

Impact Of Organizational Culture On Organizational Commitment In Public Hospitals In Ethiopia**Zerihun Kinde**

Supervisor

Dr. Navjot Kaur

Professor in management

ABSTRACT

A limited level of employees' organizational commitment was appeared to be one of the main findings from a number of recent studies on organizational commitment. Many research findings show that organization culture plays a role in determining the commitment level of employees. The purpose of this study was to examine the effect of organizational culture on organizational commitment at public hospitals in Addis Ababa. Structured questionnaire was used for collecting data. Organizational Culture Index and Organizational Commitment Questionnaire instruments were used to measure the independent and dependent variables of the study respectively. The gathered data was statistically analyzed with SPSS version 20. Sample of 405 respondents were chosen from 10 public hospitals in Addis Ababa from the target population of 10800 through stratified and simple random sampling techniques. Out of the 405 questionnaires distributed, 365 copies were returned and 305 copies are valid (90.12% response rate) and used for analysis. Correlation Analysis and Multiple Regression Analysis along with other statistical tools were used in testing the research hypotheses. The correlation analysis suggested that the relation between innovative and supportive culture with organizational commitment was positive and significant. However, the results showed no significant relationship between bureaucratic culture and organizational commitment. The multiple regression analysis result indicated that among the three organizational culture dimensions, innovative culture had a significant positive effect on organizational commitment. Finally, public hospitals in Addis Ababa recommended to give more emphasis on improving the innovative and supportive culture instead of bureaucratic culture as the later showed no significant effect on employee commitment.

Keywords; *organizational culture, organizational commitment, public hospitals, medical staffs*

1.1. introduction

Employees usually play an important role in organizations; they are the greatest resource an organization can have and it is through their involvement and commitment that the organization can become competitive (Sempane et al, 2002 as cited in Griffith, 2013). Organizational commitment has been recognized as an important concept over the last three or four decades because of its relationship and contribution to organizational effectiveness, and it has been defined, measured, and studied in research in various contexts (Mathieu & Zajac, 1990; Saimir & Jonida, 2013).

When employees are committed they are involved and have an active relationship with the organization (Mohanty et al, 2012). Different studies indicate organizational commitment influences various outcomes of employees such as absenteeism, intention to leave, and performance (e.g. Mathieu & Zajac, 1990; Porter et al., 1974). Guest (1991) suggests that the stronger an employee's commitment to the organization, the less likely the person to leave his/her job and Naicker (2008) also states that individuals who have high organizational commitment tend more dedicated to achieve results and not spend time for useless job have a positive impact on productivity.

According to Chiang (2008) when employees hold identification and share sense of belonging in an organization, they will consider themselves affiliated to the organization and will work hard with other members to achieve organizational objectives. A higher organizational commitment will promote employees' willingness to work hard for an organization (Angle & Perry, 1981). Organizational commitment of the employees could be reflected in conditions like the employees strongly believe in and accept the organizational goals and values; they are willing to do their utmost on behalf of the organization, and are willing to stay with the organization (Porter et al, 1974).

Yousef (2000), as cited in Yunus Handoko et al (2009), noted an employee with a high level of commitment will more likely to adjust him or herself with the goals and values of an organization, to give more effort to organization and to seek to provide benefits to the organization. In other words, employees with high commitment will become more responsible and accountable for the performance and effectiveness of the organization. Even, as Wilson and Rosenfeld (1990) notes, organizational commitment predicts the input of employees and as a result organizations try to encourage commitment in their employees in order to achieve stability and avoid cost when employees leave. Organizational commitment could, therefore, improve employees' performance and raise organizational overall competitiveness.

Given the significant effect of organizational commitment on the proper functioning and competitiveness of organizations, a range of variables have been affecting the commitment of employees required to have for an organization. The working system, leadership styles, communication, incentives and the overall organizational culture could exert considerable impact on the commitment of employees (John, 2009).

Effective performance of an organization has been largely determined by the nature of its corporate culture and employees' commitment. According to Denison (1984) effective organizational culture of an organization creates high commitment environment that improves the organizational performance.

