The journal « sports creativity »

Volume: (17) / N°: (01)-(2026), p 274-298

The role of organizational culture to enhancing organizational commitment among employees: A field study at the institute of sciences and techniques of physical and sports activities at the university of laghouat

الثقافة التنظيمية ودورها في تعزيز الالتزام التنظيمي لدى الموظفين

" دراسة ميدانية لموظفي معهد علوم وتقنيات النشاطات البدنية والرياضية جامعة الأغواط "

Kemissi Metarfi [1],

[1] Amat Telidji University, departement of sports administration and management, Institute of Sciences and Techniques of Physical and Sports Activities, metarfi.khemissi@lagh-univ.dz

Received: 08/12/2025 **Accepted: 23/01/2026** **Published:30/03/2026**

Abstract: This study aimed to examine the role of organizational culture in strengthening organizational commitment among employees in the Institutes of Physical and Sports Activities Sciences. The investigation focused on the perceptions of administrative staff at the institute of sciences and techniques of physical and sports activities at the university of laghouat. The researcher adopted a descriptive–analytical methodology and employed a questionnaire administered to a sample of 48 employees. Following statistical analysis of the collected data, the findings indicated that all research hypotheses were confirmed. Responses to the items related to the first and second dimensions showed that organizational values and expectations play a significant role in enhancing employees' organizational commitment. Participants further emphasized that the institution applies a fair work system and provides a supportive organizational environment that enables employees to perform their tasks comfortably. In addition, the institution focuses on offering opportunities for promotion and career advancement, as well as encouraging participation in committees that contribute to the institution's functioning.

Keywords: Organizational culture; Organizational commitment; Employees.

الملخص: هدفت هذه الدراسة إلى معرفة دور الثقافة التنظيمية في تعزيز الالتزام التنظيمي لدى الموظفين في معاهد علوم وتقنيات النشاطات البدنية والرياضية، وذلك من وجهة نظر الإداريين في معهد علوم وتقنيات النشاطات البدنية والرياضية بجامعة الأغواط. وقد اعتمدت الباحث على المنهج الوصفي التحليلي، كما استخدم أداة الاستبيان التي تم تطبيقها على عينة مكوّنة من 48 موظفًا يعملون. بعد اخضاع البيانات للمعالجة الإحصائية تم التوصل الى ان جميع

Corresponding author: Khemissi Metarfi, **e-mail:** metarfi.khemissi@lagh-univ.dz

- Publication rights are reserved for M'sila University -

الفرضيات قد تحققت، فقد اكدت إجابات أفراد العينة على أسئلة المحور الأول والثاني أن للقيم والتوقعات التنظيمية دورًا في تعزيز مستوى الالتزام التنظيمي، بالإضافة الى تأكيدهم على أن المؤسسة تهتم بتطبيق نظام عادل في العمل، وتوفير بيئة تنظيمية داعمة تتيح للموظفين أداء مهامهم بكل راحة. كما يتم التركيز على توفير فرص للترقية والتقدم إلى مرتبة وظيفية متميزة في مؤسستهم، وكذلك في إمكانية المشاركة في إحدى اللجان التي تقدم خدمات لصالح المؤسسة.
الكلمات المفتاحية: الثقافة التنظيمية - الالتزام التنظيمي - الموظفين.

I. Introduction:

Since the dawn of humankind on Earth, countless cultures have emerged and become deeply embedded within societies. These cultures have diversified and transformed over time. Early human groups adhered to specific customs and norms that guided their conduct, and they performed rituals throughout successive periods. These rituals eventually came to symbolize the defining characteristics of each society, as they originated from and were shaped by the community's authentic source: itself. It is the community that governs these behaviors and practices, determining whether they are deemed acceptable or forbidden. This principle similarly applies to organizations and institutions, which are integral components of the societies they serve. They operate within the influence and framework of these societies, carrying out their functions accordingly. As a result, the cultural diversity of a society extends to its organizations, shaping their structure and practices, and influencing the attitudes and behaviors of individuals working within both local and global institutions.

