

THE IMPACT OF ORGANISATIONAL CULTURE ON ORGANISATIONAL COMMITMENT IN THE ORGANISATION

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Abstract:

The topic of organizational culture has gained considerable attention in recent years among strategic management scholars, organizational behavior researchers, human resource management practitioners, and organizational sociology experts. It is considered to be one of the fundamental factors that determine the success and excellence of business organisations, especially in the current era characterised by rapid changes in the business environment that can affect organisational performance and goal attainment. Organisations with a strong and adaptive culture enable their members to demonstrate commitment, discipline, creativity, innovation and participation in decision-making processes, leading to outstanding individual performance and the achievement of organisational goals. Based on the above, the aim of this study is to elucidate the role of organisational culture in enhancing organisational commitment among employees and consequently achieving the loyalty desired by any organisation. In order to delve deeper into this topic, we begin our article with the primary question: Does organisational culture play a role in promoting organisational commitment among employees?

Keywords: Organizational culture, organizational values, discipline, organizational commitment, job satisfaction.

Problem Statement:

The current era has witnessed a number of developments in various fields, each with its far-reaching implications. This can be attributed to the remarkable technological advances that the world is experiencing. The foundation of this progress lies in the existence of organisations that strive to achieve the inputs and outputs that ensure such progress. The human element is considered to be the most important component within an organisation due to its role in fostering innovation, embracing change and staying

abreast of current and future challenges. In addition, the human element is also effective and efficient in creating and managing opportunities through effective performance within and outside the organisation.

Organisational culture is a fundamental element in the overall system of organisations as it influences the way the organisation and its people behave in their interactions with each other and with their environment. Organisations pay great attention to organisational culture, which encompasses the work environment and the culture of the workforce, because they recognise that people are the foundation of the production process and the development of organisations in all their diversity. Therefore, organisations have increased their focus on organisational culture, which guides the behaviour of individuals through the various customs, traditions, ideas and attitudes emphasised by the organisations they work for. Organisational culture serves several functions that affect the organisation, whether positively or negatively, and it also affects the sense of job satisfaction and organisational loyalty of employees and managers, as well as their level of commitment to the organisation they work for.

This is because individuals' commitment to their work reflects their acceptance of the values and goals of the organisation they work for, as well as their acceptance of the prevailing culture within the organisation and its impact on them. This is demonstrated by their strong willingness and continuous efforts to achieve the organisation's goals. Organisational commitment is a fundamental and highly important issue in determining the alignment of employees with their organisations. If there is a commitment to the organisation, there will be a willingness to put all their efforts and dedication into completing tasks and striving to stay and continue working for the organisation. On the other hand, low levels of organisational commitment will result in negative and costly effects on the organisation, such as job neglect, turnover and others. Therefore, organisational commitment has become a key requirement for achieving effectiveness in performance, productivity efficiency and is an important indicator of organisational success.

The engagement of individuals in their work is the result of several interrelated factors that are difficult to isolate completely.

One of these factors is organisational culture, which influences the behaviour and actions of employees. Employees align their behaviour with the values and beliefs that prevail within the organisation, thereby acquiring distinctive personal characteristics.

Organisational culture provides a framework that clarifies the method of work performance and the standards by which individuals are associated with the organisation,

motivating them to perform their work with excellence and increasing their level of job commitment.

The organisational culture of the organisation, through its values, principles, ideas and the values on which it is based, seeks to ensure the continuity and sustainability of the organisation by effectively influencing the commitment of its employees to the tasks assigned to them. Based on this, the research problem is derived from the following essential question:

To what extent does organisational culture influence organisational commitment within the organisation?

Sub-questions:

1. Does organisational culture influence organisational commitment within the organisation?
2. Is there a relationship between organisational culture and employees' desire to stay and continue with the organisation?
3. Does organisational culture influence the responsibility of individuals towards the organisation they work for?

Hypotheses:

Organisational culture affects employees' loyalty to the organisation.

There is a relationship between organisational culture and employees' desire to stay in the organisation.

