



The Role of Learning Organization Dimensions in Enhancing Organizational Commitment: A Case Study of the Institution for Land Reclamation and Rural Development EMIVAR

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Abstract ;

This study aimed to examine the role of the dimensions of a learning organization in enhancing organizational commitment, focusing on the case of the Land Reclamation and Rural Development Institution (EMIVAR) in Sétif . A descriptive-analytical approach was adopted, supported by statistical analyses of data collected from a representative sample of EMIVAR employees. The relationships between the study variables were tested using correlation and determination coefficients, alongside significance testing at a 5% level. The study concludes that enhancing organizational commitment in EMIVAR requires a strategic focus on strengthening organizational culture and structure, while also improving the effectiveness of human resources and information and communication technology practices.

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1. Introduction

The learning organization is a comprehensive organizational framework focused on the effective utilization, coordination, and direction of knowledge within the institution to ensure sustainable development and overall performance improvement. Achieving this requires the adoption of several fundamental components, including the development of the organizational structure, the promotion of organizational culture, the provision of appropriate technological infrastructure, and investment in human resources—particularly intellectual and knowledge-based capital. The impact of the learning organization is not limited to enhancing operational performance; it also extends to organizational and behavioral dimensions. Chief among these is organizational commitment, which reflects employees' sense of loyalty and dedication to their institution. This sense of belonging positively influences their performance and productivity, contributes to building a motivating work environment, reduces employee turnover, and enhances job satisfaction levels.

Research Problem To examine this topic and highlight the importance of the learning organization in enhancing organizational commitment at the Rural Development and Rehabilitation Enterprise (EMIVAR – Setif), the following research problem is posed: **What is the impact of the dimensions of the learning organization on enhancing organizational commitment at EMIVAR?**

Research Hypotheses

1. Main Hypothesis:

To answer the research problem, the main hypothesis can be formulated as follows: The dimensions of the learning organization have a significant impact on enhancing organizational commitment at the Rural Development and Rehabilitation Enterprise (EMIVAR – Setif).

2. Sub-Hypotheses:

- a. Organizational culture, as a dimension of the learning organization, has a significant impact on the organizational commitment of EMIVAR employees;
- b. The organizational structure, as a dimension of the learning organization, plays a significant role in enhancing employees' organizational commitment;
- c. Human resources, as a dimension of the learning organization, play a significant role in enhancing the organizational commitment of employees;
- d. Information and communication technology, as a dimension of the learning

organization, plays a significant role in enhancing the organizational commitment of employees.

Research Objectives This study aims to achieve a set of objectives, the most important are:

- To shed light on the dimensions of the learning organization as one of the modern concepts in business administration;
- To identify how the dimensions of the learning organization contribute to enhancing organizational commitment;
- To explore how the dimensions of the learning organization are applied in EMIVAR;
- To examine the nature of the relationship between the dimensions of the learning organization and organizational commitment;
- To determine the level of organizational commitment in the studied enterprise.

Literature Review

- A study conducted by both the Sarantuya Jigjiddorj And other; which focused on **Relationship Between Organizational Culture, Employee Satisfaction and Organizational Commitment**, research paper, Conference: International Conference on Entrepreneurial Competencies in a Changing World, 2021, This study concluded the following: Organizational culture plays a crucial role in ensuring an organization's long-term sustainability and retaining committed, satisfied employees, thereby reducing turnover. This study, based on previous international research and applied to a local insurance company, examined the relationship between organizational culture, job satisfaction, and organizational commitment. Findings revealed a positive relationship between the variables: a one-unit increase in organizational culture strength raises job satisfaction and, to a lesser extent ($\beta = 0.558$), organizational commitment. Overall, organizational culture strongly influences job satisfaction and moderately affects commitment. Expanding research to include additional variables could further enhance human resource management and promote goal-oriented behavior;
- A study conducted by Peter Senge's which focused **The Fifth Discipline explores how organizational learning influences motivation and commitment**. Academic journals like Journal of Organizational Behavior, Human Resource Management Review, Learning Organization, and Journal of Knowledge Management often feature relevant empirical studies, This study concluded the following:

Fostering a Culture of Continuous Learning: Managers should cultivate an environment that encourages the sharing of knowledge and experiences, thereby strengthening employees' sense of belonging and commitment. Open dialogue and collaborative problem-solving should be prioritized over quick, individual fixes;

Aligning Individual and Organizational Goals: When employees understand how their roles contribute to the overall vision, their motivation and organizational loyalty increase. Tools such as a *shared vision*, as advocated by Senge, can be instrumental in reinforcing this alignment;

