

**DEMOCRATIC AND POPULAR REPUBLIC OF ALGERIA
MINISTRY OF HIGHER EDUCATION AND SCIENTIFIC
RESEARCH**

Ecole supérieure de commerce

**A Dissertation Submitted in Partial Fulfillment of the Requirements
for Master's Degree in Economic, Commercial and administrative
sciences**

Speciality: Management of organizations

The Influence of culture on Organizational commitment

Case study: Local Development Bank (BDL)

Submitted by:

Rouane Akram Mohammed el Amine

Supervised by:

Dr.Admane Mohamed

2019/2020

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Abstract

The purpose of this study is to further clarify whether there is a relationship between culture and organizational commitment. The study investigates the relationship between national culture and organizational commitment, also the relationship between organizational culture and organizational commitment in a sample of the Local development bank (BDL) employees. The Study shows that the Algerian national culture context does not have values who prevent or encourage people to be more committed to their works in other way the commitment to work doesn't exist in the Algerian mindset. The study revealed also that organizational culture has an influence on organizational commitment, the existence of hierarchical culture in the bank make people more committed to their work.

Key words: Organizational commitment, National culture, Organizational culture, Hierarchical culture

ملخص

الهدف من هذه الدراسة هو تحديد ما اذا كانت توجد علاقة بين الثقافة والالتزام التنظيمي، الدراسة تهدف الى البحث عن العلاقة بين الثقافة الوطنية والالتزام التنظيمي كذلك العلاقة بين الثقافة التنظيمية والالتزام التنظيمي لدى عمال بنك التنمية المحلية. بينت الدراسة ان الثقافة الوطنية الجزائرية لا تحتوي على القيم المعززة للالتزام التنظيمي اي ان الالتزام في العمل سلوك لا يوجد عند الافراد الجزائريين، كما اوضحت الدراسة وجود تأثير الثقافة الوطنية على الالتزام التنظيمي حيث ان وجود ثقافة هرمية يساهم في جعل العمال اكثر التزاما تجاه عملهم.

الكلمات المفتاحية : الالتزام التنظيمي ، الثقافة الوطنية ، الثقافة التنظيمية، الثقافة الهرمية

General Introduction

General Introduction

The great challenge of most organizations today is the improvement of their effectiveness in order to compete in today's global economy. The desire to improve effectiveness has stimulated many studies in the field of management particularly in Human resources management.

Culture is one of the most factors that help managers understand the complexity of the environment and provide a clear image, which will be useful later in implementing strategies in different type of organization: government policies, companies, non-governmental organization. As Samovar (1994) indicates, culture is a cumulative deposit of knowledge, experience, beliefs, value, meaning, notion of time and spatial dimension acquired by group of people in the course of generation through individuals and group striving.

The essential characteristic of culture is common, generational, symbolic and adaptive. An understanding of their impact on behavior is critical for organizations, if managers do not know the national culture with whom or in which they operate, organization performance can be extremely negative.

The success and the effectiveness of any organization is influenced by culture, which affect the way managers plan and make strategy, lead and control their organization (Ikyanyon and Gundu,2009). It is vital in developing and sustaining employee commitment and intensity levels that is often characteristics of successful organizations (Deal and Kennedy, 1982; Silverthorne, 2004). In addition, shared values, which are an aspect of culture, enhance employees' identification and attachment to the organization (Sathe, 1983).

Organizational commitment viewed as the psychological strength of an employee's attachment and involvement with the organization (Mowday et al., 1979).A committed employee is determined to stay with the organization irrespective of whether the organization is in a favourable or unfavourable state (Allen and Meyer, 1990).Organizational culture is pervasive and powerful as it either encourages or hampers change in the organization. For employees, organizational culture is either the glue that binds employees to the organization or the wind that blows them away.

The importance of a good fit between an employee and the organization cannot be overemphasized (O'Reilly et al., 1991). Deal and Kennedy (1982) argue that culture affects the commitment of employees within the organization and the strength of organizational commitment is correlated with the strength of culture. A strong culture enables employees understand the goals of the organization, and as they work towards organizational goals, their level of commitment increases.

2-The reason of choosing the topic

There are several reasons why we choosed to study this topic:

- Culture is a topic that entered the management philosophy in the late of 1980 and become more important in understanding and changing the view of organizational behavior.
- Understanding culture makes us able to know what make employee motivated and what make them disappointed in the workplace
- Organizational commitment has proved to be an outcome of strong organizational culture
- Little effort has been made to study the culture and it's influence on the public organizations in Algeria since the beginning of economic reforms in the early of 1990s

3-Objective of the research

- Identify the characteristics of the dominant value that shape the culture of the Local development Bank
- Identify the type and the level of organizational commitment that dominate the Local development bank
- Indicate whether there is a significant relationship with national culture and organizational commitment
- Indicate whether there is a significant relationship with organizational culture and organizational commitment

4-Research problem and hypotheses

Our research problem will be devoted to study the interaction between the culture and organizational commitment, this problem revolve around the question:

How the culture influence the organizational commitment?

To answer the main question we ask the following sub-question:

- Which kind of organizational commitment dominates in the Local development Bank?
- What is the type of organizational culture in the local development bank?
- Is there a significance statistical relationship between culture and organizational commitment when p-value is under 5%?

To answer these questions we formulate the following hypotheses:

- Continuance commitment is what characterized organizational commitment in the local development bank.
- Hierarchy culture is the most dominant culture in the local development bank.
- There is a significance statistical relationship between culture and organizational commitment when p-value is under 5%

5-Previous research

The influence of culture on organizational commitment have been treated by several academics, in Algeria there have been few researches about the influence of culture on organizational commitment.

Halilou and Merabt (2016) have studied the impact of organizational culture on organizational commitment in Sonalgaz (El ouad), the study aimed to investigate the cultural dimension that characterized the company and how it influence job satisfaction as sign of organizational commitment. Respondents were asked just about items related to job satisfaction and not organizational commitment; even in the theoretical background, the researcher did not treat the multidimensional model of organizational commitment

Ali rastegar (2012) did the same study on the Iranian companies, the main objective were to indicate whether personal demographic and job security are influenced by organizational commitment.

There was a lack in the theoretical background of his study; the researcher introduced only the two dimension of organizational commitment without the third dimension of normative commitment, which is very important in studying the topic.

Nacer zaineb (2013) conducted the same study using the Alen Meyer's scale of organizational commitment and Organizational culture assessment instrument (OCAI) on the public and private banks of Malaysia.

Victoria Miroshnik (2013) conducted a study on the multinational companies in Japan to indicate whether cultural dimension influence the attachment of employee to their companies. This study revealed a strong relationship between organizational commitments and organizational culture, also it indicated that a strong organizational culture help to maintain motivation and reduce turnover in the organization.

Previous researches did not relate the topic of organizational commitment to the personal values that an individual acquire from his society in other word the national cultural dimension. Many studies focuses only on organizational culture without considering the importance of value characteristics that a person learn from the society like: norms and rules.

6-Importance of the research

Our research is important for several reasons, first it is conducted in a country where a set of economic reforms look to implement modern structure and methods of management, understanding the implication for organizational culture and national culture in this context is very important, secondly Algerian public country still suffer from many issues include human resources in the first place.

Little research has been made on the cultural phenomena in Algerian public organization. Hence, this study will provide a new insight needed to implement a Human resource management strategy required to improve organizational commitment via culture.

The value components are frequently used in the analysis of the nature of organizational culture (Cameron & Quinn,1999),and organizational commitment (Meyer & Alen,1990), research on the relation between value-component of organizational culture and the multidimensions of organizational commitment are rare,particularly in the Algerian context.Thus,research on this subject are needed. Our research provide an

understanding of how the component value of organizational culture provides an understanding of the behavior of individual within the organization.

7-Methodology of research

To answer our research problem and generate valuable insights later, we will conduct an explanatory research to understand the topic through different management literature. The research questions and hypotheses will lead us to adopt a quantitative approach rather than a qualitative approach in studying culture and organizational commitment for many reasons, in fact the qualitative methods has been established by traditional culture studies as rooted from anthropological discipline but it's extremely hard to establish in a short period of time, in contrast quantitative approach can be useful using a questionnaire designed to measure culture and provide researcher with valuable insights.

Our questionnaire will comprise four part that will help us later to reject or confirm the hypothesis. To test our first hypothesis about the type of organizational commitment dominated in our case study we will rely on the result of the Organizational commitment scale made by Alen&Meyer (1990). To test the second hypothesis about the type of organizational commitment we will use the Organizational culture assessment instrument (OCAI), this tool will help us identify the organizational culture dominant among four types in our case study. Another scale was made based on systematic model of national culture proposed by Nouiga (2003) to identify the characteristics of national culture based on 15 items each one represent a national culture dimension.

To test the third hypothesis we will use a regression analysis to find if there is a significance statistical relationship between national culture and organizational commitment, also to find if there is a significance statistical relationship between organizational culture and organizational commitment.

8-Scope of the research

To achieve the objectives of our research, we conducted an empirical study in the headquarter of the Local Development bank in Staouali-Algiers during an internship period between February 28,2020 and March 12,2020.our main objective was the distribution of the questionnaire to the respondents in their comfort time and their offices, But due to the world pandemic of Covid-19, we were unable to keep distributing our questionnaire, we reached in number of 120 and we used at sample in our data analysis.

9-Research plan

Our research will be divided into three chapters, the first chapter will be devoted to study organizational commitment, the definition, the importance and models that were used to study the topic. In the second chapter, we will introduce both national and organizational culture, we will give an anthropological aspect about it, where it comes from and how this topic become crucial in the business studies after 1980, than we will explain the approaches used to study culture and the measurement tools.

In the third chapter, we will conduct our empirical research in order to test our hypothesis, identify both organizational commitment and culture dominates in the bank and identify the characteristics of the Algerian national culture, we will conclude the chapter by answering whether there is a significance relationship between culture and organizational commitment or no.

