

Entrepreneurial Innovation Mediation among Marketing Strategies and Business Sustainability in Ethiopia

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ABSTRACT

Present study was conducted to examine the predictors of marketing strategies on the organizational performance with mediation of entrepreneurship innovation in Sustainable business scenario. The researchers had designed both descriptive and inferential statistics and different methodologies. The sampling technique was both non-probability and probability incorporating simple random sampling technique. The data for this study were obtained from Oromia International Bank, Ethiopia as the representative organization with a survey of 425 customers of Oromia International Bank, those served in sectors and modern organizations staff of Bule-Hora branch, Ethiopia. The researchers, finally come up with the result, of less marketing strategy implementation and the decreasing the organization performance which are mainly associated with poor leaders capacity, Work environment and poor Employees commitment and poor technology adoption ,related predictors were among the major problems while adoption of mediation of entrepreneurship innovation . Leader's capacity is single of the most promising ways to increase organization performance in Ethiopia. The researchers recommended that the concerned body had to have applied so as to end up with the problems observed in marketing strategy implementation, control the predictors, and in turn provide good marketing strategy implementation as well as good organization performance.

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1. INTRODUCTION

Strategy adopted for strategic Marketing has been used for gaining more market share and comparative position in market standing. This was imperative by the Boston Consultancy Group in BCG matrix (Garcia, 2022; Jain, 2022). Strategies for Marketing involves different marketing activities based on marketing theories for getting viable improvement in existing marketing plan to get complete advantage in form of more market share and profitability (Islam & Abd Wahab., 2022 ; Shane, 20210). For getting competitive advantage some companies throughout the world follow the process of product standardization to easily follow the market strategy that is similar throughout the global level known as globalized market strategy but some companies in opposite to this centered towards their own market strategy that is region centric. Single more is traditionally adopted by the Sustainable company that is known as Ethnocentric in approach. Ethnocentric approach is unique to Sustainable companies that is act locally and do business locally. This philosophy is based on the notion of cultural

federalism. Here in Ethnocentric approach, Sustainable companies focus is not on getting competitive advantage but to sustain in the market (Dubihlela, 2013).

Therefore to get standardization, Sustainable companies nowadays inclined towards framing the global level marketing strategies and global level plans to implement that marketing strategies. As given by McCarthy in concept of marketing mix, that to get competitive advantage company need to club the four Ps that are producer, price, place and promotion at the same time to strengthen the marketing mix (Nashwa, 2022).

Strategy adopted for market to get more market orientation imperative to convey higher client worth by mixing the strategies to attract the customer to a business segment to influence the marketing forces in the marketing environment (Kalkidan, 2019). Conventionally as per the basic theories like resource-based view (RBV) and market-based view (MBV), companies need to combine its resources after the adoption of SWOT analysis by accessing the strength, weakness, opportunity and threats of the internal and external environment (Hashem, 2015). Dixit et. al.,(2022) access the marketing strategy predictors on organization performance in Sustainable business scenario, and found that marketing strategy predictors have significant influence on organization performance in case of Sustainable business environment.

Arokodare & Asikhia (2020), study on application of Strategic agility in achieving the superior performance of organizational with help of logical instrumentalism by seeing and forecasting the future. Marketing Strategy is a elementary administration instrument in every multi faced association. Marketing Strategy in these superior organizations used as a multi-dimensional ideological device to change the working environment according to the dynamics of business environment and the requirements to complete the same task in different efficient ways in different business environments (Oyewobi, 2022).

Marketing Strategy is the association among resources of an organization and its internal environment in form of its human resources skills, technology adoption, financial capabilities and the external environmental constraints in form of threats and opportunities that balances the challenges faced by the firm in case of completion and helps to get competitive advantages even un fluctuating business environment (Bag & Omrane, 2022; Haimanot, 2022). Less marketing strategy implementation and the decreasing the organization performance which are mainly associated with poor leaders capacity, Work environment and poor Employees commitment and poor technology adoption ,related predictors were among the major problems while adoption of mediation of entrepreneurship innovation (Islam & Munir, 2022; Tang Yao, Boadu, & Xie, 2022; Mehralian, 2022; Wang, Mundorf & Salzarulo-McGuigan, 2022).