Organisational culture increases the responsibility of individuals towards the organisation they work for.

Introduction:

Organizational culture is considered one of the most important issues in the field of organization, as it plays a significant role in shaping organizational strategies in their various forms. Organisational culture contributes to the construction of organisational structures, shaping the behaviour of employees and the identity and position of organisations in the market.

Interest in the study of organisational culture has increased due to the growing awareness of individuals and managers in the management of human and financial resources within organisations. Organisational culture is one of the key determinants of organisational success or failure, as it serves as the environmental context in which organisations exist. The values and beliefs on which organisations base the development and organisation of their internal affairs and their relationship with the external environment determine performance and pave the way for the success and sustainability of the organisation. Organisational culture differs from one organisation to another, but it is on the basis of

this culture that an organisation establishes its position by creating a competitive advantage that ensures its distinction and excellence.

Organisational commitment is also a topic that has received considerable attention from researchers in various fields. They have studied this phenomenon in different types of institutions to gain a deeper understanding of human behaviour and to identify the influencing factors and their impact on the effectiveness of these organisations and their results. In addition, it helps management to encourage positive behaviour, increase employee loyalty and promote organisational continuity and goal achievement. The effective role of organisational culture in promoting organisational commitment among employees is crucial in ensuring good performance and the competitive image of the organisation compared to other organisations.

First: The nature of organisational culture

1- The concept of organisational culture:

Nelson and Quick define it as the culture that has a strong and direct influence on the behaviour, performance and work of employees, as well as their relationships with their superiors, subordinates, colleagues and stakeholders. These values and beliefs reflect the degree of cohesion and integration among the members of the organisation and act as an internal control system¹. It can also be defined as the "collective values, attitudes, traditions and customs" that prevail in the organisation and are reflected in the daily behaviour of employees. They are transmitted across generations and shape the personalities and interests of individuals². Scott defines organisational culture as the values and beliefs held by the members of the organisation, which replace individual variations and perceptions through which general behaviour is shaped³. Scheni defines organisational culture as a pattern of underlying assumptions created, discovered or developed by a group as it learns to cope with its problems of external adaptation and internal integration which have worked well enough to be considered valid and therefore to be taught to new members as the correct way to perceive, think and feel in relation to those problems⁴. Therefore, it can be said that organisational culture is the set of shared values and beliefs agreed upon by each member of the organisation, involving them in the decision-making process and aligning their culture with the performance they engage in.

2- The importance of organisational culture:

Organisational culture has a significant impact on both the organisation and its employees. Some see it as a unifying factor, focusing on shared values, language and more. Its importance lies in being an integral part of other organisational components such as individuals, technology and organisational structures. The importance of organisational culture can be highlighted in the following points:

- Providing a sense of unity and identity among employees.
 - Providing a better understanding of what is happening in the organisation.
 - Supporting and reinforcing the organisational values endorsed by top management⁵.
 - Helping to establish an effective system for monitoring the attitudes and behaviours of individuals to ensure that they are in line with the desired conditions and characteristics.
- Challenging the culture and going against its norms will be met with resistance from individuals within the organisation. Therefore, the organisational culture reinforces the working principles for individuals and resists changes in individuals' positions within the organisation from one state to another.

3- Characteristics of organisational culture:

The characteristics of organisational culture may vary from researcher to researcher and can be summarised as follows⁶:

Complex system: Organisational culture consists of various subcomponents that interact with each other. It includes the moral aspect, such as values, beliefs, customs and traditions, as well as the material aspect, which includes tangible things produced by the society.

Accumulative and continuous system: Organisational culture is passed from one generation to another through learning and imitation.

Adaptive system: This means that culture is flexible and can adapt to the needs of individuals and the requirements of the geographical environment and surrounding cultures.

An evolving and changing system: Organisational culture does not remain static; it is constantly evolving and changing. It loses old characteristics while acquiring new ones. It is in a constant state of development and change⁷.

Dissemination capacity: Culture is transmitted within the organisation through interactive contact between individuals and groups.