Chapter 01: Organizational Commitment

Introduction

The concept of organizational commitment has taken a huge consideration by researchers and managers, since 1950, many studies were devoted to understand the human in the workplace. There are many definitions of commitment, but predominately, it is viewed as an attitude that reflects feelings like attachment, identification, or loyalty to the object of commitment (Morrow, 1993.) Commitment was first proposed as a concept to replace or strengthen significantly the disappointing findings regarding the effects of job satisfaction on work behaviors such as turnover and absenteeism (Mowday, Porter, & Steers, 1982). Lack of commitment, or loyalty, is cited as an explanation for employee absenteeism, turnover, reduced effort expenditure, theft, job dissatisfaction, and an unwillingness to relocate (Morrow, 1993).

There were several studies and theories about organizational commitment since the era of Howard S. Becker (1960) until the era of multidimensional component of commitment by Alen and Meyer (1990). The first part of our research-will be devoted to give a general idea about the concept of commitment through the definitions provided by several researchers in sociology and social psychology, It was necessary to start by explaining the origin of the concept which perceived at the first time as an exchanged for material and non-material reward. This approach was held by Becker (1960) in his famous theory the side-bets theory. After that, we allowed several definitions related to the concept of organizational commitment introduced by several authors. Besides, it is necessary to talk about the importance of the concept and wither is relevant or no.

The second section is devoted to the explanation of models of organizational commitment since the era of Etzioni (1962) followed by the era of Kanter (1968) and then Stan & Salanick (1977) until the era of Alen & Meyer (1991) which are known as the affective commitment, the normative commitment and the continuance commitment. We mentioned also the stages of organizational commitment that could be developed by individuals in the organization and we end it by talking about the measurement of organizational commitment.

In the third section, the purpose is to describe the impact of organizational commitment on both individuals and organizations also understanding the personal factors and the organizational factors that could influence the level of organizational commitment.

Section 01: the definition of organizational commitment and its importance

The definition of commitment has gained steadily increasing awareness since the 1950s, particularly in the Anglo-American research area. The first ones who defined commitment were the sociologist and social psychologist. They investigated the question: why spouses or people in relationship commit to each other and stay faithful? Organizational psychology transferred that question to employees and their commitment to organization¹. Through this section, we will define the concept of commitment as a term coming from psychology and sociology hence we will give the definition of organizational commitment from different management literature and finally we will discuss the importance of organization commitment.

1-1-Definition of commitment

The word commitment traced back to the Latin word “committere” which means to connect or to bring together. In English, it is attested in 1530 with the meaning of the action of officially consigning to the custody of the state; it refers also to a pledge or promise².

In the Oxford dictionary, the word commitment refers to a promise to do something or to behave in a particular way or a promise to support someone or something³.

The word refers also to the devotion, loyalty, and faithfulness, which means the feelings of friendship, support, or duty towards someone or something. A person may describe his work commitments, which are obligatory duties that must be performed for his job. Or his commitment to a person such as a partner or a friend, which means he is dedicated and true to them⁴.

In everyday usage, and as it has come to be used by sociologists, commitment carries two different meanings which may be used as a basis for a specification of the concept. For instance, in expressions such as “he is committed to spreading the gospel”

¹ Howard S.Becker,Note on the concept of commitment,Chigaco Journal of sociology,Chigaco.1960.p18

²Online Etymology Dictionary, <https://www.etymonline.com>, (accessed: February 27,2020)

³Oxford learner’s Dictionaries, accessed: February 27,2020)

⁴Jeffrey M Adams and Warren H.Jones,Handbook of interpersonal commitment and relationship stability, Kluwer Academic, New York,1999,p73

commitment refers to a strong personal dedication to a decision to carry out a line of action. This type of commitment will be referred to as personal commitment. The second common use of commitment that is the behavioral commitment, which is illustrated by a statements such as “he can’t back out now, he is committed himself.” The connotation here is one of the constraint. The individual has acted in such way that he must continue the line of action, whether he is personally committed to it or not¹

According to Howard S. Becker (1960), commitment is an individual’s position in which his decision with regard to some particular line of action which has consequences for others interests and activities not necessarily related to it. He has placed himself in that position by his own prior action.

Erving Goffman (1956) defines a committed person to something when because of the fixed and interdependent character of many institutional arrangement his doing or being this something irrevocably conditions other important possibilities in his life, forcing him to take a course of action, causing others to build up their activity on the basis of his continuing in his current undertaking and rendering him vulnerable to unanticipated consequences of this undertaking.

Arthur Kornhauser (1962) defines commitment as the force of circumstances to which one becomes exposed by virtue of pursuing a course of action. Another definition of Stebbins (1970) says that commitment is the psychological state of awareness, of the relative impossibility of choosing a specified new line of action because of the biological, psychological and social penalties involved in making the switch.

All of these definitions confine commitment to those factors, which constrain one to continue a line of action. The common sense connotation of commitment as well as definition of Becker (1960), Goffman (1956), Stebbins (1970), direct one’s attention to the fact that initiation of a line of action often has consequences, which make it difficult to change direction.

The importance of a conceptual structure for commitment presented by sociologists and psychologists, which Howard S. Becker(1960) was primarily concerned in 1960, has been useful in the explanation of human behavior and the social influence. The concept draws attention to the ways in which behavior leads to consequences, which

¹ Howard S.Becker,Opcit,p16

make change difficult. This concept draws attention also to the way in which individuals behave in small groups or in organizations.

1-2-Definition of Organizational Commitment

The concept of commitment in the workplace is still one of the most challenging and researched concepts in the fields of management, organizational behavior, and human resources management. Many researches have been devoted to studying the antecedents and outcomes of commitment in the work setting. The maturity of the research on commitment has been exemplified by meta-analyses on these concepts as well as by several books that have provided a quantitative summary of the knowledge on commitment in the work place. The conceptual and operational development of organizational commitment has affected the conceptualization and measurement of other commitment forms such as commitment to the occupation, the job, the workgroup, the union, and the work itself¹.

There are several approaches that define the concept of organizational commitment. The earliest one back to the American sociologist Howard Becker (1960). His conceptualization defines organizational commitment on what is known as the side bets theory. This approach was one of the earliest attempts to advance a comprehensive conceptual framework about the concept of commitment that presents a thorough perspective on the individual's relationship with the organization. According to this theory, committed employees are committed because they have totally hidden or somehow hidden investments, "side-bets." They have been made by remaining in a given organization. The term "side-bets" was used by Becker to refer to the accumulation of investments valued by the individual that would be lost if he or she were to leave the organization. Becker(1960) argued that over a period of time certain costs occur that make it more difficult for the person to disengage from a consistent pattern of activity, namely, maintaining membership in the organization. The threat of losing these investments, along with a perceived lack of alternatives to replace or make up for the loss of them, commits the person to the organization. Porter et al (1947). Further developed the idea of employees' attitude as a perspective that includes either a psychological or an affective

¹Aron Cohen, Commitment before and after: An evaluation and reconceptualization of organizational commitment, Division of Public Administration, School of Political Science, University of Haifa, Palestine, p337

relationship between employees and the organization, which is dependent upon the employee's identification with, and involvement in the organization. They defined organizational commitment as the relative strength of an individual's identification with and involvement in a particular organization. This theoretical conceptualization became known as the exchange theory of employee commitment¹.

They have shifted from tangible side-bets to the psychological attachment one had to the organization. Porter Steers, Mowday, and Boulian (1973) asserted that organizational commitment describes the Employee's state of commitment to the organization as well as the employee's identification with the organization's values and goals.

Buchanan (1974) saw commitment as "a partisan, effective attachment to the goals and values of an organization, to one's role in relation to the goals and values, and to the organization for its own sake apart from its purely instrumental worth"².

Other definitions were advanced by O'Reilly and Chatman (1977) and the other by Meyer and Alen (1990), they defined commitment as the psychological attachment felt by the person for the organization reflecting the degree to which the individual internalizes or adopts the characteristics or perspectives of the organization. They argued that one's psychological attachment may be predicted by three independent factors :(a) compliance or instrumental involvement for specific, extrinsic rewards ;(b) identification or involvement based on a desire for affiliation; and (c) internalization or involvement predicated on the congruence between individual and organizational values³.

According to Balay, organizational commitment is a feeling of bond and attachment which links the employees and the organizations and unites them around a common value and goal .

Cohen holds that "commitment is a force that binds an individual to a course of action of relevance to one or more targets". Cohen's general description of commitment pertains to relates to the definition of organizational commitment proposed by Arnold as

¹ Sayani Ghosh ,A Literature Review on Organizational Commitment – A Comprehensive Summary, Journal of Engineering Research and Applications, Bangalore,2014, pp 04-14

² Bruce Buchanan, Building Organizational Commitment: The Socialization of Managers in Work Organizations, Administrative Science Quarterly,New York,1974,p534

³ Aron Cohen, Opcit, pp340

“the relative strength of an individual’s identification with and involvement in an organization”¹.

Etzioni and Kelman (1977) have defined organizational commitment as the opposite of identification, namely, alienation and involuntary compliance as forces of staying in the employing organization².

Pesämaa & Hair (2007) defined two types of commitment: interpersonal and interorganizational. Interpersonal commitment mediates the effect of trust and reciprocity on interorganizational commitment. It is an important mechanism developing stronger relationships. It can overcome temporal difficulties, which make commitment as a reasonable parameter to measure the strength and performance in a relationship between a unit and an individual³.

¹ Aron Cohen, Opcit,p344

² Larry E. Penley and Sam gould, Etzioni’s model of organizational involvement: A perspective for understanding commitment to organizations, Journal of organizational behavior,Arizona,1977,p44

³ Srdana Raguz-Bojic and Serdar Temiz, Determinants of commitment: a study of a multinational it company, Blekinge institute of technology,Sweden,2013,P65

1-3-Organizational commitment importance

Organizational commitment has an outstanding place in the study of organizational behavior as the findings of a great deal of researchers have endorsed the relationships between organizational commitment and the organizational behaviors in the workplace¹.

It is important for organizations to keep talented individual who are engaged in their jobs and are productive workers. Organizational commitment involves the loyalty a worker feels towards the company he works for. Organizational commitment involves more than just company loyalty; it entails employee's intrinsically wanting to defend against criticism both internal and external. Organization commitment is related to job satisfaction in ways such as an employee's emotional reaction to their job. A worker may not be satisfied with his job but may still be satisfied with the company. Therefore, the individuals work commitment may be low but organizational commitment may be high².