1.2. STATEMENT OF PROBLEM

Olson et. al., (2022) in their study of “The application of human resource management policies within the marketing organization: The impact on business and marketing strategy implementat” found a positive and significant association between Marketing Strategy Predictors and. Organization Performance. Similarly, Lestari et. al, (2020) in their study of “antecedents and consequences of innovation and business strategy on performance and competitive advantage of SMEs” found a positive and significant association between Marketing Strategy Predictors and Organization Performance. Papadas et. al. (2019) in their study “The interplay of strategic and internal green marketing orientation on competitive advantage” found the same positive and significant association between the Marketing Strategy Predictors and Organization Performance. Similarly, in different countries around the world many researchers have studied several predictors that affect the marketing strategy. The study of Girma (2022) examined the same predictors that affect the marketing strategy such as organization structure and organization system predictors. But his work is limited to disclose the knowledge gap that untouched in Ethiopian context such as employee’s perception, work environment, technology and customer attitude that influences the marketing strategy of bank industry. Thus, those researchers did not mention this in detail about what actors affects specifically to the marketing strategy and organization performance. So, this is the reason why this study aimed and tried to examine on what and how the predictors affect the marketing strategy in modern organizations that specially hidden potential bank sectors and in turn on how it affects the organization performance in modern organizations, particularly in Bule Hora branch and determine its influence level.

1.3. Objectives of the study

- 1) To identify major predictors that influences the marketing strategy in the study area.
- 2) To examine the relation of marketing strategy and organization performance.
- 3) To determine the extent of influence of marketing strategy determinant on organization performance in the study area.

2. LITERATURE REVIEW

In organizational regulations, as a concept marketing strategy is the promotional common sense by use of which the big business as a combined element supposed to accomplish its advertising goals (Varadarajan, 2010).

2.1.1. Market strategies effect on organization performance: As a concept leadership is the art of influencing the behavior of followers. Gobena, A. E., & Kant, S. (2022) in their study “Assessing the Effect of Endogenous Culture, Local Resources, Eco-Friendly Environment and Modern Strategy Development on Entrepreneurial Development” found that positive and significant association between the leadership as a Marketing Strategy Predictors and Organization Performance. Kant, S., & Tufa, G. (2020) in Reviewing the Relevance of Leadership Styles on Leadership Outcomes in their Epistemological Study found a positive and significant association between the leadership as a Marketing Strategy Predictors and Organization Performance. Kant, S. (2022) manifested in Scientific Review on Assessing Effect of Endogenous Culture, Local Resource, Eco-Friendly Environment and Modern Strategy Development on Entrepreneurial Development there is positive and significant association between the leadership as a Marketing Strategy Predictors and Organization Performance.

Less marketing strategy implementation and the decreasing the organization performance which are mainly associated with poor leaders capacity, Work environment and poor Employees commitment and poor technology adoption ,related predictors were among the major problems while adoption of mediation of entrepreneurship innovation (Islam & Munir, 2022; Tang Yao, Boadu, & Xie, 2022; Mehralian, 2022; Wang, Mundorf & Salzarulo-McGuigan, 2022).But in contrast of above studies, Le Roy & Czakon (2022) while conducting study on “ Managing cooperation: the missing link between strategy and performance. *Industrial Marketing Management*” found a negative and insignificant association between the Marketing Strategy Predictors and Organization Performance. Similarly Guillaume (2022) in his study on “Harnessing demographic differences in organizations: What moderates the effects of workplace diversity?” found a negative and insignificant association between the Marketing Strategy Predictors and Organization Performance.

2.1.2. Employee Commitment influence on organization performance

Mishra, S. S., & Kasim, J. J. (2022) in their study on Team culture, employee commitment and job performance in public sectors used a multi-level analysis and found positive and significant association between the Employee Commitment as a Marketing Strategy Predictors and Organization Performance. As a psychological engagement Commitment is known as employees affective commitment towards the organization work and it intrinsic in helping an employee its organizational goals. (Mulugeta, A., & Pandian, A. V. R. (2020). Promoting dedication among workers is significant for the reason that exclusive of this leads to alienation among the human resources (Brisco and Claus, 20218; Fugate, 20219; Addisalem, 2019).

