

The relationship between job commitment and organizational culture - A survey of lecturers at Laghouat University-
La relation entre l'engagement professionnel et la culture organisationnelle - Sondage effectué auprès des enseignants de l'université de Laghouat-

Bouhali Mohammed¹, Rais Merrad^{(*)2}, Dahbi Assia³

¹PhD in management Sciences, Economic Development Studies Lab, Amar telidji university of Laghouat (Algeria), m.bouhali@lagh-univ.dz

²PhD in management Sciences, Economic Development Studies Lab, Amar telidji university of Laghouat (Algeria), r.merrad@lagh-univ.dz

³PhD in Economics, Economics and Management Sciences lab, Amar telidji university of Laghouat (Algeria), a.dahbi@lagh-univ.dz

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Abstract: Our research aims to examine how organizational culture affects job commitment among lecturers at Laghouat University, We gathered information from a sample of 36 members out of 106 lecturers at the Faculty of Economics.

Our main findings indicate that there is no correlation between organizational values, expectations, and norms and job commitment. However, there is a correlation between organizational beliefs and job commitment.

Keywords: culture, organizational culture, job commitment.

Jel Classification Codes : M10, M14, D23.

Résumé :

Notre recherche vise à examiner comment la culture organisationnelle affecte l'engagement professionnel des conférenciers de l'Université Laghouat, Nous avons recueilli des informations auprès d'un échantillon de 36 membres sur 106 conférenciers à la Faculté d'économie.

Nos principales constatations indiquent qu'il n'y a pas de corrélation entre les valeurs, les attentes et les normes organisationnelles et l'engagement envers le travail. Il existe toutefois une corrélation entre les croyances organisationnelles et l'engagement professionnel. **Mots clés:** culture, culture organisationnelle, engagement au travail.

Jel Classification Codes : M10, M14, D23.

^(*) Corresponding author

1.INTRODUCTION

Organizational culture is considered one of the most important concepts during the last decades, it witnessed an increasing attention and it still a current field for researchers to explore it more and more. Organizational culture contributes to a great extent in organization's growth and development; however, it effects the process, activity of any organization whatever its type, volume or ownership. Organizational culture gained its importance from its impact on the behavior of its employees from one hand, and from its effect on the organization's performance from the other hand.

Organizational culture was formed as a result of a set of factors like values, beliefs and norms, thus it effects in and be affected by other behaviours within the organization like job commitment. Which is one of the most prominent challenges that encounter organizations.

Job commitment is still a virgin topic, which needs to explore it more, it is considered a key factor in order to achieve performance's excellence. The latter pushes managers and researches to find a way to convince multi-behaviours employees to follow certain instruction to maximize the organization's value and the wealth of their shareholders.

Problematic: From the foregoing explanation, the following problem can be raised:

Are there any effects of organizational culture on job commitment?

The study based on the following hypothese:

There is no significant impact of organizational values on job commitment?

The main objective from this study is:

- To explore organizational culture and job commitment in addition to other concepts.
- To test the impact of the dimensions of organizational culture on job commitment in our sample.
- **2 .THEORETICAL FRAMEWORK**

In this part we are going to tackle the theoretical aspect of our study's variables, dependent and independent.

According to Sun (2008, v. 3, pp. 137-141) 'Organizational culture

refers to the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history, and which tend to be manifested in its material arrangements and in the behaviours of its members...

According to Salilew (2019, v. 8, pp. 14-20) 'the set of shared attitudes, values, goals, and practices that characterizes an institution, organization or group....'

According to Parashar and others (2021, v. 20, pp. 6630-6639) 'the values, beliefs and norms expressed in actual practice and behaviour of the organization's members...'

2.A TYPES OF ORGANIZATIONL CULTURE:

According to BOZKUS (2008, p. 140), organizational culture has four main types, which are different from each other by organizational practices, attitudes, and behaviours; the first type is clan culture which focuses on employee engagement and collective work, this type encourage a sense of community and prioritize fostering ties inside the organization and among their employee; the second type is adhocracy culture, which based on innovation, entrepreneurship, encourages promoting experimenting and the use of flexible approach to solve and deal with problems. The third type is the hierarchy culture, this type concentrates on setting procedures, stability and efficiency and determining roles and policies are valued in hierarchical organizations. The fourth type is the market culture.

2.B LEVELS OF ORGANIZATIONL CULTURE:

According to Parashar and others (2021, p. 6634), organizational culture has three levels, the first level includes symbols, language, environment and tangible products. The second level includes leadership and values, whereas the third level includes perceptions, thoughts and beliefs.

2.C THE IMPORTANCE OF ORGANIZATIONL CULTURE:

According to Sun (2008, p. 140), organizational culture is so important as a result of several factors, some of them are:

- Culture effects the behavior of employees and their thinking, it is a tool to influence and guide employees in order to reach the organization goals.