Organizational commitment is an interesting and relevant topic in research studies for many reasons³:

- Organizational commitment influence turnover intention or the intention to leave the company. Studies of Meyer and Alen (1990) showed that employees who are strongly committed to their organizations have the lowest intention to leave the organization.
- The quality of individual's linkages with organizations to which they belong also affects society at large. For example, the larger society may need to be concerned with whether its members have sufficient commitment to its institutions including, albeit not exclusively, work organizations. If the general quality of members' attachment to work organizations were low. This would doubtless carry certain implications for the basic fabric of society. Among these, the fact that without some employees' commitment, organizations simply would not work. Individuals would also lose one very basic source of identity and belonging, namely their employers. When quality of membership and membership status linkages are low

¹ Richard M. Steers, Antecedents and Outcomes of Organizational Commitment, Administrative Science Quarterly, Arizona, 1977, p47

² Jason A. Colquitt and Jeffery A. Lepine, Organizational behavior: Improving Performance and Commitment in the Workplace, Mc Graw Hill Education, New York, 2015, p161

³ John P. Meyer and Natalie J. Allen, Commitment in the Workplace: Theory, Research, and Application, Sage publications, London, 1997, p53

in a large number of work organizations, the level of productivity and the quality of products and services in the society would be affected. Slow growth in productivity rates may be due to a number of complex factors. The quality of employees' commitment to organizations is often said to be the core of the problem.

- Another reason is that identification of people with the organization, for example, can create a larger hole that can be a driving force behind a firm's performance, its workers' well-being, and the resilience of both the firm and the workers in times of change. In turbulent organizational environments, it is important to ask whether workers still identify with organizations, what forms such identification may take, and what factors shape it. Worker identification occurs through both individual and firm-level forces. Individuals have a strong drive to believe that they are part of the settings in which they work and their members' identification enhances the success of firms on the basis of coordinated corporate action in particular.

In this section, we defined the concept of organizational commitment using different approaches and literature; the earliest approach defined organizational commitment as the relationship between an employee and organization founded on behavior, bounded by a contract of economic gains. Other approaches shifted from tangible side bets to psychological connection developed toward the organization. It may be concluded that most of the definitions developed so far have the potential to contribute to a better understanding of organizational commitment. We have seen also that organizational commitment is a core predictor of employee's attitude to the organization and a strong indicator of turnover intention, also the organizational commitment doesn't involve just the loyalty but the job satisfaction and the emotional reaction that an employee feels about his job.

Section 02: Organizational commitment Model and measurement

The concept of organizational commitment has developed in different eras. Many approaches dominated the study of organizational commitment from Becker (1960) to Allen & Meyer (1992). In order to understand the current state of organizational commitment research, we tend to discuss in this section the different models that described the organizational commitment in the past and the present. We will also present the tools used to measure the different dimensions that represent organizational commitment.

2-1-Organizational commitment Models

For a better understanding of the current state of commitment research, a description of the evolution of the models and measurements of organizational commitment and the way they have affected current conceptualizations of commitment is needed. The concept has developed over a period of three eras. Each of which had a strong impact on the current state of organizational commitment.

2-1-1 Etzioni Model of OC 1961¹

Etzioni's model of organizational commitment is a macro organizational theory. It offers an appealing way to conceptualize the commitment of individual employees to organizations.

2-1-1-1-Moral commitment

Moral commitment represents one of the two effective perspectives of organizational commitment. Etzioni viewed it as emanating from a symbolic compliance structure. A moral commitment is characterized by the acceptance of and identification with organizational goals.

2-1-1-2-Calculative commitment

Calculative commitment represents the instrumental view of organizational commitment. It is a commitment to an organization which is based on the employee's

¹Vijay Krishna and Michael J. Marquardt ,A Framework for the Development of Organizational Commitment Using Action Learning , The George Washington University,USA,2007,pp35-47

receiving inducements to match contributions. Etzioni saw this form of organizational attachment as typical of compliance systems which are based on an exchange.

2-1-1-3-Alienative commitment

Like moral commitment, alienative commitment represents an affective attachment to the organization. Etzioni (1961) originally described alienative involvement as typical of a prison or military basic training camp in which a coercive compliance system is prevalent¹.

2-1-2-Kanter's Model of Organizational commitment 1968 ²

Kanter (1968) has developed a model of three types of organizational commitment

2-1-2-1-Continuance commitment

Commitment to continued participation involves securing a person's positive cognitive orientation including the individual to cognize participation in the organization as profitable when considered in terms of reward and costs.

2-1-2-2-Cohesion commitment

Cohesion commitment involves the attaching of an individual's fund of effectively and emotion to the group; emotional gratification stems from participation in and from identification with all the members of a group.

2-1-2-3-Control Commitment

Commitment to social control, or commitment to norms, involves securing a person's positive evaluative orientation, redefining his symbolic environment so that the system's demands are considered right in terms of his self-identity, and obedience to authority becomes a moral necessity.

¹ Larry E. Penley and Sam Gould, *Op cit*, p76

² Kanter, *Commitment and social organization: A study of commitment mechanisms in utopian communities*, *American Sociological Review*, USA, P499-517

2-1-3 Staw & Salancik Model of Organizational commitment 1977

Staw and Salancik (1977) emphasized the need to differentiate between commitments as seen by organizational behavior researchers and as seen by social psychologists they proposed two models of OC.

2-1-3-1-Attitudinal commitment

This approach focuses upon the process by which people come to think about their relationship with the organization. It can be thought of as a mindset in which individuals consider the extent to which their own values and goals are congruent with those of the organization.

2-1-3-2-Behavioral commitment

This approach focuses on the process by which individuals become "locked into" a certain organization and how they deal with this problem. In other words, the process by which an individual's past behavior serves to bind him or her to the organization¹.

2-1-4-Allen & Meyer Model of Organizational commitment²

In Allen and Meyer's model, there are three dimensions of Organizational commitment: Affective commitment, normative commitment, and continuance commitment. The three dimensions are based on the attitudes and perceptions of each employee. Meyer and Allen noted that the separate dimensions of organizational commitment are based on the perceptions of employee's loyalty to the organization, such as turnover intentions on the job behavior and employee well-being.

The three dimensions represent different psychological states of an individual employee and it is possible to develop independent measures for each dimension. The degree to which an employee is committed to the goals or vision of an organization, whether Affective commitment, normative commitment or continuance commitment is found to be a predictor of the decision of the employee to either stay with or leave the organization.

¹ Bhupinder Singh and P.K.Gupta, Organizational Commitment: Revisited, Journal of the Indian Academy of Applied Psychology, India, 2008, pp 4-12

² Allen & Meyer, Opcit, P13

2-1-4-1-Affective commitment

Affective commitment is defined as an emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership within the organization. Individuals remain within an organization largely because they want to.

Affective commitment is determined by an employee's personal choice to remain committed to the organization via some emotional identification with the organization. Affective commitment is a positive attitude toward the organization.

The Organizational commitment model of Meyer and Allen (1992) indicates that Affective commitment is largely influenced by several factors such as job challenges facing the individual, role clarity provided by the organization, direct clarity of goals and a degree of manageable difficulty in reaching goals, receptiveness by management for feedback, peer cohesion, equity of opportunity and compensation, perceived personal importance, and timely and constructive feedback¹.

2-1-4-2-Continuance commitment

The Continuance commitment, relates to a cost-benefit analysis of the employee such as the loss of economic investments and difficulties in finding a new job. Whether the employee remains with a company is evaluated in terms of the perceived costs of leaving. Influenced by tenure, positional authority, or length of service, employees choose to remain committed because they feel they have too much to lose by leaving. Continuance commitment can be regarded as a contractual attachment to the organization. The individual's association with the organization is based on an ongoing assessment of economic benefits gained by remaining with the organization. Organizational members develop commitment because of the positive extrinsic rewards obtained without necessarily identifying with the organization's goals and values².

2-1-4-3-Normative commitment

The third dimensions proposed by Meyer and Allen (1991) reflects an employee's sense of commitment due to a feeling of obligation. This is less a personal commitment,

¹ Aron Cohen, Opcit, pp19-25

² Zheng Weibo and Sharan Kaur , New development of organizational commitment: A critical review (1960 - 2009), African Journal of Business Management, China, pp13-29

but rather a perceived societal expectation in which one remains loyal to the employer who provides compensation for services rendered. The normative committed employee stays in an organization because it is perceived by him or her as morally right to do so, regardless of how much status or satisfaction the organization provides over the years¹.

2-2-Stages of organizational commitment

Organizational commitment develops through stages, which are outlined by O'Reilly as compliance, identification and internalization².

➤ Compliance stage

The first stage, namely compliance centralizes around the employee accepting the influence of others mainly to benefit from them through remuneration or promotion. At this stage, attitudes and behaviors are adopted not because of shared beliefs but simply to gain specific rewards. The nature of organizational commitment in the compliance stage is associated with the continuance dimension commitment where the employee is calculative with the need to stay in the organization when evaluating the rewards. This implies that at this stage employee stay in the organization because of what they receive.

➤ Identification stage

The second stage, namely identification occurs when employees accept the influence of others in order to maintain a satisfying self-defining relationship with the organization. Employees feel proud to be part of the organization. They may regard the roles they have in the organization as part of their self-identity. Organizational commitment at this stage is based on the normative dimension. The individual stays because he or she should and is guided by a sense of duty and loyalty towards the organization.

➤ Internalization stage

The last stage, namely internalization takes place when the employee finds the values of the organization to be intrinsically rewarding and congruent with his or her personal values. Organizational commitment at this level is based on the affective dimension. The employee at this stage develops not only the sense of belonging but also the passion to belong to the organization, hence, the commitment is based on a “want to

¹ Zheng Weibo and Sharan Kaur, Ibid, pp13-29

² Charles A. O'Reilly , Jennifer A. Chatman, Building organizational commitment: A multifirm study, Journal of Occupational Psychology,1990,California,pp245-261

stay” basis. The values of the individual are therefore congruent with those of the group and the organization.

Buchanan (1974) developed also three stages of organizational commitment¹

➤ **Basic training and initiating stage**

This stage begins from the day an individual starts his work until one year in which he gains a training and experience, during that period, his interest is to get acceptance in the organization and try to adapt with the environment in which he works.

➤ **Performance stage**

From two years until four years the individual start to commit to the organization according to it norms and building a self-image and feeling of his importance in the organization.