Dereso & Kant (2022) in their research in Bule Hora University, Ethiopia on “Education sector structural digital transformations in comprehensive Universities of Ethiopia in post COVID-19 periods” also manifested the inverse and insignificant association between the Strategy Predictors and Organization Performance. WataDereso & Kant (2022) in their another study in Bule Hora University, Ethiopia “Mediating Affect of COVID-19 Panic on Comprehensive Universities Students Entrepreneurial Behavior through Structural Equation Modeling” found the same supporting result during the COVID-19 period. So, these contradictory evidences paved the way forward for the present study to check this evidence gap in the reviewed literature.

2.1.3. Mediation of commitment: Kassahun (2022) study on "commitment as of nurses in public referral hospitals of West Amhara, Ethiopia” positive and significant association between the work environment as a Marketing Strategy Predictors and Organization Performance.

Evaluation of firm internal and external business environment showing the employees behavior in term of organization culture, work attitude is known as Work environment. Work environment decides the employee’s engagement in work and its attitude, values and belief towards his work that leads to organizational success.

Kant (2020) in his study on “Critical Appraisal of Prevailing Marketing Mix: Applies Particularly to the Digital Marketing Metaphor” manifested the same result that Marketing Strategy Predicators has positive and significant effect on marketing orientation. Tufa, G., & Kant, S (2020) while Investigating the Impact of Customer Relationship Marketing Perceived Predicators on Customer Loyalty in Ethiopian Banking Sector, found the similar results. So, it is interrelated on base of these above studies in different environment that the Marketing Strategy Predicators have positive and significant effect on Organization Performance.

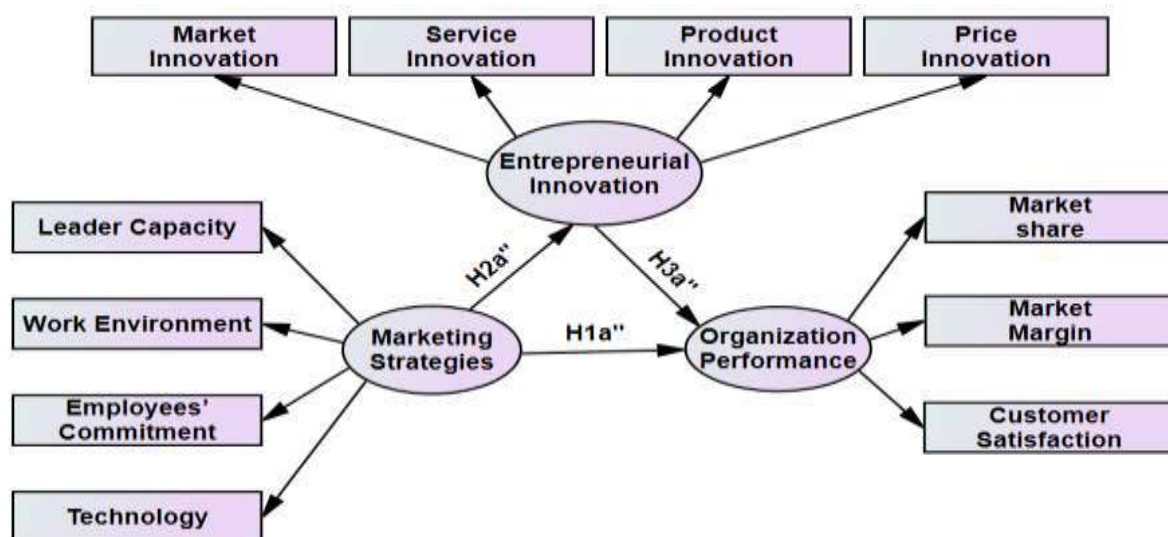
2.1.4 Hypothesis:

H1a: Market Strategies have significant relation with Organizational performance.

H2a: Market Strategies have significant relation with Entrepreneurial Innovation.