Patterns of societal behavior have evolved in accordance with a core set of principles and values. These values are shaped by the society's reference framework, which is largely influenced by the dominant culture. Serving as personal or collective goals, values are considered cultural products originating from the communities in which individuals are embedded. The domain of work holds particular importance, especially where human values take precedence over other considerations. Additionally, values are social necessities that support

the progress of both communities and individuals. They embody an essential human need, imposing themselves on the individual and offering numerous social benefits **(Douifi, 2015, p. 19).**

Many organizations and institutions—whether private or public, service-oriented or economic—aim to achieve this by placing greater emphasis on their human resources. They do so by analyzing individual behaviors from multiple perspectives, including social and psychological factors that can influence members of the organization and shape their conduct. Such behaviors are often governed by the cultural framework that sets one organization apart from another. One of the most commonly referenced concepts in this context is organizational culture, which encompasses a set of values, principles, norms, and beliefs that shape how employees perform their duties and execute assigned tasks. These cultural elements influence and guide members' behaviors and actions within the organization.

Organizational culture necessitates that leaders and managers respond swiftly and appropriately to emerging needs. Such responsiveness fosters coherence and harmony among the values and goals of various organizational groups, thereby promoting a sense of unity, belonging, and loyalty. This, in turn, enhances employees' commitment to the organization. Organizational commitment is regarded as a contemporary concept within the fields of administrative and behavioral sciences, gaining increasing attention from researchers and scholars due to its significance, implications, and its integration into organizational management philosophies **(Hussein, 1997, p. 107).**

Organizational commitment is a social phenomenon intrinsically connected to the organization itself. It reflects the degree to which an individual is integrated into the organization, concerned with its success, and willing to exert effort toward its development and growth. It is thus associated with

feelings of pride, readiness, and a willingness to increase work effort and loyalty to the social system, dedicating available resources to achieve desired objectives. Nonetheless, individuals' comprehension and internalization of their organization's goals can only be realized in the context of a unifying organizational culture—one that aligns members around shared values and practices.

This study aims to explore the influence of organizational culture—across its various dimensions—on fostering the desired level of organizational commitment among employees and administrators at the Institutes of Physical and Sports Activity Sciences and Techniques at Amar Telidji University of Laghouat. Accordingly, the following research problem is proposed:

Main Research Question

- What is the impact of organizational culture on enhancing organizational commitment among staff and administrators within the Institutes of Physical and Sports Activity Sciences and Techniques at Amar Telidji University of Laghouat?

Sub-questions

- How does organizational culture, from the perspective of the study sample, influence organizational values?
- How does organizational culture, from the perspective of the study sample, affect organizational expectations?

1-2) Research Hypotheses

Main Hypothesis:

- Organizational culture positively influences the level of organizational commitment among administrative staff at the Institutes of Physical and Sports Activity Sciences and Techniques in Algeria.

Specific Hypotheses:

- Organizational culture significantly enhances organizational commitment through the lens of organizational values, as perceived by the study participants.
- Organizational culture significantly fosters organizational commitment by shaping organizational expectations, according to the perspectives of the study sample.

1-3) Research Objectives

- To investigate the role of organizational culture, in its various dimensions, in promoting organizational commitment within the Institutes of Physical and Sports Activity Sciences and Techniques.
- To examine the contribution of organizational values to strengthening organizational commitment in these institutes.
- To assess the influence of organizational expectations on fostering organizational commitment within these institutions.
- To generate findings that can assist decision-makers and administrators in designing effective strategies for implementing an organizational culture that actively supports and enhances organizational commitment.

1-4) Importance of the Study

This research examines the impact of organizational culture on strengthening organizational commitment within the Institutes of Physical and Sports Activity Sciences and Techniques. Its importance can be viewed through two scientific lenses:

Theoretical Significance:

The study offers valuable insights for scholars and practitioners interested in organizational culture and commitment. It underscores the crucial role that organizational culture plays in fostering effective practices that lead to

heightened levels of organizational commitment within these specialized institutes.

Practical Significance:

On a practical level, the findings may provide meaningful recommendations and highlight the influential role of organizational culture in organizational success. As human resources become increasingly central to institutional development, understanding how organizational culture influences employee commitment is vital. The achievement of organizational goals and desired outcomes largely depends on how well human resources are engaged, aligned with institutional values, and integrated within the organizational environment. The effectiveness of an organization hinges on the degree to which its members adhere to regulations, uphold organizational values, and interact positively within the workplace.

