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**BİNGÖL UNIVERSITY**

**SOCIAL SCIENCE INSTITUTE**

**BUSINESS ADMINISTRATION DEPARTMENT**

# AN EMPIRICAL STUDY TO DETERMINE THE EFFECT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL COMMITMENT

PREPARED BY:

**Kosrat Abdullah HAMAD**

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SUPERVISOR

**Assoc. Prof. Dr. Abdulvahap BAYDAŞ**

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# ÖRGÜTSEL KÜLTÜR VE ÖRGÜTSEL BAĞLILIĞININ ETKİSİNİN BELİRLENMESİNE YÖNELİK AMPİRİK BİR ÇALIŞMA

Hazırlayan

**Kosrat Abdullah HAMAD**

YÜKSEK LİSANS TEZİ

Danışman

**Doç. Dr. Abdulvahap BAYDAŞ**

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# BİLİMSEL ETİK BİLDİRİMİ

Yüksek Lisans tezi olarak hazırladığım "**Örgütsel Kültür ve Örgütsel Bağlılığının Etkisinin Belirlenmesine Yönelik Ampirik Bir Çalışma**" adlı çalışmanın öneri aşamasından sonuçlanmasına kadar geçen süreçte bilimsel etiğe ve akademik kurallara özenle uyduğumu, tez içindeki tüm bilgileri bilimsel ahlak ve gelenek çerçevesinde elde ettiğimi, tez yazım kurallarına uygun olarak hazırladığım bu çalışmamda doğrudan veya dolaylı olarak yaptığım her alıntıya kaynak gösterdiğimi ve yararlandığım eserlerin kaynakçada gösterilenlerden oluştuğunu beyan ederim.

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I have met with the scientific ethics and academic principles carefully until the conclusion of the proposal of the graduate work (An Empirical Study to Determine the Effect of Organizational Culture on Organizational Commitment). I declare that the works I have used and used as a source of every quotation I have made directly or indirectly in this work which I have prepared by the rules of thesis writing in the context of scientific ethics and tradition.

Signature

**Kosrat Abdullah HAMAD**

/   /2018

# THESIS ACCEPTANCE AND APPROVAL

## BİNGÖL UNIVERSITY

## SOCIAL SCIENCES INSTITUTE DIRECTORATE

This thesis entitled "An Empirical Study to Determine the Effect of Organizational Culture and Organizational Commitment." Prepared by Kosrat Abdullah HAMAD, was found to be successful as a result of the thesis defense examination held on the date of [ / /2018] and accepted by our juror as the Master Degree in the Department of Business Administration.

THESIS JURY MEMBERS:                                    Signature

President:                                    …………………………………..

Supervisor: Assoc. Prof. Dr. Abdulvahap BAYDAS …………………………………

Member:                                    …………………………………..

## CONFIRMATION

This thesis accepted by the jury determined in the, / /2018 Session of the Board of the Directors of the Institute of Sciences of Bingöl University.

Director of the Institute
Doç. Dr. Yaşar BAŞ

# ACKNOWLEDGMENTS

# ÖZET

Bu çalışma örgütsel kültürün örgütsel bağlılık üzerindeki etkisini incelemek için yapılmıştır. Çalışma, veri toplama aracı olarak bir anket formu kullanmış ve Erbil'de tıbbi kontrol ajansında yönetilen örneklerin yanı sıra, anket sorularına yanıt vererek araştırmaya katkıda bulunan (150) çalışana dağıtılmıştır. Dolayısıyla örgüt kültürü bağımsız değişkendir ve bağımlı örgütsel bağlılıktır.

Çalışma, anket sorularına cevap vererek ankete isteyerek katkıda bulunan (150) çalışanlara örneklerin yanı sıra, Erbil'de veri toplama aracı olarak anket anketi kullandı ve tıbbi kontrol ajansı üzerinde yönetildi. Dolayısıyla, örgütsel kültür bağımsız değişkendir ve bağımlı örgütsel bağlılıktır.

Ancak, çalışma kültürü örgüt kültürünün örgütsel bağlılık üzerindeki etkisini değerlendiren bazı değerlendirmeleri gözlemleyerek belirlenmiştir. Böylece kavramsal bir plan oluşturuldu, ardından bazı hipotezler çerçevelendi. Bu nedenle, SPSS v24 ve EViews 9 kullanarak hipotezleri test etmek için veri analizi yapıldı.

Çalışmada, örgüt kültürünün Erbil'de MCA'da örgütsel bağlılık ile anlamlı bir pozitif ilişkisi olduğu ve bu ilişkilerin çalışanların organizasyonlarına bağlılıklarına katkıda bulunduğu bulunmuştur. Destekleyici kültür, yenilikçi kültür, kolektif örgüt kültürü, bürokratik kültürün diğer boyutlara göre örgütsel bağlılık ile daha düşük korelasyona sahip olmasına rağmen, örgütsel bağlılık ile en önemli pozitif korelasyonlara sahipken.

Dahası, regresyon analizi yoluyla, çalışma istatistiksel olarak örgüt kültürünün ve tüm boyutlarının örgütsel bağlılık üzerindeki önemli etkilerinin olduğunu bulmuştur. Bunula birlikte, destekleyici kültürün, yenilikçi kültürün, kolektif örgüt kültürünün örgütsel bağlılık üzerindeki yüksek etkileri, altta ise örgüt kültürünün boyutları arasında bürokratik bir kültür vardı.

**Anahtar sözcükler: Örgütsel Kültür, Destekleyici Kültür, Yenilikçi Kültür, Bürokratik Kültür ve Örgütsel Bağlılık.**

**ABSTRACT**

**AN EMPIRICAL STUDY TO DETERMINE THE EFFECT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL COMMITMENT**

The present master study is conducted to examine the effect of organizational culture on organizational commitment. Accordingly, the study used a survey questionnaire as an instrument for data collection and managed on medical control agency in Erbil, besides the samples were distributed to (150) employees, who willingly contributed to the survey by replying to the questionnaire questions. So, organizational culture is the independent variable, and the dependent is organizational commitment.

However, the study hypotheses identified by observing some evaluations dedicated to the effect of organizational culture on organizational commitment. Thus, a conceptual scheme established, then framed some hypotheses. Therefore data analysis was made to test the hypotheses, by using SPSS v24 and EViews 9.

The study found that the organizational culture has a significant positive relationship with organizational commitment in MCA in Erbil, and these relationships contribute to employees commitment to their organization. While supportive culture, innovative culture, collective organization culture has most significant positive correlations with organizational commitment, although bureaucratic culture has the lower correlation with organizational commitment, compared to other dimensions.

Furthermore, through the regression analysis the study found that statistically there are significant effects of the organizational culture and all its dimensions on the organizational commitment, nevertheless, the high effects of the supportive culture, innovative culture, collective organization culture on organizational commitment, while the lower one was a bureaucratic culture among dimensions of organizational culture.

**Keywords: Organizational Culture, Supportive Culture, Innovative Culture, Bureaucratic Culture, and Organizational Commitment.**

## DEDICATIONS

I dedicated this thesis to my lovely and adorable wife without your unconditional love, encouragement, and dedication, this thesis would not have been possible. You are truly the best thing that ever happened to me.

I also dedicated this thesis to my little angels, Kani, and Kailan, whose young lives have been disrupted during this journey. Moreover, dedicated to my best friend and family's.

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# LIST OF ABBREVIATIONS

| Abbreviations | Explanation |
|---|---|
| **OSHA** | : Occupational Safety and Health Administration |
| **CEO** | : Chief Executive Officer |
| **OCQ** | : Organizational Commitment Questionnaire |
| **HRM** | : Human Resource Management |
| **OCP** | : Organizational Culture Profile |
| **ROWE** | : Results Oriented Work Environment |
| **MCA** | : Medical Control Agency |
| **MOM** | : Morning Overview Meetings |
| **TOC** | : Team-Oriented Cultures |
| **DOC** | :Detail-Oriented Cultures |
| **KMO** | : Kaiser-Meyer-Olkin Measure |
| **SPSS** | : Statistical Package for the Social Sciences |
| **R** | : Correlation |
| **$R^2$** | : R Square |
| **VIF** | : Variance Inflation Factor |
| **MLRA** | : Multiple Linear Regression Analysis |
| **ANOVA** | : Analysis of variance |
| **DF** | : Degree of Freedom |

# CHAPTER ONE: ORGANIZATIONAL CULTURE

## INTRODUCTION

The purpose of this master thesis is to determine the effect of organizational culture on an organizational commitment from the perspectives of the head office of Medical Control Agency MCA department in Erbil-Iraq. The current contemporary environment of organizations is more complex and diverse. All these organizations are looking for a competitive advantage that enables them to survive, sustain and succeed in the face of these challenges. All of this requires focusing on human resources and making them available with the knowledge, experience, and skill to do business efficiently and effectively.

In this context, organizational culture has widely studied and has commonly recognized with the study of groups and individuals within an organization. While the collaboration of people within an organization represents the cultural orientation of that organization, however, culture profoundly impacted by the disciplines of sociology, psychology, politics, and economics, yet it primarily endorsed by the discipline of consciousness. So, emotionally, individuals differ from one another, but it is the leader or top management that plays a significant role in defining the culture of organizations.

The prosperity in organization or institution lifestyles are conviction and adaption; the persuasion consists of a value that is a slogan, aphorism, underlying assumption, the general aim of the organization, employment philosophy or the principle of the occupation. While, adaptation is creating the norms and rule in groups, also organization adaptation to environment alteration. The strong convention signed by the critical values of the organization that held on and agreed extensively. The more members of the organization obtain the main values; their commitment is obtaining higher to the value.

However, the achievement of any organization depends on its diverse culture that is established either by its founder or is a consequence of overwhelming tests or a conscious effort on the part of management to develop performance and efficiency. This organizational culture, in whichever way developed, is recognizable through its staffs and succeeds even business strategy, technological advancements, and market presence.

Nevertheless, organizational culture is an essential control in improving critical capabilities of individuals and organizations to make them competitive in the ever-changing business environment. Unique organizational culture assistance to decrease the uncertainties, generate social order, produce continuousness, make collective identity and commitment, and simplify a vision for the future. So, the effect of organizational culture is considerable and has discussed in diverse formats.

While the subject of organizational commitment has developed dramatically general in the past two decades through the attention of researchers and specialists in the field of management, the organizational commitment undoubtedly affects the performance and effectiveness of the employees to work. Hence, in the performance of the organization and its success in achieving its objectives. As it is one of the modern concepts in the field of human sciences and some describe it as the process in which the objectives and values of the organization become more integrated with the goals and values of the employees.

However, various studies have emphasized the importance of organizational commitment and its impact on the individual and organizational level. Some studies have examined the impact of commitment at the social level, where it is an essential vital component. The relationship between the organization and its participants and its benefits are demonstrated at critical times when the organization is preparing for change or when the organization cannot meet the requirements of individuals.

In this regard, the literature of contemporary organization emphasizes the difficulty of isolating organizations from their cultural and civilize environment according to the organic and ecological view that deals with organizations as social beings breathing through their cultural system. While, many environmental organizations, according to the concept of the socio-cultural system, have subsystems, each of which has its own culture, which assimilated and compatible with culture in its broader sense.

The study also found that the organizational culture has a significant positive relationship with organizational commitment in MCA (Medical Control Agency) in Erbil, and these relationships contribute to employees commitment to their organization. While supportive culture, innovative culture, collective organization culture has most significant positive correlations with organizational commitment,

although bureaucratic culture has the lower correlation with organizational commitment, compared to other dimensions.

Furthermore, through the regression analysis the study found that statistically there are significant effects of the organizational culture and all its dimensions on the organizational commitment, nevertheless, the high effects of the supportive culture, innovative culture, collective organization culture on organizational commitment, while the lower one was a bureaucratic culture among dimensions of organizational culture. Thus, the conclusions agree on that organizational culture, and its dimensions play an active effect in accomplishing positive organizational commitment.

This study, in addition to the literature of business administration in general, and the literature of organizational behavior, in particular, shed light on the organizational culture and organizational commitment by studying the nature of the effect and relationship between organizational culture and organizational commitment. Besides, this would add to the understanding of these two variables, Especially in the case of business administration literature in Erbil and Iraq, which is lacking in the existence of studies linking organizational culture and organizational commitment.

The current study also contributes to the literature of this field by showing that there is a positive relationship between the organizational culture and the organizational commitment and that the values of supportive culture, innovative culture, and collective organizational culture affect the organizational commitment.

Hence, to reach the study purpose, this study is organized into three chapters. Chapter one and Chapter two of the study reviews the literature relevant to the study topics as it discourses the organizational culture and organizational commitment respectively.

While chapter three the study background, which contains, the problem statement, the study significance, the study purpose, the conceptual study scheme, the study hypotheses, the study method, survey sample and size, survey measurement, the method of data collection, data analysis and the limitation of the study, analysis and findings, the conclusions of the findings presented along with recommendations.

## 1.1. THE CONCEPTS OF ORGANIZATIONAL CULTURE

The concept of organizational culture offered into management sciences in the late 60s. So, the process whereby European and American organizations became multinationals, were expanding their operations to other continents, which led them to reproduce their management practices in order to gain competitive advantages in countries other than their own through inexpensive labor, new markets or proximity to raw materials, among other elements.

Organizational culture is one of the vastly studied phenomena in management studies. Various scholars have tried to define the concept of culture. For many researchers, organizational culture is a set of values, belief systems, and norms that are characteristic in an organization and to which the members of the organizations perceived to and qualified to new members (Schein, 2004: 55).

The organizational culture is the general framework that is rooted in the minds of all members of the organization. This framework includes the development of fundamental values and values and teaches these values and assumptions to new members as the best way of thinking, thinking, and behavior. Reichers and Schneider (1990) show that the concept of organizational culture is borrowed from basic social sciences mainly anthropology and sociology, as well as from psychology, unlike the concept of organizational climate, which is the product of a study conducted into organizational psychology. Since they are a construct embedded in the theoretical field that employs them, the use of climate and the organizational environment more readily accepted by academics. Therefore, as the culture was a concept alien to management theory, its development gave rise to much debate among academics.

Organizational culture has an essential theme in the business and management literature for some two decades. One reason for this is that organizational culture has dependably comprehended as having the potential to affect a range of organizationally and individually desired outcomes. Ritchie (2000: 1) notes that, from the time of the earliest writers on organizational culture (including, for instance, Deal and Kennedy, 1982), so, it has advocated that organizational culture affect such results as productivity, performance, commitment, self-confidence, and ethical behavior.

There is broad agreement, however, that organizational culture provides the social glue that provides organizations coherence, identity, and direction. It most

frequently conceived of as a set of shared values and symbolic elements that provide a common meaning frame by which organizational members interpret and make sense of the organizational world they occupy and that this guides their thinking, feelings, and behaviors (Schein, 1985).

Wallach (1983) has identified three separate organizational cultures, so labels as bureaucratic, innovative, and supportive cultures. Bureaucratic culture is hierarchical and grouped. There are clear lines of responsibility and authority. Innovativeness states to a inventive, results-oriented, challenging work environment. A supportive culture exhibits teamwork and a people-oriented, friendly, encouraging, trusting work environment. All three sorts of culture are measured in this study. Deshpande and Webster (1989) defined it as "the pattern of shared values and beliefs that help individuals understand the organizational functioning and thus provide them with norms for behavior in the organization," by separating it into four types of organizational culture: clan, adhocracy, hierarchy, and market. Their definition of organizational culture was easily classified into types of organizations theoretically.

However, according to Delobbe et al., (2002) it was difficult to measure the types of organizational culture practically. Since one organization may have two or more types of organizational culture, an additional method of defining organizational culture is based on traits: involvement, consistency, mission, and adaptability. The first two types of organizational culture reflect the internal integration and the two remaining show the external adaptation. Organizational culture model has been used in study extensively. So, this model is considered more comprehensive than the other previous models. Gordon and Christensen (1993) divided organizational culture into eight dimensions, which relate to cultural values: planning orientation, innovation, action orientation, people orientation, team orientation, communication, results in orientation, and confrontation.

According to House et al., (2004), organizational culture is defined in nine dimensions such as uncertainty avoidance, power distance, institutional collectivism, in group collectivism, gender egalitarianism, assertiveness, future orientation, performance orientation, and personal orientation. So, this study has used by some researchers recently.

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### 1.1.1. The Definitions of Organizational Culture

According to Schein, (2004) organizational culture is a pattern of shared basic assumptions that the group learned as it solved problems of external adaptation and internal integration that has worked well enough to be reflected valid and, therefore, to be taught to new participants as the correct way to perceive, think, and feel in relative to those difficulties. Kotter and Heskett (1992) used the same definition of organizational culture but eliminated the distinction between beliefs and values.

According to Hakim, (2015: 34) with the organizational culture administrations can increase the performance and motivate human resource, subsequently as to develop its performance and in turn improve the performance of the organization to achieve organizational goals. While, Edwards, (2016: 5) showed that the organizational culture is the most critical factor of the organization making up, and the factor contributed to the creation of organizational commitment.

According to Tamimi, (2007: 45) organizational culture is the acquired behavior and includes all the familiar methods, ideas and values practiced by people and are keen as members of society, and culture by nature does not manifest us as a phenomenon only after realizing its effects. However, (Hill and Jones, 2009: 83) defined organizational culture as a set of values, traditions, and standards that govern the work of employees in achieving and fulfilling the goals and mission of the organization. Also, colleagues support has a different effect on organizational commitment, all depending on organizational culture (Limpanitgul et al., 2014: 103).

While, Cullen and Parboteeah, (2008: 512) define organizational culture as having the common values, beliefs, expectations, and standards learned by thousands who become part of the same organization over time. Hill and Jones, (2010: 394) it is a collection of values and customs exchanged by individuals and groups in the organization. In the same context, McCormick, (2008: 7), argued that culture used by individuals in the organization in their efforts to implement the organization's mission. Jones and George, (2008: 105) defined the organizational culture as a standard set of values, beliefs, expectations, and working routines that affect the ways in groups interact with one another and also with the organization to achieve its desired goals.

However, according to Phillip and Stanley, (2012: 92) organizational culture is a set of unwritten assumptions, principles, values, beliefs, and important expectations of the organization, its goals and applications, shared by all members of the organization, a system of shared values about what is essential and beliefs about the business world. Also, Pifister, (2009: 2) demonstrates organizational culture as a model of the essential tradition created and discovered by the group that works to address the problems of adapting to the external environment, internal integration and is itself a system of sharing values, defining the customs, preferences and behavior that leads each individual.

According to Schein (2001: 9), organizational culture is a set of underlying assumptions that a group has devised, discovered or established on learning how to deal with external adaptation problems and that have worked sufficiently well to be reflected valid and taught to new members as the right way to perceive, think and feel vis-à-vis these problems. Nel et al. (2014) added that organizational culture is influenced by its primary function and technology. These predict the range and quality of products and clients the organization attracts.

Cameron and Quinn, (2011: 44), defined organizational culture as general pattern behaviors, beliefs, collected and shared the perception of values which are considered common in most of the organization members. Robbins, (2010) in his book entitled "Management" well-defined organizational culture as necessitates the way of running affairs in the organization for the staffs, it is a shared perception of the organization which is witnessed in all organizational members and reflects common and permanent characteristics that distinguish the organization from other organizations. In other words, organizational culture states social identity in each organization. Reviewing definitions of organizational culture over two past decades by management experts and authors gives the following common points (Naranjo et al., 2011: 61):

1) Dominant behavior pattern.
2) Systemic or systematic nature.
3) A set of values and beliefs and views.
4) Joint and advocacy of these norms and values by organization members.
5) Organizational culture distinguishes organizations.