Investing in Organizational Learning as a Strategic Asset: Employee training should be regarded as a strategic investment rather than a support activity. Systems should be developed to document lessons learned from previous projects and experiences;

Developing Systems Thinking Skills: Managers and teams should be empowered to view the interconnections between decisions and long-term outcomes, thereby reducing short-sighted decision-making. Issues should be analyzed in ways that connect departments and functions rather than in isolation;

Enhancing Commitment through Empowerment: Providing employees with decision-making authority related to their work increases their sense of responsibility and ownership. Bureaucratic barriers should be minimized, and adequate resources provided for experimentation and innovation;

Measuring the Impact of Organizational Learning on Performance: Key performance indicators (KPIs) should link continuous learning to tangible outcomes such as improved quality or reduced employee turnover. Regular surveys can be used to assess changes in motivation and commitment levels over time.

- A study conducted by Tesfalem Adisu, which focused **The Effect of Organizational Culture On Employees Commitment; In the Case of Jimma University**; Thesis Submitted to College of Business and Economics, July, 2020, this study examined the impact of specific organizational culture traits on employee commitment at Jimma University. The findings revealed that involvement is the strongest predictor, highlighting the importance of employee participation in decision-making and continuous skill development. Adaptability ranked second, indicating that organizations responsive to change foster higher commitment. **Consistency** also showed a positive, significant effect, suggesting a preference for structured and stable processes. Mission ranked last but remained a significant factor, reflecting employees' alignment with organizational

purpose. Overall, the results confirm that a strong organizational culture positively influences commitment, and managers should focus on enhancing these cultural dimensions to strengthen employee loyalty.

2. The study background

2.1 Conceptual Framework for the Dimensions of the Learning Organization

According to Senge (1990), A learning organization is a setting where individuals consistently enhance their ability to achieve the outcomes they genuinely seek. It is a place that cultivates fresh and broad ways of thinking, encourages the release of shared ambitions, and fosters an environment in which people are constantly developing their capacity to learn collaboratively. (Senge, 1990)

As viewed by Garvin, A learning organization is one that excels in generating, obtaining, and sharing knowledge, while adapting its actions and practices to incorporate newly acquired insights and understanding. (Garvin, 1993) According to Ghazali et al., a learning organization is a dynamic and adaptable entity in which individuals and teams continually enhance their knowledge and abilities. It values both structured and unstructured learning, fosters a culture of open knowledge exchange, and adjusts its behaviors and practices in response to new understandings. Through these adaptive learning processes, the organization ensures its actions remain aligned with changing objectives and shifting environmental conditions.

Thus, it can be said that a learning organization is an institution that continually strives to develop the capabilities of its individuals and groups to acquire, generate, and share knowledge, and works on utilizing this knowledge to improve performance and adapt to environmental changes. This type of organization is characterized by its flexibility, culture of continuous learning, ability to innovate, and by fostering collaboration and participation among its members to achieve its strategic objectives and ensure sustainability.

Thus, a learning organization can be defined as an entity that continuously strives to develop the capabilities of its individuals and teams to acquire, generate, and share knowledge, while utilizing this knowledge to enhance performance and adapt to environmental changes. Such an organization is distinguished by its flexibility, culture of continuous learning, capacity for innovation, and encouragement of collaboration and participation among its members, with the aim of achieving its strategic objectives and ensuring sustainability. It is an environment that fosters creative thinking, unleashes shared aspirations, and develops individual and

collective learning skills, enabling rapid adaptation to emerging changes and the achievement of desirable long-term results.

2.2 Dimensions of the Learning Organization

2.2.1 Organizational Structure: The formal framework that defines how work is divided, and how authority and responsibilities are distributed within the organization. In the context of a learning organization, the structure should be flexible, allowing the free flow of information across managerial levels, supporting cross-functional teams, and minimizing bureaucracy that may hinder learning and development; (Robbins S. P., 2018);

2.2.2 Human Resources: Refers to the people within the organization, along with their knowledge, skills, and experience — the intellectual capital of the organization. In a learning organization, human resources are considered the primary source of creativity and innovation; therefore, investment in employee skill development, empowerment, and motivation for continuous learning is a priority; (Armstrong, 2020);

2.2.3 Organizational Culture: A set of values, beliefs, and practices that shape the working environment within the organization. In a learning organization, the culture emphasizes supporting learning, encouraging knowledge sharing, fostering creativity and experimentation, and accepting mistakes as opportunities for improvement; (Schein, 2017);

2.2.4 Information and Communication Technology (ICT): Encompasses the tools and technological systems used to collect, process, store, and share information among members of the organization. In a learning organization, ICT is leveraged to enable quick access to knowledge, facilitate virtual collaboration, support e-learning initiatives, and encourage participation in institutional knowledge databases. (Laudon, 2022).