➤ **Organizational dependency stage**

This stage begins from the fifth year when the individual become loyal to the organization. He starts having a strong relationship with the member of the organization.

Porter et al (1975) developed three stages of organizational commitment called it the socialization stage².

➤ **Pre-Arrival stage**

- Setting of newcomer expectation
- Reward and punishment of behavior

➤ **Encounter stage**

- Confirmation / disconfirmation of expectation
- Reward and punishment of behavior

➤ **Change and acquisition stage**

- Alteration of newcomer’s self-image
- form new relationship
- Adopt new values
- Acquire new behavior

¹ Bruce Buchanan, Opcit, p584

² Adrian Furnham and Robert B. Shaw, The Psychology of Behavior at Work: The Individual in the Organization, Psychology press, 1997, London, p129

2-3-Organizational commitment measurement

The measurement of organizational commitment is valuable for managers and researchers. It helps to identify and explain human behaviors, providing management with strong indicators of job performance and help to solve problems such as absenteeism and work conflict.

In order to measure organizational commitment, researchers use two type of scale the objective scale and the subjective scale¹.

- **Objective scale** are simple and commonly used methods that uses some phenomena related to organizational commitment to explain it such as the individual willingness to stay in the organization, Absenteeism, turnover and work accident.
- **Subjective scale** this type of scale measure the commitment of employee by providing them a Survey to get an assessment of their level of commitment.

This type of survey is widely used by research in scientific studies on organizational commitment; several researchers have developed a numbers of scale to measure the level of organizational commitment.

2-3-1-Porter's et al scale of organizational commitment²

Porter et al (1982) drew attention to the proliferation of definition of organizational commitment but highlighted that underlying them was the notion of the individual's attachment or linkage to an organization or social system. The research community has adopted this view for the purposes of measurement. High commitment has effectively become equated with positive feeling toward the organization and its value.

Based on this view of organizational commitment, Porter and his associates developed the OCQ. It consists of 15 statements intended to tap the three characteristics of Organizational commitment:

- a strong belief in and acceptance of the organization's goals and values.
- a willingness to exert considerable effort on behalf of the organization.

¹ Mahmoud Gharbaoui, the impact of organizational commitment on quality of service, Faculty of business, University of Palestine ,palastine,2014,p21

² Stephen Swailes, Organizational commitment: a critique of the construct and the measures, International journal of management review,2002,US,pp155-178

- a strong desire to maintain membership in the organization.

2-3-2-Alen and Meyer's scale of organizational commitment¹

The conflation of attitude, behavior and binding economic action in the measurement of commitment prompted Alen and Meyer (1984) to develop two new scales, which in their views more carefully distinguished between them. They used the affective and continuance commitment to describe attitudinal commitment and commitment based upon economic factors, later they developed the normative commitment.

Nowadays, it becomes the most accepted tool to measure Organizational commitment. This Survey is composed, in its full length, of 24 items. Eight items in each of the following dimension: affective commitment scale, continuance commitment scale and normative commitment scale.

2-3-3-Organizational commitment Bases scale (EBACO)²

Medeiros (2003) developed the organizational commitment bases scale because he saw the need for a tool that could measure the organizational behavior considering the Brazilian culture particularities.

The EBACO model conception was preceded by the work by Medeiros and Enders (1998), which validated the commitment tridimensional model (affective, normative and continuance) developed by Meyer and Allen (1991), reaching a similar conclusion about the possibility of existence of other latent dimensions or organizational commitment or even subdivisions of the existing ones. This work emphasized a new dimension, which deals with the emotional bond between the individual and the organization, and which was confirmed by Medeiros and Enders, (1999), calling it an Affiliative basis.

In this sense, he defined the EBACO model composed of 28 observable variables, equally divided into seven latent dimensions. One dimension representing the affective and the affiliative approach each. Two representing the normative approach. Three representing the continuance approach.

¹ C.Balaji, Toward a new measure of organizational commitment, Institute of rural management, India, 2007

² Leandro T.Fernandes, Ebaco-R: Refinement of organizational commitment bases scale, Brazilian Business Review,2019,Brazil,pp80-103

We can conclude that most approaches to organizational commitment developed so far have the potential to contribute to a better understanding of organizational commitment. We have seen that individual could develop three different types of commitment in the organization, one based upon economic gains and risk of finding the same opportunity called the continuance commitment; another one reflect to the emotional attachment of individual to his organization called the affective commitment; and the third type related to the feeling of obligation toward organization called the normative commitment. We have seen also that there are several tools could help the researcher to measure organizational commitment. The most useful one is the one developed by Alen and Meyer (1990), which included the multidimensional of organizational commitment.

Section 03: The outcome of organizational commitment

The focus of this section is on the identification of the factors that affect the organizational commitment; we will discuss both personal factors such as gender, age, marital status and organizational factors such as the culture, the organizational justice. We will discuss also the outcomes of organizational commitment on people and how it affects their innovation and job performance, also the outcomes of organizational commitment on organization and how this helps organizations to improve the quality management system and reduce the turnover intention.

3-1-The impact of Organizational commitment on employee

The concept of commitment has received increased attention not only by researchers but also by managers who seek to develop their organization's performance and increase employee retention and performance. Several models of Organizational commitment suggested that a high level of organizational commitment is useful for both employees and organizations. Most researchers confirmed that employees are the core of organization and it is up to managers to maintain them, the level of commitment they are willing to make is related with the practices of leadership and the nature of environment they are working in. Job performance, Innovation and Perceived Organizational Support are seen as an outcome of high level of Organizational commitment.

3-1-1-Perceived Organizational Support

Different scholars defined Perceived Organizational Support as an employee's perception that the organization values his or her contribution and cares about the employee's wellbeing. Erdogan and Enders (2007) perceived organizational support to be the degree to which an individual believes that the organization cares about him/ her input and provides his/her with help and support¹.

Perceived Organizational Support is studied as something that is perceived by an employee. This is a perception or judgement of how much support an employee feels or

¹ Erdogan and Enders, J., Support from the top: supervisors perceived organizational support as a moderator of leader-member exchange to satisfaction and performance relationships, *Journal of applied psychology*, Turkey, 2007, pp451-471

thinks an organization provide to him or her. In other words, Perceived Organizational Support focuses on how much is the employee committed.

In the social exchange theory, many researchers argue that beliefs underlie employees inferences concerning their organizational commitment to them in turn contribute to the employee's commitment to their organizations. High Perceived Organizational Support create an obligation for employees. They feel an obligation that they not only ought to be committed to their organizations, but also feel an obligation to return the organization's commitment by showing behaviors that support organizational goals¹.

In addition, Uçar and Otken (2010) indicated a significant relationship between perceived organizational commitment support, affective commitment and normative commitment. The results reveal that organization based on self-esteem has a partial role between perceived organizational support and affective commitment and full mediating role between perceived organizational support and continuance commitment².

3-1-2-Innovation³:

Compared to 1980 and 1990, nowadays organizations face additional challenges, the requirements to innovate, not just occasionally but often, quickly and with a solid success rate, these requirements put pressure on the organization to look for new ways for being creative and innovative. One of the most important sources those organizations paying attention is the human resources that can create innovative behavior and support.

According to some researcher, innovation requires a high-level employee involvement and participation; several studies indicated that organizational commitment increases the individual innovation behavior, which is related to the level of commitment. In a study conducted in Zhejiang in China, results found that affective commitment had significant and positive effect on both technological innovation and administrative innovation, moreover indirectly had a significant and positive effect on administration innovation

¹ Erdogan and Enders.J,Opcit,p470

² Uçar.D and Otken. A, Perceived organizational support and organizational commitment: the mediating role of organization based, university of dokuz eylul, turkey,2010,pp667-680

³Fikret Sozbilir, Affective organizational commitment, individual innovation behavior and organizational innovation performance, International conference on knowledge, economy and management, turkey,2016,pp173-185

Continuance commitment had significant and negative effect on both of technological innovation, administrative innovation and normative commitment. Directly had a significant and positive on technological innovation but directly did not have a significant and positive effect on administrative innovation.

3-1-3-Job performance¹

Job performance is defined as a work related outcome referring to the aim to attain organizational objectives measured by the evaluation of performance on job related tasks. Schermerhorn also defines Job performance as the quality and quantity accomplished by individuals or groups after completing a task. In today competitive business world, organizations need high performing employees so as to reach their goals and to achieve competitive advantages. At this point according to Casio (2006), it is strongly suggested for organizations that managers have to describe performance to allow specifically employees to recognize the organizational expectations in order to fulfill the organizational goals due to these several studies on organizational commitment it is suggested that employees feel indebted to respond kindly when they encounter good behavior direct toward them in other word. Employees who feel obliged to organization because of their trustworthy and fair approach and they reciprocate with beneficial employee attitude like OC, thus, their Job performance increases.

¹ Dinc M.Sait, Organizational commitment components and job performance: Mediating role of Job performance, Pakistan Journal of commerce and social sciences, Pakistan, 2017, pp21-33

3-2-The impact of organizational commitment on the company

Researches revealed that organizational commitment influence the company in different aspect.

3-2-1-Turnover Intention¹

Turnover intention is an employee's predetermination to withdraw and leave an organization, not the actual separation from the organization itself. According to Cotton and, turnover intention refers to an individual's perceived probability of staying with or leaving an employing organization. Turnover intention can result in losses to a firm through the loss of talented human capital and the possible leakage of firm knowledge to competitors

The relationship of employees with their managers can also be a predictive of turnover. Several studies showed that the reasons that take an employee to leave the organization could be personal and organizational, and the personal factors like changes in living conditions, education and training needs, unrealized expectation about the work.

The organizational factors like the type and difficulty degree of the job, Lack of justice in the pricing system, Lack of information and communication, Poor administrative practices.

Organizational commitment is said to be an important variable in the discussion of intention to leave since it is a popular belief that the more committed the employee is the more likely he or she will stay loyal to the organization. Many researchers have pointed at organizational commitment as a significant driver of employee turnover intention and the role of management is crucial to eliminate this problem.

In order to reduce the employee turnover organizations, managers must take measures of increasing the job satisfaction and internal cohesion of individuals, also making them feel valuable for the organization and informing them about their contribution to the organization.