- Organization's growth of any organization should be joined effectively with organizational culture.
- Organizational culture has two main functions, to make employees feel their belonging to the organization and to plant a suitable behavior in the organization.
- Organizations should not ignore the importance of its culture because it is a key factor for success.
- Organizational culture plays a vital role in different aspects, it motivates employee to contribute to their productivity and efficiency in order to enhance performance.
- It is a competitive advantage.
- It is a cheap tool for controlling the organization.

2.2 JOB COMMITMENT:

Job commitment is a key factor in improving organization's performance and maximizing its value, managers are always concerned with job commitment in order to satisfy and maintain their important source which is human.

2.2.1 DEFINITION OF JOB COMMITMENT: There are many definitions of job commitment, some of them are:

According to Chinomona and Dhurup (2014, v. 4, pp. 363-378) 'job commitment expresses and shows the importance of a task or duty in the firm where the employee works and his/her desire to continue working in that job in the future or not'.

The preceded definition concentrates on the feeling of the employee to his or her firm, and the future relationship with it.

According to Farrokh Seresht and others (2022, v. 3, p. 34) 'job commitment is a multidimensional concept that results in several positive job outcomes including reduced absenteeism and relocation, citizenship behaviour, work effort and improved job performance...'

According to CHAWLA and GUDA (2010, v. 2, pp. 157-167) 'Job commitment is defined as the extent to which a person psychologically identifies with or absorbed by their job...'

According to Farrokh Seresht and others (2022, v. 3, p. 34), job commitment has defined from two approaches, the first one defines

commitment as the goal of employees for continuous work in the job, however the second one defines it as the attachment that exists between employees and the job.

According to Farrokh Seresht and others (2022, v. 3, p. 34), there are some factors, like the position of the employee in the organisation, employee motivation, individual abilities, transparency of duties, work culture, ethical values contribute to enhance job commitment.

2.2.2 JOB COMMITMENT IN ORGANIZATIONS

As we know, job commitment effect employee and organization to a great degree, according to Soyer, F. and others (2017, v. 3, p.p. 642-652), job commitment can affect the employees and the organization at the same time, here are some of the most prominent effects of job commitment:

- The impact on the formation of an effective organizational structure by allowing the employee to approach the work with self-sacrifice.
- Employees with higher levels of job commitment had higher levels of job satisfaction.
- Job commitment is more than a driven factor to employee performance and organizational performance.
- Job commitment effects the employee attitudes at the individual level.

From the other side, employee and organizations may also influence job commitment, According to Winarja, W. and others (2018, v. 4, p.p. 51-70); There are four factors that may affect job commitment:

1. Personal factors (age, gender, education, experience, personality);
2. Characteristics of the job (scope of the office, conflicts, challenges, the role, difficulty of work);
3. The structure of an organization is determined by its size, authority, leadership, and dynamic groups.
4. The level of employee commitment to the organization is greatly influenced by their work experience.

3.METHODOLOGY of Work: The questionnaire was designed of three-part to gather comprehensive information relevant to the research objectives (1st: Sample Characteristics, 2nd about Organizational Culture Dimensions Whereas the third part consists of 15 questions about job commitment. the questionnaire has used the five-point Likert scale, one point of "Strongly

disagrees", two points for "Disagree", three points for "Undecided", four points for "Agree", and five points for "Strongly agree".

3.1 SAMPLE'S DESCRIPTION: Respondents who have filled out the questionnaire will be identified based on gender, age, scientific rank and experience.

Table 1. Sample's characteristics

Sample	Number	Percentage%
Sex		
Male	29	80.6
Female	7	19.4
Σ	36	100
Age		
< 30	1	2.8
31-40	16	44.4
>41	19	52.8
Σ	36	100
Scientific rank		
Assistant teacher	1	2.8
Lecturer class B	9	25
Lecturer class A	13	36.1
Full professor	13	36.1
Σ	36	100
Experience		
<5	5	13.9
6-10	18	50
>11	13	36.1
Σ	36	100

Source: SPSS's result

Table 1 indicates that 80.6% of respondents were male, while 19.4 % were female, most respondents were male. it also shows that the age of the respondents less than 30 years represents 2.8 %, and 44.4% between 31-40 and with 52.8% more than 41 years old. Concerning the scientific rank, assistant teacher represents 2.8 %, and 25% were Lecturer class B, and 36.1% were Lecturer class A, whereas full professor represents 36.1%.

The distribution of the sample by experience, was as the following:

- 13.9% have less than 5 years of experience,
- 50% have between 6 to 10 years
- 36.1% have more than 11 years

In our study, we find the first dimension's mean =3.8, it is evident that the sample members agree with and are committed to the role of organizational values in guiding their behavior. indicating a strong level of agreement, which falls in the fourth category (4.20-3.40) agree from a five-point Likert scale.