H3a: Entrepreneurial Innovation has significant relation with Organizational performance.

H4a: Entrepreneurial Innovation has significant mediation role in between Market Strategies and Organizational performance



Source –Researchers own framework (2023)

3. Research Methodology

3.1. Study area Description

Bule Hora city administration is located in Northern part of country west Guji Zsingle Oromia Region which is far away from Addis Ababa 464 km. BuleHora is a city administration with varying elevation (west Guji Zsingle report 2012 E.C).

3.2. Research Design

The paper used the descriptive research design in order to depict the respondents features in form of bank management and customers of modern organization such as: position of respondent, year of experience engaging in organization, education level, classification of income group, and proportion of the ownership and other qualitatively measured aspects of bank employees.

3.2.1. Target Population of the Study

The study population/participants was been the staff and customers of modern organization Bule Hora worda. The data has been collecting from managements of modern organization and customers of bank), which comes from the Bule Hora Branches at Bule Hora worda of Oromia Region. According to data obtained from the branch there are 230 employees that were worked in Branch office and 250 customers of bank that get service from the bank.

3.2.2. Sampling Methods

The sampling techniques have been stratified sampling techniques. For this purposive sampling has been used to select modern organization Employees and customers from the Bule Hora branch, while stratified sampling has been used to categorize heterogeneous group to be homogeneous strata.

3.2.3 Sample Size Determination

The sampling size has been determined by applying Yamane's (1967) statistical formula to calculate sample size.

Based on this formula, the sample size has been calculated as follows:

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

$$n = \frac{480}{1 + 380(0.03)^2} = 425$$

4. DATA ANALYSIS

The data was analyzed by IBM model SPSS 20 version. Out of total sample size 124, 9 respondents were not returned the questionnaires due to miscellaneous problem. Single hundred fifteen (425) questionnaires were collected effectively that result in a response rate of 92.7%. So, the analysis was made based on 425 responded questionnaires.

4.1. Reliability Test Result

Cronbach's alpha is single of the most commonly accepted measures of reliability.

Table 1.2: Reliability Test

Item	Number of item	Cronbach's Alpha test
Capable leaders	6	0.929
Work environment	3	0.734
Employees commitment	7	0.802
Technology	3	0.681
Cronbach's Alpha for the entire questionnaire	19	0.826667

Source: SPSS OUTPUT, 2023.

Cronbach's Alpha is in the range among 0.681-0.929 showed the reliability of all variables in the summation values of all related items.

4.2. Descriptive Statistical Analysis

Table 1.3: Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Leader's capacity	425	1	5	4.66	0.4356
Working environment	425	1	5	4.42	0.866
Employees commitment	425	1	5	4.52	0.64525
Technology	425	1	5	4.38	0.4356
Valid N (list wise)	425				

Source: SPSS Output. 2023

Leader's capacity has a min of three and max of five with a mean of 4.66 and SD of 0.4356. This means that most of the respondents agree that the Based on the data observed from the table 1.3 accessing leader's capability (variation in leaders, creativeness and leading) become hinder organization performance predictors that were affect marketing strategy.

4.2.1 The level that the various marketing strategy predictors affect organization performance

Table 1.4: Frequency Distribution of the Level of Affects

Leaders capacity	Frequency	Percent	Level of Chi-square	Significance Level
Low	13	11.3	7.315	< 0.05* 0.026
Moderate	16	13.9		
High	86	74.78		
Total	425			
Work Environment	Frequency	Percent	Level of Chi-square	Significance Level
Low	14	12.1	7.399	< 0.05* 0.025
Moderate	68	59.1		
High	33	28.6		
Total	425			
Employees commitment	Frequency	Percent	Level of Chi-square	Significance Level
Low	13	11.3	4.545	0.103 <0.05*
Moderate	17	14.7		
High	85	73.9		
Total				
Technology predictors	Frequency	Percent	Level of Chi-square	Significance Level
Low	17	14.7	3.645	<0.05* 0.108
Moderate	59	51.3		
High	39	33,9		
Total	425			

Source SPSS 20 output (2023)

