

Original Article

Effect of Organizational Culture on Employees' Commitment in Ethiopian Health Sector.

¹Sofiya Suraje, ²Hamed M. S. Ahmed, ³Abdilkerim Asrar Seman

^{1,2}Department of Management, College of Business and Economics, Werabe University, Ethiopia.

³Management Department Head, College of Business and Economics, Werabe University, Ethiopia.

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Abstract: *The dedication of employees has been a major factor in determining an organization's success. In order to retain more employees and boost success, productivity, and effectiveness, organisations are becoming more and more interested in the topic of employee commitment. Examining how organisational culture affects employees' commitment in the context of Werabe Comprehensive Specialised Hospital was the primary goal of this study. To achieve the intended purpose of the study, the researcher used both descriptive and explanatory research designs. The 626 employees who made up the study's target population were selected from 232 samples using a proportional stratified random selection technique. Both primary and secondary data sources were employed in the investigation. The study adopted the culture and commitment questionnaires from Denison (1990) and Onyango (2014) as the primary sources for data collection. Both descriptive (frequency, percentage, mean, and standard deviation) and inferential (ANOVA, correlation, and regression) statistics were carefully used to analyse the data that had been collected. According to the study, commitment among employees was positively and statistically significantly impacted by involvement, flexibility, and mission. Contrarily, consistency has a statistically significant detrimental impact on workers' commitment. Additionally, engagement, followed by adaptability, is the organisational culture characteristic that contributes the most to the prediction of employees' commitment. Considering the positive impact of organisational culture on the improvement of employees' commitment, the researcher advised the hospital to increase involvement, adaptability, and other organisational culture traits. Based on the findings, the researcher recommended that well-structured organisational cultures will offer a viable advantage for organisations, specifically increasing employees' commitment.*

Keywords: *Organizational culture, Culture traits, Employees commitment, Ethiopia.*

I. INTRODUCTION

Every trait of a certain human group that is passed down from one generation to the next because it is believed to be necessary for survival and adaptation is included in the concept of culture. According to a more rigorous definition provided by the American Heritage Dictionary, culture is the total collection of socially transmitted customs, creative manifestations, religious beliefs, institutions, and other characteristics that define a people group (Denison and Neale, 2011).

Due to the environment's growing complexity, human resources today play a much different function. To accomplish targeted goals, organisations must focus on and acquire qualified, competent, inventive, and well-professionalized human resources in accordance with the environmental changes taking place. The success of an organisation is determined by its employees, whose responsibilities are integral to its accomplishments (Djoko, Mushud 2016).

According to Tang (2008), Agu & Etim (2012), employees with greater degrees and competencies may have improved problem-solving skills and aptitude. The development and growth of an organisation are greatly influenced by employee dedication. Their level of commitment reveals how strongly they support the culture, goals, and objectives of the organisation as well as their desire to stick with it (Hackett 2001).

The researcher should examine the content of the variables that have significant loadings from each factor to ascertain whether the variables conceptually fit together and may be labelled. Employee commitment was defined as the level to which a worker identifies with their organisation, wants to remain, and actively participates in their role, according to the organisational commitment model (Jaros, 2007; Ahmed & Ahmed, 2021). Generally speaking, there appears to be a stronger commitment among the long-term employees, particularly those who successfully completed their own goals, received positive recognition, had the opportunity for further development, and collaborated with a more devoted group of employees.

Hospital staff personnel in particular benefit much from organisational culture, particularly from involvement and adaptability. Based on this idea, this study was carried out with the aim of improving hospital staff' commitment. Additionally,



there hasn't been a sufficient amount of research done on how organisational culture affects employee engagement, particularly in Ethiopia's healthcare sector. The issue being addressed will be remedied by raising it with the appropriate offices and taking the necessary action. Academics and researchers believe it will be an important addition to the literature in its discipline (Ahmed et al., 2022).

Werabe Comprehensive Specialised Hospital must therefore research organisational culture based on the aspects of Denison's Cultural Model (involvement, consistency, flexibility, and mission) and employees' commitment. The aforementioned research issue and associated knowledge gaps inspired the researcher to investigate how organisational culture affects employees' commitment in the context of Werabe Comprehensive Specialised Hospital.