1-5) Keywords in the Study

Organizational Culture:

- Organizational culture encompasses the system of shared meanings, symbols, beliefs, rituals, and practices that develop within an organization over time. These elements become ingrained and characteristic of the organization's identity **(Al-Qariyouti, 2008, p. 373)**. Tharwat describes organizational culture as "a collection of values, beliefs, concepts, and ways of thinking that are shared among members of an organization. Although it is intangible and unwritten, it is perceptible, and employees actively influence its formation and evolution".

(Tharwat, 2010, p. 99).

Organizational Commitment:

- Porter, Steers, and Boulian define organizational commitment as "the degree of an individual's identification with and emotional attachment to a specific

organization" **(Porter and others, 1974).** Another perspective views it as "the psychological bond that an individual feels toward their organization, reflecting the extent to which they internalize and align with the organization's values and attitudes" **(Al-Masarwah & Al-Khafaji, 2014, p. 48).**

II. Previous and Related Studies in the Research:

Despite the importance of the topic, there are no direct previous studies specifically addressing it. However, based on the literature survey conducted to gather theoretical information on the subject, several related studies were identified, including the following:

Study 1: Layashi Salem titled **"Organizational Culture and Its Relationship with Organizational Commitment among Employees in Sports Organizations ".**

The primary aim of this research was to investigate the association between organizational culture and organizational commitment among employees at the headquarters of the Ministry of Youth and Sports in Algeria. The study sought to answer the following research question: Is there a correlation between organizational culture and organizational commitment—specifically regarding employees' sense of responsibility towards their work and their willingness to remain employed—within the Ministry of Youth and Sports in Algeria. The researcher adopted a descriptive correlational methodology and selected a sample of 100 employees from the central administration in Algiers. Data was collected primarily through a structured questionnaire. The findings indicated a significant positive correlation between organizational culture and both dimensions of organizational commitment—namely, the employees' sense of responsibility and their desire to retain their employment . Based on these

results, the researcher recommended emphasizing organizational culture as a key factor in fostering excellence and success within sports organizations.

Study 2: Mohamed bin Ghalib Al-Oufi titled "**Organizational Culture and Its Relationship with Organizational Commitment: A Field Study at the Control and Investigation Authority in the Riyadh Region, Saudi Arabia.".**

The primary aim of this research was to explore the dominant values that form the organizational culture within the Control and Investigation Authority in the Riyadh region. The study was guided by the following research questions: What is the nature of the relationship between organizational culture and organizational commitment within the Control and Investigation Authority in Saudi Arabia, what are the key values that constitute the organizational culture in the Control and Investigation Authority in the Riyadh region, what is the level of organizational commitment among the members of the Control and Investigation Authority in the Riyadh region. The researcher adopted a descriptive-analytical methodology. The population comprised employees working within the Control and Investigation Authority in the Riyadh region. Data collection was primarily conducted through a structured questionnaire administered to a representative sample. The findings indicated that the prevailing values constituting the organizational culture within the Authority were at a moderate level. Furthermore, a positive correlation was identified between organizational culture and organizational commitment. Based on these results, the researcher recommended paying increased attention to the core values that underpin the organizational culture in the Control and Investigation Authority in Riyadh. Such focus is expected to foster higher levels of organizational commitment among employees and enhance overall organizational performance in the region.

III. The practical aspect and methodological procedures of study:

3-1) Preliminary Study (Exploratory): Scientific research instruments constitute the foundational elements of any investigation, lending credibility to the research problem under consideration. Among these tools, the exploratory study holds particular significance, as it provides valuable insights into the environment where the hypotheses will be examined.

- Our exploratory investigation was carried out at the Institute of Physical and Sports Activity Sciences and Techniques in Laghouat, encompassing several key steps:

Securing approval from the institute's administration to proceed with the study.

The primary objectives of this exploratory phase included:

- Identifying potential challenges that the researcher might face during the main data collection.
- To familiarize with the field of application and the procedures involved in the study.
- Assessing the willingness of the institute's staff and administrators to support and facilitate the study.
- Evaluating the clarity, comprehensibility, and relevance of the questionnaire items.
- Estimating the time required for participants to complete the questionnaire.
- Determining the appropriateness of the questionnaire for the target population.
- Assessing the staff's understanding and ability to accurately respond to the questionnaire items.