Wambui and Gichanga, (2018: 2080) mentioned that organizations have unique organizational culture and personality that determine their values, methods of dealing with problems, decision making and doing things. While, organizational culture contains beliefs and approaches of people in performance, organizing, assessing and rewarding their performance when dealing with problems of external versions and internal integration, how they think and feel about their organizations.

However, Caliskan and Isik, (2016: 414) organizational culture appear to be an attractive topic, nevertheless an abstruse one as well between researchers, due to social nature that can be in many aspects such as organization, group, or even individual behaviors.

## 1.1.2. The Importance of Organizational Culture

The importance of the organizational culture stems from the fact that it is witnessing a considerable revolution that has resulted in a renewal in its organizational and legal forms and a great variety in its organizational philosophy and leadership styles. So, this emphasizes the importance of studying the organizational culture in order to bring about the desired change. The success of the coordination efforts in the context of organizational behavior stems from the ability to manage the psychological dimensions and the limits of awareness of strategic change, which leads to the study of the structure of organizational culture as the means to achievement.

However, Thamas and Hickok, (2008: 2), mentioned that the importance of the organizational culture in its contribution to the organization's ability to adapt to the various environmental changes. Also, Richard and Hagberg, (2008: 8) indicate that culture concentrated in making the organization able to develop fundamental hypotheses and shared convictions among the members of the organization because culture works unintentionally. Besides, implicitly to help the organization to recognize itself and to recognize its environment because the environmental perspective defines administrative practices that based on the meanings that managers give to internal and external variables.

While culture affects the behaviors of the member in its society, so a strong organizational culture would undoubtedly influence the way employees to behave in the organization, that the organizational culture may generate competitive advantages

for the organization by improving operatives' performance and collaboration with each other. Besides that, a strong culture helps to reduce the conflict within the organization, to dispatch, control and motivate employees (McKenna, 2012). Firstly, a strong culture fastens the connection among members, helps them to share the common understanding of an issue and evaluate, choose and orient their action in the same coordination. When there is a risk of confliction on the organization, the common norms and morals are the essentials to unite people, help them to evaluate the situation correctly and behave properly. Secondly, organizational culture dispatches and control members' behaviors by the standards, procedures, and regulations. Also, the culture helps to narrow down the area to consider during the decision-making process because a decision gains the effect only when it matches the culture to get the members' approval.

Moreover, the significance of organizational culture role in the organization as well as points out that the real importance of organizational culture was at the beginning of the ninth decade (Iorgulescu, and Marcu, 2016).

On the other hand, organizational culture helps the members to gain a clear view of the task's target and orientation. A strong culture also creates a good relationship among members as they share common understanding and interest. It improves the working situation to be contented and healthy. When an organization is successful in building a strong culture, it creates the members' accuracy to the firm, which makes the members feel proud of the organization as well as the job they are doing. (Dawson, 2010) With the combination of the above effects, organizational culture can positively influence the firm's performance; creating its differences in the market. That is a competitive advantage for the establishment. For those reasons, the need to build a strong culture and maintain it is essential for any organization in this era of international competition.

### 1.1.3. Elements of Organizational Culture

There are many possible elements of organizational culture. The above definition includes three of the elements of organizational culture.

### 1.1.3.1. Organizational Values

Values reflect what we feel is essential organizations may have core values that reflect what is essential in the organization. These values may be guiding principles of behavior for all members of the organization. The core values may state on the organization's website. For example, an organization could state that their core values are creativity, humor, integrity, dedication, mutual respect, kindness, and contribution to society (Morgan, 1999).

### 1.1.3.2. Organizational Beliefs

Beliefs that are part of organizational culture may comprise opinions about the best ways to achieve specific goals such as increasing productivity and job motivation. For a sample, an organization may deliver the belief that the expression of humor in the workplace is an effective way to increase efficiency and job motivation (Sherman, 1989).

### 1.1.3.3. Organizational Norms

Norms reflect the typical and accepted behaviors in an organization; they may reflect the values and beliefs of the organization. They may reflect on how specific tasks generally expected to be accomplished, the characteristics of the labor environment, the typical ways that people communicate in the organization, and the typical leadership styles in the organization. For example, the work environment of a company may describe as relaxed, cheerful, and pleasant. Moreover, the organization may have a participative decision-making process in which many people in the organization can express their views concerning crucial decisions. Also, an organization may have many meetings to argue ideas (Kłoskowska, 2007).

### 1.1.4. Organizational Culture Typology Theories

Today there are about one and a half dozens of typological theories. Cameron and Quinn, (2006: 32) determine four basic types of organizational culture namely: Hierarchy culture, market culture, clan culture and adhocracy culture. This typology is based on four criteria: flexibility and discretion; stability and control; external focus and differentiation; internal focus and integration (Figure 1).

Figure 1: Competing Values Framework



Flexibility

Clan      Adhocracy

Internal ← → External

Hierarchy      Market

Stability
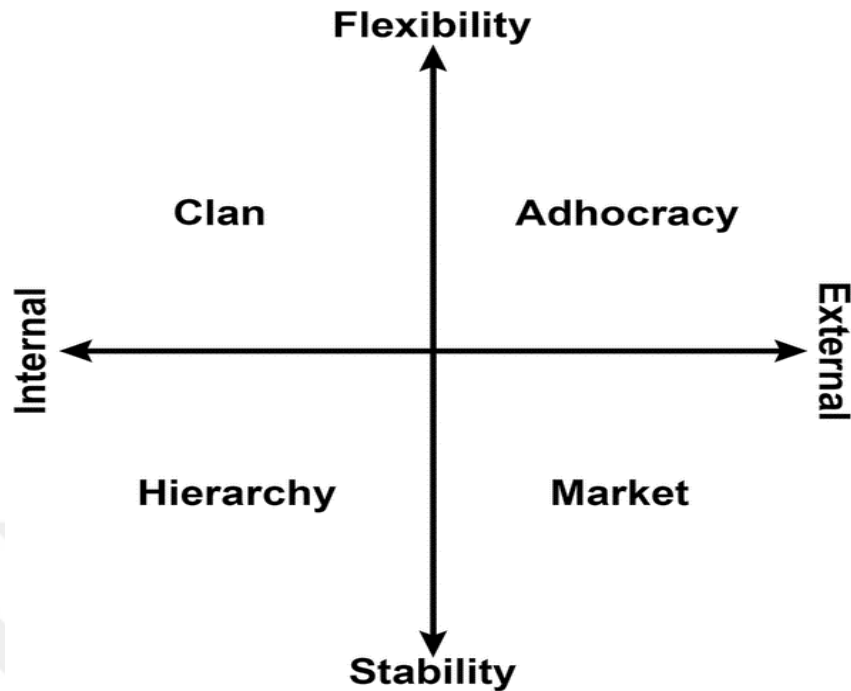
**Source:** Cameron K.S. and Quinn, R. E. (2006). Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework. San Francisco: Jossey-Bass.

Each organizational culture type is characterized by a particular type of competing values, which in turn describe the environment of HRM (Cameron, Quinn, 1999). Regarding typology, it is very similar to Wallach theory (Wallach, 1983). However, Wallach uses a term "cultural dimensions" to emphasize that the cultures are not monolithic, but multidimensional subculture phenomenon and that we can only talk about the dominants. This author determines three main cultural dimensions:

- Bureaucratic;
- Innovative;
- Supportive.

Difference between the opinions of the authors is more terminological, the similarity of both theories reflected in Table 1.

Table 1: Characterization of Organizational Culture Types/Dimensions

| Organizational culture types by K. Cameron and R. Quinn | Organizational culture dimensions by E. Wallach | Core values of the organizational culture (HRM environment) | The individual motivation for the development of the human resource potential (McClelland, 1967) |
|---|---|---|---|
| Hierarchy (similar to market but characterized with a stronger market orientation) | Bureaucratic | Efficiency results in orientation, stability, power, control, loyalty, competition | Power |
| Adhocracy | Innovative | Personal creative freedom, orientation towards change, innovation, risk | Achievement |
| Clan (family type culture) | Supportive | Unity ("we" consciousness), team, loyalty, mutual respect, trust, trust in tradition | Affiliation |

**Source:** By the researcher based on: Wallach, E. J. (1983, February). Individuals and Organizations: The Cultural Match. *Training and Development Journal*, 37: 2, pp.29-36; Cameron K.S. and Quinn, R. E. (2006). *Diagnosing and Changing Organizational Culture*: Based on the Competing Values Framework. San Francisco: Jossey-Bass.

Table 1, also includes individual motivation, which is one of the critical components of HRM. Each type of the organizational culture determines the HRM model. Even more – all organizational culture types must be integrated into the preferred human resource management as subcultures.

In the human resource potential development context of organizational culture, the value emotional aspects are of particular importance. In the organizational culture where emotions are not appreciated, there is a risk of human resource environment, characterized by routine, schematic thinking, low productivity and the burn out syndrome. Organizations with a low level of emotional intelligence are not creative. Recently terms like the moving company and E (emotional) business have emerged in the business vocabulary (Dubkēvičs, 2009). So, this shows that the role of emotions recognized in organizations.

### 1.1.4.1. Bureaucratic Culture

This dimension emphasizes efficiency, rules, and regulations (Berson et al., 2008) and has clear lines of responsibility and authority (Koberg and Chusmir, 1987). Organizations with a high bureaucratic dimension will highlight consistency and predictability through rules, procedures, and structures (Berson et al., 2008). The

study of Adler and Borys (1996) showed that the characteristics of this dimension are formal, specialized, hierarchical, and inflexible. Organizations with a bureaucratic dimension can often cause adverse reactions from employees (Berson et al., 2008).

### 1.1.4.2. Innovative Work Behavior

Innovation has universally considered as one of the strategic means for advancing efficiency and performance in an organization (Damanpour and Evan, 1984). Innovative work behavior is found to increase individual job performance and ensure active organizational processes (Yuan and Woodman, 2010). Organizational performance is positively affected by the innovative work behavior of employees (Baer et al., 2003; Janssen, 2001).

Scholars agree that innovative work behavior concerns a voluntary willingness by employees to perform on-the-job innovation (Dorenbosch et al., 2005). Innovative work behavior literature addresses two points of views: efficiency-oriented and social-political. The efficiency-oriented perspective base on a rational view of innovation decisions where organizational enhancements result from employees' practices. The efficiency-oriented perspective assumes that innovative behavior of employees is positive for the organization.

Employees engaged in innovative work behavior deliver pioneering messages within the organization to peers and management and take their attention to the innovative process. These employees take on the role of active innovators in the organization (Zhang and Bartol 2010). The key to successful innovative work behavior is whether the internal climate created by the management motivates the employees to engage in innovation (Alpkan et al., 2010; Dorenbosch et al., 2005). Innovative Work Behavior comprises both creativity and innovation (Scott and Bruce, 1994), and is defined by Janssen (2000:288) as 'the intentional creation, introduction and application of new ideas within a work role, group or organization, in order to benefit role performance, the group, or the organization'.

Support employees' innovative work behavior (Burroughs et al. 2011; Scott and Bruce, 1994; Tuominen and Toivonen, 2011). In order to motivate innovative work behavior among employees, management uses a variety of participative, decentralization, and traditional financial mechanisms (Zhang and Bartol, 2010a).

Furthermore, an entrepreneurial climate is subject to factors such as support, incentives, structures, resources, and risk-taking (Alpkan et al., 2010).

These factors shape the framework in which management and employees may perform innovative work behavior. In this regard, private and public organizations approach to the innovation are somewhat different. The public organizations innovate in a political environment where competitive advantages or performance enhancements not permitted by the pure market pursuit of objectives (Oliver and Holzinger, 2008).

Goals are defined through political processes, often resulting in being misaligned with individual work performance (Georgellis et al., 2011). In regards to private organizations, in contrast, they aim to innovate in dynamic environments where the competitive advantage retained and developed only through continuous adaptation to external changes (Fauchart and Keilbach, 2009; Ren and Guo, 2011). In this study more interestingly is about a company operates as a private sector organization in the defense industry under the shadows of government climate.

### 1.1.4.3. A Supportive Organizational Culture

A supportive organizational culture offers the social and psychological circumstances that improve employee health, safety, and well-being. So, this can contain supporting staffs' skill growth, development and intentionally building positive relationships between people, their work, and their organization. When an organization has helpful culture staffs are more likely to be engaged, empowered and perform at their natural best which will enhance service delivery, product quality and overall organizational performance (Williams et al., 2007: 149).

### 1.1.5. Theoretical and Empirical Perspectives of Organizational Culture

Delobbe et al., (2002) stated that one of the most significant theoretical basis required for understanding organizations is organizational culture. As yet there is no consensus on a defined set of culture dimensions that could describe and compare organizational cultures. The following Table 2, presents some of the most commonly cited dimensions of organizational culture that it is in the interest of this study.

Table 2: Dimensions of Organizational Culture

| Researcher (s) | Dimensions of Organizational Culture |
|---|---|
| Wallach, (1983 ) | Bureaucratic Culture, Innovative Culture, and Supportive Culture |
| Quinn and Cameron, (1983) | Dominant Characteristics, Organizational Leadership management of Employees, Strategic Emphasis, and Criteria for Success. |
| Schein, (1996) | Organization's relationship to its environment, Nature of human activity. Nature of time, Human nature, Nature of human relationships, and Homogeneity vs. Diversity. |
| O'Reilly et al., (1991) | Innovation and Risk-Taking, Attention to detail, Orientation towards outcomes or results, Aggressiveness and Competitiveness, Supportiveness, Emphasis on Growth and Rewards, Collaborative and Team orientation, and Decisiveness. |
| Delobbe et al., (2002) | People-orientation, Innovation, Outcome-orientation, and Bureaucratic-orientation. |
| Tsui et al., (2006) | Harmony and Employee orientation, Customer orientation, Systematic management control, Innovativeness, and Outcome orientation. |

**Source:** By the Researcher Based on the Literature Reviewed

As Table 2 shows that the number and terms representing each of the dimensions of organizational culture differ significantly from one researcher or a research team to another, this diversity brings about following interpretations. Although each researcher or research team has identified a mutually agreed set of cultural dimensions, some replication of such dimensions could found among many different studies. For instance, outcome-orientation has been repetitively revealed in studies such as Tsui et al., (2006). Also, innovativeness dimension has stated by studies such as Tsui et al., (2006), Delobbe et al. (2002).

Wallach (1983) took a different approach to describe the culture by identifying three types of organizational cultures, namely; bureaucratic, innovative, and supportive cultures, suggested that every organization has a combination of these three cultures to varying strengths and per se, cultures cannot be classified precisely into three divisions. The supportive culture reflects the existence of a "harmonious" and "friendly" environment in which all organizational members work (Wallach, 1983: 33). Supportiveness (O'Reilly et al., 1991), people-orientation (Delobbe et al., 2002) and harmony and employee-oriented (Tsui et al., 2006) are all directing a supportive cultural dimension. The innovative culture indicates an "exciting" and "dynamic" work environment (Wallach, 1983: 33).

The bureaucratic culture is another substantial dimension that has frequently highlighted in most of the studies. The work is organized and systematic; these cultures usually based on control and power. A robust bureaucratic culture is not likely to attract and retain creative or ambitious people (Wallach, 1983: 32). The bureaucratic construct is reflected in attention to detail (O'Reilly et al., 1991).

The review conducted for the present study revealed that Wallach's (1983) three dimensions of organizational culture are found to be the most acknowledged and widely used in the literature. It is fascinating to note that, most aspects of culture dimensions as suggested by many researchers (e.g. Tsui et al., 2006; Delobbe et al., 2002) overlap with Wallach's (1983) three dimensions, namely; bureaucratic, innovative, and supportive culture. The focus on the Wallach's (1983) dimensions of culture is appropriate for this study because they represented not only a various set of distinctive culture dimensions but were also found to extensively researched organizational culture types. Moreover, they have appeared as the most reliable in cultural constructs that are available in the literature.

## 1.2. Dimensions of Organizational Culture

Which values characterize an organization's culture? Even though culture may not be immediately observable, identifying a set of values that might be used to describe an organization's culture helps us identify, measure, and manage culture more effectively. For this purpose, several researchers have proposed various culture typologies.

One typology that has received a lot of research attention is the organizational culture profile (OCP), in which culture represented by seven distinct values (Chatman and Jehn, 1991). We will describe the OCP as well as two additional dimensions of organizational culture that are not represented in that framework but are important dimensions to consider: service culture and safety culture.

Figure 2: Dimensions of Organizational Culture Profile (OCP)
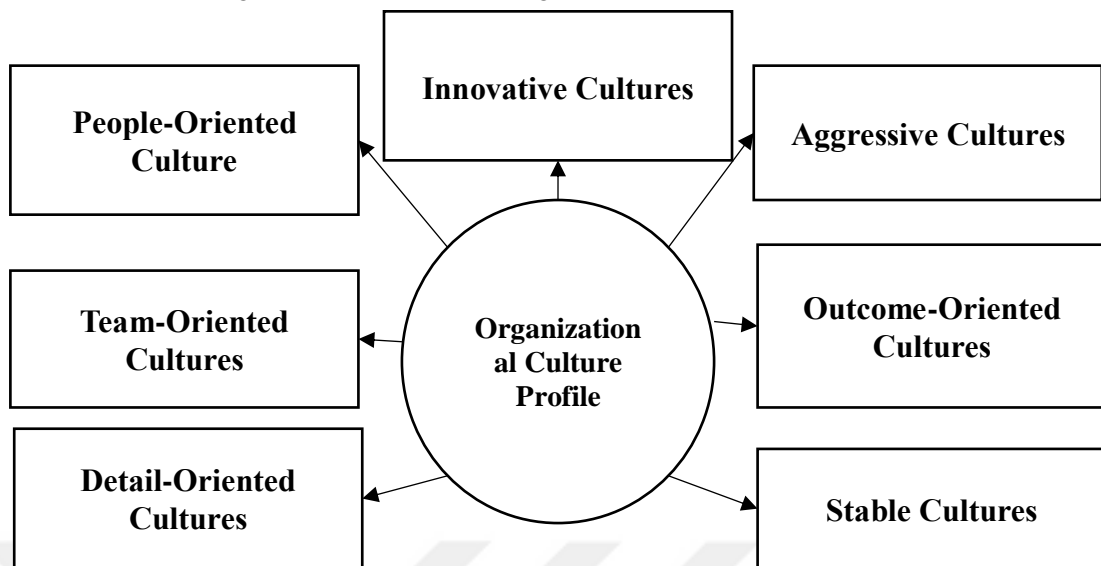


**Source:** Chatman, J. A., and Jehn, K. A. (1991). Assessing the Relationship between Industry Characteristics and Organizational Culture: How Different Can you be? *Academy of Management Journal*, 37, pp. 522–553.

### 1.2.1. Innovative Cultures

According to the OCP framework, companies that have innovative cultures are flexible and adaptable and experiment with new ideas. These companies characterized by a flat hierarchy in which titles and other status distinctions tend to downplay. For example, W. L. Gore and Associates Inc. is a company with innovative products such as Gore-Tex (the breathable fabric that is windproof and waterproof), Glide dental floss, and Elixir guitar strings, earning the company the distinction of being elected as the most innovative company in the United States by Fast Company magazine in 2004.

W. L. Gore consistently manages to innovate and capture the majority of market share in a wide variety of industries, in large part due to its unique culture. In this company, employees do not have bosses in the traditional sense, and risk-taking is encouraged by celebrating failures as well as successes (Deutschman, 2004). Companies such as W. L. Gore, Genentech Inc., and Google also encourage their employees to take risks by allowing engineers to devote 20% of their time to projects of their choosing (Morris et al., 2006).