2.3 Dimensions of the Learning Organization

Organizational commitment refers to the psychological bond between an employee and their organization, which influences their intention and decision to remain a member of that organization. (Allen, 1990)

It can also be said that Organizational commitment refers to the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in it. (Robbins S. P., 2019)

Porter and Lawler view organizational commitment as the employee's willingness to exert high levels of effort for the benefit of the organization, readiness to remain within it, and acceptance of its goals and values. Greenberg and Baron add that commitment is measured

by the extent to which employees identify with the organization, remain dedicated to it, and are willing not to leave it. (Noraazian and Khalip, 2020)

Accordingly, it can be inferred that Organizational commitment refers to the psychological attachment and sense of loyalty an employee feels toward their organization. It reflects the extent to which individuals identify with the organization's values and goals, are willing to invest effort to contribute to its success, and desire to maintain membership within it over time. This commitment encompasses emotional connection, moral obligation, and a calculated recognition of the benefits of staying with the organization, ultimately influencing employee behavior, performance, and retention.

2.4 The dimensions of organizational commitment : are most commonly based on the well-known model by Meyer & Allen (1991, 1997), which identifies three main components:

2.4.1 Affective Commitment: Refers to the employee's emotional attachment to the organization and their desire to remain in it because they feel a sense of belonging and identify with its values and goals; (Meyer J. &., A three-component conceptualization of organizational commitment, 1991);

2.4.2 Continuance Commitment: Reflects the employee's perception of the costs associated with leaving the organization, whether financial, professional, or social, which makes them prefer to stay; (Meyer J. &., 1997);

2.4.3 Normative Commitment: Represents the employee's feeling of moral obligation or duty to remain in the organization, often due to personal values or prior support received from the organization. (Meyer J. &., A three-component conceptualization of organizational commitment., 1991).

2.5 Role of Learning Organization Dimensions in Enhancing Organizational Commitment

2.5.1 Learning Organization as a Whole: Research conducted among Malaysian academics revealed a significant positive link between the existence of a learning organization and increased organizational commitment. The study's authors suggest implementing HR practices that foster a learning-oriented culture as a means to maintain and enhance commitment levels.; (Emilda binti Hashim and other, 2020);

2.5.2 Organizational Learning Culture & Leadership Support: In a sample from Malaysian banks, researchers discovered that a supportive learning culture combined with high-quality leader member exchange significantly enhances commitment and reduces

turnover intention, Organizational commitment also mediates the relationship between learning culture and turnover intent; (Islam, 2013);

2.5.3 Learning Organization, Psychological Empowerment & Affective Commitment:

Another study found that both organizational learning culture (OLC) and psychological empowerment (PE) have a positive influence on affective commitment (AC). In this context, affective commitment serves as a mediating factor that promotes organizational citizenship behavior while lowering employees' intention to leave.; (Talat Islam Corresponding et al, 2018), Research involving academic staff in Indonesia demonstrated that "learning organization discipline" (i.e., structured learning practices) positively affects employee readiness and, in turn, enhances organizational commitment; (Hamidah Nayati Utami, 2021);

2.5.4 Learning Organization Plus Visionary Leadership and Personal Competencies:

study on lecturers in Indonesian private universities concluded that to bolster organizational commitment, institutions should leverage visionary leadership, support structures typical of a learning organization, and develop individual competencies. (<https://journalfeb.unla.ac.id/index.php/almana/article/view/2410?utm>, 2025)

3. Empirical study

3.1 Methodology of the study

To achieve the objectives of the study, we employed the descriptive-analytical method to analyze the collected information and data, and subsequently determine the findings obtained, in addition to the inductive method, which involves drawing conclusions about the whole based on an examination of its parts.

3.2 Study Sample

A random sample consisting of 35 individuals from various departments and job levels was selected to ensure optimal representation of different perspectives within the organization. A total of 35 paper-based questionnaires, titled "*The Impact of Knowledge Management on Enhancing Organizational Commitment – A Case Study of the Land Reclamation and Development Company (EMIVAR) – Sétif*", were distributed. After collection and screening, it was found that 30 valid questionnaires were retrieved and deemed suitable for statistical analysis.