3-3) Research Methodology: This investigation employs a descriptive-analytical methodology, which functions as a systematic procedure for data collection, analysis, and interpretation of the findings. The descriptive approach

is deemed most appropriate for pioneering social research and is the predominant method for this type of study, providing a solid foundation for further in-depth investigations within the same domain.

3-4) Study Population: The target population for this research comprises employees and administrative staff at the Institute of Physical and Sports Activity Sciences and Techniques at Amar Telidji University of Laghouat. Based on preliminary exploratory research, the population was identified as consisting of 60 individuals, distributed across various administrative departments.

3-4) Study Scope:

The scope of this research is delineated into two primary domains: the spatial domain, which pertains to the location where the study was conducted, and the temporal domain, which relates to the time frame during which the fieldwork took place.

Spatial Domain: The field investigation was carried out at the Institute of Physical and Sports Activity Sciences and Techniques, amar telidji university of laghouat. The study focused on employees and administrative staff working within the institute. A purposive sample of 12 individuals—comprising administrators and employees—was randomly selected to participate in this exploratory phase, representing approximately 20% of the total population, which included 60 staff members.

Temporal Domain: Following the selection of the research topic and the finalization of the questionnaire items and their associated dimensions, the questionnaires were distributed to the targeted participants between Wednesday, October 15, 2025, and Thursday, October 16, 2025. The completed

questionnaires were subsequently collected, and the data obtained from this exploratory study were subjected to analysis.

3-6) Research tools:

To collect data, information, and empirical evidence, various tools employed in scientific research can be utilized. Among these, the questionnaire is one of the most prevalent instruments. In the current study, the questionnaire was designed in accordance with the theoretical framework, serving as a systematic method for recording data and organizing it into tables that facilitate the identification of underlying meanings and patterns.

Researchers typically define a questionnaire as "a tool created to collect data relevant to a specific research subject through a form completed by respondents. It is an appropriate research instrument composed of dimensions and items aimed at obtaining precise information, facts, or observations concerning a particular reality, presented in the form of questions that participants are required to answer" **(djouadi, 2009).**

The questionnaire developed for this study was tailored to align with the nature and objectives of the research. It consists of two primary sections:

Section One: This section gathers fundamental demographic and professional information about the study participants. The variables collected include age, gender, professional experience, educational background, and job position.

Section Two: This section contains 17 items, each rated on a five-point Likert scale ranging from Strongly Agree to Strongly Disagree. These items are organized across two thematic dimensions:

- The first dimension pertains to organizational values.
- The second dimension pertains to organizational expectations.

3-7) Psychometric Properties of the Instrument

Instrument Validity:

Content Validity (Expert Evaluation):

The instrument's face and content validity were established through assessments conducted by expert reviewers. An initial draft of the questionnaire was presented to five faculty members with expertise in the relevant fields. These experts were asked to evaluate the appropriateness of each item, its alignment with the corresponding domain, and the clarity and relevance of the wording.

Based on their feedback, some items were removed, and others were revised to better reflect the study context and the specific characteristics of the Institute of Sciences and Techniques of Physical and Sports Activities. The final version of the questionnaire, administered to administrators and staff at the Institute, comprised 17 items distributed across two primary dimensions.

Table (01): illustrates the number of items corresponding to each dimension of the questionnaire.

Dimensions	Number of Items
Dimension 1: **Organizational Values**	10
Dimension 2: **Organizational Expectations**	7
Total Number of Items in the Questionnaire	17

Internal Consistency Validity

The internal consistency validity of the questionnaire was assessed by administering it to a pilot sample consisting of 12 participants from the study population. Pearson's correlation coefficients were calculated between the scores of each dimension of the questionnaire and the total score of the instrument. This analysis was conducted using the Statistical Package for the Social Sciences (SPSS).

Table (02): Displays the correlation coefficients between each item and the total score of the corresponding dimension of questionnaire.