### 1.2.2. Aggressive Cultures

Companies with aggressive cultures value competitiveness and outperforming competitors: By emphasizing this, they may fall short in the area of corporate social responsibility. For example, Microsoft Corporation often identified as a company with an aggressive culture. The company has faced some antitrust lawsuits and disputes with competitors over the years. In aggressive companies, people may use language such as "We will kill our competition." In the past, Microsoft executives often made statements such as "We are going to cut off Netscape's air supply. Everything they are selling, we are going to give away." Its aggressive culture cited as a reason for getting into new legal troubles before old ones resolved (Greene, Reinhardt, and Lowry, 2004). Recently, Microsoft founder Bill Gates established the Bill and Melinda Gates Foundation and is planning to devote his time to reducing poverty around the world (Schlender, 2007). It will be interesting to see whether he will bring the same competitive approach to the world of philanthropy.

### 1.2.3. Outcome-Oriented Cultures

The OCP framework describes outcome-oriented cultures as those that emphasize achievement, results, and action as essential values. An excellent example of an outcome-oriented culture may be Best Buy Co. Inc. Having a culture emphasizing sales performance, Best Buy tallies revenues and other relevant figures daily by the department. Employees trained and mentored to sell company products effectively, and they learn how much money their department made every day (Copeland, 2004). In 2005, the company implemented a results-oriented work environment (ROWE) program that allows employees to work anywhere and anytime; they are evaluated based on results and fulfillment of clearly outlined objectives (Thompson, 2005).

Outcome-oriented cultures hold employees as well as managers accountable for success and utilize systems that reward employee and group output. In these companies, it is more common to see rewards tied to performance indicators as opposed to seniority or loyalty. Research indicates that organizations that have a performance-oriented culture tend to outperform companies that are lacking such a culture (Nohria et al., 2003). At the same time, some outcome-oriented companies may have such a high drive for outcomes and measurable performance objectives

that they may suffer adverse consequences. Companies over rewarding employee performance such as Enron Corporation and WorldCom experienced well-publicized business and ethical failures. When performance pressures lead to a culture where unethical behaviors become the norm, individuals see their peers as rivals, and short-term results rewarded; the resulting unhealthy work environment serves as a liability (Probst and Raisch, 2005).

### 1.2.4. Stable Cultures

Stable cultures are predictable, rule-oriented, and bureaucratic. These organizations aim to coordinate and align individual effort for the most significant levels of efficiency. When the environment is stable and precise, these cultures may help the organization be active by providing stable and constant levels of output (Westrum, 2004).

These cultures prevent quick action, and as a result may be a misfit in a changing and dynamic environment. Public sector institutions may view as stable cultures. In the private sector, Kraft Foods Inc. is an example of a company with centralized decision making and rule orientation that suffered as a result of the culture-environment mismatch (Thompson, 2006). Its bureaucratic culture blamed for killing good ideas in the early stages and preventing the company from innovating.

When the company started a change program to increase the agility of its culture, one of their first actions was to fight bureaucracy with more bureaucracy: They created the new position of VP of business process simplification, which was later eliminated (Boyle, 2004; Thompson, 2005).

### 1.2.5. People-Oriented Culture

People-oriented cultures value fairness, supportiveness, and respect for individual rights. These organizations genuinely live the mantra that "people are their greatest asset." In addition to having fair procedures and management styles, these companies create an atmosphere where work is fun and employees do not feel required to choose between work and other aspects of their lives. In these organizations, there is a greater emphasis on and expectation of treating people with respect and dignity (Erdogan et al., 2006).

One study of new employees in accounting companies found that employees, on average, stayed 14 months longer in companies with people-oriented cultures (Sheridan, 1992). Starbucks Corporation is an example of a people-oriented culture. The company pays employees above minimum wage, offers health care and tuition reimbursement benefits to its part-time as well as full-time employees, and has creative perks such as weekly free coffee for all associates. As a result of these policies, the company benefits from a turnover rate lower than the industry average (Weber, 2005; Motivation secrets, 2003). The company routinely ranked as one of the best places to work by Fortune magazine.

### 1.2.6. Team-Oriented Cultures

Companies with team-oriented cultures are collaborative and emphasize cooperation among employees. For example, Southwest Airlines Company facilitates a team-oriented culture by cross-training its employees so that they are capable of helping each other when needed. The company also emphasizes training intact work teams (Bolino and Turnley, 2003). Employees participate in twice daily meetings named "morning overview meetings" (MOM) and daily afternoon discussions (DAD) where they collaborate to understand sources of problems and determine future courses of action. In Southwest's selection system, applicants who are not viewed as team players are not hired as employees (Miles and Mangold, 2005). In team-oriented organizations, members tend to have more positive relationships with their coworkers and particularly with their managers (Erdogan et al., 2006).

### 1.2.7. Detail-Oriented Cultures

Organizations with detail-oriented cultures characterized in the OCP framework as emphasizing precision and paying attention to details. Such a culture gives a competitive advantage to companies in the hospitality industry by helping them differentiate themselves from others. For example, Four Seasons Hotels Ltd. and the Ritz-Carlton Company LLC are among hotels who keep records of all customer requests, such as which newspaper the guest prefers or what type of pillow the customer uses.

This information is put into a computer system and used to provide better service to returning customers. Any requests hotel employees receive, as well as

overhear, might be entered into the database to serve customers better. Recent guests to Four Seasons Paris who were celebrating their 21st anniversary greeted with a bouquet of 21 roses on their bed. Such evident attention to detail is an effective way of impressing customers and ensuring repeat visits. McDonald's Corporation is another company that specifies in detail how employees should perform their jobs by including photos of exactly how French fries and hamburgers should look when appropriately prepared (Fitch, 2004; Ford and Heaton, 2001; Markels, 2007).

### 1.2.8. Service Culture

Service culture is not one of the dimensions of OCP, but given the importance of the retail industry in the overall economy, having a service culture can make or break an organization. Some of the organizations we have illustrated in this section, such as Nordstrom, Southwest Airlines, Ritz-Carlton, and Four Seasons are also famous for their service culture. In these organizations, employees are trained to serve the customer well, and cross-training is the norm. Employees are empowered to resolve customer problems in ways they see fit. Because employees with direct customer contact are in the best position to resolve any issues, employee empowerment genuinely valued in these companies. For example, Umpqua Bank, operating in the northwestern United States, is known for its service culture. All employees are trained in all tasks to enable any employee to help customers when needed. Branch employees may come up with unique ways in which they serve customers better, such as opening their lobby for community events or keeping bowls full of water for customers' pets. The branches feature coffee for customers, Internet kiosks, and withdrawn funds given on a tray along with a piece of chocolate. They also reward employee service performance through bonuses and incentives (Conley, 2005; Kuehner-Herbert, 2003).

What differentiates companies from service culture from those without such a culture may be the desire to solve customer-related problems proactively. In other words, in these cultures employees are engaged in their jobs and personally invested in improving customer experience such that they identify issues and come up with solutions without necessarily being told what to do.

For instance, a British Airways baggage handler noticed that first-class passengers were waiting a long time for their baggage, whereas standby passengers

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often received their luggage first, noticing this tendency, a baggage handler notified his superiors about this problem, along with the suggestion to load first-class passenger luggage last Ford and Heaton, 2001). This solution was successful in cutting down the wait time by half. Such proactive behavior on the part of employees who share company values is likely to emerge frequently in companies with a service culture.

The growth in the number of passengers flying with Southwest Airlines from 1973 until 2007. In 2007, Southwest surpassed American Airlines as the most flown domestic airline. While the price has played a role in this, their emphasis on service has been a critical piece of their culture and competitive advantage. The growth in the number of passengers flying with Southwest Airlines from 1973 until 2007. In 2007, Southwest surpassed American Airlines as the most flown domestic airline. While the price has played a role in this, their emphasis on service has been a critical piece of their culture and competitive advantage.

### 1.2.9. Safety Culture

Some jobs are safety sensitive. For instance, logger, aircraft pilot, fishing worker, steel worker, and roofer are among the top 10 most dangerous jobs in the United States (Christie, 2005). In organizations where safety-sensitive jobs performed, creating and maintaining a safety culture offers a competitive advantage, because the organization can reduce accidents, maintain high levels of morale and employee retention, and increase profitability by cutting workers' compensation insurance costs.

Some companies suffer severe consequences when they are unable to develop such a culture. For example, British Petroleum experienced an explosion in their Texas City, Texas, refinery in 2005, which led to the death of 15 workers while injuring 170. In December 2007, the company announced that it had already depleted the $1.6-billion fund to be used in claims for this explosion (Tennissen, 2007). A safety review panel concluded that the increase of safety culture was essential to avoid such occurrences in the future (Hofmann, 2007).

In companies that have a safety culture, there is a strong commitment to safety starting at management level and trickling down to lower levels. M. B. Herzog Electric Inc. of California, selected as one of America's safest companies by

Occupational Hazards magazine in 2007, had a zero accident rate for the past three years. The establishment uses safety training programs personalized to specific jobs within the company, and all employees are encouraged to identify all safety hazards they come across when they are performing their jobs. They are also asked to play the role of an OSHA (Occupational Safety and Health Administration) inspector for a day to become more aware of the hidden dangers in the workplace.

Managers play a crucial role in growing the level of safe behaviors in the workplace because they can motivate employees day-to-day to demonstrate safe behaviors and act as safety role models. A recent study has shown that in organizations with a safety culture, leaders encourage employees to prove performances such as volunteering for safety committees, making recommendations to increase safety, protecting coworkers from hazards, whistleblowing, and in general trying to make their jobs safer (Hofman et al., 2003).

### 1.2.10. Strength of Culture

A strong culture is one that is shared by organizational staffs (Chatman and Eunyoung, 2003). In other words, if most employees in the organization display consensus regarding the values of the company, it is possible to talk about the existence of a healthy culture. A culture's content is more likely to affect the way employees think and behave when the culture in question is strong. For example, cultural values emphasizing customer service will lead to higher quality customer service if there is widespread agreement among employees on the importance of customer service-related values (Schneider et al., 2002).

It is important to realize that a strong culture may act as an asset or liability for the organization, reliant on the sorts of values that shared. For example, imagine a company with a culture that is strongly outcome oriented. If this value system matches the organizational environment, the company outperforms its competitors. On the other hand, a robust outcome-oriented culture coupled with unethical behaviors and an obsession with quantitative performance indicators may be detrimental to an organization's effectiveness. An extreme example of this dysfunctional type of strong culture is Enron.

A strong culture may sometimes outperform a weak culture because of the consistency of expectations. In a strong culture, members know what is expected of

them, and the culture serves as an active control instrument for member behaviors. Research shows that strong cultures lead to a more stable corporate performance in stable environments. Nevertheless, in unstable environments, the advantages of culture strength disappear (Sorensen 2002).

One limitation of a strong culture is the effort of shifting to a healthy culture. If an organization with widely shared beliefs decides to adopt a different set of values, unlearning the old values and learning the new ones will be a challenge because employees will need to adopt new ways of thinking, behaving, and responding to critical events. For instance, the Home Depot Inc. had a decentralized, autonomous culture where many business decisions were made using "gut feeling" while ignoring the available data. When Robert Nardelli became CEO of the company in 2000, he decided to change its culture, starting with centralizing many of the decisions that previously left to individual stores. This initiative met with substantial resistance, and many high-level employees left during his first year. Despite getting financial results such as doubling the sales of the company, many of the changes he made criticized. He left the company in January 2007 (Herman and Wernle, 2007).

A strong culture may also be a liability during a merger. During mergers and acquisitions, companies inevitably experience a clash of cultures, as well as a clash of structures and operating systems. Culture clash becomes more problematic if both parties have unique and active cultures, for instance, during the merger of Daimler AG with Chrysler Motors LLC to create DaimlerChrysler AG, the strong differing cultures of each company acted as a barrier to the effective combination. Daimler had a strong engineering culture that was more hierarchical and emphasized routinely working long hours. Daimler employees we used to be part of an elite organization, evidenced by flying first class on all business trips.

On the other hand, Chrysler had a sales culture where staffs and managers were used to independence, working shorter hours, and observing to budget limits that meant only the elite flew first class. The diverse ways of thinking and acting in these two establishments presented some unexpected problems during the integration process (Badrtalei and Bates, 2007; Bower, 2001). Differences in culture may be part of the cause that, in the end, the merger did not work out.

# CHAPTER TWO: ORGANIZATIONAL COMMITMENT

## 2.1. THE CONCEPT OF ORGANIZATIONAL COMMITMENT

The organizational commitment defines as a strong belief by the individual, acceptance of the organization's goals and values, willingness to exert considerable effort, and a firm desire to maintain organizational membership (McShane and VonGliow, 2008:119). While Gunaraja, (2014: 40) argues that organizational commitment means workers' desire to uphold involvement in the organization and willing to do work for the high achievement of organizational goals.

According to Schermerhorn, et al., (2010: 72) organizational commitment is the degree of fulfillment of an individual's feelings towards the organization. Nelson and Quick, (2008: 101) showed that the organizational commitment is the strength of the individual's association with the organization.

Griffin and Morhead, (2012: 74) state that organizational commitment is a reflection of an individual's disposition and emotional attachment to the organization. While, (Phillips and Gully, 2012: 144) argued that organizational commitment is the degree to which the individual related with the organization and its objectives and the degree of its desire to remain in the organization. Mathis and Jackson, (2011: 158) organizational commitment is the degree of faith and acceptance of the individual's goals and the desire to stay in it.

The accepted standardized measure has become the organizational commitment questionnaire. Other researchers, on the other hand, have viewed commitment as outstanding with the organization due to the credit of costs associated with leaving. Mainly based on Becker's (1960) side bet theory, this approach has presented a commitment to be a less effective and a more calculative concept that is a function of the accrued interests in the organization, such as pensions and seniority.

Calculative commitment has measured by a scale developed by Ritzer and Trice (1969). However, the appropriateness of these measures has questioned on both conceptual and empirical grounds (Meyer and Allen, 1984). In 1984, Meyer and Allen proposed a bi-dimensional conceptualization of organizational commitment that drew on these early works, labeling the former view as useful and the latter as continuance commitment. In 1990, they added a third element, namely, normative commitment (Allen and Meyer, 1990). Initially introduced by Weiner and Vardi

(1980), normative commitment refers to approaches of duties to stay with an organization because of the belief that it is the accurate thing to do.

Meyer and Allen (1991) claimed that common to these approaches is the view that commitment is a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for the decisions to continue or discontinue membership in the organization.

As defined by these authors, the affective component of organizational commitment refers to the employee's emotional attachment to, identification with, and involvement in, the organization. The continuance component refers to commitment based on the costs that the employee associates with leaving the organization. The normative component refers to an employee's feeling of obligation to remain with the organization. Indication supporting the distinct nature of these three components has presented by some authors (Dunham et al., 1994). Given the long history of the examination of commitment, it is not surprising that it has been conceptualized and measured differently and remains a contested construct.

One of the issues centers on the conceptualization of commitment regarding the attitudinal-behavioral dichotomy, but it is measured based on the practical approach which has most frequently been validated and used in previous research (Price and Mueller, 1981). An influential conceptualization is that of Mowday and colleagues (Mowday et al., 1979; Mowday, Porter and Steer, 1982).

Organizational commitment defined regarding the member's identification and level of engagement with a particular organization. It reflects peoples' attitudes towards the organization's goals and values, a desire to stay with the organization, and a willingness to expend effort on its behalf. The latter has behavioral implications, but the conceptualization focuses more on how people think about their relationship to the employing organization and the formation of attitudes based on that. Previous scholarships organizational culture can influence how people set personal and professional goals, perform tasks and administer resources to achieve them.

Organizational culture affects the way in which people consciously and subconsciously think, make decisions and ultimately the way in which they perceive, feel and act (Hansen and Wernerfelt, 1989; Schein, 1990). Have suggested that

organizational culture can exert significant influence in organizations mainly in areas such as performance and commitment.

Meyer and Allen, (1997), still acknowledge, too, that commitment should theorize as a psychological state concerned with how people feel about their organizational engagements. It has also confirmed that it is the striking characteristics which impact greatest on outcome variables such as absence and turnover (Dunham et al., 1994; Somers, 1995). Thus, affective commitment remains the dominant measure in commitment studies (Mathieu and Zajac, 1990; Randall, 1990).

Mowday et al., (1982), conceptualization of commitment as a member's identification, involvement, and loyalty concerning the organization is consistent with this attitudinal perspective. Many researchers have sustained the significance of culture for organizational commitment. Brewer, (1993) suggested that a bureaucratic working environment often results in contrary to employee commitment, whereas, a supportive working environment results in higher employee commitment and involvement. Harris and Mossholder, (1996) point out that organizational culture views as the midpoint from which all other factors of human resource management derive.

It is believed to affect individuals' approaches concerning results, such as commitment, motivation, morale, and satisfaction. Odom et al., (1990), found that the bureaucratic nature of the work environment neither improves nor distracts from an employee's commitment and satisfaction. Considerable research has devoted to organizational commitment. For instance, organizational commitment has found to be inversely related to employee punctuality, attendance, and turnover (Mobley, 1982).

Also, organizational commitment has found to be a more stable and enduring measure of employee attitude than other favorite constructs such as job satisfaction (Mowday et al., 1984). Even with this extensive research attention, several inconsistent findings have not resolved. For example, there have been mixed results on the connection among organizational commitment and performance (Mathieu and Zajac, 1990).

### 2.1.1. Organizational Commitment Characteristics and Importance

According to Abulela, (2009: 88), Al-Sawat and Al-Sharif, (2000: 41), organizational commitment described by some characteristics, that including:

1. It is an intangible condition evidenced by the organizational phenomena that follow through the behavior of individuals working in the organization, which reflects the extent of loyalty.

2. The outcome of the interaction of many of the factors of humanitarian and organizational and other administrative phenomena within the organization

3. It lacks the stability property, meaning that the level of organizational commitment is subject to change according to the degree of influence of other factors.

4. It is multidimensional, although most researchers in this field agree on the multiple dimensions of commitment, they differ in determining these dimensions, but these dimensions affect others. The causes of multiplicity in these dimensions can identify as follows:

   − The organization is composed of several categories, each with its objectives, and it is not necessary to involve these groups in one goal.

   − Within each organization, there are usually clusters, a group of individuals that are one block with a single interest, and a cluster of these blocs tries to obtain unique benefits for themselves without others.

   − Depending on the multiplicity of groups and clusters within the organization, each group has goals and values that it tries to achieve. These goals and values vary from one category to another and from one group to another. Thus, the loyalty of individuals and the conglomerates of these goals and values are relatively different.

However, according to Greenberg and Barron, (2004: 215), several studies have emphasized the importance of organizational commitment and its impact on the individual and organizational level. Some studies have refuted the impact of commitment at the social level. The commitment is a vital component of the relationship between the organization and its members and shows its benefits at critical times when the organization Is preparing for change or when the organization cannot meet the requirements of individuals. Organizational commitment also includes some positive behaviors of the individual, including employment,

organizational citizenship. However, Liang et al., (2014) mentioned that during the process of new product development often comes to the increase of organizational commitment, as expressed in particular in collectivistic cultures.

## 2.1.2. The Benefits of Organizational Commitment

When the employee is committed to an organization, there can realize many positive outcomes for the individual as well as for the organization itself. One benefit that it has for the employee is that it has the potential to influence an employee's well-being (Meyer and Herscovitch, 2001: 299). Also, it has shown to increase an employee's job satisfaction (Vandenberg and Lance, 1992; in Shahid and Azhar, 2013: 253).

The organization can benefit from committed employees in a variety of ways. On a broad scale, they have the potential to influence an organization's effectiveness (Meyer and Herscovitch, 2001: 299). Employees are less likely to leave the organization dropping the turnover (Allen and Meyer, 1990: 1). Equally important, Shahid and Azhar (2013: 253) state that committed employees can often make things work even without perfect systems and are essential to higher productivity in the organizations.