¹ Mouhamadou Thile Sow, Relationship Between Organizational Commitment and Turnover Intentions Among Healthcare Internal Auditors, thesis in business administration,2012,p44
<https://scholarworks.waldenu.edu/dissertations>

3-2-2- Total Quality Management System:

To survive and compete successfully in today's turbulent economic environment, organizations require employee to be proactive, show initiative and remain committed to performing at high standards. Organization's agility requires employees who exhibit energy and self-confidence and demonstrate enthusiasm and passion for their work¹

In his study, Yen² found that work engagement is a necessary predecessor for successful Total Quality Management. A study by Biswas and Bhatnagar (2015) found a positive relationship between aspects of work engagement and Total Quality Management practices in an organization. It is therefore important for an organization to have engaged employees, as it is evident that such an organization is likely to prosper and attain Total Quality Management³. Therefore, the literature suggests that it is important for workers to be engaged in order to achieve Total Quality Management. Greater outcomes of an organization, such as organizational practices and quality products and services, as well as customer satisfaction that make up Total Quality Management can be derived from committed and engaged employees⁴.

The Gallup Organization (2004) also found critical links between work engagement and customer loyalty, which is one of the aspects of Total Quality Management. They compared the scores of these variables among a sample of stores scoring in the top 25% on work engagement and customer loyalty with those in the bottom 25%. Stores in the bottom 25% significantly underperformed across three productivity measures: sales, customer complaints and turnover. Gallup cites numerous similar examples. The International Survey Research (ISR)⁵ team has similarly found encouraging evidence that organizations can only reach their full potential through emotionally engaging employees and customers.

¹ Bakker.A.R, 'Understanding factors influencing employee engagement: A study of the financial sector in Malaysia', PhD thesis,2013, RMIT University

² Yen.Yz, Implementing sustainable TQM system: Employee focus,TQM magazine, <https://doi.org/10.1108/09544780310486164>

³ Biswas.S and Bhatnagar.J, 'Mediator analysis of employee engagement. Role of perceived organizational support,vikalpa,27-40,2015,india

⁴ Chung H.F.and Cooke, 'Factors affecting knowledge sharing in this virtual organization: Employees' sense of wellbeing as a mediating factor , Chartered Institute of Personnel and Development, London,2015

⁵ ISR,2004, International survey research, viewed march 2020, from www.isrsurveys.com

In the international standards, organization and specially ISO 10018, there are several guidance on engaging people in an organization's quality management system and enhancing their involvement and competence within it.

It is claimed in the standard that the overall performance of a quality management system and its processes ultimately depends on the involvement of competent people and whether they are properly introduced and integrated into the organization. The involvement of people is important in order for an organization's quality management system to achieve outcomes, which are consistent and aligned with their strategies and values. It is critical to identify, develop and evaluate the knowledge, skills, behavior and work environment required for the effective involvement of people with the necessary competence¹.

3-3-The factors influencing organizational commitment

Organizational commitment has certain causes. The antecedents of organizational commitment can be generally classified as variable related to the organization and those related to the person. Different studies have discovered several antecedents and of organizational commitment.

3-3-1-Personal Factors²

There are several factor in employee perspective that could enhance organizational commitment: Age, Gender, Marital status, Education.

3-3-1-1-Age

According to career development model, the development and maintenance of Organizational commitment will differ across career stages as represented by age. In early career stage, level of Organizational commitment depending on an individual's opportunities and the availability of attractive alternative. Those in the early career stage face the contradictory tasks of making commitments and keeping options open. They attempt to become established in a job that interests her or him but if this job proves

¹ International standard ISO 10018, Quality management Guidelines on people involvement and competence,2012,Switzerland,p2

²Irfanullah khan and Allah Nawaz, Determining the demographic impact on the organizational commitment of academicians in the HEIs of DCs like Pakistan ,European journal of sustainable development , 2013,Pakistan,pp223-237

inappropriate, she or he does not hesitate to choose another. Employees at this stage express greater intention to leave their organization. People in midcareer stage are more interested in developing stable working and personal lives and in making strong commitment at work, people in the late stage of their career are in the stage of relative tranquility. They are more oriented to “settling down” and are less willing to relocate or leave the organization for purposes of promotion.

3-3-1-2-Gender

The state of being male or female, especially with reference to social and culture differences rather than biological ones influence the level of commitment. Several studies argue that organizations where female and male work together, female considered to be less committed due to less absenteeism and high level of productivity and professionalism¹.

3-3-1-3- Marital status

The condition of being married or unmarried is called marital status. Marital status has emerged as a reliable predictor of organizational commitment, and married people are more loyal to their organization than unmarried. Married people have more family obligation and require more stability and security regarding their jobs. Therefore, they are expected to be more committed to their current organization.

3-3-1-4-Education

Education plays a significant determinant of employee commitment as it provides an opportunity for developing one’s personality. Education develops and improvises individual wisdom and evaluation process. The highly knowledgeable employees can comprehend the situation and evaluate it positively as they possess perseverance, rationality and thinking power. Highly educated employees possess shrewdness and thinking power Education develops individual acumen and evaluation process.

¹ Ayhan Aydin and Yilmaz Sarier, the effect of gender on organizational commitment of teachers : A meta analytic analysis, Eskisehir osmangazi University, Turkeye, 2012, pp77-95

3-3-2-Organizational factor¹

In the organizational perspective, many factors influence the level of organizational commitment: Intrinsic motivation, Promotion and career development, Procedural justice, culture.

3-3-2-1-Intrinsic Motivation

Motivations conceptually explain reasons to why individuals take on certain acts. Lincoln and Kalleberg (1990) argued that rewards offered by an organization could influence employees' attitude towards their job and organization they work in. Rewards can be intrinsic and extrinsic. Intrinsic rewards come from the work itself like sense of achievement, appreciation, challenge, variety and autonomy. Extrinsic rewards are tangible rewards like pay, benefits, promotion, security and work environment.

3-3-2-2-Promotion and Career Development

Promotion can be reciprocated as a significant achievement in the life. It promises and delivers more pay, responsibility, authority, independence and status. So, the opportunity for promotion determines the degree of commitment to the employee.

3-3-2-3-Procedural Justice²

People often evaluate their work conditions in terms of fairness and justice. It affects people's feelings and actions in social interactions. Theories regarding social and interpersonal fairness are very important for understanding employees' behavior in organizations (Greenberg, 1990). Greenberg calls this 'organizational justice'. People usually evaluate justice of the resource distribution i.e. distribution justice. Distribution justice can be valued based on the three principles: the equality (everybody gets the same amount), equity (received amount corresponds the contribution) or need (received resources satisfy needs).

McFarlin and Sweeney's (1992) found out procedural justice is strong predictor of the organizational outcomes like organizational commitment, If employees find the

¹ Malikeh Beheshtifar and Batol Hosseini Herat , to promote employees commitment via perceived organizational support, International journal of academic research in business and social sciences,2013, Iran ,pp306-311

² Xing-Yuan Huang and Qian Wang, a research on the influential factors to organizational commitment in IT industry, International conference on management engineering and management innovation,China,2015,pp146-160

procedures fair they will view organization more positively regardless if they are not satisfied with the personal outcomes like pay raise.

3-3-2-4-Organizational culture ¹

Organizational culture has been an important theme in the business and management literature for the reason that organizational culture has consistently seen as having the potential to affect a range of organizationally and individually desired outcomes.

Many researchers have supported the importance of culture for organizational commitment; Brewer (1993) suggested that bureaucratic working environment often results in negative employee commitment, whereas, a supportive working environment results in greater employee commitment and involvement.

Harris and Mosshilder (1996) point out that organizational culture stands as the center from which all factors of human resources management derive. It is believed to influence individuals' attitude such as commitment, motivation and satisfaction.

¹Abbas ali Rastegar and Somaye Aghayan ,Impact of organizational culture on organizational commitment,Seman university, Iran,2012,pp11-24

Conclusion

Under this background, it is concluded that the concept of organizational commitment has attracted the interest of scholars and practitioners particularly in the recent years. Through three eras, the concept of organizational commitment was defined firstly by Becker (1960), a definition based on the quality of exchange that an individual gets from his organization. This approach shifted to the emotional attachment to the organization in the era of Porter et al, (1982). The third era developed by Allen and Meyer (1990) dominated the research of commitment for many years which was based on the two previous approaches and the normative approach or the feeling of duty toward the organization. Those approaches helped us to better understand the meaning of organizational commitment.

As the concept is relevant, it became more important in the management research, its measurement occupied a huge interest among researchers. The most validated tool of measurement is the one of Allen and Meyer where he developed to measure the three dimensions of organizational commitment.

In this chapter, we have seen that organizational commitment influences the behavior and the organization, it is a strong indicator of employee attitude and predictor of turnover intention based on an exchange theory. The more an individual gets from his organization, the more he will help the organization to achieve their goals.

Organizational commitment changes from individuals and organizations. Many factors could affect the level of commitment. Personal factors such as age and marital status we have seen that individuals in the early stage of their career focus on gaining more experience and better environment to develop their skills and their level of commitment is low but when they get older they seek stability. In the organizational perspective, the culture and organizational justice influence also the level of commitment. In the next chapter, we will discuss more the values and beliefs and how they shape the individual behavior in the organization.

Chapter 02: Culture

Introduction

The literature about culture is relevant to management, given a rapidly changing environment and continuing insights into organizational effectiveness, organizational scientists are seriously rethink about what they do and how they can best define and maintain the goals and objectives of organizations, once the goals are explained, the whole organization is now required to commit to these goals. The achievement and progress of goals and objectives cannot happen without the existence of culture, as Edgar Shein said “ the only thing of real importance that leaders do is to create culture, if you do not manage culture it will manages you, and you may not even be aware of the extent to which this is happening”.

Culture is one of the most important construct in management study; through this chapter, we will understand the importance of culture, why management theory considers culture as a key success of strategy, and why managers today are seeking to build a culture to achieve organizational success ,we tend to define a culture as an element that defines social interaction of specific group of people in nation using different literature coming from anthropology and sociology , we will use this literature to characterize culture in different dimensions.

The aim of this chapter is to identify and explain the major tools of measuring culture and why the interest shifted from the qualitative study of culture to the quantitative study.