II. REVIEW OF RELATED LITERATURE

A) *The Concept of Organizational Culture*

Every organisation has a unique method of operating that affects almost every area of the workplace, from the length of coffee breaks to the manner goods and services are sold. The underlying values, beliefs, and concepts that form the cornerstone of a company's management system, as well as the collection of management practises and behaviours that both demonstrate and reinforce those essential ideas, make up what is known as organisational culture. These rules and procedures continue because they are meaningful to the organization's participants. They stand for survival tactics that have been successful in the past and that the participants feel will succeed in the future (Denison & Neale, 2018).

The actions of business organisations are shaped or influenced by numerous causes. There might be additional aspects besides those that have been researched for this (Ahmed et al., 2018). One of the terminology used in business relationships most frequently is "organisational" or "corporate culture" (Roos & Van Eeden, 2008; Ahmed and Wube, 2019). While some academics view organisational culture as an inherent value of an organisation that influences organisational leadership, performance, and business decisions (Schein, 1985), adapting to changes in the organisation (Williams, Dobson, & Walters, 1993), motivation, and response to organisational climate (Rogers et al., 1980), organisational culture is also seen as an important factor in organisational performance.

As issues of strategic practises in corporate management are less adopted, some have suggested that it is frequently a normative discourse rife with conflicts in terms of principle and practise (Purcell & Sisson, 1983). In addition, according to Linnenluecke & Griffiths' (2010) explanation, a variety of meanings of the term have been put up by cultural theorists, ranging from concepts of common values, ideologies, and patterns of meaning to notions of acceptable behavioural guidelines and norms.

B) *Empirical Literature Review*

Although they are two of the concepts in management studies that have been the subject of the most research, organisational culture and employee commitment are both elusive. Additionally, as indicated in the issue statement for the study, the impact of different organisational culture characteristics on employee commitment has been researched and reached different conclusions by different scholars. According to the specific goal of the study, the next paragraphs present research findings from a number of academics who attempted to examine how corporate culture (involvement, consistency, adaptability, and mission) affects employee commitment.

According to research on organisational culture evaluation, the majority of work has been done in for-profit businesses. Manley (2000) cites studies by Fey & Denison (2003) who determined organisational culture and effectiveness in foreign firms in Russia, Schrodt (2002) who examined how employees perceived organisational culture and organisational identification, Denison & Mishra (1995) who examined how culture affected effectiveness and performance, and Price (2003) who assessed the culture at a manufacturing company.

Terefe, a study done in Ethiopia, is one of many. The case of the Commercial Bank of Ethiopia in Gondar City illustrates how organisational culture affects employees' devotion to the company. Employee effects of organisational culture Arba Minch University, Bethlehem h/gerbil: Commitment-in-the-case-of (2017) organisational culture's impact on workers' performance the research and training institute incorporated (jsi) case of John Snow Inc.

Organisational culture has not received much research attention in the health industry (Manley, 2000; Ahmed and Tessma, 2020). Scott and Storper (2003) looked into quantitative measurements of organisational culture in the health business, and Baker et al. (2003) employed organisational assessment surveys for improvement in Neonatal Intensive Care. Zwaan (2006) conducted an analysis of the organisational culture of the Virginia Health Department's clinics.

An overview of the findings from the studies is provided below: The Defence Logistics Agency adopted the Denison Culture Model and Survey to assess how effectively the organisational culture supports the objectives and transformation in a

customer-focused company. Ahmed et al. (2017) claim that the model and survey provide an objective evaluation of the organization's growth in a variety of areas related to mission, consistency, adaptability, and involvement. The findings showed that the workforce was concerned about empowerment, capabilities, development, and leadership in particular. A "disconnect" between the workforces's understanding of the goals, objectives, key issues, and priorities was one of the specific issues. Other issues included limited cross-cultural communication, few opportunities for professional advancement, promotion practises that were perceived as unfair, underappreciated employees, and managers and supervisors who were challenging to approach for personal conversations.

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The Denison Organisational Model and Survey was used by a Michigan-based colour technology company to improve its change-resisting culture (Buba et al., 2018). 478 employees responded to the poll. Based on the findings, initiatives were implemented that were focused on giving employees direction and objectives, establishing "rules of engagement", fostering cooperation, collaborating with internal customers, and maintaining constant communication 42.