Organizational commitment should result in improved relationships and performance of the organization (Rylander, 2003: 142). Especially useful organizational commitment has been shown to correlate positively with the measures of organizational performance (Wright et al., 2005: 431). In their study used six 21 measures of performance. Those were workers' compensation, quality, shrinkage, productivity, operating expenses, and profitability. There was a strong correlation between all of these measures of organizational performance and affective organizational commitment. (Wright et al., 2005: 426-431.)

However, there has to be more research conducted to be precise about the causality between these two. In other words, there are some doubts about which one is causing the other one to happen (Mayer, 2007: 47). After conducting a meta-analysis of the studies conducted on organizational commitment Mathieu and Zajac (1990) found consequences of organizational commitment to be related to job performance and withdrawal behavior, such as intention to search for alternatives, intention to leave and turnover (Mathieu and Zajac, 1990: 174). Therefore, not only

employees will manage their work better, but also they are less likely to leave the organization.

### 2.1.3. The Dimensions of Organizational Commitment

Early definitions of organizational commitment introduce the concept as a single dimension, centered on an attitudinal dimension, involving identification, involvement, and loyalty of the employees with and toward the organization (Porter et al., 1974). Cohen (2003) refers to the concept of organizational commitment's development in the literature on industrial and organizational psychology.

Porter et al., (1974) define commitment based on identification and involvement of the Employees with the organization, suggesting that commitment is caused by accepting the goals and values of organizations; the tendency to cooperate with the organization to fulfill its goals, and the tendency to stay with the organization. Porter et al. are hence considering the organization as a uni-dimensional concept based on the emotive commitment.

Mowday, (1998: 389) declares that recent scholars modified the common perception of organizational commitment as a uni-dimensional concept to a deeper understanding of organizational commitment as a multi-dimensional concept. In their early definition, Meyer and Allen (1984) define organizational commitment as a two-dimensional concept, including adequate and continuance commitment; affective commitment refers to the employees' identification with an attachment to the organization while the continuance commitment is the employees' feeling to be committed to the organization due to the cost they have to pay for leaving the organization.

Later, Allen and Meyer, (1990) refine their model into a three-dimensional model by adding a new third dimension of normative commitment which is the employees' sense of obligation to stay in an organization. In this type of commitment, the employees figure their staying and working in the organization as their duty and responsibility.

As cited in Meyer and Herscovitch (2001: 305) what is common in all above definitions is that commitment define as a psychological status that indicates the relationship between the organization and their personnel and implies the employees' decision to stay in or leave an organization. Solinger et al., (2007) conducted a

critical conceptual analysis of the three- dimensional model of organizational commitment (TCM) introduced by Meyer and Allen (1991: 1997). They utilized the attitude-behavior model by Eagly and Chaiken, (1993), and concluded that "three-component model combines fundamentally different attitudinal phenomena." They propose that general organizational commitment must be considered only as an active commitment showing the attitude towards an object, namely the organization, while the normative and continuance commitment reveals the attitudes towards specific forms of behavior, namely, staying or leaving the organization, which may or may not be the result of the effective bond with the organization.

### 2.1.4. Different Models of Organizational Commitment
### 2.1.4.1. Angle and Perry's Model (1981)

Angle and Perry's model of organizational commitment includes two dimensions of value commitment and continuous commitment. Value commitment shows a definite tendency toward the organization. This type of commitment alludes to the psychological and sentimental commitment. The continuance commitment, the commitment to stay with the organization, shows the significance of relations, rewards, and the inseparable interactions in an economic exchange (Cited in Mayer and Schoorman, 1998: 15-16).

### 2.1.4.2. O'reilly and Chatman's Model (1986)

O'Reilly and Chatman's multi-dimensional model, including instrumental commitment compliance, normative commitment (internalization and identification), presupposes that commitment gives a particular approach and attitude toward the organization, and has an instrument through which this approach can be shaped.

O'Reilly and Chatman, based on Kelaman (1958)'s view, believe that the relationship between the individual and the organization can take the three forms of amenability, identification, and internalization. Compliance is instead an expectation of gaining specific rewards from organizations than emotional arrangement.

Identification takes place when the individual accepts this influence to establish or maintain a satisfying relationship (Meyer and Herscovitch, 2001: 305) and finally, internalization is a behavior reproducing the values and objectives when personal and organizational values are similar (Mowday, 1998: 390). These two

scholars later merge Identification and Internalization into one type of commitment, namely normative commitment. They noticed that compliance is in a direct positive relationship with a turnover.

### 2.1.4.3. Penley and Gould's Model (1988)

Penley and Gould propose a multi-dimensional framework. They distinguish three types of commitments, namely, moral commitment, calculative commitment, and alternative commitment. The definition they suggest for moral commitment is very much similar to Allen and Meyer's Affective commitment, and Angle and Perry and Mayer and Schoorman's value commitment.

Their use of calculative commitment is congruent with compliance introduced in O'Reilly and Chatman's model and can even consider as a form of motivation instead of commitment. Finally, alternative commitment is to some extent consistent with Continuance Commitment proposed by (Meyer and Herescovich, 2001: 307).

### 2.1.4.4. Allen and Meyer's Model (1990)

Allen and Meyer base their three-dimensional model of organizational commitment on observation they made of the similarities and differences present in dimensional concepts of organizational commitment. Their argument suggests that commitment attaches the individual to the organization and therefore, this attachment decreases the possibility of a turnover. In this model, organizational commitment is constructed based on the three dimensions of Affective, Continuance, and Normative commitment, as the model, is shown in figure (3) below.

Figure 3: Three-dimensional Model of Organizational Commitment
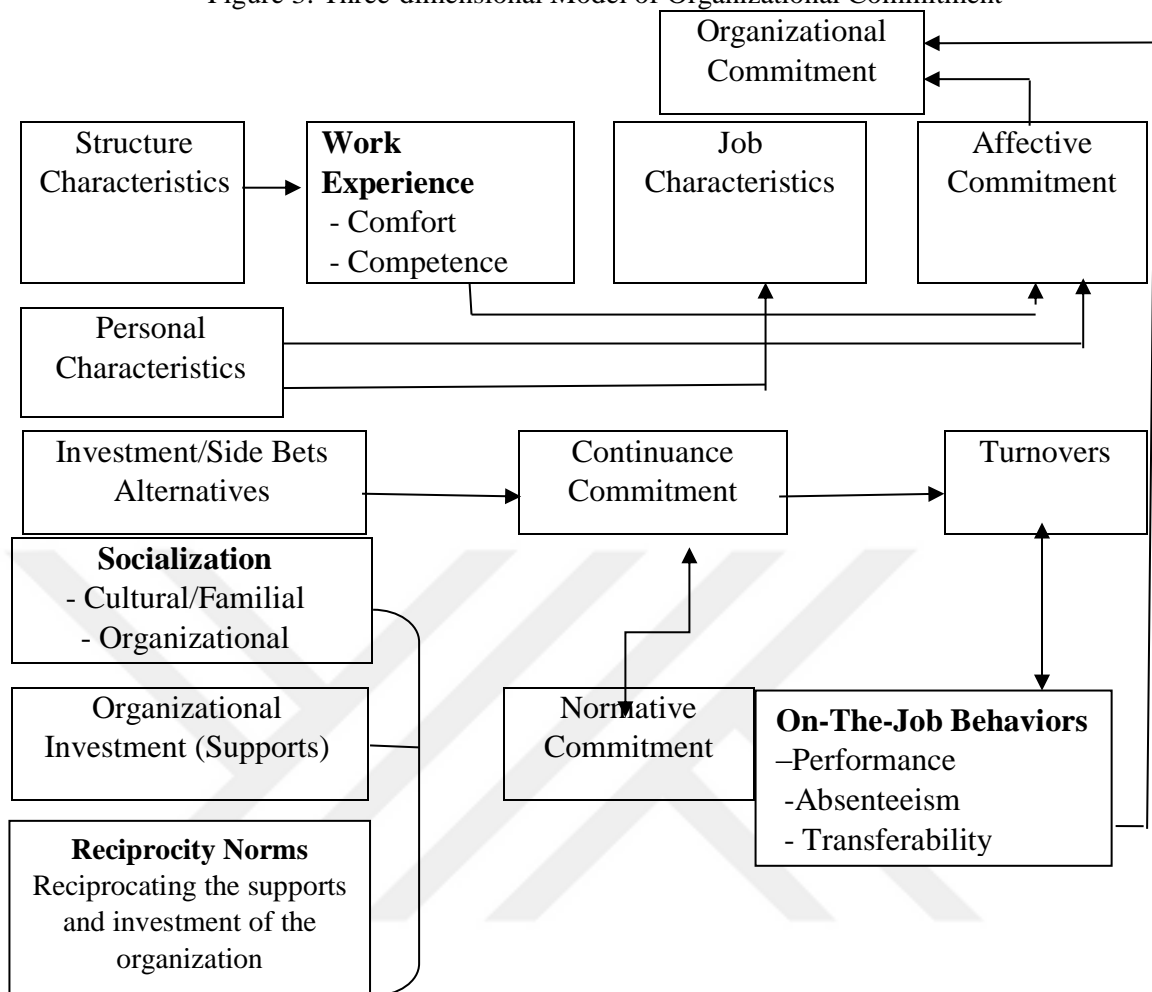
**Source:** Allen N.J., and Meyer, J.P. (1990). The measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization. *Journal of Occupational Psychology* **63** (1990), pp. 1–18.

### 2.1.4.5. Jaros et al.'s Model (1993)

Jaros et al. (1993) consider three types of commitment: Affective Commitment, moral commitment and continuance commitment. Affective commitment base on the old concrete feeling of the personnel. Moral commitment is almost congruous with the affective commitment in Allen and Meyer's model. Jaros et al. and Allen and Meyer's concept of continuance commitment are entirely identical.

### 2.1.4.6. Mayer and Schoorman's Model (1998)

According to Mayer and Schoorman, organizational commitment has two dimensions; they call these two dimensions continuance commitment (the tendency to stay with the organization), and value commitment (the tendency to double-effort).

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Although there are some similarities between the models proposed by Mayer and Schoorman and Angle and Perry on the one hand and the one suggested by Allen and Meyer on the other hand, there is one essential difference between them.

The three dimensions of Allen and Meyer's organizational commitment model are different based on the employees' mental state which attaches them to the organization; all the three commitments in Allen and Meyer's model lead to the behavioral outcome of staying in the organization and continuing the work.

Contrarily, in Angle and Perry's and Mayer and Schoolman's models, it is hypothesized that Continuance Commitment relates to the decision and intention to stay with or leave the organization, while value commitment associated with the second effort to achieve the organizational goals. It is noteworthy that based on Eskandaricharati, (2013), Allen and Meyer's three-dimensional organizational commitment model was proved to be the most effective.

Eskandaricharati, (2013) implements a comprehensive study where different definitions of organizational commitment, their variances and similarities, the antecedents of organizational commitment, and different dimensions of organizational commitment have been examined and analyzed. Based on the theoretical frameworks of different models under study, different dimensions of organizational commitment have compared in search of the concluding answers to the research questions of the study. It finally concluded that Allen and Meyer's three-dimension model is much more comprehensive compared to the models introduces by many other scholars of behavioral and organizational sciences.

### 2.1.5. Levels of Organizational Commitment

According to Reichers (1985), there are different levels of individuals' commitment based on the development of the different stages of commitment in individuals. Roughly the levels of commitment may divide into the three levels of higher, moderate, and lower levels of commitment which elaborated on below:

1. A higher level of commitment: a high level of organizational commitment implies a strong acceptance of the organization's goals and values and the tendency to attempt to stay with the organization.

2. Moderate level of commitment: The moderate or partial level of organizational commitment implies a somewhat reasonable acceptance of

organizational goals and values and the tendency to attempt to stay with the organization.

3. The lower level of commitment: The low level of organizational commitment implies the lack of acceptance of organizational goals and values, and the reluctance to attempt to stay with the organization

Blau and Boal, (1987) examined insurance workers and concluded that employees with higher-level of organizational commitment are those with less absenteeism and turnover.

Porter et al., (1974) report that the employees with lower levels of commitment are more likely to leave their counterparts. Meyer and Allen, (1997) also argue that those employees that have a better relationship with their immediate work group have higher levels of commitment to the entire business. Meyer et al., (1993) found a positive relationship between the employees' age, and the time they spend with the organization on the one hand and the level of their organizational commitment.

### 2.1.6. Approaches to Developing Organizational Commitment

Different studies show that in organizational behaviors and maintaining human resources, the expression of organizational commitment is essential as a general discovery of more experiences in the organizational environment. This concept expresses the approach to people and their work in organizations.

O' Reilly (1989: 20) explains that "to understand what commitment is and how it is developed, is by understanding the underlying psychology of commitment so that we can think about how to design systems to develop such an attachment among employees"; therefore, to manage commitment, he states that organizations must first understand commitment. O'Reilly then suggests three stages for the development of organizational commitments as follows:

1. Compliance Stage: Compliance stage refers to employees' admitting to the influence of others and the benefit they can take from others in the form of remuneration or promotion. It complies with the continuance dimension of organizational commitment.

2. Identification Stage: Through the identification stage, the employees admit the influence to preserve a satisfying self-defining relationship with the

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organization as it gives them an identity. It complies with the normative dimension of organizational commitment.

3. Internalization Stage: This last stage in developing organizational commitment established when the employees find that the values of the organization are in line with their values. It complies with the affective dimension of organizational commitment.

While, Arnold, (2005) warns that the traditional way to develop organizational commitment through providing job security and promotions is losing its effectiveness in many organizations. Ashraf et al. (2012) hypothesize that there is a positive correlation between goal setting in the organizations and enhancing the employees' engagement at the workplace.

This engagement will also develop the positive behavior of employees which in turn will increase their organizational commitment. Bashir and Ramay (2008) investigated career opportunities, work-life policies, and job characteristics among the most determining variables of organizational commitment of the IT professionals in Pakistan.

Their study confirms that IT professionals are looking for the career opportunities which provide them with the chances to grow in the organizational and professional hierarchy, and the work-life conflict has disturbed the life of many employees; but the third variable, job characteristic, was proved not to have any relationship with organizational commitment. However, Dessler, (1980) explains eight steps for creating and developing organizational commitment in employees, they include:

1. People-first values: It means the organization, from the beginning, must hire those people who have the organization's desired values. This selection can implement through conducting different interviews.

2. Two-way communication: It insists that managers and employees should enjoy a close communication which provides the employees with the opportunity to express their views generously, and motivates non-biased and fair behavior; though these measures are not enough and final, they are necessary to start with.

3. Communion: It refers to the homogenization of employees based on the values, goals, skills, and sifting those who are not homogeneous; it can do

through forming small working teams; motivating employees by job rotation and applying a religious or ritual incentive.

4. Safety or security: Safety and security are in close relationship with the organizational commitment of the employees. Security has different economic, social, active, and psychological dimensions.

5. Transcendental meditation: It points out that employees need some values to believe in, and a sense of mission to be committed.

6. Value-based hiring: It means not a sheer emphasis on skills, but also the consideration of

1. Personal values in the process of hiring as the values and experiences of the individual

2. Being consistent with the needs of the organization.

7. The hard-side reward is practicing: It means giving rewards such as gifts, loans, and providing some facilities in due occasions, besides other soft types, which motivate the employees.

8. Actualizing: Actualizing is the final step which is built on the above seven steps that facilitate employees' actualizing what they can be. To conclude, he reminds that commitment at different levels may have both negative and positive outcomes for, and effect on the employees and organizations. Therefore, managers and others in charge cannot all at once provide all the conditions and requirements to develop organizational commitment in all employees. Based on the status and strategy of the organization, however, some of the above arrangement can be adapted to apply the desired discipline and control to the organization.

## 2.2. THEORETICAL RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT

The relationship between organizational culture and commitment has fascinated significant interest from both researchers and practitioners. Much of the interest on two variables base on the outcomes of the previous studies which have asserted that these concepts may have an impact on the organization's performance.

Organizational culture and commitment have observed that organizational culture can help raise the commitment levels of the employees (Williams et al., 2007:

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151). At the same time, some researches prove that culture alone does not have a strong significant effect on the employee commitment levels (Steyrer et al., 2008: 368). However, with the help of other factors like leadership, wellbeing, support mechanisms, and human resource practices, culture can help raise the commitment levels of the employees (Mathis and Jackson, 2011).

While, Ali and Baloch, (2009: 269) mentioned that different organizational cultures tend to develop diverse kinds of commitment of the staffs towards their organization. Most of the research concludes that culture has a definite manner of member commitment. Moreover, it helps to raise satisfaction levels and encourages citizenship behavior among. According to Erkutlu, and Chafra, (2016: 321) the successful implementation of organizational culture and change initiative can do over the commitment to change itself through attaching the individuals to the necessary actions for change.

In the organizational cultural studies, Cameron and Quinn, (2006), a model of competing values have also played a significant part in defining the organizational cultural values. In this regard, a study using the context of the competing value found that the staffs desired clan culture over the hierarchy, market and adhocracy cultural types essentially because of its positive and behavioral attitude towards staffs of organization (Berrio, 2003: 410).

According to Marchalina, (2018: 2) organizational culture involved the critical impact on the organizational commitment that outcomes in the organizational outcomes. According to Sunarsih and Mashithoh, (2016: 202) one of the functions of organizational culture in an organization is to enable the development of a commitment to something more significant than a character's needs.

The relationship between the organizational commitment to staff performance has expansively examined and found that organizational commitment has a positive impact and significant in improving organizational performance (Naveed et al., 2014:88). While, Nikpour, (2017: 71) found out that the relationships between the variables of organizational culture, worker's organizational commitment, and organizational performance were clarified theoretically, and then they were examined.

# CHAPTER THREE: THE IMPACT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL COMMITMENT

## 3.1. THE STUDY BACKGROUND

In this regard, many researchers have accepted that development in the area of the organizational culture and commitment is still in the earliest phase particularly in Iraq, While one of the dominance features of an organization over other organizations is having loyal and committed human forces. However, organizational commitment sources increased profitability and reduced service neglect and lead to increased efficacy, progress, and increased service quality by influencing personnel performance. Studies confirmed that commitment effects staff performance, organizational outputs. Although, a related problem has the lack of combination between research in various fields, however, the complexity of the organizational culture and staff's commitment indicates general and combined concepts; these have not yet developed. Moreover, there has also been a lack of related academic research in the fields of culture and staff's commitment, particularly in Iraq.

Wiseman et al., (2017) in this research analysis the obtainable organizational culture typologies and organizational commitment at a selected higher education institution in South Africa. The researchers mentioned that quantitative study approach used and 30 survey sample participants chosen at random from academic and non-academic workers of the university. The study revealed that different culture typologies bring about different levels of organizational commitment. Also, support of organizational culture has a strong significant relationship with normative and continuance organizational commitment.

Akhtar et al., (2013) in this research they examined the impact of organizational culture on organizational commitment, which is comparative research of the public and private organizations. While the organizational culture and commitment are the most broadly investigated within the concepts of management studies, however, the two concepts remain elusive as ever. Modern day organizations find themselves in stagnations of floating the commitment levels of staffs through accepting norms and values that are reproduced in their cultures suiting to the environment in which they operate.

However, this research examined the impact of organizational culture on the commitment levels of the organization's staffs by taking into account the demographic variables. A survey of 371 respondents was carried out in the banking sector. Besides, the outcomes revealed that the staffs most prefer one of the cultural types that is clan culture. The result also demonstrated that clan culture has the most significant correlation with all the three commitment dimensions as related to other types of culture.