3.3 Results: Presentation of the Results of Hypothesis Testing

3.3.1 Testing the Main Hypothesis: The dimensions of the learning organization have a significant impact on enhancing organizational commitment at the EMIVAR Land Reclamation and Development Institution in Setif

First, and in order to clarify the relationship, we must measure the type of impact between the knowledge management variable and the organizational commitment variable at the Rural Development and Land Reclamation Company (EMIVAR) in Sétif, as well as the degree of this impact as follows:

Table 1. Test of the type and degree of impact between knowledge management and organizational commitment in the EMIVAR Institution for Land Reclamation and Rural Development in Setif

Correlation Coefficient (R)	Coefficient of Determination (R ²)	F- VALUE	Sig	Statistical Decision
0,574	0,330	03.566	0,00	Accepted

Source: Based on SPSS outputs

From the table, we observe that the correlation coefficient (R) between the two variables is estimated at 0.574, which indicates a positive effect between the dimensions of the learning organization and organizational commitment in the EMIVAR Institution for Land Reclamation and Rural Development in Setif under study. This effect is statistically significant, as the significance value was estimated at 0.00, which is less than the significance level of 0.05.

The coefficient of determination (R²), estimated at 0.330, indicates a strong effect of the learning organization's dimensions in enhancing organizational commitment in the EMIVAR Institution for Land Reclamation and Rural Development in Setif. Accordingly, we conclude that there is a positive direct relationship between the dimensions of the learning organization and organizational commitment in the EMIVAR Institution for Land Reclamation and Rural Development in Setif.

Result: The main hypothesis, which states that the dimensions of the learning organization have a significant effect in enhancing organizational commitment in the EMIVAR Institution for Land Reclamation and Rural Development in Setif, is accepted

3.3.2 First Sub-Hypothesis: "Organizational culture, as a dimension of the learning organization, has a significant effect on the organizational commitment of employees at the EMIVAR Institution in Setif."

In order to clarify the relationship, it is necessary to measure the type of impact between the organizational culture dimension and the variable of organizational commitment in the EMIVAR Institution for Land Reclamation and Rural Development in Setif, as well as the degree of impact, as follows

Table 2. Test of the type and degree of impact between knowledge management and organizational commitment in the EMIVAR Institution for Land Reclamation and Rural Development in Setif

Correlation Coefficient (R)	Coefficient of Determination (R ²)	F- VALUE	Sig	Statistical Decision
0,603	0,363	01.087	0,00	Accepted

Source: Based on SPSS outputs

From the table, it is observed that the correlation coefficient RRR between the two variables is estimated at 0.603, which indicates a positive effect between the dimension of organizational culture and the variable of organizational commitment in the Land Reclamation and Rural Development Institution (EMIVAR) in Sétif, the subject of the study. This effect is statistically significant, as the significance value was estimated at 0.00, which is less than the significance level of 0.05.

The coefficient of determination R^2 , estimated at 0.363, indicates a strong effect of the organizational culture dimension on the variable of organizational commitment in EMIVAR. Therefore, we conclude that there is a positive direct relationship between organizational culture, as one of the dimensions of a learning organization, and organizational commitment in EMIVAR.

Result: The sub-hypothesis stating that "Organizational culture, as a dimension of a learning organization, has a significant impact on the organizational commitment of EMIVAR employees in Sétif" is accepted.

3.3.3 Sub-Hypothesis 2: "The organizational structure plays a significant role in enhancing the organizational commitment of EMIVAR employees in Sétif."

In order to demonstrate the relationship, we must measure the type of effect between the dimension of organizational structure and the variable of organizational commitment in the Land Reclamation and Rural Development Institution (EMIVAR) in Sétif, as well as the degree of this effect, as follows:

Table 3. Test of the type and degree of impact between knowledge management and organizational commitment in the EMIVAR Institution for Land Reclamation and Rural Development in Setif

Correlation Coefficient (R)	Coefficient of Determination (R ²)	F- VALUE	Sig	Statistical Decision
0,496	0,246	02.955	0,00	Accepted

Source: Based on SPSS outputs

From the table, it is observed that the correlation coefficient RRR between the two variables is estimated at 0.496, indicating a positive effect between the organizational structure dimension and the variable of organizational commitment in the Land Reclamation and Rural Development Institution (EMIVAR) in Sétif, the subject of the study. This effect is statistically significant, as the significance value was estimated at 0.00, which is less than the significance level of 0.05.

The coefficient of determination R^2 , estimated at 0.246, indicates a moderate effect of the organizational structure dimension on the variable of organizational commitment in EMIVAR.

Therefore, we conclude that there is a positive direct relationship between the organizational structure dimension and organizational commitment in EMIVAR.

Result: The sub-hypothesis stating that "The organizational structure plays a significant role in enhancing the organizational commitment of EMIVAR employees in Sétif" is accepted.