Note: The scale of values for the perspective's evaluation, as shown in table included Chi-square values and P value. Key=3-high, 2- moderate, 1-low

Table 1.4 shows the Chi-square test for goodness of fit equality of level of effects of various predictors. Null hypothesis was rejected because the level of significance is below .05 and the alternative hypothesis was accepted. Hence it is observed that Level of predictors of organization performance is not equally distributed. Based on percentage, level of Leaders capacity predictors belongs to high level (74.78% and Employees commitment factor total belongs to high level (73.9%). Since Null hypothesis was rejected because the level of significance is below .05 and the alternative hypothesis was accepted, which implies that level organizational predictors are equally distributed. This implies that marketing strategy implementation in modern organization being as an economic back-bsingle of the country its effects give birth for declining GDP of the country at large related to when it not appropriately applied and not increase saving and credited culture in area .

4.3. Inferential statistics analysis

4.3.1. Correlation result on the relationship among independent variables and organizational performance (DV).

Table 1.5: Pearson Correlation (zero ordered matrix n=425)

Correlation	Organizational Performance	
Leader's capability predictors	Pearson Correlation	.933
	Sig. (2-tailed)	.000
	N	425
Work Environments predictors	Pearson Correlation	.917
	Sig. (2-tailed)	.000
	N	425
Employees-commitment predictors	Pearson Correlation	.910
	Sig. (2-tailed)	.000
	N	425
Technology predictors	Pearson Correlation	.925

	Sig. (2-tailed)	.000
	N	425
**. Correlation is significant at the 0.01 level (2-tailed).		

Source: SPSS (20) Output, 2023

As it is clearly indicated in the above table, a physically powerful constructive association was found among employee commitment as a factor of Marketing Strategy on Organization Performance in Sustainable Business Scenario ($r=0.910^{**}$, $p<0.001$), Work Environments predictors and organization performance ($r=0.917^{**}$, $p<0.001$), and Leader's capability predictors and organization performance ($r=0.933^{**}$, $p<0.001$), Employees commitment predictors as a factor of Marketing Strategy Predictors on Organization Performance in Sustainable Business Scenario found a strong relation ($r=0.910$, $p<0.001$), and Environments predictors and organization performance ($r=0.917^{**}$, $p<0.001$).

4.3.2 Multiple regression analysis

Table 1.6: Regression model summary

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error	Change Statistics					Durbin watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.939a	.882	.880	.1.135	.880	831.498	2	112	.000	.2021
a .Predictors: (Constant), Technology, Employees' Commitment, Leader Capacity, Work Environment										
b .Dependent Variable: Organization Performance										

Source: SPSS (20) Output, 2023

In above table correlation is depicted with R. value of R in above regression model summary is 0.939, which indicated a strong association among Marketing Strategy Predictors on Organization Performance in Sustainable Business Scenario. R multiply with R gives the R-square value, which is 0.882. R-square shows the combined of all explored variable on the explained variable that is 88.2%.

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1096.527	4	274.132	229.358	.000 ^b
	Residual	131.473	110	1.195		
	Total	1228.000	114			
a. Dependent Variable: ORGANIZATION PERFORMANCE						
b. Predictors: (Constant), TECHNOLOGY, WORK ENVIRONMENT, LEADER CAPACITY, EMPLOYEES' COMMITMENT						

Source: SPSS (20) Output 2023

Value of ANOVA in form of significance value that is p-value shows the combined significance of all explored variable on the explained variable, as the significance value that is p-value is 0.000 which is below the 0.05 level, showed the combined significance of all explored variable on the explained variable.

Table 1.7: Coefficients of the regression model (saturated model with all IV)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.223	.451		9.365	.000
	LEADER CAPACITY	.272	.083	.451	3.281	.001
	WORK ENVIRONMENT	.203	.095	.242	2.136	.001
	EMPLOYEES' COMMITMENT	.133	.102	.179	1.296	.001
	TECHNOLOGY	.408	.103	.446	3.960	.000

a. Dependent Variable: ORGANIZATION PERFORMANCE

Source: SPSS (20) Output 2023

4.4 Analysis:

- In organization performance single unit change leader's capacity is predicted to result in 0.451 Standardized Coefficients single unit change organization performance when the variables remain constant.
- Organization performance increases in standardized the work environments are predicted to result in 0.242 single unit change organization performance when the variables remains constant.
- In organization performance single unit change Employees commitments is predicted to result in 0.179 standard deviation single unit change organization performance when the variables remains constant.
- In organization performance single unit change technology is predicted to result in 0.446 standard deviation single unit change organization performance when the variables remains constant.