In the same context, research conducted by Shurbagi, (2015) that purposed to analyze the effect of organizational culture on the correlation among job satisfaction and organizational commitment. To reach this purpose, the researcher used a survey questionnaire as a data collecting method, from a sample of 350 staffs from commercial banks in Libya.

Based on random sample sampling, while the research used SPSS program to reach the findings of the study. The results showed that there is a correlation between three variables of the study such as job satisfaction, organizational culture, and organizational commitment was significant positive relationship while organizational culture affects the relationship between job satisfaction and organizational commitment in commercial banks in Libya.

Muthia and Sutiyem, (2015) as the researchers mentioned that this research proposes to observe whether organizational culture effect organizational commitment from the perspectives of staffs of the Bank Nagari Branch Padang. The population of this research is the complete staffs (306) and a sample of this research 167 permanent Bank Nagari Branch Padang employee. Random sampling used as a technique for taking the sample. As a result, found the effect of organizational culture on organizational commitment is not significant. However, the is still a relation between them.

Rastegar and Aghayan, (2013) this research purpose is to clarify the relationships between organizational commitment and organizational culture further. While the researchers mentioned that this research investigates the relationship between organizational culture and organizational commitment in a sample of Training and Education organization in a city in Iran.

The results display that demographic variables including education, marriage, and job experience do not have a significant influence on organizational

commitment. The main result of this research is that supportive and innovative organizational culture positively correlated with organizational commitment, but the correlation between bureaucratic organizational culture and organizational commitment is weak compared to other variables.

### 3.1.1. The Study Problem Statement

For an organization, the employee is its basic constituent units, and culture is the characteristic value and code of conduct shared by the employees. It could provide employees with a relaxed working environment with harmonious relational relationships in order to give full play to their ability. An organization culture allows employees to have a sense of mission and feel a responsibility, and work towards the overall goal of the establishment.

The competitiveness of enterprises is not only reflected in the technology, but also in their corporate culture. Positive organizational culture can promote the healthy development of an enterprise, and actively mobilize the performance of staffs and make them work with more enthusiasm. Moreover, it may improve production efficiency, in short, the benefits of positive organizational culture are self-evident the priority of an enterprise is to increase the faithfulness of its customer base.

Therefore, an excellent organization image must establish. In other words, a good corporate image brings good economic returns, and a good organization image is dependent on good organizational culture, the problem of the study can formulate through the following questions:

1. Is there an intensive organizational culture and what its levels?
2. What are the approaches of staffs towards organizational culture and commitment?
3. Is there a significant correlation between organizational culture and commitment from the perspectives of survey sample?
4. Is there a significant effect of the organizational culture on an organizational commitment from the perspectives of survey sample?

### 3.1.2. The Study Purposes

This exploratory study is to obtain ideas; exploratory method uses in the starting phase of the study process. Purpose of this study process is to minims the

scope of the study topic, to change unclear/undefined solutions into well-defined solutions. In exploratory research data can be collected by secondary data analysis. However, the purposes of the study are summarized as follows:

a) To form a wide-ranging and common theoretical framework on how to develop and explaining the concepts of organizational culture and levels, organizational commitment, and movements.

b) Creating a conceptual study model versus investigative the relationship and effect of the independent variable the organizational culture and the dependent variable which is the organizational commitment variable.

c) The issue of the dimensions of real organizational culture and its impact on organizational commitment.

d) To classify the behavior of the staffs that could affect the development of activities and rich to employee commitment.

e) To cognize the tests of the head office of MCA department in Erbil-Iraq both in short- and the long- term.

Besides least studied, are the social relationships between the business professionals, which we assume will be of importance for doing successful business. The social relationships within business networks have very seldom given a direct business function in research, their importance recognized. By creating mutual trust and understanding, will the actors involved be better off jointly solving problems when these occur? Which also cans the effect both positively and negatively their capability as individuals to solve the contradictions involved in simultaneous competition and cooperation on the firm level.

### 3.1.3. The Significance of the Study

The study is essential regarding the significance of the organizational culture and commitment. That have considered, from the essential subjects in organizational thought, though, the current study highlights its importance through the following:

1. Producing the concepts and various ideas on the impact of organizational culture on organizational commitment.

2. The significance of the segment in question, represented by the office of MCA in that it is one of the segments that confronted by many challenges under the complex conditions experienced by them.

3. The necessity of the organization to this type of study to be able to realize the academic concepts and scientific performs of the importance of changing the study and its benefits.

### 3.1.4. The Study Conceptual Model

In accord with the content of the study purpose and trend of the study problem, the study has established the conceptual scheme so to explain the effect and relationship between the variables organizational culture and organizational commitment. Successively, to transmute the study problem into applied variables, the study engaged this scheme that relates the organizational culture and organizational commitment, as revealed in the figure (4) below.

Figure 4: The Study Conceptual Model
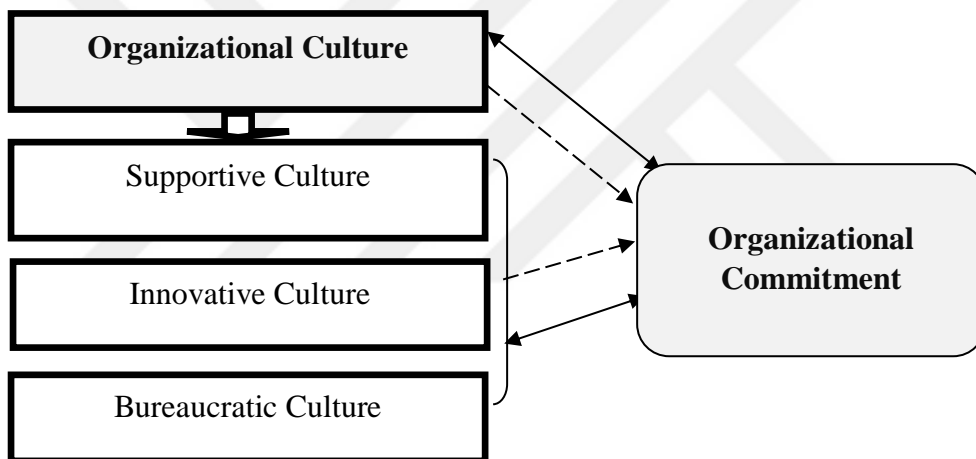


**Source:** By the Researcher Based on the Literature Reviewed

### 3.1.5. The Study Hypotheses

This master thesis study effort to test the following hypotheses base on the study problem and its purpose as follows:

$H_1$: **There is a positive relationship between the organizational culture and the organizational commitment from the perspectives of the employees of MCA in Erbil-Iraq:**

$H_{1.1}$: There is a positive relationship between supportive culture and the organizational commitment.

$H_{1.2}$: There is a positive relationship between innovative culture and the organizational commitment.

**H<sub>1.3</sub>:** There is a positive relationship between bureaucratic culture and the organizational commitment.

**H<sub>2</sub>: There is a significant impact of the organizational culture on the organizational commitment from the perspectives of the employees of MCA in Erbil-Iraq:**

**H<sub>2.1</sub>**: There is a significant impact of supportive culture om the organizational commitment.

**H<sub>2.2</sub>**: There is a significant impact of innovative culture on the organizational commitment.

**H<sub>2.3</sub>:** There is a significant impact of bureaucratic culture on the organizational commitment.

### 3.1.6. The Study Ethics

In ethical absolutism presence of some single rigid rules is always insisted on, and it dealt with the prosecution in its absence, and the offender is to be considered professional disqualification. The codes of professional ethics in the social sciences precisely base on that principle, declaring protection of research, so these ethical concepts are also called ethical (Punch, 1986).

Ethical relativism base on the acknowledgment of the fact that the assessment of the ethics of activities of the researcher is circumstantial. This methodology base on the conflict (as opposed to cooperative) paradigm of the society, according to which in personas lives distorted information, excuses, evasive answers, false continually presented; any social interaction, including the friendliest one, which always contains a potential or actual conflicts. The same idea concerns the relationship of the researcher with the respondent; consequently, one needs to act according to the situation (Punch, 1986).

The subject of the research ethics is a vital aspect of any research paper. The norms of research ethics are not formulated or approved by any of the legal organizations. However, they exist and can assess through two prisms such as the secret (scientific society) ethic norms and outer ones represented as socials responsibility of scientists answering for their actions.

In the given research all the nuances mentioned above were considered. The research ethics turned to be a very delicate aspect of the given paper as merger or acquisition of the company is correlated with possible firings and not all employees are reluctant to share their real opinions not impose consequences on themselves. Based on the previously said, the researcher tried to minimize any effect the questionnaire survey may inflict on the future of the respondents. The following measures to take:

− The respondents only chose on a voluntary basis;
− The respondents were filling out questionnaires anonymously;
− The respondents give the considerable time of two days to return the questionnaires so that they can fill them at home and not wasting working hours in the office;
− The respondents were assured that the research would bring use not only for better understanding of behavior pattern in the given circumstances but also the results of the research would be forwarded to the management of the company to see the results and if necessary for positive actions to take.

## 3.2. MATERIALS AND METHOD

The complicated process of sociological study is built on the foundations of a general theory of scientific knowledge and is a system of cognitive acts. Two main aims have to pursued along the process of writing the methodology for the given project. The first is to reveal the content and methodology of the project's survey and the technique of its application in the context of fundamental scientific procedures (canons) of the sociological study, especially those that allow one to give a clear focus (strategy) and to ensure that the instruments are reliable, therefore the outcome itself as well. The second is to demonstrate the scientific and practical significance of various methods of the sociological survey to search for solutions to the most pressing social problems. It is impossible not to agree with the opinion that before a researcher embarking on his work - at least three significant questions have to ask: 1) what is the type of the study and its purpose (what researcher wants to get in the end? 2) what would be methods to use; 3) what new topics to develop?

The starting point is the fact that (social fact) is a real event, occurrence, happening, regardless of whether examined or not. The following facts were

determined to be social: a) the behavior of individuals or entire social groups; b) the products of human activity (material or spiritual) or b) verbal actions of people (judgments, opinions, and views). Social fact affecting cognitive interests of the subject, selected from many others facts and described by available knowledge, turns into epistemological (cognitive) fact.

The informative statement of such a fact is the first form and the first step in scientific research. The researcher will then focus on the known and unknown side of the fact, and formulate the research problem, put forward a hypothesis (a tentative answer on the issue), verifying hypotheses. Confirmation of the hypothesis (wholly or partially) leads to the transformation of the cognitive fact scientific. In the given research, the researcher found it useful to carry out a scientific investigation regarding the impact of organizational culture on organizational commitment. For the given study the impact of organizational culture on organizational commitment was taken. The methods of gathering the primary data for the study of the given subject have chosen between interviewing and survey in the form of questionnaires. The preference give to the latter for some reasons; the comparison table will also be provided to back up the preference given to survey questionnaires.

However, this kind of study offers information about present scenario and emphasis on the essentials that affect the employee job satisfaction. In the same regard, the current study will examine the effect and the relationship between the organizational culture and the organizational commitment from the perspectives of the head office of MCA department in Erbil-Iraq, to analyze the effect, the survey questions and statements will formulate base on the study purposes. So, the section addresses the study design, data sources.

### 3.2.1. The Study Design

The study considered to be more appropriate to its problem and purpose, as it permitted survey contributors to provide their linked information on the subject of interest to the study. However, a survey questionnaire which uses a five-point Likert scale that is more appropriate for data collecting. As mentioned above in accordance with the study design, this study implemented the quantitative method.

While this descriptive study type with the elements of analytical examination chosen for the given study. The descriptive study aims to obtain relatively complete

and holistic information about the parties and the properties of the object. An analytical study is the most profound. Its objectives are to identify the systemic properties of the object, the cause-and-effect relationships, and trends. In the given research the conjunction of two types was considered to be the best solution to describe the collected primary and secondary data better.

The prearranged study will be evaluated based on the quantitative data as the opinion of one or several employees in the focus group may not reflect the ongoing process of changes or certain behavior stability small employment circles. Based on the fact that the study will only base on quantitative data, the researcher will disclose all the pros and contras regarding the chosen method's will implications on the collected data and data analysis and evaluation and, consequently, on the findings discussion and recommendations.

### 3.2.2. Primary and Secondary Data

According to Kotler et al., (2006) secondary data is usually preferred over primary when it comes to priority in collecting information. However, secondary data are usually obtained with ease and is continuously economical in comparison with primary data. The given study will use both sources of data: primary including the data gathered through survey questionnaires and its analysis later on and secondary data collected throughout the whole process of the research including books, online publication, latest merger study cases, and journals.

### 3.2.3. Study Population and Sample

The population of the given sample was chosen as the employees of MCA Department. The sampling procedure was chosen to be a non-probability random sampling scheme, which includes voluntary response sampling, judgment sampling, convenience sampling, and maybe others. The sampling scheme was chosen based on the research limitation such as access to respondents, working hours of employees; researchers own researches including time and budget. The questionnaires will be given out on the premises of the of the employees of MCA in Erbil, at 8. May.2018 and collected in two days' time.

Accordingly, to collect data for understanding organizational culture and the organizational commitment, a sample of (155) respondents will ask to take part in a

self-administered questionnaire. So, the survey sample for the current study is employees of MCA. Besides, they contributed to the survey by responding to the survey questionnaire questions and statements which is self-administered and spread in the MCA in particular. However, the analysis data transferred to (5) questionnaire forms that not analyze due to some incomplete information. Hence, (150) questionnaire forms obtained for tests and analysis.

### 3.2.4. The Survey Measurement

### 3.2.4.1. The Study Independent Variable Conceptualization

Phillip and Stanley, (2012: 92) define the organizational culture as a set of unwritten assumptions, principles, values, beliefs, and important expectations of the organization, its goals and applications, shared by all members of the organization, a system of shared values about what is essential and beliefs about the business world. Also, Pifister, (2009: 2) demonstrates organizational culture as a model of the fundamental tradition created and discovered by the group that works to address the problems of adapting to the external environment, internal integration and is itself a system of sharing values, defining the customs, preferences and behavior that leads each individual. Jones and George, (2008: 105) defined the organizational culture as a standard set of values, beliefs, expectations, and working routines that affect the ways in groups interact with one another and also with the organization to achieve its desired goals.

### 3.2.4.2. Operational Definition of the Independent Variable

From the definitions have explained the indicators below that will measure the independent variable as organizational culture and its dimensions namely:

First, collective organizational culture

Second the supportive culture

Third, the innovative culture

Fourth, bureaucratic culture

### 3.2.4.3. Operationalization of Independent Variable (Organizational Culture)

The revealed these indicators would measure the dimensions of organizational culture in the in Erbil-Iraq. By applying statistical survey data (quantitative analysis) and using the following indicators. For each of the indicator

measured with the five-points Lecrt scale, where one indicates as "strongly disagree", two indicates as "disagree", three indicates as "un-decided", four indicates as"agree", and five indicates as "strongly agree".

1. The first indicator is the collective organizational culture that measured by asking the following questions.

Table 3: Collective Organization Culture Indicators of Survey Data

| Collective Organization Culture | 1. Would you consider your organization to have a culture. |
| | 2. Do you agree that organizational culture influences employee behavior. |
| | 3. The culture in my organization helps me to grow personally and professionally. |
| | 4. Existing organization culture it is the reason for reducing conflict between employs. |
| | 5. Existing organization culture affected organization commitment. |

2. The second indicator is the supportive culture that measured by asking the following questions.

Table 4: Supportive Culture Indicators of Survey Data

| Supportive Culture | 6. The employee has easy access to policies. |
| | 7. Supervisors use positive feedback with the employee. |
| | 8. People in my work unit are friendly and helpful. |
| | 9. Management continuously improves communication between management and staffs. |
| | 10. The staff respecting each other during the work. |

3. The third indicator of innovative culture and producing measured by asking the following questions.

Table 5: Innovative Culture Indicators of Survey Data

| Innovative Culture | 11. Top priority in my organization is quality performance. |
| | 12. We have availability of internal communication strategy for example outlook SAP etc. |
| | 13. In my organization encourage innovation. |
| | 14. Rewards exist for employee's performance. |
| | 15. Employees with excellent performance have opportunities to develop career prospects. |

4. The fourth indicator is bureaucratic culture will be measured by asking the following questions.

Table 6: Bureaucratic Culture Indicators of Survey Data

| Bureaucratic Culture | 16. Organization management provides personal leadership to improving quality. |
| | 17. Department heads within our organization accept responsibility for quality. |
| | 18. Department head works to encourage just in time production. |
| | 19. Management strongly encourages employee involvement in the production process. |
| | 20. Favoritism exists at work. |

### 3.2.4.4. The Study Dependent Variable Conceptualization

According to Griffin and Morhead, (2012) organizational commitment is a reflection of an individual's disposition and emotional attachment to the organization. While, Phillips and Gully, (2012) define the organizational commitment as the degree to which the individual associated with the organization and its objectives and the degree of its desire to remain in the organization. Mathis and Jackson, (2011) organizational commitment is the degree of faith and acceptance of the individual's goals and the desire to stay in it. The organizational commitment also defined as a firm belief by the individual, acceptance of the organization's goals and values, willingness to exert considerable effort, and a firm desire to maintain organizational membership (McShane and VonGliow, 2008:).

### 3.2.4.5. Operationalization of Dependent Variable (Organizational Commitment)

The overhead indicator will measure the types of organizational commitment in the MCA in Erbil-Iraq. By applying statistical survey data and using the subsequent questions. For each of the questions measured with the five-points Lecrt scale, where one indicates as "strongly disagree", two indicates as "disagree", three indicates as "un-decided", four indicates as "agree", and five indicates as "strongly agree". However, the organizational commitment indicators measured by asking the following questions.

Table 7: Organizational Commitment Indicators of Survey Data

| Organizational Commitment | 1. I would be delighted to spend the rest of my career with this organization. |
| | 2. I really feel as if these organizational problems are my own. |
| | 3. I do not feel emotionally attached to this organization. |
| | 4. Right now staying with my organization is a matter of necessity as much as desire. |
| | 5. It would be tough for me to leave my organization right now, even if I wanted to. |
| | 6. I care a lot about the reputation of the organization. |
| | 7. I feel honored when I am telling my friends I am working for this organization. |
| | 8. My work at this organization encourages me to improve performance and skills. |

### 3.2.5. Instruments and Measures

The researcher has chosen survey questionnaire as the instrument for collecting the necessary data. Thus, the survey will carry out in the form of questionnaire forms due to the time frame, budget and numbers of respondents in the

chosen sample. So, the questionnaire is structurally organized set of questions, the meaning, and content of which are determined by the objectives (hypotheses) sociological study. Composite wise the questionnaire will consist of an introductory part references to the respondent with a brief explanation of the research themes and techniques of filling out the questionnaire; central part the block of questions designed to obtain data from the survey sample; one or more semantic clusters corresponding to the structure of a working hypothesis.

The survey instrument encloses three parts. Part one comprises different personal and demographic variables. So, this part will attain the respondents' information about gender, age, academic degree, and overall job experience. The second section involves of the study independent variable organizational culture and its dimensions namely: collective organizational culture, supportive culture, innovative culture, and bureaucratic culture. While, the third section includes employee job satisfaction, as revealed in Table 8, and see the appendix (1) which demonstrates the questionnaire form.

Table 8: The Survey Instrument Structure

| Major Variables | Sub- Variables Components | No of Statements | Scale Symbol | Sources |
|---|---|---|---|---|
| **First: Demographical Data** | Gender, Age, Education Level, Work Specialization and Overall Job Experience | 5 | | By Researcher |
| **Second: Organizational Culture** | – Collective Organization Culture<br>– Supportive Culture<br>– Innovative Culture<br>– Bureaucratic Culture | 5<br><br>5<br>5<br>5 | X1-X5<br>X6-X10<br>X11-X20 | AlVi et al., (2014) Awfi, (2005) |
| **Third: Organizational Commitment** | Eight Questions | 8 | Y1-Y8 | |

**Sources:** Alvi, H. A., Hanif, M., Adil, M.S., Ahmed R.R. and Vveinhardt, J. (2014). Impact of Organizational Culture on Organizational Commitment and Job Satisfaction, *European Journal of Business and Management*, Vol. (6), No. (27), pp.30-39; Awfi, M.G. (2005). Organizational Culture and its Relation to Organizational Commitment, Unpublished Master's Thesis, Department of Administrative Sciences, Naif Arab *University for Security Sciences*.