3.3.4 Sub-Hypothesis 3: "Human resources play a significant role in enhancing the organizational commitment of employees."

In order to demonstrate the relationship, we must measure the type of effect between the human resources dimension and the variable of organizational commitment in the Land Reclamation and Rural Development Institution (EMIVAR) in Sétif, as well as the degree of this effect, as follows:

Table 4. Test of the type and degree of impact between knowledge management and organizational commitment in the EMIVAR Institution for Land Reclamation and Rural Development in Setif

Correlation Coefficient (R)	Coefficient of Determination (R ²)	F- VALUE	Sig	Statistical Decision
0,254	0,065	04.008	0,00	Accepted

Source: Based on SPSS outputs

From the table, it is observed that the correlation coefficient RRR between the two variables is estimated at 0.254, indicating a positive effect between the human resources dimension and the variable of organizational commitment in the Land Reclamation and Rural Development Institution (EMIVAR) in Sétif, the subject of the study. This effect is statistically significant, as the significance value was estimated at 0.00, which is less than the significance level of 0.05.

The coefficient of determination R^2 , estimated at 0.065, indicates a weak effect between the human resources dimension and the variable of organizational commitment in EMIVAR. Therefore, we conclude that there is a positive—albeit weak—direct relationship between the human resources dimension and the variable of organizational commitment in EMIVAR.

Result: The sub-hypothesis stating that "Human resources play a significant role in enhancing the organizational commitment of employees" is accepted.

3.3.5 Sub-Hypothesis 4: "Information and communication technology plays a significant role in enhancing organizational commitment in the Land Reclamation and Rural Development Institution (EMIVAR) in Sétif."

In order to demonstrate the relationship, we must measure the type of effect between the information and communication technology dimension and the variable of organizational commitment in EMIVAR, as well as the degree of this effect, as follows:

Table 5. Test of the type and degree of impact between knowledge management and organizational commitment in the EMIVAR Institution for Land Reclamation and Rural Development in Setif

Correlation Coefficient (R)	Coefficient of Determination (R ²)	F- VALUE	Sig	Statistical Decision
0,405	0,164	01.403	0,00	Accepted

Source: Based on SPSS outputs

From the table, it is observed that the correlation coefficient RRR between the two variables is estimated at 0.254, indicating a positive effect between the information and communication technology dimension and the variable of organizational commitment in the Land Reclamation and Rural Development Institution (EMIVAR) in Sétif, the subject of the study. This effect is statistically significant, as the significance value was estimated at 0.00, which is less than the significance level of 0.05.

The coefficient of determination R^2 , estimated at 0.065, indicates a weak effect between the information and communication technology dimension and the variable of organizational commitment in EMIVAR. Therefore, we conclude that there is a positive—albeit weak—direct relationship between the information and communication technology dimension and the variable of organizational commitment in EMIVAR.

Result: The sub-hypothesis stating that *"Information and communication technology plays a significant role in enhancing organizational commitment in EMIVAR"* is accepted.

4. CONCLUSION

Based on the statistical tests conducted for all sub-hypotheses, the study revealed the following findings:

- **Organizational Culture:** The correlation analysis showed a statistically significant positive relationship between organizational culture, as a dimension of a learning organization, and organizational commitment among EMIVAR employees ($R=0.603$, $R^2=0.363$, $p<0.05$, $R=0.603$, $R^2=0.363$, $p<0.05$). This indicates a strong effect, leading to the acceptance of the first sub-hypothesis.
- **Organizational Structure:** The results indicated a statistically significant positive relationship between the organizational structure dimension and organizational commitment ($R=0.496$, $R^2=0.246$, $p<0.05$, $R=0.496$, $R^2=0.246$, $p<0.05$).

$R^2=0.246$, $p<0.05$), reflecting a moderate effect. Accordingly, the second sub-hypothesis was accepted.

- **Human Resources:** The findings revealed a statistically significant but weak positive relationship between the human resources dimension and organizational commitment ($R=0.254$, $R^2=0.065$, $p<0.05$). Despite the weak effect, the third sub-hypothesis was accepted.
- **Information and Communication Technology:** The analysis showed a statistically significant but weak positive relationship between the information and communication technology dimension and organizational commitment ($R=0.254$, $R^2=0.065$, $p<0.05$). Therefore, the fourth sub-hypothesis was accepted.

Overall Conclusion:

The results confirm that all four dimensions studied—organizational culture, organizational structure, human resources, and information and communication technology—play a significant role in enhancing organizational commitment in EMIVAR, with varying degrees of effect ranging from strong to weak.

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