4.4.1 Normality Assessment:

Table 1.8: Normality Assessment Statistics^a Residuals

	Least	High	Mean	Deviation Std.	N
Value Predicted	2.6376	4.4376	3.7311	.41590	425
Predicted Std. Value	-2.629	1.699	.000	1.000	425
Predicted Error Value	.036	.102	.049	.015	425
Adjusted Predicted Value	2.5980	4.4417	3.7308	.41629	425
Error Term	-2.68760	2.02904	.00000	.73712	425
Residual Std.	-3.642	2.749	.000	.999	425
Residual Stud.	-3.646	2.776	.000	1.002	425
Residual Deleted	-2.69418	2.06866	.00026	.74242	425
Deleted Stud. Residual	-3.702	2.799	-.001	1.006	425
Distance Mahal.	.011	6.912	.998	1.467	425
Distance Cook's	.000	.075	.004	.009	425
Leverage Centered Value	.000	.017	.002	.004	425

a. Dependent Variable: TCoD

As depicted by table 1.8, the predicted value of Distance Mahal. were lies in between the range of .011 to 6.912. As distance of Mahal. was lies in between the range of .011 to 6.912, it manifested that the values are under the acceptable range of 0 to 7. It indicated that there is no issue of normality with the collected data set. As depicted by table 1.8, the predicted value of Distance of cooks was lies in between the range of .000 to .075. As distance

of cooks was lies in between the range of .000 to .075, it manifested that the values are under the acceptable range of 0 to 1. It indicated that there is no issue of normality with the collected data set.

4.4.3 Measure of Sampling Adequacy

**Table 1.9: Measure of Sampling Adequacy
Bartlett's and KMO Test**

Measure of Sampling Adequacy (Kaiser-Meyer-Olkin)		.762
Sphericity Test of Bartlett's	Chi-Square (Approx.)	695.684
	df	3
	Sig.	.000

As depicted by table 1.9, Measure of Sampling Adequacy manifested with the inclusion of Measure of Sampling Adequacy (Kaiser-Meyer-Olkin). As Measure of Sampling Adequacy (Kaiser-Meyer-Olkin) lies in between the range of .7 to 1 that is the calculated value was .762. it manifested that Sampling Adequacy was indicated by the Measure of Sampling Adequacy (Kaiser-Meyer-Olkin) test. Also Chi-Square (Approx.) was also 695.684 with the significance value of .000 which was less than .05, indicated an accept table level of significance.

4.4.4 Principal Component Analysis

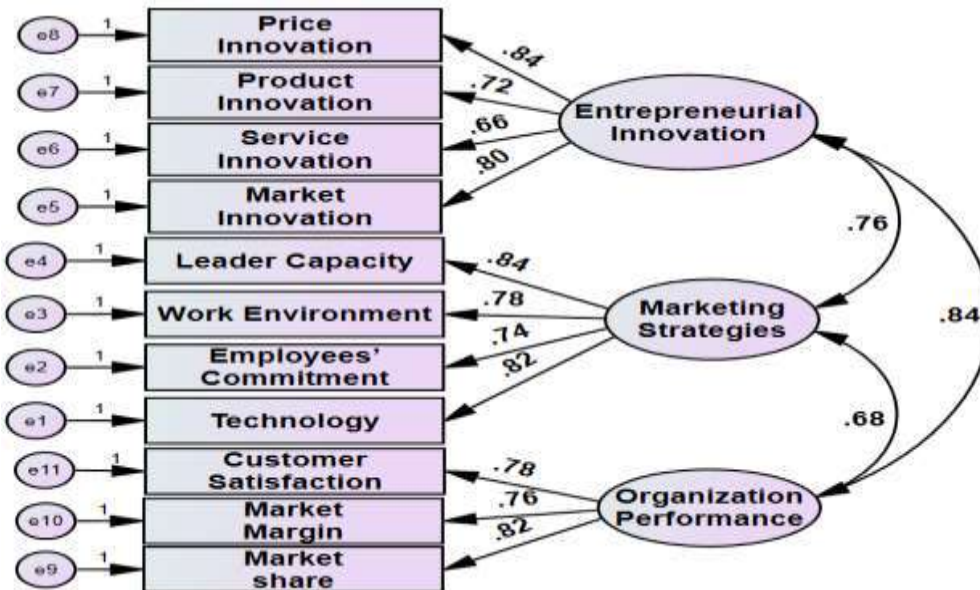
**Table 1.10: Explained Total Variance
Explained Total Variance**