Organizational Values		
Item	**Correlation**	**Sig**
1. You perform your duties in a fair organizational environment.	0.870*	0.001
2. The institution is committed to applying a fair work system.	0.903*	0.003
3. The directorate is considered a good place to work.	0.734*	0.007
4. The institution's work values are consistent with your personal values.	0.856*	0.031
5. You are treated respectfully by your supervisor.	0.844*	0.007
6. The institution exerts significant effort to develop employees' skills and capacities.	0.867*	0.049
7. You receive appreciation from colleagues and supervisors.	0.922*	0.001
8. Employees with administrative potential receive genuine opportunities for career advancement.	0.785*	0.012
9. Noticeable efforts are made to appoint the most qualified candidates to administrative positions.	0.825*	0.001
10. Employee experience is prioritized in the promotion process.	0.866*	0.000

Note: (Significance levels 0,05, denoted by *).

Organizational Expectations		
Item	**Correlation**	**Sig**
1. You expect the institution to support new and innovative ideas.	0.947*	0.000
2. You expect social services to be fairly distributed among employees.	0.854*	0.032
3. You expect changes in organizational policies that benefit employees.	0.816*	0.000
4. The existing systems and regulations allow for the delegation of authority.	0.633*	0.005
5. You aspire to obtain a distinguished position within the institution.	0.807*	0.000
6. You aspire to participate in committees that contribute to improving the institution.	0.721*	0.000
7. You expect improvement in the institution's future standing.	0.795*	0.019

As shown in **Table 2**, the correlation coefficients for the questionnaire items of first dimension ranged between **0.734 and 0.922**. When compared with the critical value at a significance level of **0.05** and **9 degrees of freedom**, these correlation coefficients were found to be statistically significant.

Similarly, the subsequent table indicates that the correlation coefficients for the questionnaire items of second dimension ranged between **0.633 and 0.947**. Again, when compared with the critical value at a **0.05 significance level** and **9 degrees of freedom**, all correlation coefficients were statistically significant.

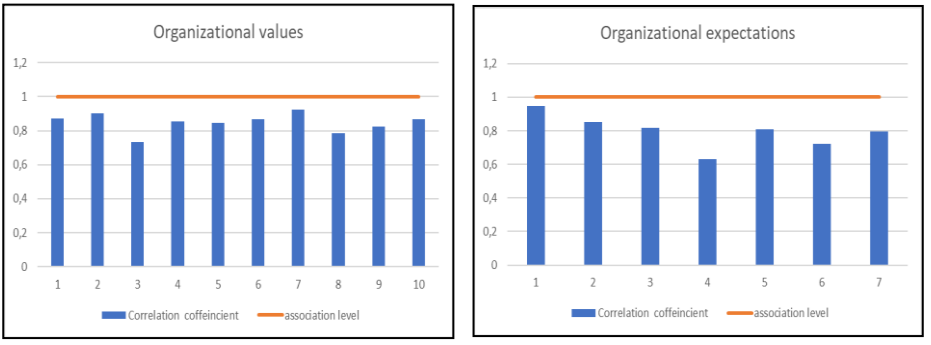


Figure (01): present the results of pearson test correlation coefficient between each item and the total score questionnaire.

Instrument Reliability

Instrument reliability refers to the degree to which an instrument yields consistent or similar results when applied multiple times under the same conditions. It is rare to find a valid measure that is not reliable; a valid instrument is inherently reliable, although the reverse is not necessarily true **(Nunnally, 1978).**

The **Cronbach's alpha** for the questionnaire administered to administrators was calculated as **0.859**.

Table (03): presents the Cronbach's alpha values for each dimension and for the questionnaire as a whole:

Dimensions	Number of Items	Cronbach's Alpha
Dimension 1: Related to **Organizational Values**	10	0.846
Dimension 2: Related to **Organizational Expectations**	7	0.872
Total	17	0.859

It is evident from the table that the Cronbach's alpha values for each dimension, as well as for the overall questionnaire, are high and exceed the commonly accepted threshold of 0.70 **(Nunnally, 1978).**

3-8) Statistical Methods Used

To analyze the study results obtained through the questionnaire, the following statistical procedures were employed:

- Validity and Reliability Assessment: Pearson's correlation coefficient was used to assess the validity of the instrument, and Cronbach's alpha was employed to evaluate reliability.
- Descriptive Statistics: The arithmetic mean and standard deviation were calculated to describe the data.
- Determining Weighted Importance of Items: To determine the relative importance of the questionnaire items (expressed within each dimension), a Likert scale was used. Based on this scale, the range from 1 to 5 equals 4. By dividing this range by the five levels of the instrument, the item interval was calculated as 5/4 = 0.8. Accordingly, the weighted mean, percentage weights, and corresponding levels of agreement were determined as follows:

Table (04): Weighted Mean, Percentage Weights, and Levels of Agreement for Questionnaire Dimensions.