### 3.2.6. Survey Scale

The survey scale gained from the published studies as indicated above. The first study variable is organizational culture that has four dimensions as collective organization culture, supportive culture, innovative culture, and bureaucratic culture. Besides, this scale is adapted from Alvi et al., (2014) and Awfi, (2005). The second

variable is organizational commitment, which have eight items or questions, was taken from same resources. However, the items in the second and third section are measured by using a five-point of Likert scale extending from "strongly disagree" one to "strongly agree" five.

### 3.2.7. Data Analysis

In the context, data analysis some statistical procedures used to test the study hypotheses, firstly, the study used Cronbach's alpha to test the reliability of the survey questionnaire, secondly, factor analysis used to find the essential analysts of the staffs' perspectives within the Kurdistan Medical Control Agency MCA in Erbil-Iraq toward the organizational culture and the organizational commitment indicators. However, the descriptive statistics employed to quantitatively define the significant features of the variables by the calculating mean, standard deviations, and rate of agreements.

The correlation matrix analysis runs to classify the relationships between the organizational culture and the organizational commitment. Consequently, multiple linear regression analysis also uses to test the hypothesis. Besides, to clarify the effect of the organizational culture on an organizational commitment by observing the effect of some selection of variables. SPSS V-24 and Reviews 9 software is used to analyze, and the effects present using tables and figures.

### 3.2.8. The Reliability Analysis

The Cronbach's alpha values for all the organizational culture indicators are (0.788>0.60). However, the value of Cronbach's alpha of organizational commitment is (0.808>0.60). Although the results of Cronbach's alpha showed a high level of reliability in the entire set of questions the total value loads (0.799>0.60) more than suitable and recommended value (0.60) by most researchers, hence, the survey questionnaire method applied for data collection could contain highly reliable, as shown in a Table 9, below.

Table 9: Reliability Analysis

| Variables | Cronbach's Alpha | No. of Items | N | % |
|---|---|---|---|---|
| **Organizational Culture** | **0.788** | **20** | **150** | **100.0** |
| **Collective Organization Culture** | 0.776 | 5 | **150** | **100.0** |
| **Supportive Culture** | 0.639 | 5 | **150** | **100.0** |
| **Innovative Culture** | 0.706 | 5 | **150** | **100.0** |
| **Bureaucratic Culture** | 0.734 | 5 | **150** | **100.0** |
| **Organizational Commitment** | **0.808** | **8** | **150** | **100.0** |
| **Overall** | **0.799** | **28** | **150** | **100.0** |

### 3.2.9. Factor Analysis

Factor analysis is the components or factor decreasing process that forms survey sample responses to various variables, however, their dimensions, and analyses them into compound variables, known as factors that make assessing. Consequently, the organizational culture has a total of twenty questions or indicators moreover, the organizational commitment has ten questions, which is primarily multifactorial to take and describe the consequences. Furthermore, to make an additional evaluation and examine quieter the factor analysis test used and the outcomes revealed in the following subgroups.

### 3.2.9.1. The KMO and Bartlett's Test for Organizational Culture

The Kaiser- Meyer-Olkin (KMO) and Bartlett`s test of sphericity applied as the first step in factor analysis to test the weight of factor analysis. Though, base on this test, the high loading values are among (1.0 and 0.5). Although those values identify that the factor analysis is accurate, accordingly, the values loaded lower than 0.5 means that the factor analysis may not appropriate. The KMO result value is (0.657). Hence, the value loaded is high and significant at (p0.000<0.05). However, Bartlett's test of sphericity (Approx. Chi-Square) is (1881.1338) *df* (190). Thus, factor analysis appropriate to the organizational culture, as revealed in Table 10.

Table 10: The KMO and Bartlett's Test for the Organizational Culture

| KMO and Bartlett's Test | |
|---|---|
| | Organizational Culture |
| **Kaiser-Meyer-Olkin Measure of Sampling Adequacy.** | **0.657** |
| **Bartlett's Test of Sphericity (Approx. Chi-Square)** | **1881.1338** |
| **Df** | **190** |
| **Sig.** | **0.000** |

### 3.2.9.2. Rotated Factors Matrix for Organizational Culture

The rotating factors necessary when factor extraction display suggests two or more factors. Consequently, the factors rotation reflects the information obtained about how factors principally extracted. While they contrast from each other further to issue a precise explanation of which element loads on which factor, though, the primary purpose is to conclude the formed factors among survey questions. As an outcome, rotating factors have formed three factors.

Nevertheless, the overall produced variable has the factor taking values where the lower value is (0.251) that load on the second-factor question (*Q9*) it means that management has no continuously improved communication between management and staffs. Besides, the higher value is (0.999) on the third-factor question (*Q15*), so this higher value indicated that employees with good performance have opportunities to develop career prospects, as revealed in Table 11.

Table 11: Rotated Factors Matrix for Organizational Culture

| Items | Factors | | |
|---|---|---|---|
| | 1 | 2 | 3 |
| *X7* | 0.924 | | |
| *X2* | 0.885 | | |
| *X6* | 0.873 | | |
| *X3* | 0.829 | | |
| *X5* | 0.703 | | |
| *X12* | 0.657 | | |
| *X16* | 0.655 | | |
| *X13* | 0.531 | | |
| *X1* | | 0.832 | |
| *X17* | | 0.808 | |
| *X18* | | 0.788 | |
| *X4* | | 0.687 | |
| *X10* | | 0.593 | |
| *X8* | | 0.590 | |
| *X9* | | 0.251 | |
| *X15* | | | 0.999 |
| *X14* | | | 0.976 |
| *X19* | | | 0.916 |
| *X20* | | | 0.884 |
| *X11* | | | 0.431 |
| Extraction Method: Principal Component Analysis. | | | |

### 3.2.9.3. Eigenvalues and Variance Explanations of the Organizational Culture

Eigenvalue and variance explanations for organizational culture applied, while, the percentage of variance clarifications for each factor and the cumulative variance of the factor and the factors below considered. However, the factors are which have the value more than one will extract. As the outcome of perpetual factor

analysis, three factors of the organizational culture determined. Hence, the total variance jointly well-defined by these three factors that are (54.9%).

Consequently, the variance extents indicated by the factors individually (33.28%, 11.43%, and 10.19%) respectively. While the higher the variance percentage achieved at the end of the factor analysis, the stronger the factor construction becomes, as revealed in Table 12, and Figure 5.

Table 12: Eigenvalue and Variance Explanations of the Determined Factors for Organizational Culture

| Factors | Eigenvalues | Variance Explanation% | Cumulative% |
|---------|-------------|-----------------------|-------------|
| 1 | 8.863 | 33.288 | 33.288 |
| 2 | 3.043 | 11.431 | 44.718 |
| 3 | 2.713 | 10.190 | 54.908 |

Figure 5: Load Graph for the Component Numbers of Organizational Culture
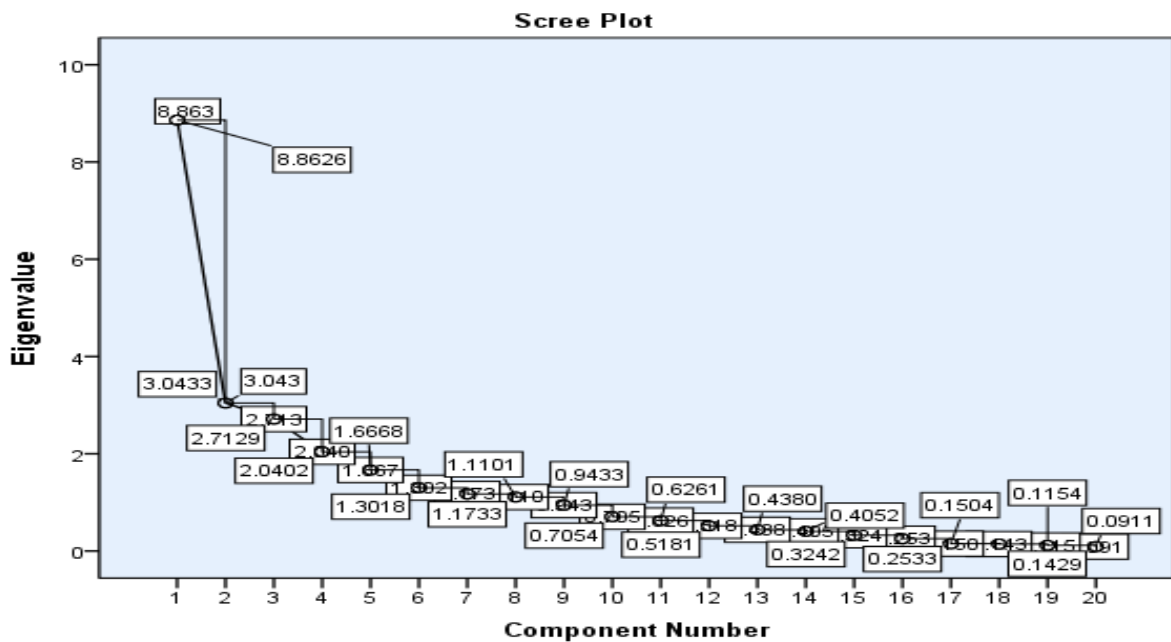


### 3.2.9.4. Factor Loads of Organizational Culture Indicators

As demonstrated in Table 13, all three factors of organizational culture are positive. (A) The first factor, that called "**Cooperative and Innovative Culture**" involved eight components as (Q7,2,6,3,5,12,16, and Q13), while factor loadings are (0.924, 0.885, 0.873, 0.829, 0.703, 0.657, 0.655, and 0.531) respectively, whereas all items have higher value load. The second factor called **"Supportive Culture"**

comprise seven components (Q1,17,18,4,10,8, and Q9) besides, the factor loadings values are (0.832, 0.808, 0.788, 0.687, 0.593, 0.590, and 0.251) respectively, also, total indicators have higher value loadings. The third factor called **"Encouragement Culture"** comprises five components (Q14,15,19,20, and Q11) were the factor loading values (0.999, 0.976, 0.916, 0.884, and 0.431) respectively, and they have higher loadings.

Table 13: Factor Loads of Organizational Culture Indicators

| Items | Factors | Factor Loads |
|---|---|---|
| **A First Factor, Cooperative, and Innovative Culture** | | |
| *Q7* | Supervisors use positive feedback with the employee. | 0.924 |
| *Q2* | Do you agree that organizational culture influences employee behavior. | 0.885 |
| *Q6* | The employee has easy access to policies. | 0.873 |
| *Q3* | The culture in my organization helps me to grow personally and professionally. | 0.829 |
| *Q5* | Existing organization culture affected organization commitment. | 0.703 |
| *Q12* | We have availability of internal communication strategy for example outlook SAP etc. | 0.657 |
| *Q16* | Organization management provides personal leadership to improving quality. | 0.655 |
| *Q13* | In my organization encourage innovation. | 0.531 |
| **A Second Factor, Supportive Culture** | | |
| *Q1* | Would you consider your organization to have a culture. | 0.832 |
| *Q17* | Department heads within our organization accept responsibility for quality. | 0.808 |
| *Q18* | Department head works to encourage just in time production. | 0.788 |
| *Q4* | Existing organization culture it is the reason for reducing conflict between employs. | 0.687 |
| *Q10* | The staff is respecting each other during the work. | 0.593 |
| *Q8* | People in my work unit are friendly and helpful. | 0.590 |
| *Q9* | Management continuously improves communication between management and staffs. | 0.251 |
| **A Third Factor, Encouragement Culture** | | |
| *Q15* | Employees with excellent performance have opportunities to develop career prospects. | 0.999 |
| *Q14* | Rewards exist for employee's performance. | 0.976 |
| *Q19* | Management strongly encourages employee involvement in the production process. | 0.916 |
| *Q20* | Favoritism exists at work. | 0.884 |
| *Q11* | Top priority in my organization is quality performance. | 0.431 |

### 3.2.9.5. The KMO and Bartlett's Test for Organizational Commitment

As revealed in Table 14, the Kaiser- Meyer-Olkin (KMO) and Bartlett`s test of sphericity applied as the first step in factor analysis to test the weight of factor analysis for organizational commitment as the study dependent variable. However, based on this test, the high values loaded between (1.0 and 0.5).

While those values identify that the factor analysis is accurate, accordingly, the values loaded lower than 0.5 means that the factor analysis may not appropriate. The KMO result value is (0.732). Hence, the value loaded is high and significant at

(p0.000<0.05). However, Bartlett's test of sphericity (Approx. Chi-Square) is (443.904) df (28). Thus, factor analysis appropriate to the organizational commitment.

Table 14: The KMO and Bartlett's Test of the Organizational Commitment

| KMO and Bartlett's Test | |
|---|---|
| | Organizational Commitment |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | 0.732 |
| Bartlett's Test of Sphericity (Approx. Chi-Square) | 443.904 |
| Df | 28 |
| Sig. | 0.000 |

### 3.2.9.6. Rotated Factors Matrix for Organizational Commitment

As previously mentioned that rotating factors necessary when factor extraction display suggests two or more factors. So, the factors rotation reflects the information obtained about how factors mainly extracted. While they contrast from each other further to issue a precise explanation of which element loads on which factor, though, the main purpose is to conclude the formed factors among survey questions. As an outcome, rotating factors have formed three factors.

Nevertheless, the overall produced variable has the factor taking values where the lower value is (0.381) that load on the second-factor question ($Q3$) it means that employees do feel emotionally attached to the organization. Besides, the higher value is (0.999) on the first-factor question ($Q4$), so this higher value indicated that right now employees staying in the surveyed organization is a matter of necessity as much as desire, as revealed in Table 15, below.

Table 15: Rotated Factors Matrix for Organizational Commitment

| Items | Factors | |
|---|---|---|
| | 1 | 2 |
| Q4 | 0.999 | |
| Q3 | 0.945 | |
| Q1 | 0.702 | |
| Q8 | | 0.921 |
| Q5 | | 0.776 |
| Q7 | | 0.658 |
| Q6 | | 0.484 |
| Q2 | | 0.381 |
| Extraction Method: Principal Component Analysis. | | |

### 3.2.9.7. Eigenvalues and Variance Explanations for the Organizational Commitment

As revealed in Table 16, and Figure 6, Eigenvalue and variance explanations for organizational commitment applied, while, the percentage of variance clarifications for each factor and the cumulative variance of the factor and the factors below considered. However, the factors are which have the value more than one will extract. As the outcome of perpetual factor analysis, three factors of the organizational culture determined. Hence, the total variance jointly well-defined by these three factors that are (62.39%). Consequently, the variance extents indicated by the factors individually (46.66%, 15.734%, and 10.19%) respectively. While the higher the variance percentage achieved at the end of the factor analysis, the stronger the factor construction becomes.

Table 16: Eigenvalue and Variance Explanations of the Determined Factors for the Organizational Commitment

| Factors | Eigenvalues | Variance Explanation% | Cumulative% |
|---------|-------------|------------------------|-------------|
| 1 | 4.357 | 46.663 | 46.663 |
| 2 | 1.469 | 15.734 | 62.396 |

Figure 6: Load Graph for the Component Numbers of Organizational Commitment
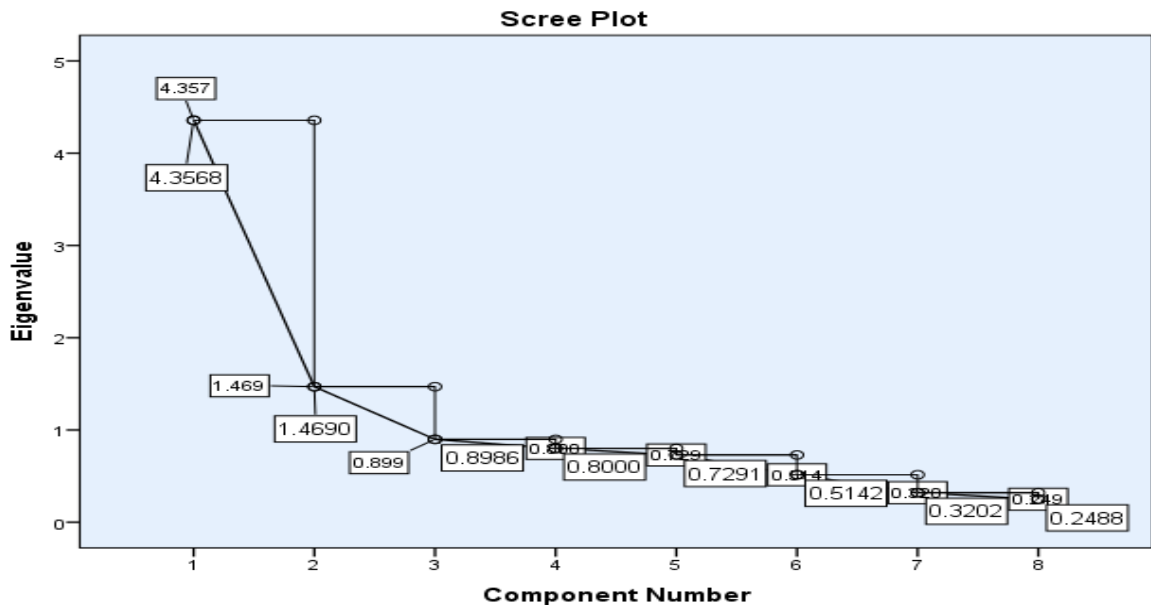


### 3.2.9.8. Factor Loads of Organizational Commitment Indicators

As proved in Table 17, both factors of organizational commitment are positive. (B) The first factor, that called "**Organizational Commitment**" involved three components as (Q4,3, and Q1), while factor loadings are (0.999, 0.945, and

58

0.702) respectively, whereas all items have higher value load. The second factor called **"Employment Commitment"** include five components (Q8,5,7,6, and Q2) besides, the factor loadings values are (0.921, 0.776, 0.658, 0.484, and 0.381) respectively, furthermore, all indicators have higher value loadings.

Table 17: Organizational Commitment Indicators and Factor Loads

| Items | Factors | Factor Loads |
|---|---|---|
| **B First Factor, Organizational Commitment** | | |
| *Q4* | Right now staying with my organization is a matter of necessity as much as desire. | **0.999** |
| *Q3* | I do not feel emotionally attached to this organization. | **0.945** |
| *Q1* | I would be delighted to spend the rest of my career with this organization | **0.702** |
| **B Second Factor, Employment Commitment** | | |
| *Q8* | My work at this organization encourages me to improve performance and skills. | **0.921** |
| *Q5* | It would be tough for me to leave my organization right now, even if I wanted to. | **0.776** |
| *Q7* | I feel honored when I am telling my friends I am working for this organization. | **0.658** |
| *Q6* | I care a lot about the reputation of the organization. | **0.484** |
| *Q2* | I feel as if these organizational problems are my own. | **0.381** |

## 3.3. DATA PRESENTATION AND ANALYSIS

This purpose of this section of chapter three is to run the data analysis, which starts with a descriptive statistics of the survey demographic data that collected from the respondents in the Kurdistan Medical Control Agency MCA in Erbil city. The demographic data includes frequency distributions and percentages. Although, the second part of this section involves statistical analysis of the data obtained by testing descriptive statistics, ANOVA and t-test, correlation and regression analyses, and collinearity statistics nevertheless, the results of the data analysis revealed in Tables and Figures below.