Understanding the nature of organizational culture has been believed and researched to help managers and other concerned bodies acquaint with the behaviors and attitudes of employees. According to Wagner (1995), organizational culture has a strong influence on employees' behavior and attitudes. Organizational culture involves standards and norms that prescribe how employees should behave in any given organization (Martins & Martins, 2003). Given the dynamics of culture and human behavior, studying how employees commit themselves to their organization has become crucial in the context of management, and there are a few research reports.

For example, Lok and Crawford's (2001) study showed the significant impact of organizational culture on the commitment of employees. Deal and Kennedy (1982) also suggested that organization culture affects the commitment of employees within the organization, and the strength of organizational commitment is correlated with the strength of organizational culture. That is, organizational culture could play an important role in generating commitments and enhancing performance of employees. When employees are not happy at work, they are less committed and tend to look for other opportunities outside. If the opportunities are unavailable or far reaching, they will stray themselves away from the organization emotionally. This will affect one's organizational commitment (Terrence Deal et al, 2000, as cited in Siti Zaleha et al, 2013).

A strong organizational culture enables employees understand the goals of the organization, and as they work towards organizational goals, their level of commitment increases. Hence, organizational culture, having a set of values and beliefs which are commonly shared, creates affinity and a connection with the organization (O' Reilly, 1989; Chen, 2004).

Similarly, Ezekiel & Darius (2012) describe that a strong organizational culture enables employees understand the goals of the organization, and as they work towards organizational goals, their level of commitment increases.

Moreover, studies of organizational culture in health related organizations are limited (Davies, Nutley and Mannion, 2000; Gerowitz, Mannion, Davis and Marshall, 2004). In any given discipline, the success of a business enterprise can nearly always be traced directly back to the vision and will of the leadership. Therefore, having effective leadership styles for the organization to keep capable employees is critical to its survival.

According to Walston et al (2008) throughout the world, the healthcare sector is struggling to provide quality healthcare to citizens while managing costs. Healthcare organizations recognize the need to have committed employees and provide quality services if they want to survive as a healthcare provider that is intended to meet the physical, psychological, and social needs of people seeking care (Raja, Deshmukh, & Wadhwa, 2007).

In Ethiopia a few studies have been conducted on the areas of employee organizational commitment such as the relationship between leadership styles and employee commitment in private higher education institutions at Addis Ababa (Temesgen, 2011), and job satisfaction and organizational commitment between academic staff and support staff at Wolayta Sodo University (Hailemariam and Rao, 2013). However, based on my reading, there seems to have scanty of research works on organizational culture and organizational commitment. Thus, examining the impact of organizational culture on the commitment of employees in the context of health care services appears to be imperative.

Objective of the study

The objective of the study was to examine the effect of organizational culture on organizational commitment at a public sector institution with special focus at public hospitals in Addis Ababa.

Hypothesis of the Study

Following hypothesis were formulated to achieve the desired research objective:

H1: There is a significant negative relationship between bureaucratic culture and organizational commitment at public hospitals in Addis Ababa

H2: There is a significant positive relationship between innovative culture and organizational commitment at public hospitals in Addis Ababa

H3: There is a significant positive relationship between supportive culture and organizational commitment at public hospitals in Addis Ababa

H4: The nature of the organizational culture (innovative, bureaucratic, supportive) public hospitals in Addis Ababa significantly influences employee's organizational commitment.

METHODOLOGY

Research Design

A cross sectional survey approach was used in gathering the data for the purpose to meet the research objective and finally providing findings for this research. The two basic methodological approaches to which different studies might naturally lend themselves are the qualitative and the quantitative methods. While qualitative research was more descriptive, quantitative research more often draws inferences based on statistical procedures and often makes use of graphs and figures in its analysis (Ghauri and Grønhaug, 2005). In the study, the researcher used both of methods. However the quantitative approach features more.

Population of the study

The population of this study was medical staffs in public hospitals of Addis Ababa. As per information obtained from Addis Ababa health bureau, there are about 10 hospitals (Tikur-anbessa hospital, D.Balch Hospital, Dagmawi Minilik Hospital, Ras Desta Damitew Hospital, St. Paulos Hospital, Zeweditu Hospital, Gandhi memorial hospital, Yekatit 12 hospital, Zeweditu hospital and St. Peter Hospital) serving in the city as of October 2016. Because of the activities performed and size of hospitals, all public hospitals will be selected as a sample and the total population of this study was 10800 (MOH, 2014).