Weighted Mean	Percentage Weights	Level of Agreement
1 – <1.8	0.2 – <0.36	Very Low
1.8 – <2.6	0.36 – <0.52	Low
2.6 – <3.4	0.52 – <0.68	Moderate
3.4 – <4.2	0.68 – <0.84	High
4.2 – <5	0.84 – <1.00	Very High

IV. Basic Study:

4-1) statistically Analysis and Discussion of Results:

The first Research Question:

"Does organizational culture contribute to strengthening organizational commitment at the level of organizational values, according to the perceptions of the study sample?".

The purpose of this question was to determine the extent to which organizational culture enhances organizational commitment within the Institute of Science and Techniques of Physical and Sports Activities, and to identify the most influential aspects from the perspective of the respondents, specifically within the domain of **organizational values**. This domain addresses the set of values adopted by the institute's administration.

To examine this, arithmetic means and standard deviations were calculated for the responses of the study population regarding the items included in the first dimension, **"Organizational Values."** The results are presented in Table (05):

Table (05). Responses of the Study Sample to the Items Related to Organizational Culture and Organizational Commitment in the Domain of Organizational Values.

Item	Mean	SD	Agreement Level	Relative Importance	Rank
01	4.10	0.919	High	82	02
02	4.15	0.782	High	83	01
03	3.82	0.853	High	76.4	04
04	3.68	0.526	High	73.6	06
05	3.72	0.872	High	74.4	05
06	3.45	0.823	High	69	08
07	3.55	0.728	High	71	07
08	3.43	0.905	High	68.6	09
09	3.40	0.803	High	68	10
10	4.02	0.872	High	84	03
Overall Mean	3.73	0.808	High	75	

Interpretation :

Based on the results presented in Table 06, the overall mean score for the items reached 3.73, with a standard deviation of 0.808 and a relative weight of 75%. This places the respondents' perceptions at a high level of agreement (ranging between 68% and 84%) among the administrative staff at the Institute of Science and Techniques of Physical and Sports Activities. Accordingly, the participants affirmed the significant role of organizational values in enhancing organizational commitment.

Their responses indicate that the institution is perceived as applying a fair and transparent work system, while also providing an equitable organizational environment that enables employees to perform their duties comfortably. Respondents further emphasized that professional experience is taken into consideration during promotions, which fosters healthy competition

among employees. Additionally, they viewed the institute as a favorable workplace, allowing them to deliver their best, particularly because their personal goals align with the institution's objectives.

These findings are consistent with those reported in the study conducted by Mohammed bin Ghaleb Al-Oufi, titled *"***Organizational Culture and Its Relationship with Organizational Commitment***,"* which concluded that the presence of organizational cultural values—especially those centered on fairness and a supportive work environment—enhances employees' sense of belonging and encourages them to perform their tasks more effectively as integral members of the work team.

The second Research Question:

"Does organizational culture contribute to enhancing organizational commitment at the level of organizational expectations, according to the perceptions of the study sample?"

The purpose of this question was to identify the role of organizational culture in strengthening organizational commitment within the Institute of Science and Techniques of Physical and Sports Activities, and to determine the most influential aspects from the respondents' perspective regarding the dimension of organizational expectations. This dimension reflects the expectations that employees and administrative staff aspire to achieve within the institute.

To address this, arithmetic means and standard deviations were calculated for the responses of the study population related to the items of the second axis, "Organizational Expectations." The results are presented in Table (06) :

Table (06). Responses of the Study Sample to the Items of "Organizational Expectations"

Item	Mean	SD	Agreement Level	Relative Importance	Rank
01	3.93	0.712	High	78.6	04
02	3.75	0.825	High	72	05
03	3.45	0.755	High	69	06
04	4.15	0.913	High	83	03
05	4.25	0.865	Very High	85	02
06	4.30	0.745	Very High	86	01
07	3.36	0.919	High	75	07
Overall Mean	3.88	0.819	High	78.37	

Interpretation :

Based on the analysis of the results related to the second axis, which corresponds to the second hypothesis and examines the role of organizational culture—specifically in the area of **organizational expectations**—in strengthening organizational commitment among the study participants (administrative staff and employees at the Institute of Science and Techniques of Physical and Sports Activities at Laghouat University), the findings presented in Table 07 indicate a clear trend.

