correlation, on the other hand, indicates an inverse, negative relationship between two variables. According to Cohen (1992) an interpretation of the range of the coefficient of correlation has been described in to the following as: -0.3 to + 0.3 weak, -0.5 to -0.3 or 0.3 to 0.5 moderate, -0.5 to -0.9 or 0.5 to 0.9 strong and -0.9 to -1 or 0.9 to 1 very strong.

Accordingly, as indicated in table 4 the Pearson correlation coefficients shows that there is a moderate positive relationship between the independent variables that is innovative culture, supportive culture, and bureaucratic culture show a moderate level of positive relation with the dependent variable (organizational commitment). The factors measuring organizational culture were all positively related with employees commitment within the range of 0.323 to 0.446, all were significant at  $p < 0.01$  level.

**Table 4**

### Correlation analysis between independent variables and the dependent variable

		Innovative culture	Supportive culture	Bureaucratic culture	Organizational commitment
Innovative culture	Pearson Correlation	1	.650**	.537**	.446**
	Sig. (2-tailed)		.000	.000	.000
	N	225	225	225	225
Supportive culture	Pearson Correlation	.650**	1	.617**	.456**
	Sig. (2-tailed)	.000		.000	.000
	N	225	225	225	225
Bureaucratic culture	Pearson Correlation	.537**	.617**	1	.323**
	Sig. (2-tailed)	.000	.000		.000
	N	225	225	225	225
Organizational commitment	Pearson Correlation	.446**	.456**	.323**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	225	225	225	225
**. Correlation is significant at the 0.01 level (2-tailed).					

## Regression analysis

### Assumptions of Test of Multiple Linear Regressions

To check the validity of the model, the researchers were test the following assumptions: multico- linearity test, the tolerance values of the independent variables of this research are 0.548, 0.476and 0.587 for organization's innovation culture, organization's supportive culture, and bureaucratic culture of the organization respectively. Likewise, the variance inflation factors (VIF) are 1.825, 2.099 and 1.704 for organization's innovation culture, organization's supportive culture and bureaucratic culture of the organization. Andy (2006) suggested that a tolerance value less than 0.1 almost certainly indicates a serious co-linearity problem. Liu (2010) also suggested that a VIF value greater than 10 there is also serious co-linearity problem. As a result, there no multi col-linearity problem in each factors organizational culture dimensions.

**Furthermore, normality test** assumption in regression model it describe a symmetrical, bell-shaped curve, which has the greatest frequency of scores around in the middle combined with smaller frequencies towards the extremes (Pallant, 2005). The dependent variable in this case is organizational commitment. If the dependent variable is not normally distributed, there is little point in performing regression analysis because a major assumption of the model is violated. Therefore, the normal distribution test computed for the dependent variable in this case is shown by the following histogram.

The other checking mechanism to test the normal distribution of scores on the dependent variable is the kurtosis and skewness value. According to statistics, about Skewness and Kurtosis; skewness is the measures of the asymmetric. The normal acceptable distribution of symmetric has a zero skewness value. However, the standard error greater than 2 indicates a normality problem. Kurtosis on the other hand is a measure of the extent to which observation cluster around a central point. For a normal distribution the value of the kurtosis is zero. The information in table below shows that the coefficient of skewness (0.162) and kurtosis (0.323) is not far from zero. Thus for this research, the histogram and the ratio of skewnes to kurtosis were checked and the result indicates that data used in the study is normally distributed.

### Multiple Linear Regression Analysis

#### The effect of organizational culture on organizational commitment

One of the objectives of this research work was to examine the predictive power of organizational innovative culture, supportive culture, and bureaucratic culture to organizational commitment of Debre Markos Referral hospital. Multiple regression analysis is used to measure the statistical effect of each individual independent variable on the dependent variable. This measurement is made by referring the value of R<sup>2</sup> to explain the magnitude of the effect of the independent variable on the dependent variable.

**Table 5**

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.497 <sup>a</sup>	.247	.237	.56057
a. Predictors: (Constant), Bureaucratic culture, Innovative culture, Supportive culture				
b. Dependent Variable: Organizational commitment				

The multiple regressions were used to estimate the effect of each independent variable on the dependent variable. As shown on the table 5 above, the model summery indicates an overall effect of independent variables on dependent variables simultaneously 23.7% variation in organizational commitment is

explained by factors of organizational culture (organizations innovative culture, supportive culture and bureaucratic culture where by the remaining 76.3 % of the variance is explained by other variables not included in this study.