Sampling Technique

The study employed both stratified and simple random sampling techniques to select the participants. The strata classified the health professionals into three strata, medical doctors, nurses and other medical staffs. In the study, all populations were considered. Thus, consequently, the researcher was contacted the respondents using convenience sampling from each of the stratum. The study was used convenience sampling to obtain a large number of completed questionnaires quickly and economically. The sample size is then determined proportionally by taking into account the number of employees in each stratum. Even though there are a number of approaches to determine the desired sample size of the respondents, for this study, the sample size is determined using Taro Yamane's (1973) formula, which is convenient as well as simple, for the given total population by taking into account 0.05 (5%) standard error or significant level. Therefore, based on the above formula, the sample size is 405 (i.e. 68 medical doctors, 255 nurses and 82 other medical professionals were selected as a sample for this study).

Variables and Measurement Instruments

(1). Organizational culture: Organizational Culture Index (Wallach 1983, as cited in Griffith 2013) was used to measure the independent variable (organizational culture which has three types: Bureaucratic, innovative, supportive culture. Hence, 18-items with a five-point Likert scale, ranging from "does not describe my organization" valued as a "1" to "describes my organization most of the time" valued as a "5").

(2). Organizational commitment: Organizational Commitment Questionnaire developed by Meyer and Allen (1997) was used with a total of 18 items to measure the aspects of organizational commitment using a five-point Likert Scale of 1 to 5 (1= never, 2= rarely, 3=sometimes, 4=most of the time and 5=frequently, if not always).

Method of Data Analysis

The collected data through questionnaire were coded, cleaned, and entered in to computer and presented and analyzed with the help of SPSS version 20 and Microsoft Excel. The Pearson Product Moment was used for correlation analysis in order to indicate the strength and direction of the association between variables identified. In addition, multiple regression analysis was applied to determine the impact of organizational culture variables on organizational commitment.

Analysis and discussions

Correlations between Organizational Culture Variables and Organizational Commitment

Table 4.6 below shows the inter correlation between organizational culture (innovative, supportive, and bureaucratic) and organizational commitment. Among the three organizational culture variables, innovative culture has the strongest positive correlation with organizational commitment ($r=.518$, $P<0.01$). Even, there is a considerable degree of positive correlation between supportive culture and commitment ($r= .464$; $p< 0.01$). This implies that the more managerial practices of innovative and supportive organizational culture, the more positive improvements of employees' commitment for the organization.

Table 4.1 Correlation between Organizational Culture Variables and Organizational Commitment (n=305)

		Innovative Culture	Supportive Culture	Bureaucratic Culture	Organizational Commitment
Innovative Culture	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	195			
Supportive Culture	Pearson Correlation	.606**	1		
	Sig. (2-tailed)	.000			
	N	195	195		
Bureaucratic Culture	Pearson Correlation	.080	.259**	1	
	Sig. (2-tailed)	.268	.000		
	N	195	195	195	
Organizational Commitment	Pearson Correlation	.518**	.464**	.136	1
	Sig. (2-tailed)	.000	.000	.057	
	N	3055	305	305	305

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

Source: Survey data (2017)

The Relationship between Bureaucratic Culture and Organizational Commitment

H1: Bureaucratic organizational culture is significantly & negatively correlated with organizational commitment

As can be seen from Table 4.6 above, there is a positive, but statistically insignificant correlation between bureaucratic culture and organizational commitment ($r=.136$, $P=0.057$). The absence of significant relationship between bureaucratic culture and organizational commitment suggests that an improvement in bureaucratic organizational culture may not result in improvement in employees' organizational commitment.

This study supports the finding of Peter Lok et al (2009) that identified no statistically significant ($r= 0.114$, $P>.05$) relationship between bureaucratic culture and organizational commitment. Similarly, Abbas & Somaye (2012) explained that there was no significant correlation between bureaucratic culture and commitment ($r=.110$). However, the study is not supported by Griffith (2013) who found that there was a moderate and positive correlation ($r=.308$, $P<0.01$) between bureaucratic organizational culture and organizational commitment. Therefore, *hypothesis (H1) of the study is rejected*. That is, bureaucratic organizational culture is not significantly and negatively correlated with organizational commitment.