Integrated culture: The elements of culture tend to integrate to form a comprehensive and balanced cultural pattern.

4- Types of organisational culture:

There are several types of organisational culture that vary from place to place and from one organisation to another. They can be categorised into the following elements:

Innovative culture: This type of culture provides a working environment that encourages creativity. Its members are characterised by a willingness to take risks in decision-making and to face challenges.

Process culture: The focus is on how work is done rather than the results achieved. Caution and prudence are prevalent among individuals who prioritise self-protection⁸.

Task culture: This culture emphasises goal achievement and task completion. It is concerned with results and seeks to make the best use of resources to achieve the best results.

Bureaucratic culture: In this type of organisational culture, responsibilities and authority are clearly defined and work is organised hierarchically. Control and compliance are fundamental.

Role culture: This culture focuses on functional specialisation, so functional roles take precedence over the individual. It emphasises rules and systems, provides job security and ensures performance stability⁹.

Supportive culture: This culture is characterised by a friendly and supportive atmosphere among employees, creating a sense of a cooperative family. The organisation promotes trust, equality and cooperation, with a focus on the human aspect of this environment¹⁰.

Second: Sources, dimensions and mechanisms of organisational culture

1– Sources of organisational culture:

An organisation derives its culture from a number of sources that interact to shape its operating patterns, work rules, beliefs, norms and practices. The main sources can be explained as follows:

Societal culture: An organisation operates within a societal culture that influences its strategies, means, goals, beliefs, norms and practices. The organisation's work, strategies and practices should be in line with the societal culture in order to gain legitimacy and acceptance from the community, which is evident through the achievement of its mission and goals.

Nature of work: There are similarities in cultures within the sector in which an organisation operates. However, there are also differences in cultures between industries and sectors. This means that the values and beliefs specific to an organisation will be standardised across most organisations operating in the same industry or sector.

Over time, a distinct pattern emerges within the industry or sector that has a significant impact on key aspects such as decision-making processes and the content of administrative policies. This is evidenced by the significant similarities observed between organisations in the same industry or sector¹¹.

Personality and values of the pioneers and founders: In tracing the origin of the organisation's culture, we observe a complete agreement and unified opinions on the origin of the organisation's culture, which can be attributed to its founders. The culture of the organisation reflects its vision and philosophy through the imprint of its founder(s). This implies that the culture of the organisation is influenced by its founder(s), a group or an influential elite. This is supported by Schien (1985) who argues that the majority of an organisation's culture can be traced back to its founders. In addition, we can observe

that half of the values in new organisations reflect the values of the founder or CEO, while the other half evolve in response to the environment in which the organisations operate to meet the needs of employees¹². Many thinkers, such as Rowe and Holland, have emphasised that organisations inherit their culture from their original founder. As an example, they cite McDonald's, where the founder's vision still prevail¹³.

The culture of the position or profession: The professional culture element is represented by the cultural characteristics acquired by individuals as a result of their position or job within the organisation. The individual's position in the job hierarchy and the level of authority they possess can be sources of power for the emergence of distinctive cultural patterns that differentiate individuals from one job level to another. This is because individuals, regardless of their cultural level, face a series of professional changes and different types of professional pressures that lead them to form a set of values, habits and beliefs that govern their behaviour or are seen as protective of their existence in the organisation. This leads to the formation of subcultures at different administrative and organisational levels within the organisation itself¹⁴.

2- Dimensions of organisational culture:

The dimensions of organisational culture can be summarised in a set of factors that combine the importance of organisational culture, its elements and its role. The dimensions of organisational culture are :

- Organisational flexibility: This dimension is manifested by the organisation's ability to respond and adapt to internal and external variables and conditions.
- Nature of work: This refers to the requirements of work in terms of its routine nature, which can lead to monotony, on the one hand, or the capacity for creativity, competition and innovation, on the other¹⁵.
- Performance orientation: Most organisations emphasise performance as the basis for rewards, promotion and advancement.
- Importance of management development and training: Reflects the degree of attention and importance given by management to training and development of employees.
- Power structures: Centralised authority implies rigidity and inflexibility, which inhibits creativity because employees are not empowered to make decisions.
- Interaction between employees and management: The management style determines the pattern of interaction between employees and management. A management style that demands honesty, integrity and loyalty will encourage cooperation and commitment from employees. Conversely, a management style that follows an arbitrary system and views employee unions as a threat to its interests causes many problems and affects their performance¹⁶.