The overall mean score for this axis reached **3.88**, with a standard deviation of **0.819**, and a relative weight of **78.37%**, placing respondents' perceptions at a **high level of agreement** (68–84%). These results show that the study sample largely agreed with the organizational expectations included in the questionnaire, confirming that such expectations indeed play a meaningful role in reinforcing organizational commitment.

The respondents expressed expectations related to obtaining a distinguished professional position within the institution, participating in

committees that contribute to institutional development, and having systems and regulations that allow for the delegation of authority. These expectations were viewed as key factors that enhance employees' commitment to the institute, as they reflect opportunities for growth, involvement, and empowerment.

The findings of this study align with those reported in the research conducted by Amer Al-Sahil, titled *"***The Role of Organizational Culture in Achieving Organizational Commitment***,"* which concluded that organizational expectations significantly contribute to strengthening organizational commitment. This occurs through the provision of a supportive organizational environment and a climate that meets employees' psychological and economic needs.

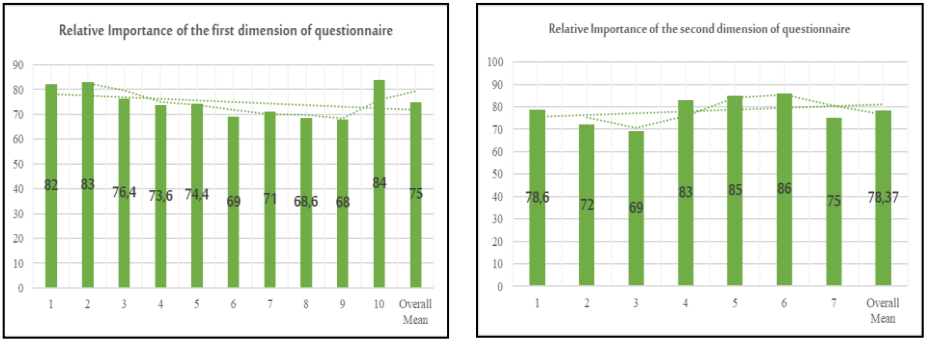


Figure (02): present the score of relative importance of the first and second dimension of questionnaire.

4-2) Results:

In light of the field investigation conducted at the Institute of Science and Techniques of Physical and Sporting Activities at the University of laghouat, and based on the analysis and discussion of the data collected through the questionnaire distributed to all administrative staff working within the institute,

the study's hypotheses were empirically validated. Consequently, the general hypothesis of the research has also been confirmed.

The findings demonstrate that organizational culture represents a fundamental component of the internal environment of any institution. It plays a decisive role in motivating human resources to exert greater effort toward the achievement of institutional goals, as it is one of the key determinants of organizational success or failure. This influence stems from the efficiency and effectiveness of employees' performance, which are closely linked to the strength and positivity of the values and beliefs they hold. Such values significantly enhance their sense of integration, belonging, and commitment to the institution's objectives.

Organizations across all sectors that aim for excellence and sustained performance must therefore place strong emphasis on fostering high levels of organizational commitment among their workforce. This can only be achieved by building an organizational culture grounded in a set of shared values and beliefs that establish a fair, orderly, and supportive work environment. Such a culture is characterized by respect for employees, the continuous development of their skills and competencies, and the promotion of creativity, teamwork, and participation in decision-making processes. Creating this type of cultural foundation enables institutions to strengthen employee engagement and, ultimately, enhance organizational effectiveness.