Price, 2003, conducted a survey to evaluate the current organisational culture of a manufacturing company in the United States. The study evaluated organisational change within the context of benchmarking and assessing organisational strengths and weaknesses. The poll was broken down into four categories: employee happiness, working relationships, business values, and involvement. 40 employees provided the information, which resulted in a 77.5% response rate. According to the findings, competency and capability development had ratings even lower than change, communication, rewards, and remuneration, which were all rated below 60%. The results helped the management team in their strategic planning and decision-making since they gave them a chance to assess the organization's strengths and weaknesses, develop benchmarking techniques, and assess organisational transformation.

The organisational cultures of two clinics in the Virginia Health Department were examined in a study by Auquasama & Ele (2020), and the findings showed that there were little discernible variations between the two clinics in terms of staff participation in clinic activities. Given that the company provides health services, there were few opportunities for personnel to play a substantial role in determining how customers' needs are met. This was caused by the organization's hierarchical structure. In both clinics, there was evidence of uniformity in how rules and policies were applied. In part because policies and procedures were founded on guidelines and were not vulnerable to arbitrary change, rules and regulations were applied consistently. However, the external environmental elements that were identified had little bearing on time overrun (Ahmed et al., 2023).

The respondents' claims that there were time restrictions regarding the implementation of interventions that needed to be put into effect while they still had to provide customers with vital services were acknowledged as having flexibility restrictions. More than a common mission, respondents attributed the mission factor to their professional choice. According to research, being involved at work seemed to be more about making cash than belonging to a group to achieve goals that people consider meaningful (McGarvy & Wolfe, 2000).

C) Involvement and Employee Commitment

Nongo & Ikyanyon (2012) identified a substantial and positive association between involvement and commitment in their analysis. Employees are more committed to their work when they are involved in decision-making. Today's key corporate success factors are staff development, teamwork, and employee empowerment. These boost managers' and employees' sense of pride in the company and their dedication to their jobs. People at all levels think they have some say in choices that have an impact on their jobs and that their efforts directly contribute to the organization's goals.

Involvement is also one of the most important aspects of organisational culture, according to Asghar & Mojtaba (2015), and it plays a big part in instructors fulfilling their organisational commitment. This demonstrates how people's participation in their jobs influences their desire to remain in the workplace. Utilising employees in decision-making results in the stability of their commitment. This is what is meant by employee involvement.

D) Consistency and Employee Commitment

Consistency and dedication have no discernible relationship, according to Nongo and Ikyanyon's (2012) research. Employee commitment is unaffected by a company's efforts to maintain a strong culture by being exceptionally consistent, well-coordinated, and well-integrated. Employees, in other words, want to be allowed the flexibility to execute their jobs rather

than being forced to do them in a specific way. As a result, the researcher suggests that flexibility, rather than consistency, is the major success factor for today's firms. According to the study done by Eshetu and Ahmed in 2022, the bank does not pay employees based on performance, which may have deterred workers from raising their performance. On the contrary, (Asghar & Mojtaba, 2015; Muzeyin et al., 2022), as well as Ghader and Afkhami (2014)(Radmard & Ardakani, 2014) found a positive association between consistency and organizational commitment, with coordination and integration, agreement, and core principles as a component

E) Adaptability and Employee Commitment

The ability to adapt predicts employee commitment more than any other corporate culture characteristic. Companies that adjust to shifting circumstances tend to have more loyal employees. Employee collaboration and creativity should be promoted. The ability of employees to adapt in a changing environment will increase their level of commitment. Nongo and Ikyanyon (2012) Additionally, staff members shown the highest levels of organisational commitment when they believed that their workplace had a higher learning culture (adaptability attributes), which encompasses a culture of knowledge creation, acquisition, and transfer as well as the capacity to respond swiftly in response to current trends and foresee future changes (Azadi, Bagheri, Eslami, and Aroufzad 2013, Ghader and Afkhami 2014).

F) Mission and Employee Commitment

Denison & Neale (2011) contend that through defining a societal purpose and external objectives, an organization's mission provides meaning and purpose. Additionally, the mission offers a clear direction and objectives that serve to establish an appropriate course of action for the company and its participants, increasing employee dedication. On the other side, Nongo & Ikyanyon (2012) found no connection between commitment and mission. This shows that employees are not necessarily dedicated to the organization's goals, mission, or purpose just because they identify with them. Organization on the other hand, should clearly identify their mission and communicate it to their personnel at all times. When employees sensed higher learning culture adaptability attributes, they showed the most organizational commitment.