**Table 6**

**ANOVA Results**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.768	3	7.589	24.152	.000 <sup>b</sup>
	Residual	69.446	221	.314		
	Total	92.214	224			
a. Dependent Variable: Organizational commitment						
b. Predictors: (Constant), Bureaucratic culture, Innovative culture, Supportive culture						

Table 6 above presented that the significant relationship between organizational commitment with organizations innovative culture, supportive culture and bureaucratic culture. The result of the study shown that the prediction power of the model is fit at F- value =24.152, (p<0.01). Therefore, the multiple linear regression models are appropriate to this research to predict the effect of organizations innovation culture, supportive culture and bureaucratic culture on organization commitment in the study area.

**Table 7**

**Regression model coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.122	.189		11.204	.000
	Innovative culture	.206	.063	.257	3.258	.001
	Supportive culture	.216	.065	.282	3.336	.001
	Bureaucratic culture	.008	.056	.011	.148	.882
a. Dependent Variable: Organizational commitment <b>Source:</b> own survey						

As indicated in table 7, it can be concluded that innovative and supportive organizational culture factors have a positive significant effect on organizational commitment at ( $\beta = 0.206$ ,  $P = 0.001$ ), and ( $\beta = 0.216$ ,  $P = 0.001$ ) respectively in the study area. On the other hand, bureaucratic organizational culture has

positive insignificant effect on the prediction of organizational commitment at( $\beta = 0.008$  &  $P > .05$ ) in the study area.

From this result, supportive culture is the most contributing organizational factor in the prediction of organizational commitment with beta value 0.216. The second highest value of  $\beta$  is organizational innovative culture with 0.201 which contribute 20.1% to employee commitment. The unstandardized beta coefficient had proven that when supportive organizational culture are increased in one unit, there will be increment in employees commitment by 21.6%, and also, when innovative culture are increased in one unit, there will be change in employees commitment by 20.6%. As a result, the regression coefficient clarifies that the average amount of change in organizational commitment was affected by a unit of change in organizational culture dimensions by the stated beta value for each factor. Based on  $\beta$  value of table 7 used to form the regression equations:

$$OC = 2.112 + 0.206(IC) + 0.216(SC) + e$$

**Table 9**

**Hypothesis Testing**

S. No.	Hypothesis	Decision
1	H1: Innovative culture has a positive significant effect on organizational commitment during covid-19 in the study area	Rejected Ho, accepted Ha
2	H2: Supportive culture has a positive significant effect on organizational commitment during covid-19 in the study area	Rejected Ho, Accepted Ha
3	H3: Bureaucratic culture has a positive significant effect on organizational commitment during covid-19 in the study area	Accepted Ho, Rejected Ha

## Conclusions And Recommendations

This study was initiated to examine the effect of organizational culture traits on organizational commitment in Debre Markos referral hospital during covid-19 pandemic. In doing so, the relation between independent variable (organizations' innovation culture, supportive culture and bureaucratic culture) and dependent variable (organizational commitment) and the effect of each independent variable on the dependent variable were examined in the study. At the end of the study, the researcher intends to answer the following research questions: (1) what is the level of respondent's response on organizational culture dimensions and organizational commitment? (2) What is the relationship between organizational culture dimensions and organizational commitment? (3) How organizational culture dimensions affect organizational commitment evidence from Debre Markos Referral hospital?

The innovative culture has the highest mean score in which most respondents agree on innovative culture in practice. In order to promote innovation culture across all staffs at the Debre Markos referral hospital,

management must pay particular attention to continuous investment to develop skills of employees by recognition and financial rewards for those who develop and practice creativity to solve problems faced in the organization. The finding also implies that there is positive and strong relationship between innovative culture and employee commitment. Researchers have suggested that organizational innovative culture influences the way individuals consciously think create decisions and how they perceive their environment and react to it (Schein, 1990). Other scholars have argued that innovative climate or culture is strongly related to organizations performance and commitment. Innovative organizational culture and a style of leadership could have a positive effect on organizational commitment (Lok and Crawford, 2004). Since innovation culture had a positive correlation with employees' commitment, management at the Debre Markos referral hospital must promote staffs in order to perform their duties. On the other hand, the measurement of employee commitment, majority of respondents agrees that they feel a deep sense of their responsibility to put in a great deal of effort beyond the normal expected in order to help the organization to be successful.