4-3) Recommendations and suggestions:

Based on the theoretical and field investigations conducted in this study, as well as the direct interactions with staff at the Institute of Science and Techniques of Physical and Sporting Activities at the University of laghouat,

several practical recommendations have emerged. These suggestions, which we hope will be taken into consideration, are outlined as follows:

- Foster a strong organizational culture that actively contributes to strengthening employees' organizational commitment within the institution.
- Continuously reinforce the system of shared values and beliefs that enhance employees' dedication to the institution's goals.
- Improve the internal work environment on an ongoing basis, ensuring that institutional practices are grounded in fairness, equity, and transparency.
- Invest in the continuous development of employees' skills and competencies, enabling them to perform creatively and productively in their respective roles.
- Encourage and support innovative ideas within the institution, and update policies and regulatory frameworks in ways that broaden opportunities for authority delegation and employee empowerment.

Conclusion:

The success of any research does not rely solely on the significance of the findings obtained, but rather on the extent to which these findings can be translated into practical applications. In this study, our primary aim was to identify the role of organizational culture in strengthening organizational commitment within the Institute of Science and Techniques of Physical and Sports Activities, and to clarify how this role can be harnessed to ensure institutional continuity and foster an appropriate working environment for employees.

Two hypotheses were formulated to guide this investigation, both asserting that organizational culture contributes to enhancing organizational commitment in institutes of physical and sports sciences. These hypotheses centered on two key dimensions: organizational values and organizational

expectations—elements closely related to the perceptions of the administrative staff targeted in this research. The final sample consisted of 48 employees working at the Institute of Science and Techniques of Physical and Sports Activities at laghouat University. To test these hypotheses, a structured questionnaire was administered to the study sample, after establishing the validity and reliability of the instrument using appropriate statistical procedures. Once the data were collected, coded, and analyzed, the results confirmed the accuracy of the proposed hypotheses.

Based on these findings, it becomes essential for decision-makers and administrative leaders within the Institute to give continuous attention to developing an organizational culture that promotes employee commitment. This also requires providing the necessary conditions for implementing such a culture effectively, as employee commitment represents a fundamental goal that institutions seek to reinforce due to its positive impact on overall performance and sustainability.

Achieving this objective involves cultivating mutual respect and recognition between employees and management, ensuring a fair and well-structured working environment, and offering opportunities for employees to voice their concerns and suggestions. It also requires involving staff members in decisions related to their work and strengthening positive values such as teamwork, cooperation, and collective responsibility.

Ultimately, the values, norms, and expectations embedded within an institution's organizational culture play a critical role in shaping the behavior of its members. Their influence becomes evident through the level of commitment, loyalty, and sense of belonging employees demonstrate toward their institution—factors that positively reflect on their professional performance and contribute to the overall success of the organization.

References

Arabic References:

Al-Masarwa, M., & Al-Khafaji, A. (2014). Organizational Behavior, Al-Maseera house for Publishing and Distribution, Amman, Jordan.

- Al-Qariyouti, M. Q. (2008). Theory of organizations and management (3rd ed.). Wail Publishing and Distribution. Amman, Jordan.

- Harem Hussein. (1997). Organizational behavior: Individual and organizational conduct. Zahra. Amman, Jordan.

- Mashhour Tharwat. (2010). Administrative development strategies. Osama Publishing and Distribution. Amman, Jordan.

Foreign References:

- Nunnally, J. C. (1978). Psychometric theory (2nd ed.). McGraw-Hill.

Theses and Scientific Dissertations:

- Abdel Sattar, M. K. (2014). Organizational culture and its relationship to job satisfaction among teachers in specialized educational institutions (Master's thesis). Faculty of Arts, Languages, and Social Sciences, University of Djelfa.

- djouadi, K. (2009). Job descriptions related to sports management and their compliance with total quality management standards (Doctoral thesis). University of Algiers, Faculty of Physical Education and Sports.

- Ghaleb Al-Oufi, M. G. (2005). Organizational culture and its relationship to organizational commitment (Unpublished Master's thesis). Graduate Studies College, Naif Arab University for Security Sciences, Riyadh, Saudi Arabia.

- Layashi, S. (2019). Organizational culture and its relationship to organizational commitment among employees in sports organizations (Doctoral thesis). University of M'sila.

- Saleem, D. (2015). Factor components of the work values scale among middle school teachers (Master's thesis). Faculty of Social and Human Sciences, University of Boudouaou.

Articles:

- Al-Sahil, A. (2018). The Role of Organizational Culture in Achieving Organizational Commitment. Journal of Administrative and Economic Studies, 12(3), 55–72.

- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. Journal of Applied Psychology, 59(5), 603–609.