G) Conceptual Framework

In order to develop a conceptual framework based on the study's primary goal, which is to determine the impact of organisational culture on employee commitment in the case of WCSH, organisational culture is chosen as an independent variable and employee commitment is selected as a dependent variable.

H) Gaps of the study

Despite receiving the most attention in management research, organisational culture and employee loyalty are still fuzzy ideas. Additionally, as the study's issue statement demonstrates, several researchers have examined the effects of different organisational culture elements on employee commitment and come to varying results. According to the literature review, numerous studies on organizational culture have been conducted in different countries in public, private, and non-governmental organizations. But, coming to the Ethiopian context, studies carried out in this title and area are little in number. By examining the impact of organisational culture on employees' commitment at Werabe Comprehensive Specialised Hospital, this study aims to close the knowledge gap.

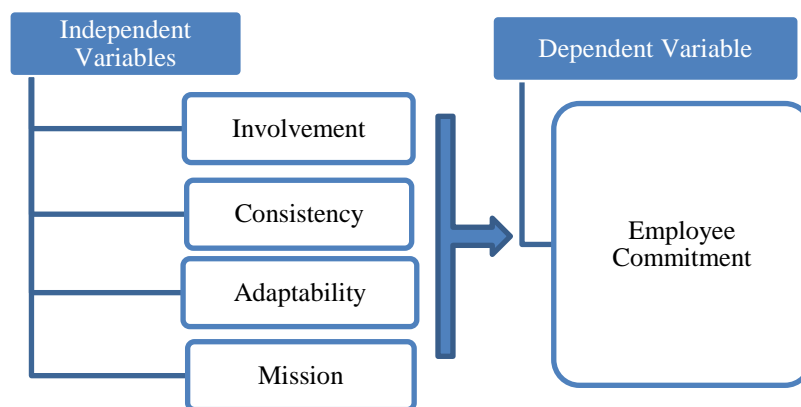


Figure 1: Conceptual Framework

Source: Adapted from; (Denison, 2011).

III. RESEARCH METHODOLOGY

Research design is a guide that a particular researcher should apply in conducting the research so as to achieve the purpose of the study. This study's primary goal was to investigate how Werabe compressive specialised hospital's organisational culture affected workers' commitment. This study used an explanatory and descriptive research design. The researcher used a quantitative sort of research approach to meet the study's goals.

The total populations of this study were permanent employees who are currently working in Werabe comprehensive specialized hospital. According to the human resource department report on March 20/2014 the total number of permanent employees working on the hospital was 626.

In order to achieve the objective of the research, the researcher distributed the research questionnaire to 244 respondents from the total population of the Werabe compressive specialized hospital to gather relevant data. The information from this respondent group is collected from their offices. The following formula was used by the researcher to determine the sample size from the entire population, and it was developed by Taro Yamane (Tepping, 1968).

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

$$n = \frac{626}{1 + 626(0.05)^2} = 244$$

Where, n= is number of sample size selected

N= is total number of population

e = is the error term, which is 5% (i.e. at 95% confidence interval)

In this research work, the methods that implemented for the study to collect the data from the respondents by applying proportional Stratified random sampling techniques. In addition to that, the sampling framework for this study consisted of administrative and medical employees. This study used both primary and secondary data source. Primary data were created using the information acquired through questionnaires from the sample of selected respondents. Secondary information gathered from related websites, books, magazines, journals, and other sources (Argaw and Ahmed, 2017).

IV. RESULTS AND DISCUSSION

A) Correlation Analysis

The study's statistical methodology involved determining the relationship between variables. The level of relationship is determined using Pearson's correlation coefficients. The strength and direction of the connection between the two variables is evaluated by Pearson's coefficient, which lies between -1.0 and +1.0 (Field, 2005). This study used Pearson's correlation coefficient to do a correlation analysis. The correlation coefficient (r), according to (Field, 2005), whose rules for interpreting the strength of a relationship between variables, are as follows: The correlation coefficient ranges from 0.1 to 0.29 for weak links, 0.3 to 0.49 for moderate associations, and greater than 0.5 for strong ones.