### 3.3.1. The Demographic Data

As previously mentioned that the survey sample demographic data in this study were collected from MCA to deliver a dependable of the sample in this study. Accordingly, the demographic data below was collected as gender, age, education level, work specialization and overall job experience, as shown in a Tables below:

As the Table 18, indicated the frequency distributions and percentage of gender sample contributed in the survey 56.7 percent, or 85 individuals of the total survey sample, employees in the MCA who willingly participated to the survey are female, while 43.3 percent or 65 employees of total survey respondents are male.

Table 18: Frequency and Percentage of the Sample's Gender

| Gender | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------|-----------|---------|---------------|---------------------|
| Male | 65 | 43.3 | 43.3 | 43.3 |
| Female | 85 | 56.7 | 56.7 | 100.0 |
| Total | 150 | 100.0 | 100.0 | |

As the Table 19, revealed frequency distributions and percentage that the participators ages, 36.7 percent of the overall survey sample or 55 staffs of the MCA department aged from 36 to 45 years old. So, 34 percent or 51 staffs aged between 26-35 years. While 18 percent or 27 staffs of the same department were aged from 21 to 25 years. Subsequently, 8.7 percent or 13 staffs were aged fall into 46-55 years. Moreover, 2.7 percent of the total survey sample was aged 51 years and above.

Table 19: Frequency and Percentage of the Sample's Age

| Age | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----|-----------|---------|---------------|---------------------|
| 21-25 | 27 | 18.0 | 18.0 | 18.0 |
| 26-35 | 51 | 34.0 | 34.0 | 52.0 |
| 36-45 | **55** | **36.7** | **36.7** | 88.7 |
| 46-55 | 13 | 8.7 | 8.7 | 97.3 |
| 56 and above | 4 | 2.7 | 2.7 | 100.0 |
| Total | 150 | 100.0 | 100.0 | |

As showed in Table 20, the frequency distributions and percentage of the survey sample's education level, it is demonstrated that of the total participators: 50 percent or 75 staffs' respondents are bachelor degrees; while 38.7 percent or 58 staffs in the MCA department are diploma certificates holders. Though, those held master degrees came at the rate of 15.8 percent or 10 individuals. Also, 4.7 percent or 7 individuals hold Ph.D. degree.

Table 20: Frequency and Percentage of the Sample's Education Level

| Education Level | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------------|-----------|---------|---------------|---------------------|
| Ph. D | 7 | 4.7 | 4.7 | 4.7 |
| Master | 10 | 6.7 | 6.7 | 11.3 |
| Bachelor | **75** | **50.0** | **50.0** | 61.3 |
| Diploma | 58 | 38.7 | 38.7 | 100.0 |
| Total | **400** | **100.0** | **100.0** | |

Table 21, indicated that the specialization of the survey sample, 54.7 percent or 82 of the overall participants specialized in marketing. While, 14.7 percent or 22 of contributors specialized as finance, however, 12.7 percent or 19 of contributors as production. So, 8 percent or 12 individuals of the total survey sample were specialized in IT. Although, administration and other specialization came by 4 percent respectively, lastly, 2 percent of participants specialized as HRM.

Table 21: Frequency and Percentage of the Sample's Specialization

| Specialization | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Finance | 22 | 14.7 | 14.7 | 14.7 |
| Human Resources | 3 | 2.0 | 2.0 | 16.7 |
| Information Technology | 12 | 8.0 | 8.0 | 24.7 |
| Administration | 6 | 4.0 | 4.0 | 28.7 |
| Marketing | **82** | **54.7** | **54.7** | 83.3 |
| Production | 19 | 12.7 | 12.7 | 96.0 |
| Other | 6 | 4.0 | 4.0 | 100.0 |
| Total | **150** | **100.0** | **100.0** | |

When we look at Table 22, we can realize that the most staffs of the KMCA, who willingly contributed to the survey their overall job experiences over 5 years by 58 percent. So, the MCA staffs with experience, 1-2 years came at a rate of 28 percent or 42 staffs. Additionally, 21.3 percent experienced less than one year. However, 2 percent or 3 respondents of the total sample experienced between 3-5 years.

Table 22: Frequencies and Percentages of the Sample's Overall Job Experience

| Overall Job Experience | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Less than 1 year | 18 | 12.0 | 12.0 | 12.0 |
| 1-2 years | 42 | 28.0 | 28.0 | 40.0 |
| 3-5 years | 3 | 2.0 | 2.0 | 42.0 |
| Over than 5 years | 87 | 58.0 | 58.0 | 100.0 |
| Total | **150** | **100.0** | **100.0** | |

### 3.3.2. Descriptive Statistics

This part of the analysis aims to use descriptive statistics for the study variables; while, these indicated on participants' response to rate the importance of the study variables on five-point Likert Scale. Nevertheless, descriptive statistics

tested to quantitatively define the significant features of the variables by using statistical mean, standard deviations and the weight of agreement.

When we are gaining a set of raw data statistical mean is one of the most useful techniques of shorting data to find an average of that set of data, an average is a measure of the center of the dataset, while there are three common ways of relating the center of a set of numbers namely mean, the median and the mode.

However, standard deviations are the kind of average of these deviations from the mean. Subsequently, this best described by demonstrating the following instance. Now assume we have a set of opinions where there is variability. The detected values would deviate from the mean by varying amounts, as follows:

$$Mean = \frac{Sum\ of\ Observations}{Number\ of\ Observatins} = \frac{34.805}{10} = 3.4805 = \mu.$$

$$Variance = \frac{Sum\ of\ Squared\ Deviations}{Number\ of\ Observatins} = \frac{2.3948}{10} = 0.2395 = \sigma^2.$$

$$Standard\ Deviation = \sqrt{Variance} = \sqrt{0.2395} = 0.4894 = \sigma.$$

While the rate of agreement that has found by using the equations below in order to measure the significant rate (agree or disagree) of each component from the replies of the survey sample. In the questionnaire form, there are five indicators (strongly agree, agree, undecided, disagree and strongly disagree) that refers as a $(100\%,\ 80\%,\ 60\%,\ 40\%\ and\ 20\%)$ respectively, besides there is five Likert scale means the total is 100% so by using Eq.1. We can realize the rate agree and disagree with the components from the responds point of view.

$$Rate\ of\ Agreemnent = \frac{Mean * 100}{5\ (Five - Point\ Likert\ Scale)}$$

### 3.3.2.1. Descriptive Analyze of the Organizational Culture

As Table 23, indicated the results of descriptive statistics namely mean, and standard deviation scores of organizational culture as the independent study variable are (3.765 and 0.6388) respectively. While 75.3 percent of the total survey sample identified that MCA has a critical organizational culture, which is supported by t (47.278), df (149), at the Sig (0.000).

Table 23: The Results of Descriptive Analysis of the Organizational Culture

| Variables | Descriptive Statistics | | | T-test | | |
|---|---|---|---|---|---|---|
| | Mean | Std. Deviation | The rate of Agreement | t | df | Sig. (2-tailed) |
| Organizational Culture | 3.7650 | .63883 | 75.3% | 47.278 | 149 | 0.000 |
| Collective Organization Culture | 3.1233 | .88578 | 62.46% | 33.055 | 149 | 0.000 |
| Supportive Culture | 3.8140 | .61160 | 76.28% | 48.993 | 149 | 0.000 |
| Innovative Culture | 3.6120 | .69300 | 72.24% | 46.341 | 149 | 0.000 |
| Bureaucratic Culture | 2.5147 | .82457 | 50.29% | 37.351 | 149 | 0.000 |
| Variables | | Questions | Descriptive Statistics | | | |
| | | | Mean | Std. Deviation | Rate of Agreement | |
| Higher Values | | | | | | |
| Collective Organization Culture | | X1 | 3.780 | 0.7891 | 75.6% | |
| | | X2 | 3.710 | 0.7414 | 74.2% | |
| Supportive Culture | | X7 | 3.630 | 0.8531 | 72.6% | |
| | | X6 | 3.433 | 1.0190 | 68.66% | |
| Innovative Culture | | X15 | 3.880 | 0.9622 | 77.6% | |
| | | X14 | 3.863 | 0.9341 | 77.26% | |
| Bureaucratic Culture | | X19 | 3.893 | 0.9560 | 77.86% | |
| | | X20 | 3.800 | 0.9020 | 76% | |

The statistical mean values of the organizational culture dimensions as collective organization culture, supportive culture, innovative culture, and bureaucratic culture are (3.1233, 3.8140, 3.6120, and 2.5147) respectively, and standard deviation values are (.88578, .61160, .69300, and .82457) respectively. While (62.46%, 76.28%, 72.24%, and 50.29%) respectively of the overall survey sample agreed that collective organization culture, supportive culture, innovative culture, and bureaucratic culture necessary elements to adopt important organizational culture. Which is supported by t (33.055, 48.993, 46.341, and 37.351) respectively, at the prob values (0.000, 0.000, 0.000, and 0.000) respectively, less than the level of significance (0.05). Therefore, all the dimensions significant (p-value<0.05).

The results indicated that ($X_1$ and $X_2$) reserves the collective organization culture dimension regarding employee consideration that the surveyed organization have a culture, and employees approve that organizational culture influences their behavior." Also, ($X_7$ and $X_6$) riches the supportive culture regard the supervisors who use positive feedback with the staffs, and the employee has easy access to policies." Besides, the result displays that ($X_{15}$ and $X_{14}$) riches the innovative culture that staffs with good performance have opportunities to develop career prospects. Moreover, the rewards exist for staffs' performance. While the highest frequencies of

bureaucratic culture are $(X_{19})$ and $(X_{20})$ regarding management strongly encourages the employee to involve in the production process, then, favoritism exists at work.

### 3.3.2.2. Descriptive Analyze of the Organizational Commitment

As presented in Table 24, the statistical mean and standard deviation scores for organizational commitment as a study dependent variable are (3.892 and 0.6161) respectively. Also, 77.84% of the total survey sample agreed on that KMCA staffs considers organizational commitment. Whereas the t-test is (49.778), p-value (0.000), less than (0.05). So, organizational commitment is significant (p-value<0.05). So, it means that MCA could achieve organizational commitment through organizational culture.

Table 24: The Results of Descriptive Analysis and T-tests of Organizational Commitment

| Variables | Descriptive Statistics | | | T-test | | |
|---|---|---|---|---|---|---|
| | Mean | Std. Deviation | The rate of Agreement | T | df | Sig. (2-tailed) |
| Organizational Commitment | 3.892 | 0.6161 | 77.84% | 49.778 | 149 | 0.000 |
| Variables | | Questions | Descriptive Statistics | | | |
| | | | Mean | Std. Deviation | Rate of Agreement | |
| Higher Values | | | | | | |
| Components | | Y4 | 3.704 | 0.728 | 74.08% | |
| | | Y3 | 3.663 | 0.816 | 73.26% | |
| Lower Values | | | | | | |
| Components | | Y6 | 3.133 | 1.046 | 62.66% | |
| | | Y2 | 3.044 | 1.056 | 60.88% | |

The results also confirm that $(Y_4$ and $Y_3)$ riches the organizational commitment regarding employees staying with the MCA organization is a matter of necessity as much as desire, and employees do not feel emotionally attached to this organization. While the lower frequencies of organizational commitment compared to other dimensions are $(Y_6)$ and $(Y_2)$ regarding the employee care a lot about the reputation of the organization. Then, employees feel as if these organizational problems are their own.

Nevertheless, beyond tables showed the answers on organizational culture clarified that all dimensions of the independent variable would effect on organizational commitment. However, the supportive culture, innovative culture, and collective organization culture, respectively the essential elements that motivating to

the effect on organizational commitment, but, the bureaucratic culture has the lowest effect.

### 3.3.3. Variance Analysis

As Table 25, indicated the variance analysis tested by using ANOVA and independence t-test to explain if there is variance among the responses of the survey samples according to the demographic data. Accordingly, the independence t-test and ANOVA results confirmed that for all demographic data in regards the organizational culture (Sig>0.05), so, it means that there isn't variance in the means between male and female employees, F (1.440; Sig0.232> 0.05). Yet, for the age groups F (1.760; Sig0.146> 0.05), also, level of education F (2.160; Sig0.071>0.05), while, experience F (3.020; Sig0.065>0.05), finally, employees' specialization F (3.102;Sig0.059>0.05), respectively, thus, there aren't variances in the means among them, where (Sig>0.05).

Table 25: ANOVA Test Results of Organizational Culture According to the Demographic Data

| Organizational Culture | Sum of Squares | DF | Mean Square | F-test | Sig. |
|---|---|---|---|---|---|
| **By Gender** | | | | | |
| **Equal variances assumed** | *Levene's Test for Equality of Variances* | | | | |
| | | | | *1.440* | *0.232* |
| **By Age Groups** | | | | | |
| **Between Groups** | 10.871 | 4 | .744 | *1.760* | *0.146* |
| **Within Groups** | 49.936 | 145 | .425 | | |
| **Total** | 60.807 | 149 | | | |
| **By Level of Education** | | | | | |
| **Between Groups** | 4.111 | 4 | 0.859 | *2.160* | *0.071* |
| **Within Groups** | 56.696 | 145 | .403 | | |
| **Total** | 60.807 | 149 | | | |
| **By Overall Job Experience** | | | | | |
| **Between Groups** | 4.996 | 6 | 1.040 | *3.020* | *0.065* |
| **Within Groups** | 157.651 | 143 | .399 | | |
| **Total** | 162.647 | 149 | | | |
| **By Specialization** | | | | | |
| **Between Groups** | 4.996 | 4 | 1.040 | *3.102* | *0.059* |
| **Within Groups** | 157.651 | 145 | .399 | | |
| **Total** | 162.647 | 149 | | | |

As Table 26, showed the variance analysis also tested for the organizational commitment as the study dependent variable by using ANOVA and independence t-test to clarify if there is variance among the responses of the survey samples according to the demographic data. Accordingly, the independence t-test and ANOVA results confirmed that for all demographic data in regards the

organizational commitment (Sig>0.05), so, it means that there is no variance in the means between male and female employees, F (1.140; Sig0.392> 0.05). However, for the age groups F (1.561; Sig0.166>0.05), also, level of education F (2.110; Sig0.091>0.05), while, experience F (6.169; Sig0.001<0.05), thus, there is variance between responses according to employees overall job experience, so, employees with more job experience committed to the organization better less experience. Finally, employees' specialization F (0.806; Sig0.492>0.05), hence, there is no variance in the means between survey sample answers based on employees' specialization.

Table 26: ANOVA Test Results of Organizational Change According to the Demographic Data

| Organizational Commitment | Sum of Squares | DF | Mean Square | F-test | Sig. |
|---|---|---|---|---|---|
| **By Gender** | | | | | |
| **Equal variances assumed** | *Levene's Test for Equality of Variances* | | | | |
| | | | | *1.140* | *0.392* |
| **By Age Groups** | | | | | |
| **Between Groups** | 7.648 | 4 | .755 | *1.561* | *0.166* |
| **Within Groups** | 70.771 | 145 | .408 | | |
| **Total** | 78.419 | 149 | | | |
| **By Level of Education** | | | | | |
| **Between Groups** | 1.752 | 4 | .438 | *2.110* | *0.091* |
| **Within Groups** | 76.667 | 145 | .529 | | |
| **Total** | 78.419 | 149 | | | |
| **By Overall Job Experience** | | | | | |
| **Between Groups** | 16.124 | 6 | 2.687 | *6.169* | *0.001* |
| **Within Groups** | 62.295 | 143 | .436 | | |
| **Total** | 78.419 | 149 | | | |
| **By Specialization** | | | | | |
| **Between Groups** | 1.278 | 4 | .426 | *0.806* | *0.492* |
| **Within Groups** | 77.141 | 145 | .528 | | |
| **Total** | 78.149 | 149 | | | |

### 3.3.4. Correlation Analysis

According to Tyrrell, (2009), a correlation test calculates the strength of the linear correlation between the two or more variables and also identifies the trend of the correlation. However, the correlation coefficient, (*r*), measures the strength of the linear correlation. The value of (*r*) is between (+1) and (-1):

- Values of (*r*) close to (+1) or (-1) symbolize a substantially linear relation.
- A value of (*r*) close to (0) means that the linear correlation is very weak.
- It could be that there is no correlation at all, or the correlation is non-linear.

In the same context, we have conducted a correlation analysis to test the first main hypotheses which state that there is a positive relationship between organizational culture and the organizational commitment. So, to examine the relationship between the study variables; Spearman's r (0.677**) correlation considered, while the correlation coefficient for the organizational culture and commitment indicated that both variables established significant positive correlation.

Moreover, all the organizational culture dimensions as a supportive culture, innovative culture, collective organization culture, bureaucratic culture positively correlated with the organizational commitment. Besides, Table 27, explains that supportive culture, innovative culture, collective organization culture, through (r=0. 688**, 0.571**, and 0.468**) respectively, have most significant positive correlations with organizational commitment, at the prob values (0.000, 0.000 and 0.000) respectively. Although bureaucratic culture has the lower correlation with organizational commitment, compared to other dimensions, hence, the hypotheses (*$H_1$, $H_{1.1}$, $H_{1.2}$, $H_{1.3}$, and $H_{1.4}$*) accepted.

Table 27: Correlation of Organizational Culture its Dimensions and the Organizational Commitment

| | | Organizational Commitment |
|---|---|---|
| **Organizational Culture** | Correlation Coefficient | **0.677**[**] |
| | Sig. (2-tailed) | **0.000** |
| **Supportive Culture** | Correlation Coefficient | **0.688**[**] |
| | Sig. (2-tailed) | **0.000** |
| **Innovative Culture** | Correlation Coefficient | **0.571**[**] |
| | Sig. (2-tailed) | **0.000** |
| **Collective Organization Culture** | Correlation Coefficient | **0.468**[**] |
| | Sig. (2-tailed) | **0.000** |
| **Bureaucratic Culture** | Correlation Coefficient | **0.371**[**] |
| | Sig. (2-tailed) | **0.000** |

\*\*. Correlation is significant at the 0.01 level (2-tailed).
\*. Correlation is significant at the 0.05 level (2-tailed).
c. Listwise N = 150

### 3.3.5. Regression Analysis

Multiple regression analysis is an addition of bivariate relationship. While the effect of regression is a calculation that characterizes the best estimate of a dependent variable from one or more independent variables. However, regression analysis will use when independent variables are related to the dependent variable. Thus, in the correlation test we found significant positive relationships between the study

variables, so, we can conduct both multiple and simple regression analysis in this study.

As shown in Table 28, a multiple regression analysis established to test the effect of the organizational culture on organizational commitment. As the model summary revealed in the table below, the coefficient of R Square is (0.515) which indicates that the variation clarified dependent variable due to independent variables.

Therefore, this sorts that the dimensions of organizational culture as collective organization culture, supportive culture, innovative culture, and bureaucratic culture, interpret for 51.5% of the staffs in the MCA in Erbil city. The same table confirms f-test of significance where F (42.622) clarifies that a significant (p0.00< 0.05) which is appropriate for the proposed model, hence, the model has it is significant in valuing how the organizational culture effect on organizational commitment, therefore the hypotheses ($H_2$) accepted.