- Reward and Punishment Systems: The purpose of rewards and punishments is to highlight distinctive organisational behaviour. Rewards are given to individuals who are creative and complete their tasks, while punishments are typically given to individuals who are underperforming or absent. However, the nature of work sometimes requires rewarding individuals who have not achieved their goals, especially if their behaviour indicates activities that benefit the organisation.
- Job security: It includes the guarantees and job-related benefits that employees need, such as security against job loss and morale boosting, which ensures better performance of employees in the organisation.

3- Mechanisms that shape organisational culture:

Organisational culture is a set of values that can be learned and instilled in individuals from the outset. The founders play an important role in creating the habits, traditions and ways of working, especially in the early stages of the organisation's formation. The vision and philosophy they believe in contribute greatly to the development of cultural values. In addition, the small size of organisations in their early stages facilitates the process of influence, establishing presence and instilling collective values. Culture is created through the interactions, practices and experiences of employees, which are perceived as behaviours that are rewarded and thus reinforced as a means of gaining more advantages and benefits.

The main mechanisms that shape organisational culture can be summarised as follows:

- Founders' philosophy: The founders of the organisation are the ones who lay the initial seeds of its culture, in line with their values, beliefs and opinions that correspond to their social culture.
- Human resource management policy: This primarily involves selecting employees who are compatible with the organisation's culture and values. Selection should focus on job descriptions, job analysis and matching competencies.
- Top management philosophy: This is reflected in the style and policies of top management regarding the level of involvement of lower levels and employees in decision making, goal setting and the degree of delegation exercised¹⁷.
- Social adaptation: This refers to the ability of new employees to assimilate and integrate into the culture of the organisation and the demands of their new job. It also involves providing the necessary tools, atmosphere and means for this adaptation¹⁸.

Organisational culture is not ready-made knowledge transferred through formal channels, but a necessity for mental and emotional growth. It involves interaction between the methodological and cognitive levels. The key stages of this necessity are:

- The stage of representation and familiarisation with different tools of work, through which the individual expands his knowledge of his environment.

- The stage of applying initial representations and acquired knowledge in new situations.
- Stage of integration of experiences and theoretical awareness, which represents the culture of the organisation, complementing and reconstructing the spontaneous culture of the individual.

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Third: Organisational Commitment – Definition, Importance and Types:

1- Definition of organisational commitment:

The concept of organisational commitment is considered one of the most challenging concepts due to the various definitions and variations resulting from the multitude of influencing factors, different approaches to its study, and the diverse results of the studies that have addressed it.

The concept of commitment in language refers to integration, desire, acceptance and willingness. Sociologists have been at the forefront of research in this area because humans are social beings who live with others and have relationships that instil feelings of trust and responsibility. Therefore, we understand that commitment is part of the overall social belonging that involves the development of individual feelings towards the society in which they live²⁰.

Katz defined organisational commitment as an ongoing and complex process through which individuals are present and maintain the organisation while seeking change within it²¹.

Porter and others define organisational commitment as the strength of an individual's alignment and connection with their organisation. An individual with a high level of organisational commitment has the following characteristics

- A strong belief in the organisation's goals and values.
- Willingness to give maximum effort to the organisation.
- A strong desire to maintain membership in the organisation²².