Table 1: Pearson Correlation Result and Analysis

		Involvement	Consistancy	Adaptability	Mission	Employess commitment
Involvement	Pearson Correlation	1	.537**	.296**	.385**	.833**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	232	232	232	232	232
Consistancy	Pearson Correlation	.537**	1	.384**	.472**	.421**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	232	232	232	232	232
Adaptability	Pearson Correlation	.296**	.384**	1	.307**	.315**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	232	232	232	232	232
Mission	Pearson Correlation	.385**	.472**	.307**	1	.388**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	232	232	232	232	232
Employess commitment	Pearson Correlation	.833**	.421**	.315**	.388**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	232	232	232	232	232

Correlation is significant at the 0.01 level (2-tailed).

Table No. 1's findings indicate the correlation between the dependent and independent variables. All of the independent factors show a positive correlation with the dependent variable, as is seen in the table above. Involvement are high level of strong correlation with employee’s commitment. ($r=0.83$, $p < 0.01$), which are statistically significance at 99 % confidence level.

At the significance level of 0.01 for a number of independent variables, the null hypothesis would be rejected because it presupposed that there was no correlation between the variables. The correlation coefficient of involvement was positive ($r = 0.833$), indicating a strong positive correlation of involvement and employees commitment. Consistency, adaptability and mission variable has moderate relationship with the employees commitment ($r=.421$, $p < .01$), ($r=.315$, $p<.01$), and ($r=.388$, $p<.01$), respectively which are statistically significance at 99% confidence level. This implies that at 1% level of significance that was discovered that Consistency, adaptability and mission plays a significant role in determining the employees commitment in organization which has a moderate and significant relationship with the employees commitment at $p<.01$. Accordingly, based on the aforementioned correlation finding, the correlation between dependent and independent variables at 99% confidence level was statistically significant and positive, suggesting that workers' commitment and employees' commitment are positively and significantly related.

B) Multiple Linear Regression Analysis

The amount to which the independent variables (involvement, consistency, adaptability, and mission) influence the dependent variable (employee commitment) of the organisation was examined using regression analysis. Table 2 below shows the regression analysis's findings.

Table 2: Model Summary

Model summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.842 ^a	.708	.703	.35568

a. Predictor (constant) involvement, consistency, adaptability, mission

b. Dependent variable employees' commitment.

R2 of .708 indicates that the researched independent variable only accounts for 70.8% of the variation in the employee commitment of the case study area, as shown in table no. (2) Above. Therefore, this suggests that additional factors that have not been investigated will account for the remaining range in employees' organisational commitment of 29.2%. The remaining aspects that affect the employees' commitment to the organisation need further research or analysis, so that can be done. The coefficient of determination, also known as the R2, measures how well changes in the dependent variable (employee commitment) can be explained by changes in the independent variables (involvement, consistency, adaptability, and mission),

or how much of the variation in the dependent variable can be explained by the four independent variables. According to the R2 statistic, the four independent variables under investigation account for 70.8% of the variation in the employees' organisational commitment. This indicates that additional variables not examined in this study were responsible for 29.2% of the variance in the dependent variable.

Table 3: Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	69.689	4	17.422	137.713	.000 ^b
	Residual	28.718	227	.127		
	Total	98.407	231			

a. Dependent Variable: Employees commitment

b. Predictors: (Constant), Mission, Adaptability, Involvement, Consistency

ANOVA was used by the researcher to determine the importance of regression. The ANOVA test assesses if the entire model is statistically feasible, that is, whether the independent variables can significantly predict the dependent variable. If the p value was less than or equal to 0.05, the study was deemed significant for testing. As a result, table No. 3 above displays the significance of the regression with a p value of 0.000, which is less than 0.05. It so illustrates the statistical significance of the regression model and shows that it is suitable for prediction.

The independent variables that influence employees' commitment are significantly predicted with F = 137.713 and sig =.000, as indicated in table 4.12 above. Regression is a decent match for the data, in this case. The total probability of the relationship between the dependent variable and all of the independent values occurring by random is determined via F tests. The study's F test result was 137.713 with a significance value of 0.000, meaning that there was a less than 0.05 chance that the outcome would have come about by chance. This indicates that the variance explained by the model was not merely due to chance. The overall ANOVA result suggest that the model become significant or substantial at F= 137.713, P=.000. Hence, accept the alternative showing that all independent variables affect employee commitment at P< 0.05.