Finally we will explain the outcomes of culture and how it is becoming an indicator to understand the behavior in any organization and how it affect the perception of people and their level of attachment to the organization and how they respond to it.

Section 01: the concept of culture

The topic of culture is relevant, it gained an increasing interest since 1980 and many organizations today are trying to define the best culture that could achieve goals and make changes. Through this section, we will discuss the importance of culture in management theory, why should managers consider culture as an asset to their organization by defining culture in general as a term coming from anthropology, and finally we will define organizational culture from different management literature.

1-1-culture in management theory

The study of organization and management has grown quickly and has developed many sub-areas of interests. For instance Max Weber on bureaucracy, Henri Fayol on administration and Frederick Taylor on scientific management were among those to lay down the classical foundation of organizational theory in the early 20th century¹. Elton Mayo and the Hawthorn studies, Abraham Maslow on the hierarchy of need and Douglas McGregor on theory of X and Y, on the other hand, ushered in the human relation movement in organizational studies toward the middle of the century. The systems school emerged led by Daniel Katz and R.L. Kahn in the 60s through the 70s and sought to view organizations as open resources and information processing units with interrelated parts.

Through these multiple and inter-disciplinary perspectives in the analysis of organizations, researchers and theorists were always preoccupied with determining not only how organizations worked but also with what led to organizational success. By the end of the 70s and the beginning of the 80s, the world has seen an increasing global competition in business especially from the Japanese and an accelerating change in the environment, amidst this setting rose the interest in organizational culture².

As an area of organizational analysis, culture is truly inter-disciplinary in that it represents the intersection of organizational, management theory, sociology, and psychology and anthropology.³ Even political analysis has been used in studying

¹Joe Kelly, Organizational behavior, R.D. Irwin, 1969, Madison, p07

²Porras Jerry And Robert Silvers, Organizational development and transformation, Annual review of psychology, California, 1991, pp51-56

³Gonzalez Ricardo, Corporate culture modification : a guide for managers , National Book Store, 1987, p59

organizational culture¹.in term of its substantive interest, the study of organizational culture focuses on perhaps the most profound level of organizational life like shared value and meaning².

According to Denison³ The organizational climate studies was prominent during the 60s and the70s, The renewed interest in organizational culture that emerged in the late 1970s concluded that a deeper and more complex anthropological approach was necessary to understand crucial but largely invisible aspects of organizational life. This renewed interest in organizational culture represented a return to the early organizational literature but it went far beyond this literature in contributing important new insights and ways of thinking about the role, significance, and characteristics of organizational culture. In addition, research on the effect of culture on organizational performance and investigations about how organizational cultures are created, maintained, and changed received greater attention. The main difference was that organizational culture was now seen less as a natural, organically emergent phenomenon and more as a manipulable and manageable competitive asset.

The concept of organizational culture also appealed to organizational scientists and practitioners who had grown disillusioned with the prevailing formalistic, quantitative organizational research. The concentration on organizational culture changed attention away from the functional and technical aspects (the so-called hard side) of management that could be more readily quantified and empirically analyzed to the interpersonal and symbolic aspects (the soft side) of management that required in-depth, qualitative studies of organizational life This concentration on the qualitative, symbolic aspects of organizations and management stimulated a large literature on leadership. In addition, specialized literatures occurred around particular variants of organizational culture considered increasingly important for success in the modern business world, such as change oriented culture, learning culture, innovating culture, team- and project-oriented cultures. More recently, attention has shifted to identifying and creating an organizational culture that facilitates agility; promotes alliances, partnerships and

¹Lucas Rob, Political-cultural analysis of organizations, Academy of management review,1987,Usa,pp144-156

² Waterman Robert, The renewal factor, Bantam Books, New York,1987

³ Denison, Daniel R, Corporate Culture and Organizational Effectiveness, John Wiley & Sons,1990,New York

networks; encourages knowledge management; fosters corporate responsibility and/or moral integrity; and embraces diversity¹.

Attention to organizational culture lost ground as organizational science, and social science on general, and becomes increasingly quantitative, its focus changed to its measurable aspects, particularly employee attitudes and perceptions and/or observable organizational conditions thought to correspond to employee perceptions i.e., the level of individual involvement, the degree of delegation, the extent of social distance as implied by status differences and the amount of coordination across units.

Several researchers viewed culture as crucial element in establishing a business strategy, Peter Drucker stated in a famous expression “ Culture eats strategy in breakfast” that’s mean if the manager plans the best business strategy , it’s success and efficiency are going to be held back by the people implementing the plan if the culture does not support it , according to him in a context of Globalization process and the growth of economic interdependence between countries both national culture and organizational culture are becoming crucial for the business development process².

The resource-based view (RBV) theory that was propounded by Wernerfelt in 1984 suggested that, organizational culture is a unique resource that allows organizations to make distinctions between themselves and their competitors³. It demonstrates that, the evolving recognition of organizational culture for management scholars is mostly explained from the RBV angle. The theory views culture as a subtle, managerial and moderately intangible resource ⁴ that contributes to competitive advantage. Researchers maintain that, organizational culture is a tactical resource, which unswervingly correlates with superior fiscal performance⁵as well as the entire performance in organizations⁶. According to Denison⁷ and Spreitzer, the RBV has become a motivating force towards the development of organizations. Organizational culture can resist imitation efforts of

¹ Özgür Önday, Organization Culture Theory: From Organizational Culture of Schein to Appreciative Inquiry of Cooperrider & Whitney, Elixir International Journal, Yeditepe University, Istanbul, 2016, pp15-17

² Peter Drucker, Management Challenges for the 21st Century, Harper, 2001, New York, p174

³ Wernerfelt, B., A resource based view of the firm, Strategic Management Journal, 1984, pp171-180

⁴ Galbreath, J., Which resources matter the most to firm success : An exploratory study of resource based theory, Technovation, 2005, pp979-987

⁵ Barney, J., Firm resources and sustained competitive advantage, Journal of management, 1991, pp99-120

⁶ Gregory and Al , Organizational culture and effectiveness : A study of values, attitudes and organizational outcomes, Journal of business research, 2009, pp673-679

⁷ Denison, D., Spreitzer Organizational culture and organizational development : a completing values approach, Research in organizational change and development, 1991, pp1-5

competitors while contributing more significantly to a sustained advantage than tangible resources.

Awareness of the existence of cultural similarity and diversity becomes increasingly important for successful operation of national and multinational companies, managers must be aware that when doing business outside their country or even in the same country the common way of doing business cannot be transferred to another country to "copy-paste" method. The most important thing is to identify the behavior that varies across the different cultures within the organization. By doing this, management would be able to guide the people side of reconciling any kind of values it shows a tendency to share understanding of the other's position in the expectation of reciprocity and requires a new way of thinking¹.

1-2-Definition of national culture

Culture is an old term in English; it was used in the middle of 15c, meant the act of tilling the land or the act of preparing the earth for crops, also the act of promoting growth in plants², the modern term of culture was based on a term used by the ancient roman orator cicero in his Tusculanae Disputationes where he wrote of a cultivation of the soul or cultura animi, using an agricultural metaphor for the development of a philosophical soul understood teleologically as the highest possible ideal for human development³.

In anthropology, discussion of culture have been extensive and meandering in various directions overtime. Edward Taylor(1974) definition has long been the standard, he was the first anthropologist to hold a chair in anthropology at Oxford university,vieweing culture as a complex whole which includes knowledge, belief, art, morals, law, custom and any other capabilities and habits acquired by man as a member of society⁴,other definition stated that culture is a social domain that emphasizes the

¹ Geert Hofstede, Culture's Consequences: International Differences in Work-Related Values, Sage Publications,1980, Newbury Park,pp50-56

² Online etymology dictionary, <https://www.etymonline.com>, accessed in March20.2020

³ Velkley Richard , The tension in the beautiful: on culture and civilization in Rousseau and German philosophy, University of Chicago press,2002,pp11-30

⁴Taylor.E.B,primitive culture :researches into the development of methodology.philosophy.religion.art.custom,Gordon press,1974,new York,pp73-78

practices, discourses and material expressions, which, over time, express the continuities and discontinuities of social meaning of a life held in common¹

According to Kroeber and Kluckhohn (1952), culture consists of patterns, explicit and implicit, of and for behavior acquired and transmitted by symbols, constituting the distinctive achievements of human groups. Including their embodiments in artifacts, ideas and especially their attached values, culture system may on the one hand be considered as product of action and on the other as conditioning elements of further action².

Banks(1989) and al in Multicultural education stated that the social studies view culture as consisting primarily of the symbolic, ideational, and intangible aspects of human societies, according to them the essence of culture is not its artifacts, tools or other tangible cultural elements but how the members of the group interact, use and perceive them, it is the values, symbols, interpretations and perspectives that distinguish one people from another in modernized societies, it is not material objects and other tangible aspects of human societies, people within a culture usually interpret the meaning of symbols, artifacts and behaviors in the same or in similar ways³.

In postmodern Approach, the emphasis shifted to the subjectivity of experience and culture becomes contingent and unstable in the work of Michel Foucault, discourse is a major tool of power struggles, in Pierre Bourdieu sociology, culture becomes cultural capital, alongside social and knowledge capital, and a tool to achieve distinction, thus in late Twentieth century perspectives, national culture comes to be viewed as a terrain of contestation-like ideology, an arena of struggle⁴.

The most cited definition now is the one provided by Hofstede, which define culture as the collective programming of the mind that distinguishes the members of one human group to another⁵.

Comparing all different definitions and merging in them together, Hodgetts and Luthans (2003) identified six characteristics of the culture, first culture is learned not

¹James and al, Urban sustainability in theory and practice :circle of sustainability, Routledge London,2015,p53

²Kroeber.A,Kluckhohn,culture :a critical review of concepts and definitions, Harvard university review,1952,p47

³Banks.J,Multicultural education,Needham Heights,1989,p70

⁴ Jan Nederveen pieterse,Globalization and culture,Rowman&Littlefield,2004,united kingdom,p11

⁵ Geert Hofstede,Opcit,page7

inherited, it is shared, it is not specific to a single individual but it is shared by group, organizations or entire societies, also culture is passed on from generation to generation, finally culture is patterned, this mean that it is integrated, if one aspect of culture changes other parts are affected as well¹.