2- Importance of organisational commitment:

The sense of organisational commitment is considered an important need as it helps individuals to feel psychological harmony which is a fundamental source of personal comfort, security and happiness without experiencing stress and frustration. Numerous studies and researches have confirmed the high costs of absenteeism, tardiness and turnover in organisations. The results of these studies have focused on investigating the causes of these negative phenomena, highlighting the clear importance of organisational commitment. The following points can be highlighted :

- Organisational commitment is an important element in linking the organisation with its employees, especially in times when organisations cannot provide adequate incentives to their employees. It motivates them to perform at the highest level.
- Organisational commitment is a key indicator for predicting various aspects of behaviour, especially turnover. Committed individuals tend to stay longer in the organisation, contribute more to their work and achieve its goals, thus contributing to the stability of the individual in the organisation.
- Individuals' commitment to the organisations they work for is a more important factor than job satisfaction in predicting whether they will stay in their organisations or move to other organisations.
- Its importance lies in translating the desires, inclinations and beliefs that individuals have towards their organisation into positive behaviour that drives the organisation forward and ensures its survival.
- Individuals' commitment to their organisations is an important factor in ensuring the success, continuity and increased productivity of those organisations.

3- Dimensions of organisational commitment

Individuals' commitment to organisations varies depending on the motivating factors. Many thinkers and researchers agree that organisational commitment has different dimensions, although they sometimes differ in identifying these dimensions²³.

- **Affective commitment:** Proposed by Allen and Meyer, it refers to the emotional aspect of an individual's commitment to the organisation. It is influenced by the individual's perception of the organisational environment, including factors such as independence, importance, skills required, proximity to supervisors and their guidance. This aspect of commitment is also influenced by the individual's perception of the organisational environment as one that allows him or her to actively participate in decision making processes, whether related to work or personal matters. Individuals with this orientation are those who work on the basis of a self-assessment of the requirements imposed by different working conditions. The relationship between the individual and the organisation is based on what the organisation offers them, and affective commitment is rooted in a sense of belonging and emotional attachment to the organisation.
- **Normative commitment:** This refers to the individual's sense of obligation to remain in the organisation. This feeling is often reinforced by the organisation's good support for its employees, allowing them to participate and interact positively, not only in the procedures for carrying out work, but also in contributing to the setting of objectives, planning and the shaping of the organisation's overall policies. This is reflected in a high level of ethical commitment. People with this orientation are employees with a strong conscience who work according to the dictates of conscience and the public interest.

- **Continuity commitment:** This refers to the control of the degree of an individual's commitment to the organisation for which they work, in other words, the value that can be gained by continuing to work with the organisation compared to what they might lose if they decide to join other entities. This is primarily a self-interested commitment based on the benefits the individual receives from the organisation. As long as the organisation provides them with greater benefits (returns) than other organisations can offer, they will continue to be committed to it. However, if the individual finds another organisation that offers better returns than the one they are currently working for, they will not hesitate to switch. Individuals with this type of commitment are utilitarian and have high aspirations²⁴.

In addition, we can mention other dimensions of organisational commitment as defined by Staw and Salancik in 1977:

- **Affective commitment:** This refers to the processes by which an individual's goals are aligned with the goals and values of the organisation, leading to an increased desire to stay and continue in the organisation.

- **Behavioural commitment:** This refers to the processes by which an individual becomes committed to their organisation as a result of their past behaviour. The effort and time they invest in the organisation makes them committed to it and its members.

Kidron also identified two dimensions of organisational commitment:

- **Altruistic commitment:** This refers to the individual's adoption of the organisation's values and goals, making them part of his or her own values and goals.

- **Calculative commitment:** This refers to the employee's desire to continue working in the organisation despite the existence of alternative employment in another organisation with better benefits.

In addition, Kanter suggests that organisational commitment is based on three foundations:

- **Continuance commitment:** This refers to the individual's dedication and sacrifice for the sake of staying with the group, without considering the gains they may achieve by leaving.

- **Identification commitment:** This is manifested in the individual's strong attachment to cohesive and supportive social relationships within the organisation, which is achieved through positive behaviour.

- **Value commitment:** This is manifested in the individual's adherence to the values and principles of the group, conforming to its authority and defined standards²⁵.