Concerning the second dimension which is the organizational beliefs, we notice that most of the sample agree and confirm the existence of organizational beliefs and its role in participating in decision- making process and contributing to a collective work, as the arithmetic average of their agreement on this dimension is 3.87 which falls in the fourth category i.e agree.

The third dimension which deals with organizational expectations, we also observe a total agreement among the sample, which means that they agree and satisfied with the organization's expectations in one hand and in individual's expectation from the other hand, this situation contribute in helping and supporting their needs, The mean of answer about this dimension is 3.5625 which falls into the fourth category which is agree.

Regarding the last dimension "norms", the sample members agree with the statements related to this dimension and confirm the existence of established norms within the faculty. This indicates a shared understanding and adherence to these norms among the respondents, but these norms are not written, however the arithmetic average of this dimension is 3.556 which is belong to the fourth category (3.40-4.20) on a five-point Likert scale.

about the trend of the dependent variable, "job commitment", there is a general agreement, this indicates that the respondents demonstrate a sense of job commitment. However, the average of this dimension is 3.6111, which falls within the fourth category of the Likert scale. This suggests a moderately high level of job commitment among the sample members.

3.2 DETERMINATION COEFFICIENT TEST: The below table summarizes the results

Table 2. Coefficients Test

model	R	R ²	Adjusted R ²	P
1	0,67	0,45	0,38	0,354

Source: results of SPSS 26.

from the Table 2 we find:

- 1- The ($R^2=0.45$), indicating that 45% of the changes in job commitment can be attributed to variations in the dimensions of organizational culture, and the rest (55%) by other Unknown factors.
- 2- the ($R=0.67$), which suggests a strong and positive relationship between variables of our study
- 3- This demonstrates that organizational culture plays a significant role in influencing job commitment, though other external factors also contribute to this relationship

.3.3 ANOVA^a: We can illustrate the results in the table below.

Table 3. The Results of ANOVA Analysis

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3.171	4	0.793	6.302	.001
Residual	3.900	31	0.126	-	-
Total	7.071	35	-	--	

Source: SPSS 26 outputs

The table indicates that the (P value = 0.001) is less than $\alpha = 0.05$. This confirms that the regression model is statistically significant and appropriate for measuring the causal relationship between the independent variables (O.C) and the dependent variable (J.C).

Consequently, the first main hypothesis, which states that organizational culture has a positive and significant effect on job commitment, is accepted. This finding supports the conclusion that organizational culture plays a meaningful role in influencing job commitment.

Table 3. the impact of Factors of organizational culture on Job commitment

N°	independent variables		t	P=Sig
1 st	Organizational values	Job committment	3.256	0.214
2 nd	Organizational beliefs	Job commitment	1.270	0.024
3 rd	Organizational expectations	Job commitment	2.365	0.421
4 th	Norms	Job commitment	0.815	0.377

Source: SPSS 26 Outputs

According to the above table we can notice:

- 1st we observe that ($P = 0.214 \geq \alpha=0.05$), which states that the organizational values have not a positive and significant effect on job commitment
- 2nd we observe that ($P = 0.024 \leq \alpha=0.05$), which states that the organizational beliefs have a positive and significant effect on job commitment.
- 3rd we observe that ($P = 0.421 \geq \alpha=0.05$), which states that the organizational expectations have not a positive and significant effect on job commitment.
- 4th we observe that ($P = 0.377 \geq \alpha=0.05$), which means that the organizational norms have not a positive and significant effect on job commitment.

4. CONCLUSION AND RECOMMENDATION

4.1 CONCLUSION

This study aimed to examine the impact of organizational culture—through its four dimensions: organizational values, organizational expectations, organizational beliefs, and organizational norms—on job commitment. The study was conducted on a sample of 36 lecturers selected from a population of 106. Data were collected using a questionnaire and analyzed using SPSS.26.

In summary, the results revealed that only organizational beliefs had a significant and positive impact on job commitment. The other dimensions did not demonstrate a significant effect. This highlights the critical role of shared beliefs in fostering employee commitment.

4.2 RECOMMENDATIONS

Based on the findings of this study, we recommend that managers and leaders in organizations focus on rebuilding and strengthening their organizational culture, particularly by emphasizing shared beliefs that align with employee values and goals. This can enhance job commitment among employees, ultimately contributing to improved organizational performance and value creation. Additionally, organizations should consider:

- 1- Regularly assessing and refining their cultural dimensions to ensure they support employee engagement and commitment.

- 2- open communication and collaboration to reinforce shared beliefs and expectations.

through these actions, organizations can create a culture that fosters higher levels of job commitment, leading to greater productivity and long-term success.

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