Component	Eigen- values (Initial)			Sums of Squared Extraction Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
dim 1	1.455	72.774	72.774	1.455	72.774	72.774
ensi 2 on0	.545	27.226	100.000			

Extraction Method: Principal Component Analysis.

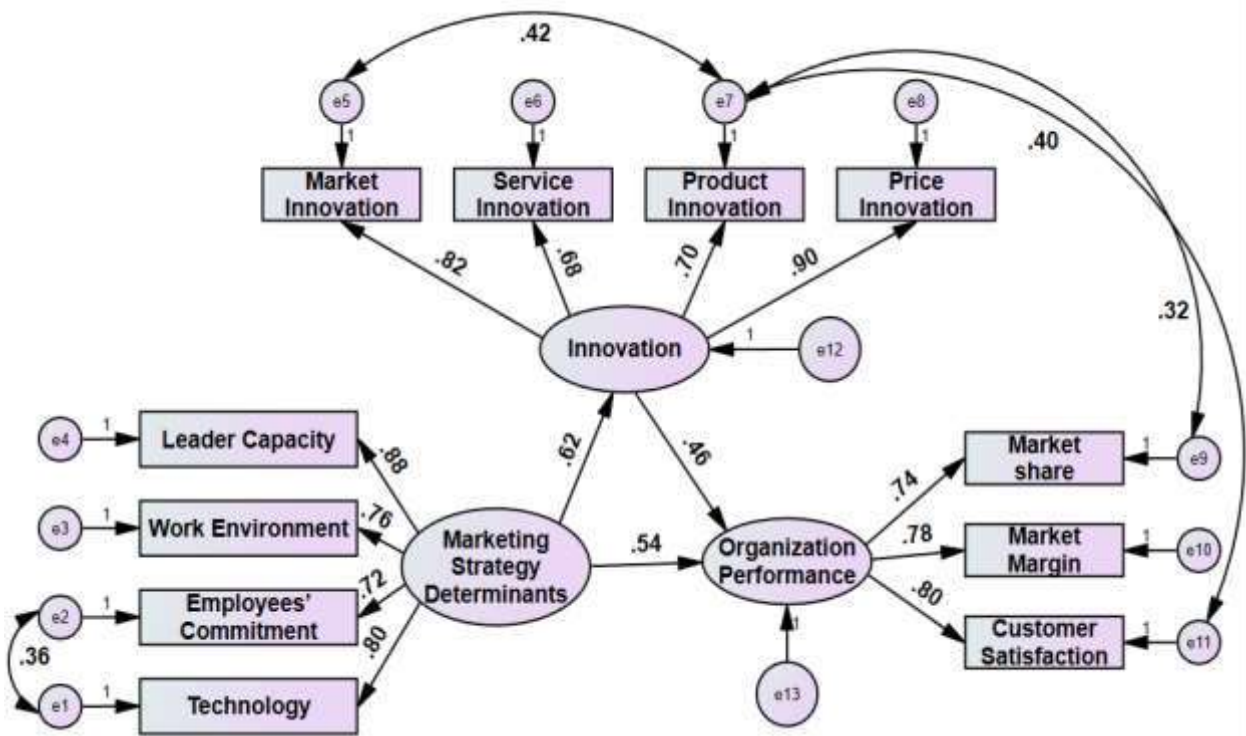
As depicted by table 1.10, explained Total Variance with the Eigen- values (Initial) for all components in combined form was more than 1 that is 1.455 with a 72.774% of Variance and 72.774 Cumulative %. The sums of Squared Extraction Loadings Cumulative % was 72.774 that manifested the all components in combined form influence on dependent variable was 72.77% as a result of Principal Component Analysis.