Fourth: Stages of organisational commitment and their associated effects:

1- The stages of organisational commitment : vary according to the perspective of researchers. Some believe that organisational commitment consists of two stages related to an individual's attachment to the organisation:

– **The stage of joining the organisation that the individual wants to work for:** Typically, individuals choose organisations that they believe will fulfil their desires and aspirations.

– **The organisational commitment stage:** This is the stage at which the individual commits to exert maximum effort to achieve the organisation's goals and contribute to its progress.

Others suggest that the stages of organisational commitment can be summarised into three:

* **Compliance and engagement:** Initially, an individual's commitment is based on the benefits they receive from the organisation. Therefore, they accept the authority of others and comply with their demands.

* **Alignment and identification between the individual and the organisation:** The individual accepts the authority and influence of others to continue working in the organisation because it satisfies their needs for belonging and pride.

* **Acceptance stage:** The individual sees the organisation's goals and values as aligned with his or her own goals and values. This alignment leads to commitment because of the congruence of goals and values.

These stages of organisational commitment have different implications for individuals and organisations²⁶.

According to Buchanan, the stages of organisational commitment can be summarised as follows :

– **Trial stage:** This stage is based on the individual's direct experience of work during the first year. The individual undergoes training, preparation and experimentation. Their focus during this period is on securing acceptance within the organisation, adapting to the new situation and work environment, aligning their own aspirations and goals with those of the organisation, and establishing their competence. Buchanan states that during this stage the individual faces various challenges such as work challenges, role ambiguity, the emergence of cohesive groups, understanding expectations, the growth of organisational orientations, and the experience of shock²⁷.

– **Work and performance stage:** This stage can last from one to four years for employees. During this period, the individual seeks to validate his or her concept of achievement. The personal significance of the individual becomes prominent and there

may be anxiety about potential failure. Clarity about work and organisational goals becomes more apparent.

- Confidence in the organisation stage: This stage typically begins around the fifth year of the individual's affiliation with the organisation and continues until the end. During this stage, the individual's trust and relationship with the organisation strengthens, leading to a transition to the maturity stage. It is a process in which the individual becomes more integrated into the organisation²⁸.

2- The impact of organisational commitment:

Studies have differed in their examination of the effects of organisational commitment, with some dividing them into two main categories: the effects within the work and job context, and the effects on an individual's personal life outside the work domain.

The functional effects of organisational commitment: If an employee achieves higher levels of career advancement, it is likely that his or her satisfaction with that advancement will be greater than that of less committed employees. When an employee feels more committed to the organisation they work for, their perspective is more closely aligned with that of the organisation. They see what is in the best interests of the organisation, and highly engaged employees have a higher level of trust in the organisation they work for. This creates a sense that the organisation will reward their loyalty in the future through further career advancement. The theoretical perspective views organisational commitment as a positive phenomenon that can lead to desirable outcomes within an individual's work domain. These outcomes include increased performance, job satisfaction, reduced absenteeism and turnover, and the achievement of further job or career advancement²⁹.

The personal implications of organisational commitment: The general trend in research supports the interrelationship between an individual's attitudes towards their job and their attitudes towards their personal life outside of work. Some studies suggest that individuals can maintain high levels of psychological compatibility or harmony with their job while achieving similar levels of compatibility or integration with their family. Conversely, there are other groups of researchers who doubt the existence of positive effects of organisational commitment on an individual's personal life. For example, some argue that organisational commitment has negative consequences that weaken an individual's ability to balance their roles in their personal life. Therefore, the more committed an employee is, the more negative effects he or she may experience in his or her personal life³⁰.