Table 4: Coefficients Results for Multiple Linear Regression Model

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.186	.184		1.011	.313
	Involvement	.890	.047	.826	19.053	.000
	Consistency	-.098	.048	-.096	-2.061	.040
	Adaptability	.069	.034	.079	2.001	.047
	Mission	.099	.046	.090	2.166	.031

The beta value suggests that some of the predictor variables grew by each unstandardized beta coefficient, which, according to the study, resulted in an increase of one in the average employees' commitment. Considering that the regression equation was:

However, analysts typically first go to the t test at the end of each row to see which independent variables are substantially connected to the outcome variable. The B coefficients are particularly useful for both prediction and interpretative purposes. The coefficient of the variables, together with their t-value and level of significance, were displayed in Table (4) above. All of the predictors in the aforementioned table 4 are statistically significant when looking at the significance values (Significance level is 0.05). Out of the four components listed as independent variables, three have positive coefficients and one has a negative coefficient, as shown in the results shown in table (4) above.

First, with a regression beta value of 0.890, the outcome of table 4 above demonstrates a strong and favourable link between engagement and employee commitment. This finding is in line with a prior study (Baghini et al., 2018), which discovered that involvement is one of the most important aspects of organisational culture and has a substantial impact in teachers' ability to meet their commitments as employees.

The second finding is that there is a statistically significant positive association between adaptability and employees' commitment, with a regression coefficient of beta value of 0.069 for adaptability (AD). The findings of this study are comparable to those of (Ezekiel & Darius, 2012). Findings indicate that flexibility had a favourable and significant impact on employees' commitment.

Thirdly, mission exhibits a statistically significant positive association between mission and employee dedication, as indicated by a regression coefficient of beta value of .099 for mission. The findings of this study are consistent with those of Denison & Neale (2011), who found that the mission had a positive and significant impact on employees' dedication.

Last but not least, Consistency has a statistically significant negative association between Consistency and employees' commitment, as indicated by its regression coefficient of beta value -.098. The findings of this study are comparable to those of (Nongo & Ikyanyon, 2012). According to the study, dedication and consistency do not connect.

V. CONCLUSION

The goal of the study was to look at the impact of Werabe Comprehensive Specialised Hospital's organisational culture on its employees' commitment. Using descriptive and inferential statistics, the data were examined. The study's conclusions were drawn using information gathered from 232 sample respondents who completed questionnaires. According to the background information provided by respondents, the majority of respondents (73.7%) are men, non-management groups make up the majority of work groups (90.1), and the majority of respondents (66.4%) have been employed by the hospital for 4-6 years. According to the findings of the descriptive statistical analysis, the mean score for the mission-related metrics was a comparatively high 3.721, followed by involvement-related metrics at 3.72. Consistency and adaptability had mean values of 3.65 and 3.45, respectively, which were lower than those of the previous two organisational culture characteristics. Employees of the hospital concur that they have high levels of participation, consistency, adaptability, and mission based on the findings of descriptive statistics. However, the average score for employee commitment, 3.75, suggests that respondents strongly agreed with the commitment metrics. To learn more about the connections between the dependent (employee commitment) and independent variables (organisational culture attribute), Pearson correlation coefficients were calculated.

The correlation analysis discovered a positive and statistically significant relationship between the involvement, consistency, adaptability, and mission and employees' commitment in the case of Werabe comprehensive specialized hospital. There was a positive and significant relationship between involvement and employees commitment ($r=.833$, $p<0.05$), There was a positive and significant relationship recognized between consistency and employees commitment ($r=.421$, $p<0.05$).

There was a positive and significant relationship recognized between adaptability and employees commitment ($r=.315$, $p<0.05$). In the same way, a positive and significance relationship were found between mission and employees commitment ($r=.388$, $p<0.05$).

Multiple linear regression analysis described the organizational culture traits involvement had the highest beta value and most significant while compared to other traits in predicting employees commitment based on beta value ($r=.890$, $p<0.05$) and next to involvement mission and adaptability plays significant role on predicting employees commitment based on beta value ($r=.099$, $p<0.05$, $r=.069$, $p<0.05$) respectively.

The results of the regression analysis also showed that while consistency had a statistically significant negative impact on employees' commitment, the predictor variables for three of the chosen organisational culture trait involvement, adaptability, and mission had a statistically positive significant impact on it. Therefore, the hospital needs to implement those organizational culture traits well and create a supportive and conducive working environment for the sake of improving employees' commitment then in return employees show a high level of commitment.

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