4.4.5 Confirmatory Factor Analysis:



Factor loading of Confirmatory Factor Analysis for all items was above 0.5, therefore all items have proper reflective construct and manifested that all items were able to bear a discriminate validity.

4.4.6 Structural Equation Modeling:



Source: AMOS output, 2023

Table 1.11: Model Fitness Indices

Acronym	Explication	Accepted fit	Result
Likelihood Ratio	P-value	≥ 0.05	0.07
Relative X2	(X2/df)	≤ 2 = acceptable fit	1.806
CMIN/DF	Chi-square divided by Degree of Freedom	≤ 3 = acceptable fit ≤ 5 = reasonable fit	1.908
GFI	Goodness of Fit Index	1 = perfect fit ≥ 0.95 = excellent fit ≥ 0.9 = acceptable fit	0.91
AGFI	Adjusted Goodness of Fit Index	≥ 0.90 = acceptable fit	0.92
CFI	Comparative Fit Index	1 = perfect fit ≥ 0.95 = excellent fit ≥ .90 = acceptable fit	0.94
RMSEA	Root Mean Square Error of Approximation	≤ 0.05 = reasonable fit	0.034
RMR	Root Mean Squared Residual	≤ 0.05 = acceptable fit ≤ 0.07 = acceptable fit	0.006
SRMR	Standardized Root Mean Squared Residual	≤ 0.05 = acceptable fit	0.04
CN	Critical N	≥ 201 = acceptable fit	254

Source: AMOS output (2022)

As we seen in above table, the model fit sheet summarizes the result of SEM model fitness with their accepted values. When researchers compare the SEM model fit indices with the standardized vales, it was observed that Chi-Square (CMIN), Goodness of Fit Index (GFI), Baseline Comparisons in Model Fit, Parsimony-Adjusted Measures, Root Mean Square Error of Approximation (RMSEA), Standardized Root Mean Squared Residual,

Comparative Fit Index and Critical N all are under acceptance range and depicted the model fitness. Therefore partial mediation was found with the value of 40.67.

5.1. Conclusion

As most respondent's response found under strongly agree ranges; (the Employees commitment, work environments, leader's capability and technology predictors) have an important contribution on organization performance of bank industry business sector. Besides in the study area; due to limitation of determinate (Employees commitment, work environments, leader's capability and technology predictors) the ride of organization performance of bank industry business sector was at risk. The correlation analysis show that the four study determinate (Employees commitment, work environments, leader's capability and technology predictors) that determine the organization performance of bank industry business sector have significant and positive relationship with organization performance of bank marketing strategy implementation sector with magnitude ranges of strong for whole (Employees commitment, work environments, leader's capability and technology predictors). The organization performance and the pre-model fitting assumptions like normality, linearity and multi-co linearity of variables were checked before regression analysis applied. Furthermore, the study concluded that regression analysis (R-square) was 0.882; it implied that the four independent variables (Employees commitment, work environments, leader's capability and technology predictors) can affect the variation of organization performance of bank business sector. Therefore, this study concluded that the four variables have strong significant relationship with organization performance of bank business sector in modern organization BuleHora branch.

5.2 ACKNOWLEDGEMENT

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5.3 COMPLIANCE WITH ETHICAL STANDARDS

The present research work closely followed all ethical standards established by the Institutional Review Board at the author's university "Bule Hora University", Oromia, Ethiopia and the participating college. The study was reviewed by the "Department Graduate Committee" (DGC) for the college of Business and Economics, Bule Hora University, Ethiopia, headed by the college Dean. Prior consent for information was obtained from the study participants and informed them in advanced that the information was collected only for academic research purpose. It is confirmation that the guidelines outlined in the Declaration of University were followed.

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