The Relationship between Innovative Culture and Organizational Commitment

H2: Innovative organizational culture is significantly & positively correlated with organizational commitment

The Pearson correlation coefficient in Table 4.1 above indicates that there is significant and positive relation between innovative culture and organizational commitment ($r=.518$, $P<0.01$) at **Public Hospital in Addis Ababa, Ethiopia**.

The finding shows that innovative organizational culture had moderate association with organizational commitment. The result of the study implies that an enhancement in innovative organizational culture may give rise to an improvement in employees' organizational commitment.

This finding is in line with the previous studies. Peter Lok et al (2009) pointed out that there is a positive and significant relation between innovative culture and organizational commitment with relatively a moderate correlation coefficient ($r= .310$, $P < 0.01$). The study of Abbas & Somaye (2012) also shows that innovative culture and organizational commitment had a significant positive correlation ($r=.323$, $P< 0.01$).

The finding of this study has also been supported by another researcher, Griffith (2013), who indicates that innovative culture was positively and significantly correlated with organizational commitment with moderate correlation coefficient ($r=.640$, $P<0.05$). *Hence, hypothesis (H2) of this study has been accepted*.

H3: Supportive organizational culture is significantly & positively correlated with organizational commitment

Table 4.1 also presents the correlation analysis between supportive culture and organizational commitment. The results of the analysis shows that moderate association can be seen between supportive culture and employees organizational commitment ($r=.464$, $P<0.01$). From the analysis result, it is noted that there is positive and significant correlation between supportive culture and organizational commitment. This result is similar to the findings of Griffth (2013) and Peter Lok et al (2009) who both suggest that there is positive and significant with moderate correlation between supportive culture and organizational commitment ($r=.368$, $P<0.01$ and $r=.231$, $P<0.01$) respectively. The finding of Abbas and Somaye (2012) shows that supportive culture is positively and strongly correlated ($r=.73$, $P<0.05$) with organizational commitment. **Therefore, hypothesis H3 was accepted.**

The Impact of Organizational Culture on Organizational Commitment

The regression model in Table 4.2 below illustrates the extent to which the predictors or independent variables (innovative, supportive, and bureaucratic culture) could explain the dependent variable (organizational commitment). The analysis of the regression model indicates that innovative culture and supportive culture have significant and positive effect on organizational commitment; whereas bureaucratic culture has positive, but insignificant impact on commitment. Innovative culture (Beta=.381) is a more significant predictor of organizational commitment compared with supportive culture (Beta=.221). On the other hand, bureaucratic culture is less likely to influence commitment as it reveals no significance ($P=.437$). Results in Table 4.7 also shows that the beta value of the constant is 1.633, whereas the raw regression coefficients for the association between innovative, supportive, and bureaucratic culture and organizational commitment are .289, .179, and .037 with a standard error for these raw regression coefficients .058, .064, and .037 respectively. These raw regression coefficients suggest that if a unit increase in each of these three predictors (innovative, supportive, and bureaucratic culture), the organizational commitment will increase by 28.9%, 17.9%, and 3.7% respectively.

The t-values in the coefficient table below indicate the variables' statistical significance. In general, a t-value of 2 or higher indicates statistical significance. Therefore, the t-values of 5.000 and 2.806 for the innovative and supportive culture variables pointed out that the model is significant at $P<0.01$. However, the t-value for bureaucratic culture (.778) shows the model is insignificant. Likewise, the p-value below 0.05 is considered significant. The p-values for innovative ($P=.000$) and supportive ($P=.006$) variables are less than 0.05 which means each variable has significant effect on organizational commitment; whereas the value of bureaucratic culture variable is greater than 0.05 ($P=.437$) which means this variable has insignificant effect on commitment.