National culture is the Broadest level of culture a person can be a member of, it shapes people from early childhood through values, beliefs and assumptions inherent it, moreover national culture is a learned characteristic and none of it's genetic, while Kogut and Singh define national culture distance as the degree to which norms are different between countries, Hofstede suggested that there reasons for the existence of different among countries, Political, Sociological, Psychological, nations are political units, rooted in history with their own institutions, forms of goverments, legal system, education system, labor and employee association system, formal institutions differ but even though one would try to match the political units of different countries, the informal way of the implementation would still differ, a further attribute that distinguishes countries is sociology, belonging to a nation has a symbolic value to citizens and shape a part of the identity, the sense of identity creates a common national identity which citizens try to protect and defend if they have the feeling of threat. finaly Hofstede mentioned psychological reasons for national culture distance between countries, people thinking is determined by national culture factors and the effect of early life experience and educational experience whilst growing up².

1-3-Defenition of Organizational culture:

The term culture in organization was introduced firstly by Elliott Jaques (1951) in his book the changing culture of a factory in 1951, it was a study of development in the social life of one industrial community between April 1948 and November 1950, the study concerned a British company engaged principally in the manufacture, sale and servicing of metal bearing, the study was concerned with the description, analysis and development of the corporate group behaviors³.

¹ Richard Hodgetts and Fred Luthans, International Management: culture, strategy and behavior, McGraw-Hill, 2003, p144

² Kristin piepenburg, Critical analysis of Hofstede's Model of cultural dimensions, ruck und Bindung, 2011, Germany, p11-19

³ Fred Schuneman, The Origins of Organizational culture, Invista performance solutions, <http://www.invistaperforms.org>, 2019, accessed on March 21, 2020 at 7:21 pm

According to E.Jaques (1951), the culture of the factory is its customary and traditional way of thinking and doing of things, which is shared to a greater or lesser degree by all its members and which new members must learn and at least partially accept in order to be accepted into service in the firm¹.

The interest in organization culture by scientist in management begun in the late of 1970s,and it begun to attract significant scholarly attention in the early to mid-1980s,the term was mentioned by Margulies(1969), he explored the hypothesis that a specific organizational culture, defined in terms of a specific set of value, attitudes and behavioral, norms can contribute to the degree in which persons can actualize themselves, in his definition he distinguished between the observable culture, the way the work was organized, the way people interact and the organizational culture , and the inferable culture like values and attitudinal and behavioral norms².

Pettigrew(1979) defined organizational culture as the system of publicly and collectively accepted meaning operating for a given group at a given time, he explained that the symbols like the organizational vocabulary, the design of the organization's building, the beliefs about the use and distribution of power and priviledge,the rituals and myths which legitimate those distribution have a significant functional consequences for the organization, Pettigrew was interested in analyzing organizational culture as a product of social dramas which occur in the history of an organization often figured in by a single person or group with a very strong purpose³.

Around the same time,Schein(1982) discussed a closely related concept, that of organizational socialization, he defined organizational socialization as the process by which a member learns and adapts to the value system, the norms, and the required behavior pattern of an organization,shein did not define the concept of organizational culture until 1986,he viewed Organizational culture as a pattern of basic assumptions(value and beliefs) invented, discovered or developed by a given group as it learns to cope with its problem of external adaption and internal integration that has worked well

¹ Jaques.E,the changing culture of a factory,Tavistock Publications,1951,London,p251

² Margulies Newton , Organizational culture and psychological growth, the journal of applied behavioral science,1969, US,pp491-508

³Pettigrew Andrew M , On studying organizational culture,Adminstrative science quarterly,1979,US,pp570-581

enough to be considered valid and, therefore to be taught to new members as the correct way to perceive, think and feel in relation to those problems¹.

Some scholars define culture as a socio organizational phenomenon, in terms of behavior or attitudes that emerge from a common way of sense making based on shared value, beliefs, assumption and norms².

Organizational culture and corporate culture are usually used interchangeably. Both refer to the collective values, outlooks and approaches within an organization. Obviously, the term corporate culture focuses on for-profit corporations, while organizational culture extends to all forms of organizations including small business, privately held companies and nonprofit organizations. However, the meaning is essentially the same³.

Some define corporate culture as the beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions. Often, corporate culture is implied, not expressly defined, and develops organically over time from the cumulative traits of the people the company hires. A company's culture will be reflected in its dress code, business hours, office setup, employee benefits, turnover, hiring decisions, treatment of clients, client satisfaction, and every other aspect of operations⁴.

in this section we have seen how culture is becoming more important in management than before, the topic becomes relevant to management studies due to the increasing number of companies and the complexity of environment, what we are observing today is that the majority of managers are seeking to maximize the value of their employee through a strong culture, we seen also that culture is a mix of values and beliefs shared by a group or society, this value and beliefs they are learned and not inherited.

¹ Edgar Schein, Organizational culture and leadership, John Wiley & sons ,2017, New Jersey, p13

² Hesselink G and al, Organizational culture an important context for addressing and improving Hospital to community, Journal of medical care, 2012, pp552-567

³ Bizfluent, <https://bizfluent.com>, accessed on March 21, 2020 at 11:49 Pm

⁴ Investopedia, <https://www.investopedia.com>, accessed on March 21, 2020, at 11:51pm

Section 02 : Culture Dimensions And Models

In the previous section we give a general definition about national culture and organizational culture, in this section we tend to discuss the different Approaches that characterize both national and organizational culture, we will present various classification, levels and structure of culture namely those of Hall, Hofstede, Shein, Trompners . All this explain how culture works. We will discuss also the most tools used to measure organizational culture namely, OCI, OCQ, OCAI.

2-1-National Culture Dimensions

Many authors proposed a whole range of dimensions that characterize national culture, in our study, we will choose the most useful and different approaches to understand national culture we tend to use the approaches developed by Edward Hall, Hofstede, Trompners and nouiga, the dimensions proposed by nouiga are a result of the previous approaches that will help us in our case study later.

2-1-1- Edward Hall's National Culture Dimensions¹

Edward T hall (1979) is one of the American Anthropologist and cross-cultural researcher, he is remembered for developing the concept of proxemics, which is a subcategory of nonverbal communication, furthermore, he developed three dimensions of national culture including Time dimension, space dimension, and context dimension.

2-1-1-1-Time dimension

Hall (1997) Distinguished between the Monochronic time and polychromic time

-Monochronic time: it means paying attention to and doing only one thing at a time. In monochromic culture, time is experienced and used in a linear way comparable to a road extending from the past into the future. Monochromic time is divided quite naturally into segments; it is scheduled and compartmentalized, making it possible for a person to concentrate on one thing at a time. In a monochromic system, the schedule may take priority above all else and be treated as sacred and unalterable.

¹ Peter Cardon, A Critique of Hall's Contexting Model a Meta-Analysis of Literature on Intercultural Business and Technical Communication, Journal of Business and Technical Communication, California 2008,pp401-407

Monochronic time perceived as being almost tangible: people talk about it as though it were money as something that can be spent, saved, wasted and lost. It also used as a classification system for ordering life and setting priorities: “don't have time to see him” Because monochronic time concentrates on one thing at a time, people who are governed by it don't like to be interrupted. It seals people off from one another and, as a result, intensifies some relationship while shortchanging others. Time becomes a room, which some people are allowed to enter, while others are excluded.

-polychronic time: Polychronic time means being involved with many things at once. It's characterized by the simultaneous occurrence of many things and by a great involvement with people. There is more emphasis on completing human transactions than on holding to schedules. For example, two polychronic Latins conversing on a street corner would likely opt to be late for their next appointment rather than abruptly terminate the conversation before its natural conclusion. Polychronic time is experienced as much less tangible as monochronic time and can better be compared to a single point than to a road.

2-1-1-2-Context Dimension

E.Hall (1976) define context as the information that surrounds an event, it is inextricably bound up with the meaning of that event, he distinguished two types of context: High context and low context

2-1-1-2-1-High context (HC): is one in which most of the information is already in the person, while very little is in the coded, explicit, transmitted part of the message.

2-1-1-2-2-Low context (LC): is the opposite of high context in another word, the mass of the information is vested in the explicit code.

Hall made a number of distinctions between High context and Low context cultures. In High context cultures, information is widely shared and thus requires extensive cultural programming whereas in Low context cultures, information is less widely shared and thus requires less cultural programming. High context cultures emphasize stability whereas Low context cultures emphasize change and mobility. In High context cultures, providing too much information is considered talking down to others whereas in Low context cultures, doing so is considered being thorough. In High context cultures, communication is an art form that is unifying and cohesive and thus

displays sophistication, nuance, and cultural identity. In Low context cultures, communication is primarily task oriented. High context cultures appreciate slow, indirect messages whereas Low context cultures insist on fast, direct messages. High context cultures extensively use informal information networks whereas Low context cultures prefer formal information networks. High context cultures interpret laws with personal involvement and thus bend rules to accommodate relationships whereas Low context cultures interpret laws impersonally and thus maintain strict adherence to rules. Fundamentally, High context cultures tend to employ more holistic thinking whereas Low context cultures tend to employ more linear thinking.

2-1-1-3-Space Dimension

Space refers to the study of physical space and people, Hall call this the study of Proxemics, which focuses on space and distance between people as they interact, space refers to everything from how close people stand to one another to how people might mark their territory or boundaries in the workplace and in other settings.

Hall demonstrated this dimension by giving the example of two different cultures: the American and French culture, a corner office suite in the United States is conventionally occupied by "the brass," and a private office in any location has more status than a desk in the open without walls. In both German and American business, the top floors are reserved for high-ranking officials and executives. Important French officials occupy a position in the middle, surrounded by subordinates; the emphasis there is on occupying the central position in an information network, where one can stay informed and can control what is happening.

2-1-2-Hofstede culture Dimensions¹

In the 1970, Geert Hofstede got acceded to a large survey database about values and related sentiments of people in over 50 countries around the world, those people worked in the local subsidiaries of one large multinational corporation: IBM .Results of this empirical research lead Hofstede to distinguish four major dimension of national culture: Power Distance, Uncertainty Avoidance, Individualism versus Collectivism, Masculinity versus Femininity.