Fifth, the impact of organisational culture on organisational commitment:

In this context, Greenberg and Baron point out that organisational culture has a strong influence on employees and work processes within the organisation. Some effects of

culture may be clear and obvious, while others may be subtle or unclear. Culture exerts pressure on employees to conform to it, i.e. to think and act in a way that is consistent with the culture of the organisation. For example, if the culture focuses on the importance of high quality products and excellent customer service, employees will find that their problems with the company are dealt with courteously and efficiently. However, if the culture emphasises production volume at all costs, customers may experience significant difficulties. Culture can potentially affect everything within an organisation, from the way employees dress to the amount of time allowed to start meetings and even the speed at which an employee is promoted to a higher position. It is possible to discuss bureaucratic and creative cultures and their role in increasing or decreasing organisational commitment among employees by analysing their characteristics. These cultures are linked to the evolutionary development of management practices over interrelated periods, from the classical school with the ideas of Frederick Taylor, Henri Fayol and Max Weber, to the behavioural school and systems theory, which introduced a different concept of the professional relationship between the employee and the organisation, and its association with the values of commitment and loyalty among employees³¹.

1- The impact of bureaucratic culture on organisational commitment:

This culture focuses on the principles of bureaucracy as described by the German sociologist Max Weber, such as strict organisation, the application of written rules in detail, and the organisation of professional relationships and their distribution between management and employees (planning and implementation). Some researchers believe that this bureaucratic culture plays a positive role in defining clear outlines for professional relationships within the organisation, increasing employee commitment and strengthening their attachment to the organisation, resulting in lower turnover rates. This is achieved by clearly defining the rights and duties of employees, establishing the boundaries of authority and responsibility, respecting hierarchical decision-making, and the need to comply with the rules and laws that apply within the organisation. These rules are usually written, with objective procedures for selecting and training employees, and an emphasis on material incentives to motivate them and direct their behaviour towards achieving set goals.

However, there are those who see a negative role for this bureaucratic culture in building positive relationships with employees by focusing on formal and routine work procedures, neglecting other aspects that may affect the efficiency, performance and commitment of employees. This culture also emphasises the principle of unity of command and centralisation of decision making, leading to a lack of trust between management and employees, encouraging the growth of organisational conflict and the

emergence of informal organisations. If not managed intelligently, these informal organisations can have a negative impact on employee commitment and job performance.

There are two perspectives on the role of bureaucratic culture in increasing or decreasing employees' organisational commitment.

This suggests that this culture can have a positive impact if its characteristics are effectively managed by top management. However, if it is used inappropriately, it can lead to a lack of trust between employees and management, which inevitably has a negative impact on employee loyalty, commitment and job satisfaction.

2– The impact of creative culture on organisational commitment:

When discussing the characteristics of a creative culture, we generally focus on the existence of an organisational climate associated with this culture that provides employees with opportunities for creativity and initiative in their work. This is achieved by motivating people to make the most of their skills and potential, and by creating an organisational environment that values human resources, allows people to participate in decision making and enables them to be creative in the way they do their work, while at the same time allowing for appropriate risk-taking and innovation.

Under democratic leadership and an open communication system, all these features can play an important role in developing a spirit of creativity among employees and increasing their level of job satisfaction. It also reinforces their values of commitment and organisational loyalty. This reflects the role of this creative culture in building a strong relationship between the employee and the organisation, a relationship characterised by trust and the employee's sense of importance in the organisation through the presence of opportunities for creativity and participation in decision making related to their work. Furthermore, the presence of democratic leadership that believes in the ability of employees to innovate and contribute to the organisation's competitive advantage in the world of organisations³².

3– The impact of task culture on organisational commitment:

Task culture focuses on the need to complete tasks above all else. This type of organisational culture supports teamwork and team spirit. It encourages flexibility, adaptability and delegation of authority as a prerequisite for achieving organisational goals. It is characterised by a high degree of individual control and the use of reward and incentive systems.

This culture promotes communication and integration within the organisation and uses the best resources to achieve the best results at the lowest cost. It relies on expertise and up-to-date information. This type of culture is often found in networked organisations

that emphasise flexibility and teamwork. It prioritises getting things done, regardless of the method or speed of response to events.

When this culture prevails in an organisation, it creates an atmosphere of collective work, which increases the sense of belonging to the group and therefore to the organisation. It also fosters a desire to continue working with the organisation and a sense of commitment to it³³.