Table 28: Regression Analysis (Model Summary)

| Model | R | R Square | Adjusted R Square | Std. The error of the Estimate | |
|---|---|---|---|---|---|
| 1 | 0.677 a | 0.515 | 0.499 | .64483 | |
| Model | Sum of Squares | df | Mean Square | F-test of Significance | Sig. |
| Regression | 17.534 | 1 | 17.534 | 42.622 | 0.000[b] |
| Residual | 60.885 | 148 | .411 | | |
| Total | 78.419 | 149 | | | |
| a. Dependent Variable: Organizational Commitment | | | | | |
| b. Predictors: (Constant), Organizational Culture | | | | | |

As the results shown in Table 29, there is a significant effect of the organizational culture through collective organization culture, supportive culture, innovative culture, and bureaucratic culture on the organizational commitment. By an amount of B (0.464, 0.419, 0.364, and 0.306) respectively, and as presented by a prob values (0.000, 0.000, 0.000 and 0.000) respectively. Besides, t(6.529; p<0.05) for organization culture, that significant and support the results. So, t(6.372, 5.614, 4.747, and 3.911) respectively, for all four dimensions, and (p<0.05). Consequently, the hypotheses ($H_{2.1}, H_{2.2}, H_{2.3}$ and $H_{2.4}$) accept.

Table 29: Regression Coefficients

| Model | Standardized Coefficients | T-Test | |
|---|---|---|---|
| | Beta | t | Prob. |
| **(Constant)** | | 4.439 | 0.000 |
| Organizational Culture | 0.473 | 6.529 | 0.000 |
| Supportive Culture | 0.464 | 6.372 | 0.000 |
| Innovative Culture | 0.419 | 5.614 | 0.000 |
| Collective Organization Culture | 0.364 | 4.747 | 0.000 |
| Bureaucratic Culture | 0.306 | 3.911 | 0.000 |
| a. Dependent Variable: Organizational Commitment | | | |

However, as Table 30, summarizes the Breusch-Godfrey Serial Correlation LM tested to classify if there is autocorrelation or serial correlation between independent variables, so, the results confirm prob values higher than (0.05) that there is no autocorrelation. Thus, the null hypothesis not rejected.

Table 30: Autocorrelation Test

| Breusch-Godfrey Serial Correlation LM Test: | | | |
|---|---|---|---|
| F-statistic | 4.037468 | Prob. F(2,146) | 0.0196 |
| Obs*R-squared | 7.861372 | Prob. Chi-Square(2) | 0.0196 |
| Test Equation: | | | |
| Dependent Variable: Organizational Commitment (OCO) | | | |
| Method: Least Squares | | | |
| Date: 08/04/18   Time: 17:59 | | | |
| Sample: 1 150 | | | |
| Included observations: 150 | | | |
| Presample missing value lagged residuals set to zero. | | | |
| Variable | Coefficient | Std. Error | t-Statistic | Prob. |
| OCO | 0.006205 | 0.062578 | 0.099163 | 0.9211 |
| C | -0.014783 | 0.148278 | -0.099695 | 0.9207 |
| RESID(-1) | 0.207072 | 0.082991 | 2.495121 | 0.1370 |
| RESID(-2) | 0.063311 | 0.083028 | 0.762524 | 0.4470 |

Additionally, as revealed in Figure 7, the normality test used for the data, and the effect demonstrate that there is normality distribution in study observations regards the effect of the organizational culture on organizational commitment. Moreover, the Figure 8, below, displays the linearity test, and the outcomes identified that there is linearity relationship between the organizational culture and the commitment.
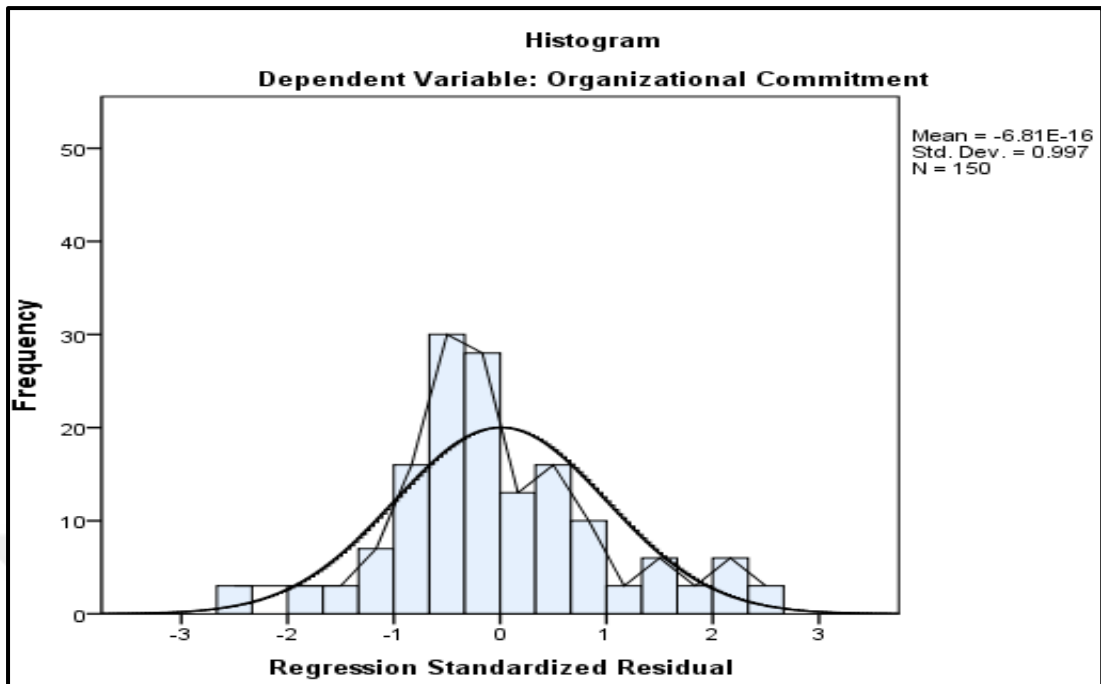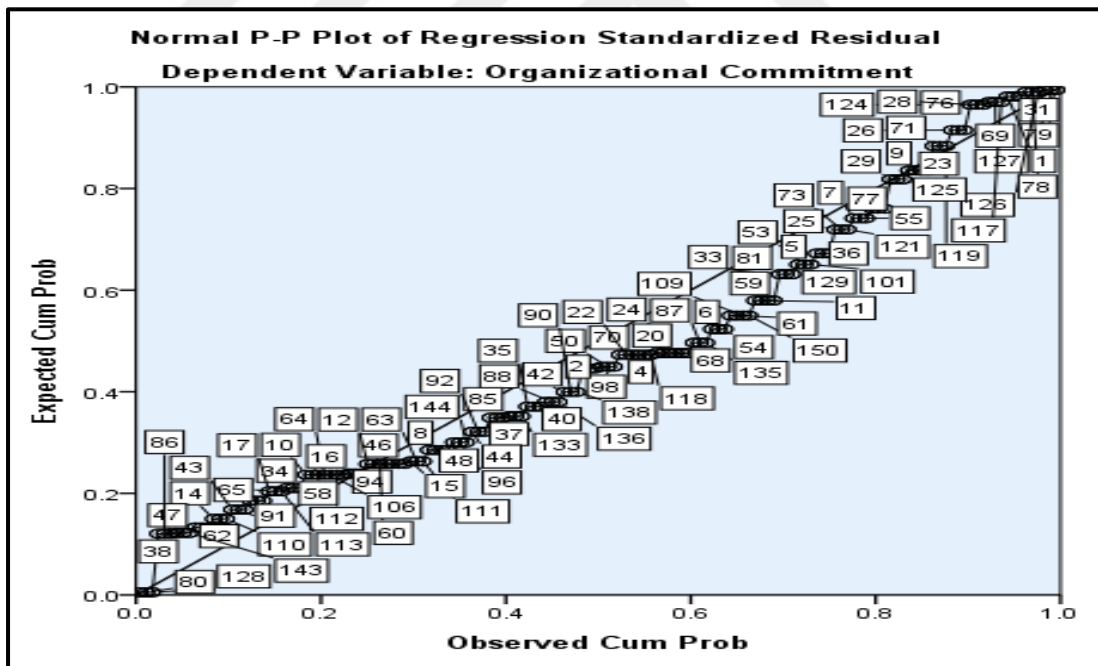
Figure 7: Normality test



Figure 8: Linearity test

**CONCLUSIONS AND RECOMMENDATION**

**Conclusions**

The study purpose is to examine the effect of organizational culture on an organizational commitment from the perceptions of employees of the MCA in Erbil-Iraq. Accordingly, to observe the effect of the independent variables which is organizational culture and its dimensions as collective organization culture, supportive culture, innovative culture, and bureaucratic culture as the study purpose. The researcher tested the relationship between organizational culture and organizational commitment, while examined the effect of this relationships, by taking viewpoints from a survey sample of employees of the MCA in Erbil.

In this regard, the literature of contemporary organization emphasizes the difficulty of isolating organizations from their cultural and civilize environment according to the organic and ecological view that deals with organizations as social beings breathing through their cultural system. While, many environmental organizations, according to the concept of the socio-cultural system, have subsystems, each of which has its own culture, which assimilated and compatible with culture in its broader sense.

With descriptive statistics, the study found that the staffs of MCA considering that their organization has a culture, and employees approve that organizational culture influences their behavior, while supervisors use positive feedback with the employee. Besides, the employee has easy access to policies, thus, improved employee commitment to their organization.

The culture in MCA organization helped most employees to grow personally and professionally; the organization management also provided personal leadership to improving quality. While most of the survey sample confirm that MCA employees with good performance have opportunities to develop career prospects, as well as rewards and incentive exist for employee's performance.

The main descriptive statistics effects have confirmed that organizational culture clarified that all dimensions of the independent variable would effect on organizational commitment. However, the supportive culture, innovative culture, and collective organization culture, respectively the essential elements that motivating to the effect on organizational commitment, but, the bureaucratic culture has the lowest effect. While the most of the survey sample agreed on that the MCA department

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reached its culture and commitment by providing the member's chance to join in the decision-making process particularly those decisions related to medical control. Besides, management strongly encourages the staffs to involve in the invention process.

The independence t-test and ANOVA of variances analysis indicated that there aren't significant variances between survey sample responses toward organizational culture and commitment, but there is variance between responses according to employees' overall job experience, so, employees with more job experience committed to the organization better less experience.

The study also found that the organizational culture has a significant positive relationship with organizational commitment in MCA in Erbil, and these relationships contribute to employees commitment to their organization. While supportive culture, innovative culture, collective organization culture has most significant positive correlations with organizational commitment, although bureaucratic culture has the lower correlation with organizational commitment, compared to other dimensions.

Furthermore, through the regression analysis the study found that statistically there are significant effects of the organizational culture and all its dimensions on the organizational commitment, nevertheless, the high effects of the supportive culture, innovative culture, collective organization culture on organizational commitment, while the lower one was a bureaucratic culture among dimensions of organizational culture. Thus, the conclusions agree on that organizational culture, and its dimensions play an active effect in accomplishing positive organizational commitment.

## Recommendations

This study endorses that MCA department in Erbil-Iraq and other similar organizations should continuously invest in culture and employee commitment to their organization to achieve a positive organizational culture of innovation and change. By improving organization members' satisfaction and commitment so, that will require managers to encourage staff to participate cooperatively in providing a friendly atmosphere among them.

However, the department managers should take into account the staff capacities in the distribution of responsibilities. Besides, improving communication between management and staffs. Strengthening the organizational culture within the MCA in order to design a culture model for the organization as it is an essential factor in raising the performance of the MCA by enhancing the commitment of the employees in their work and thus raising the level of administration. Moreover, job performance in it, to serve the medical service process in the country, by a focus on the individual ethical models of employees and try to praise the models that the KMCA finds ideal and suitable for the medical control work.

However, organizational structure in a way that allows for the flexibility of the role of culture in the moral and functional commitment of the employees within the organization. The study also recommends that it be critical for MCA to have maintainable and continuous use of supportive and innovative cultural rules which will help organizational transformation that helps to respond to medical work quickly. Assignment of responsibilities and tasks to employees by their moral and cultural characteristics and skills in the field of work will lead to better commitment to the completion of their duties in the form of ideal. However, incentive employees to adapt themselves and work collectively increases the spirit of teamwork and therefore the commitment here for the employee part of the fulfillment of the work team

The researcher recommends that the MCA provide training on the organizational commitment which makes the members feel that will do better. However, training programs should aim to improve members' awareness of innovative culture, norms and act as a base on knowledge of the substantial effect of employee quality work in organizational performance. For the upcoming study, we propose the duplicate of this study within another organization or business industry, as it applies to endorse if these outcomes preserve their stability between businesses with different features.

**The Study of Scientific and Practical Contribution**

This study, in addition to the literature of business administration in general, and the literature of organizational behavior, in particular, shed light on the organizational culture and organizational commitment by studying the nature of the effect and relationship between organizational culture and organizational

commitment. Moreover, this would add to the understanding of these two variables, Especially in the case of business administration literature in KRI and Iraq, which is lacking in the existence of studies linking organizational culture and organizational commitment.

The present study also contributes to the literature of this field by showing that there is a positive relationship between the organizational culture and the organizational commitment and that the values of supportive culture, innovative culture, and collective organizational culture affect the organizational commitment.

The findings of this study seem to be useful to managers in the MCA department, while given the results of these organizational culture effect in the organizational commitment, and therefore managers should work to understand the standard values in the body and then take the necessary policies and procedures that encourage. It is possible to provide these values so that the employees feel the interest of the incentive and that the authority works to increase the level of organizational commitment.

It also helps managers in the MCA by providing them with indicators of what is going on in the ability, in addition to helping to accomplish the functions of management from the planning, control, coordination, and decision-making. The results of the study can be used to know the low values, to find the reasons for their decline, and to work out plans to help activate them.

However, this study clarifies the effect of organizational culture on organizational commitment through the positive relationship between them. It also gives managers the ability to predict the level of staff commitment in the MCA by knowing the values of supportive culture, innovative culture, and collective organizational culture, and thus the ability to control the level of commitment of staff by motivation and the activation of these values.

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# APPENDIXES

**Appendix1: Questionnaire Form**



**T.C**
**BİNGÖL UNIVERSITY**
**SOCIAL SCIENCE INSTITUTE**
**BUSINESS ADMINISTRATION DEPARTMENT**

Dear Respondent

This survey questionnaire is a part of the master study titled " **An Empirical Study to Determine the Effect of Organizational Culture on Organizational Commitment**" Its part of the Requirements for the degree of Masters in the jurisdiction of the Administrative Sciences, at Bingöl University in Turkey.

I will appreciate to reply to the below question. Please give it time and understood, as answers will use to reach the results of this study, and definitely the outcome will use only for educational purpose, and names will not mention on the forms. The obtained data will keep confidential and is going to use only for the purpose of study entirely.

Thanks in advance.

**Supervisor**

Assoc. Prof. Dr. Abdulvahap BAYDAŞ

**Researcher**

Kosrat Abdullah HAMAD
Master Student

**Please Choice the Option that Signifies the Best Alternative, Think Proper for the Phrases below:**

**First Section: General Information**

1. **Gender:** Male (      ), Female (        ).

2. **Age:** 21–25 years (    ), 26–35 (      ), 36–45 (    ),  46-55 (    ), 56 and above (  ).

3. **Level of Education:** Ph. D (       ), Master (     ), Bachelor (       ), Diploma (       ).

4. **Specialization:** Finance (     ), Human Resources (      ), IT (     ), Administration (     ),  Marketing (       ), Production (      ), Other……………………………

5. **Overall Job Experience:** Less than 1 years (     ), 1-2 (      ), 3-5 (    ), Over 5 years (     ).

**Second Section: The Scale of Organizational Culture**

The organizational culture dimensions signify in the following questions; please tick (✓) in the suitable field by your views.

| Q | Statements | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|---|---|
| **First Dimension: Collective Organization Culture** | | | | | | |
| 1 | Would you consider your organization to have a culture. | | | | | |
| 2 | Do you agree that organizational culture influences employee behavior. | | | | | |
| 3 | The culture in my organization helps me to grow personally and professionally. | | | | | |
| 4 | Existing organization culture it is the reason for reducing conflict between employs. | | | | | |
| 5 | Existing organization culture affected organization commitment. | | | | | |
| **Second Dimension: Supportive Culture** | | | | | | |
| 6 | The employee has easy access to policies. | | | | | |
| 7 | Supervisors use positive feedback with the employee. | | | | | |
| 8 | People in my work unit are friendly and helpful. | | | | | |
| 9 | Management continuously improves communication between management and staffs. | | | | | |
| 10 | The staff respecting each other during the work. | | | | | |
| **Third Dimension: Innovative Culture** | | | | | | |
| 11 | Top priority in my organization is quality performance. | | | | | |
| 12 | We have availability of internal communication strategy for example outlook SAP etc. | | | | | |
| 13 | In my organization encourage innovation. | | | | | |
| 14 | Rewards exist for employee's performance. | | | | | |

| Q | Statements | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|---|---|
| 15 | Employees with excellent performance have opportunities to develop career prospects. | | | | | |
| **The Fourth Dimension: Bureaucratic Culture** | | | | | | |
| 16 | Organization management provides personal leadership to improving quality. | | | | | |
| 17 | Department heads within our organization accept responsibility for quality. | | | | | |
| 18 | Department head works to encourage just in time production. | | | | | |
| 19 | Management strongly encourages employee involvement in the production process. | | | | | |
| 20 | Favoritism exists at work. | | | | | |

**Sources:** Alvi, H. A., Hanif, M., Adil, M.S., Ahmed R.R. and Vveinhardt, J. (2014). Impact of Organizational Culture on Organizational Commitment and Job Satisfaction, *European Journal of Business and Management*, Vol. (6), No. (27), pp.30-39; Awfi, M.G. (2005). Organizational Culture and its Relation to Organizational Commitment, Unpublished Master's Thesis, Department of Administrative Sciences, Naif Arab *University for Security Sciences*.

## Third Section: The Scale of Organizational Commitment

| Q | Statements | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|---|---|
| 21 | I would be delighted to spend the rest of my career with this organization. | | | | | |
| 22 | I really feel as if these organizational problems are my own. | | | | | |
| 23 | I do not feel emotionally attached to this organization. | | | | | |
| 24 | Right now staying with my organization is a matter of necessity as much as desire. | | | | | |
| 25 | It would be tough for me to leave my organization right now, even if I wanted to. | | | | | |
| 26 | I care a lot about the reputation of the organization. | | | | | |
| 27 | I feel honored when I am telling my friends I am working for this organization. | | | | | |
| 28 | My work at this organization encourages me to improve performance and skills. | | | | | |

**Source:** Alvi, H. A., Hanif, M., Adil, M.S., Ahmed R.R. and Vveinhardt, J. (2014). Impact of Organizational Culture on Organizational Commitment and Job Satisfaction, *European Journal of Business and Management*, Vol. (6), No. (27), pp.30-39; Awfi, M.G. (2005). Organizational Culture and its Relation to Organizational Commitment, Unpublished Master's Thesis, Department of Administrative Sciences, Naif Arab *University for Security Sciences*.

**Appendix 2: Curriculum Vitae**

| Personal Profile | | | | |
|---|---|---|---|---|
| **Name and Surname** | Kosrat Abdullah HAMAD | | | |
| **Place and Date of Birth** | 23 September 1987, Iraq | | | |
| **Email** | kosrat.ad87@gmail.com | | | |
| **Phone** | +9647504701991 | | | |
| **Education** | | | | |
| **Degree** | **College** | **Depart.** | **University** | **Year** |
| **Undergraduate** | The College of Administration and Economics | Business Administration | Salahaddin University | 2011 |
| **Graduate** | Business Administration | Business Administration | Bingöl University | 2018 |
| **Work Experience** | | | | |
| **Workplace** | | **Position** | | **Year** |
| **At KRG - Ministry of Municipality and Tourism** | | Head of Auditing department | | September 2012 - Present |
| **Foreign Languages Skills** | | | | |
| **Kurdish/ Native** | **English/ Good** | | **Arabic/ Very Good** | |
| **Publication**: So far none | | | | |