Table 4.2 Regression Coefficient of Organizational Culture Variables on Organizational Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.633	.214		7.624	.000
1 Innovative Culture	.289	.058	.381	5.000	.000
Supportive Culture	.179	.064	.221	2.806	.006
Bureaucratic Culture	.037	.048	.049	.778	.437

Source: Survey data (2017)

The Analysis of Variance (ANOVA) in Table 4.3 below presents the linear relationship among the variables. If the value of F is statistically significant at level of 0.05 or less, this suggests a linear relationship among the variables (i.e. the usefulness of the regression model is confirmed). Statistically significance at a 0.05 level means there is a 95% chance that the relationship among the variables is not due to chance (Field, 2005). Hence, the result shows that the value of F (28.117) is statistically significant at P=0.000 that indicates linear relationship exists among the variables of the study. That is, at least one of the independent variables is a significant predictor of the dependent variable

Table 4.3 Linear Relationship among the Variables

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.684	3	6.895	28.117	.000 ^b
	Residual	46.834	191	.245		
	Total	67.518	194			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Bureaucratic Culture, Innovative Culture, and Supportive Culture

Source: Survey data (2015)

The regression model summary in Table 4.4 indicates the value of the regression coefficient R=.553, R Square= .306, and Adjusted R Square = .295 with standard error of the estimate .495. The result shows that 30.6% of the variance in organizational commitment is accounted for by innovative and supportive organizational cultures.

Table 4.4 Model Summary of Organizational Culture and Organizational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.553 ^a	.306	.295	.495

a. Predictors: (Constant), Bureaucratic Culture, Innovative Culture, and Supportive Culture

Source: Survey data (2017)

Similar to this research finding, the result of the regression model conducted by Griffith (2013) shows that supportive culture (Beta=.192, P<0.05) had a significant effect on organizational commitment; however, in contradict to this study finding, bureaucratic culture (Beta=.142, P<0.05) had a significant (positive) impact on commitment. Likewise, the regression result of this study, on the effect of innovative culture (Beta=.289, P<0.01) on commitment, is not supported by Griffith's (2013) view that noted that commitment was not influenced much by innovative culture (Beta=.025, P=.750). Huma Abid et al (2014) also suggest that innovative (Beta=.011, P=0.864), supportive (Beta=.432, P<0.01) and bureaucratic culture (Beta=.134, P<0.01) had positive influence on employee organizational commitment. **Therefore hypothesis H4 was accepted.**

Conclusions

Based on the finding of this study the following conclusions were drawn.

- ✓ There seems to have positive relationship between organizational culture and commitment. The correlation analysis indicated that there was a positive but insignificant correlation between bureaucratic culture and organizational commitment; however, the correlation between innovative and supportive culture with organizational commitment was positive and significant (see table 4.1). From the correlation analysis it can be concluded that innovative culture had a more strong positive association with organizational commitment than supportive and bureaucratic culture.
- ✓ The organizational culture did seem to have effect on employee's commitment. The result of this study showed the effect that organizational culture variables (bureaucratic, innovative, and supportive) had on organizational commitment. The multiple regression analysis result indicated that among the three organizational culture variables, innovative culture (B=.381, P<0.01) had a strongest positive effect on organizational commitment followed by supportive culture (B=.221, P<0.06). However, bureaucratic culture (B=.037, P=.437) had positive but insignificant influence on organizational commitment. From this analysis it can be conclude that an innovative culture will result in higher commitment than supportive or bureaucratic culture type. This result supported the literature review.

Recommendations

Based on the findings of this study, the following recommendations are suggested:

- ✓ Although the result of this study identified bureaucratic culture as the most prevalent organizational culture in public hospital, its effect on the employee organizational commitment was not significant. Instead, innovative culture, which was the second most dominant organizational culture, was crucial in influencing commitment followed by supportive culture. Therefore, the management of the hospital should give more emphasis on improving the innovative and supportive culture than bureaucratic culture type.
- ✓ Employee commitment is very important for every organization's success. Thus, administrators of public hospitals was advised to reward and recognize employees with different incentives which can increase the employee organizational commitment level and can make the employee to become more committed and loyal to the hospital.
- ✓ "Highly committed" employees were found to have a higher intent to remain with the organization, a stronger desire to attend work, and a more positive attitude about their employment (Richard Stress (1977). In addition, training and development is a tool that can assist organizations in building a more committed workforce (Green et al., 2000). Hence, public hospitals were recommended to have such training and education program for the staff that can lead to greater employee organizational commitment and a more stable workforce.
- ✓ The hospitals are also recommended to demonstrate a high level of commitment to its employees. If employees are not given adequate resources, facilities, and training, they will not be likely to view the hospital as being committed to them as well.

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