In general as per the findings of the study, it can be concluded that organizational culture has a positive correlation with employees' commitment indicates it has effect on improving the level of employee commitment which is asserted by the positive contribution of organizations' culture. Depending on the findings of the study and conclusions made, the researcher came up with some important recommendations which would help the organization to focus on organizational culture that can contribute to the improvement on level of employee commitment. The recommendations given are the following: The organizational culture is important in improving the level of employee commitment, the organization is better-off to emphasize on innovation and supportive culture, whose contribution to employee commitment is high. However, among the three organization culture traits selected in this study, organizations' bureaucratic culture has not effect on the level of employee commitment. The suggestion for management is that they should develop effective employees' commitment by giving attention on developing innovation and supportive culture.

## **Limitations And Suggestion For Future Researchers**

In the succeeding paragraphs, potential limitations of the study and suggestions for future research are discussed. The research is done on a single organization which makes it indicative but not fully conclusive in order to generalize about the case. Thus, future researchers in this area could be done in a broader and wider scope to increase conclusiveness of the findings. As a variable this study includes only the three organizational culture dimensions (innovative, supportive and bureaucratic) and the general organizational commitment measurement scale. Therefore, future researchers can investigate including other organizational culture dimensions and the multi dimensional organizational commitments (affective, normative and continuance) measurements. In addition, further studies should be conducted on the effect of organizational culture on employee commitment in the context of other sector. And also future researchers should investigate other factors that influence employee commitment such as job-related characteristics, personal characteristics, work experiences etc.

# Declarations

- **Availability of meta data:** all the meta data used under the research process is available on hand
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## Figures

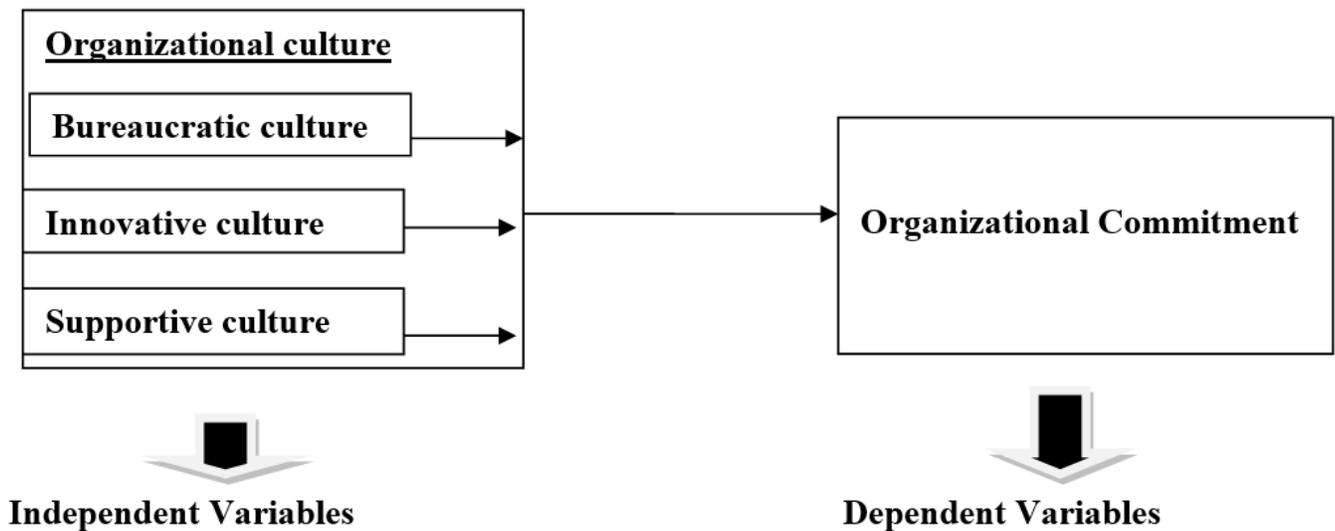


Figure 1

Conceptual Framework