# Chapter 9
# Organizational Culture Effect on Employees' Learning and Growth by Mediation of Employee Commitment in the Ethiopian Public Sector

**Jalata Wata Deresso**

https://orcid.org/0009-0009-6588-1076

*Bule Hora University, Ethiopia*

**Chalchisa Amentie Karo**

*Ethiopian Civil Service University, Ethiopia*

**Shashi Kant**

https://orcid.org/0000-0003-4722-5736

*Bule Hora University, Ethiopia*

## ABSTRACT

*This study explores the connections among learning and growth, employee commitment, and organizational culture. It addresses how a clearly defined workplace culture can enhance employee performance, particularly by fostering commitment and offering educational opportunities. The research adopts a quantitative methodology, collecting data through questionnaires administered to employees across various organizations. Relationships among the key constructs—including mediation effects—were analyzed using SPSS V.26 and AMOS V.23. The results show*

*that employee commitment partially mediates the relationship between culture and learning and growth, with strong influence from a positive organizational culture. Findings indicate that employee development and engagement are more effective in organizations with well-established cultures. Consequently, fostering a healthy workplace culture should be a strategic priority to enhance learning and employee commitment.*

## INTRODUCTION

The consequence of organizational culture in influencing employee behavior and growth has attracted global attention, manifesting its vital role in increasing organizational performance across many organizations (Ben-Hador, 2023). In an increasingly interconnected world, where public sector organizations face increased expectations to deliver successful services, understanding how culture drives commitment of employee and growth becomes crucial (Beyene *et al.*, 2023). The concept of organizational culture emerged from the studies of anthropology and sociology, growing to embrace the common values, beliefs, norms, and practices that characterize an organization (Miruts, 2021). Several studies have emphasized its application by highlighting how a manifested culture may drive commitment of employee, innovation, and overall organizational influence (Beyene et al., 2023; Mishra & Kasim, 2023). Empirical literature consistently reveals a positive associations among organizational culture and employee outcomes, assimilating job satisfaction and performance (Beyene et al., 2023). Investigation indicates that corporates with a strong, positive culture tend to enjoy better levels of employee dedication, which, in turn, boosts learning as well as growth prospects (Khan et al., 2021). As well as, in the context of the Ethiopian public sector, real issues exist (Miruts, 2021). Issues such as bureaucratic rigidity, limited resources, lack of office, lack of employee empowerment, lack of training, and opposition to change might inhibit the formation of a favorable organizational culture (Abawa & Obse, 2024). These challenges not only influence staff growth but also impair service delivery and public trust (Jiru, 2020; Mishra & Kasim, 2023). Despite the existing body of investigation, substantial gaps remain. Few studies have particularly studied the mediating influence of commitment of employee within the Ethiopian public sector environment, where unique cultural and socio-economic elements may influence organizational dynamics (Khan et al., 2021). Additionally, there is a dearth of comprehensive frameworks that link organizational culture, employee dedication,

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