4– The impact of role culture on organisational commitment:

Role culture is based on the functional skills of each employee, with each person in the organisation having a distinct role that is different from others. Norms in this culture are the rules, procedures and characteristics of work. Work in this culture is characterised by rationality, and employees in organisations dominated by this cultural pattern are selected on the basis of satisfaction with their performance rates. Performance is judged on the basis of the approved job description, and as long as the requirements are met, employees are considered safe. Employees are rewarded on the basis of compliance.

In organisations with a role culture, work is done according to rules, even if they conflict with the requirements of the job. It is considered a serious offence for an employee to exceed the limits of his or her authority or approved procedures. As a result, following the rules is considered more important than doing the right thing. This culture is based on a precise delineation of responsibilities and authorities in different roles, which reduces the scope for employee initiative and freedom. People are treated as parts or components of a machine rather than as living beings. These indicators of role culture lead to a lack of loyalty to the organisation and instability within it due to the pressure of routine, limited freedom in decision-making and strict adherence to work rules.

As a result, the level of organisational commitment decreases in this cultural pattern³⁴.

Conclusion:

Achieving employee engagement is one of the goals that organisations strive for, as it has a positive impact on their success. This is achieved through the culture that each organisation carries and instils in its employees. Appreciation and respect from colleagues and management, providing opportunities for employees to voice their complaints, suggestions and opinions, and involving them in decision making, together with the organisation's focus on positive values such as work and achievement, are all values, customs, beliefs and organisational expectations that are carried by the organisational culture and influence the behaviour of employees in the organisation. This is reflected in their loyalty to the organisation, their sense of belonging and their feelings of pride and esteem. It is also manifested in the fulfilment of responsibility towards the organisation by carrying out all work tasks without delay or negligence and by accepting the consequences of any violation of work orders and instructions. In addition, it is

manifested in the desire to work and continue to work in the organisation through feelings of happiness and satisfaction in staying employed there and avoiding job rotation, absenteeism and constant lateness. All of these variables and indicators can either increase or decrease the level of organisational commitment. Therefore, organisational culture has a strong and positive relationship with organisational commitment as it is the driving force behind employee commitment and consequently the success of any organisation.

The cultural factors that influence organisational commitment are of two types: those related to the characteristics of human resources and those related to the organisational climate prevailing in the institution. In the former (self-cultural factors), the behaviour of human resources is determined by their seriousness, dedication and ability to take responsibility for completing work within the specified time. Therefore, any personal shortcomings in the ethical aspect of human resources will have a negative impact on their performance level and organisational commitment. This requires constant guidance and direction from the line manager.

The second type (organisational cultural factors) is determined by the culture of the organisation in all its material, technical and organisational dimensions, which has a clear impact on the level of organisational commitment of human resources. The performance of human resources is consistent and aligned with their personal values. If the personal values of human resources are similar to the prevailing values in the workplace, they will be motivated to interact with the work group in a positive way, ultimately leading to improved performance and successful human performance. If, on the other hand, human resources perceive a difference between their personal values and the prevailing values in the workplace, they tend to behave differently from the work group, resulting in conflicts that reduce the attraction of human resources to the work group and decrease their job commitment. This leads to a decrease in their efficiency in performing assigned tasks and an overall decrease in organisational performance. Therefore, it is the responsibility of the organisation's management to clarify the organisation's values to human resources, especially those working at the management level. Low levels of human performance are often the result of weak communication between the organisation's management and the human resources working under their supervision. Based on the above, we can conclude that organisational culture can be considered a key determinant of the success or failure of organisations in achieving their productivity and in retaining and effectively using their human resources, as it has a clear influence on motivating employees and encouraging them to use their skills, abilities and experience to the full. It increases and enhances their job commitment and retention in the organisation

This can only be achieved by creating a culture that is trusted and accepted by all members of the organisation who participate in homogeneous groups of organisational values, customs and beliefs that govern their behaviour within the organisation.

The widespread consensus on the strength of the organisational culture, its rootedness in the organisation and the adherence to it by employees ensures their job commitment, loyalty and allegiance to the organisation they work for. This gives the organisation a competitive advantage and enables it to achieve its desired organisational effectiveness.

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