¹ Jusuf Zeqiri and Shpresa Alija, The organizational culture dimensions: the case of an independent private university in Macedonia, Studia ubb oeconomica,2016,Macedonia,pp20-31

2-1-2-1-Power distance

Power Distance has been defined as the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequal. It suggests that a society's level of inequality is endorsed by the followers as much as by the leaders. Power and inequality, of course, are extremely fundamental facts of any society. All societies are unequal, but some are more unequal than others are.

2-1-2-2-Uncertainty avoidance

According to Hofstede (1970), Uncertainty Avoidance deals with a society's tolerance for ambiguity. It indicates to what extent a culture programs its members to feel either uncomfortable or comfortable in unstructured situations. Unstructured situations are novel, unknown, surprising, and different from usual. Uncertainty avoiding cultures try to minimize the possibility of such situations by strict behavioral codes, laws and rules, disapproval of deviant opinions, and a belief in absolute Truth; 'there can only be one Truth and we have it.

2-1-2-3-Individualism and collectivism

Individualism on the one side versus its opposite, Collectivism, as a societal, not an individual characteristic, is the degree to which people in a society are integrated into groups. On the individualist side, we find cultures in which the ties between individuals are loose: everyone is expected to look after him/herself and his/her immediate family. On the collectivist side we find cultures in which people from birth onwards are integrated into strong, cohesive in-groups, often extended families (with uncles, aunts and grandparents) that continue protecting them in exchange for unquestioning loyalty, and oppose other in-groups. Again, the issue addressed by this dimension is an extremely fundamental one, regarding all societies in the world.

2-1-2-4- Masculinity and Femininity:

Masculinity versus its opposite, Femininity as a societal, not as an individual characteristic, refers to the distribution of values between the genders which is another fundamental issue for any society to which a range of solutions can be found. The women in feminine countries have the same modest, caring values as the men; in the masculine countries, they are somewhat assertive and competitive, but not as much as the men, so

that these countries show a gap between men's values and women's values. In masculine cultures, there is often a taboo around this dimension

2-1-3-Trompnars and Hampden cultural dimensions¹

Trompnars and Hampden developed a model after spending 10 years researching the preferences and values of people in dozens of cultures around the world, they sent a questionnaire to more than 46000 managers in the world, they found that people differ in very specific even predictable ways, each culture has its own way of thinking, its own values and beliefs, they found that what distinguishes people from one culture with another is where this preferences fall in one of the seven dimensions: Universalism vs particularism, Individualism vs collectivism, specific vs diffuse , Neutral vs emotional,Acheivment vs ascription , Sequential time vs synchronous time , Internal direction vs External direction.

2-1-3-1-Universalism vs Particularism

Universalism is the view of determining what is right and always conforming to that view. Particularism takes the opposing view, which places emphasis on the obligations of friendship or other circumstances. Particularistic cultures are not bound by always doing the right thing and often break societal codes to put friendship first.

2-1-3-2- Individualism vs Collectivism

Individualist cultures are those that regard themselves as individuals first whereas collectivist cultures regard the group as more important and orient their actions towards the group.

2-1-3-3- Specific vs Diffuse

Specific refers to a relationship that is recognized on a very impersonal level such as the relationship offered solely by a contract as an example. A diffuse relationship is one that involves a relationship on a human level where there is a genuine connection between two parties (in a business sense). The diffuse culture prefers a more

¹Trompenars.F and Hampden.T, Riding the waves of culture :understanding cultural diversity in bussiness,Mcgraw-Hill,1997, New York,pp8-10

human relationship and values this over impersonal, logical relationships often seen in North American culture.

2-1-3-4-Neutral vs Emotional

The orientation to how we express emotions with one another. A neutral culture will place importance on their objectives where emotions are detached from business dealings. People in these cultures tend to resemble machines or are compared to them as emotions take attention away from the objective. Emotional cultures represent the opposite where business objectives are a more human matter involving an array of emotions openly.

2-1-3-5-Achievement vs Ascription

Achievement is very much the literal sense of the word where a culture judges you on your accomplishments. Ascription is a more inherited judgment and can be an attribute, which is received by birth, age or gender or your connections. A relevant example of how the two differ is the question of education, where an achievement-based culture would ask 'what' someone has studied where an ascription culture would be more interested in where one has studied.

2-1-3-6- Sequential vs Synchronic

The question of whether we focus on one thing at a time or several things at once. This dimension focuses on time and how a culture relates to it. Sequential cultures value punctuality and planning. A very rigid plan in accordance to time is very important. For the synchronic culture, time is flexible and many things can be done at once.

2-1-3-7- Internal vs. External

This dimension relates to the view of how people connect to their environment. The internal view expresses that people are in control of their own environment and are able to influence it where the external view believes that the environment affects them and they cannot change it.

2-1-4-Philippe D'Iribarne¹

D'Iribarne has his own Model of culture, in his view, to describe a culture that can be called a national is to bring all this element to light: on the one hand, the ideal representation of social life to which in practice reality can conform more or less strictly. On the other hand the fears that these vision conceal, and in addition, the connection between everyday working life and these representation.

He is distinguished from determinist view that consider a national culture as well defined and homogenous entity as can be found in Hofstede approach. He proposed for his part an alternative to this approach based on statistical scores, derived from attitude and value scale, which will distinguish societies and culture from each other.

Philippe d'iribarn did an interview in three production plants of France owned aluminum company, one in France, one in the US and one in the Netherlands. The plants were identical but interpersonal interaction on the shop floor differed dramatically between them , he identifies three philosophies that control the interpersonal interaction at the sites : honor in France , the fair contract in the US, and consensus in the Netherlands, these philosophies represent patterns of thinking, feeling and acting distinguishable in the histories of these three societies for centuries.

D'Iribans's theory highlighted how different culture are shaped by different mental universes and different -shared frameworks of meaning that inevitably lie behind a word or a concept.

¹Phillippe d'Iribarne,Managing corporate Values in Diverse National culture ,Routledge,2012,US,pp36-65

2-1-5- Summary of National culture Approach¹

To summarize what we discussed previously about the different s approach that were used to study the national culture and to overcome all difficulties that could face us in studying and applying the different approach, we will use a cultural model proposed by Nouiga (2003) based on the different approach that were discussed previously.

In his work about the role of sociocultural dimension in the implementation of change on basis of quality criteria in the Moroccan companies, he developed a systematic approach for culture that allows through a set of cultural dimensions to characterize national culture , he used the different approaches mentioned before of Hall, Hofstede and Trompnars to propose 15 sociocultural dimension , among those dimension he proposed three dimension connected to social context : the level of motivation , the level of education and training and the level of confidence in the internal, immediate and general environment.

2-1-5-1-Level of motivation

The level of motivation means the satisfaction of the basic needs like food and nutrition, health and education. In the theory of hierarchy of needs proposed by Maslow (1943), he distinguished five major hierarchy needs, which are:

1-Physiological needs: Food, water, warmth, rest

2-Safety needs: Security, safety

3-Belongingness and love needs: intimate relationship

4-Esteem needs: prestige and feeling of accomplishment

5-Self-actualization: Partner acquisition, developing talents

According to Maslow, the patterns are complex, no pattern works alone. Needs are prioritized, from the lower to the higher level. A satisfied need is not a motivational factor; it is the following need that becomes a motivational factor. There are more ways to meet higher-level needs than lower-level needs

¹ Mohammed Nouiga ,Rémy Gautier and Patrick Truchot,Taking into Consideration the Sociocultural Dimension in the Drive for Change Through Quality: Application to the Moroccan Company, Quality Engineering,2005,Paris,pp669-677

2-1-5-2-level of confidence in the environment:

The level of confidence in the environment: internal, immediate and external. It is also the level of trust in partners in the broad sense: customers and suppliers, staff, shareholders, community, administrative and social institution

2-1-5-3-Level of education:

This dimension refers to the technological system, which includes, the level of technical knowledge, the capacity of society to develop technological knowledge. It also includes mobility, training and workforce expertise. The level of training and the level of technical knowledge of the population may fall into this category.

After studying, the different approaches used to characterize the different dimensions that shape the term of national culture we present the 15 dimensions presented by Nouiga (2003):

- Temporal dimension
- spatial dimension
- Nature of context
- Attitude in regard to environment
- Hierarchy distance
- Individualism and collectivism
- Interchangeability of role
- control of uncertainty
- the universal and the individual
- Objectivity and subjectivity
- The specific or diffuse
- Achievement or social status
- Level of education
- Level of motivation

-Level of confidence in the environment

Now we have studied different approaches and we characterized culture by several dimensions, the 15 dimensions presented by Nouiga (2003) will help us later to define the characteristic of the Algerian culture in our case study.

2-2-Organizational culture Dimensions

Several management thinkers have studied organizational culture and attempted to classify different types of culture. In this section we will discuss some approaches that may be helpful in understanding the culture of an organization, but also illustrate its inherent complexity. Organization culture can be viewed from multiple angles, and that its characteristics can be reflected in a number of overlapping dimensions.

2-2-1-Schein's Organizational culture dimensions¹

Schein (1986) introduced the organizational culture model, which can be analyzed at different levels, with the term level meaning the degree to which the cultural phenomenon is visible to the observer. These levels range from the very tangible open manifestations that one can see and feel to the deeply embedded, unconscious, basic assumptions defined as the essence of culture. In between these layers are various espoused beliefs, values, norms and rules of behavior that members of the culture use as a way of depicting the culture to themselves and others.

2-2-1-1- Behaviors and artifacts

The most manifest level of culture, consisting of the constructed physical and social environment of an organization. These mark the surface of the culture and they are the visible elements in the organization. Physical artifacts are presented in the architecture and interior arrangements, physical space and office design. Besides, language gives away culture through modes of speaking, slogans and expressions. Technology is also a part of the culture, since it reflects the values through operations, materials and knowledge. As it also is social practices, leadership practices and work traditions. They can be recognized by people not part of the culture but can be difficult to understand easily by everyone since they can be confusing.

¹ Edgar Schein, *Organizational Culture and Learning*, pp143-157

2-2-1-2- Espoused values

Less visible level than behaviors and artifacts. The constituents of this level of culture provide the underlying meanings and interrelations by which the patterns of behaviors and artifacts may be deciphered. Espoused values are the organization's stated values and rules of behaviors. It is how the members represent the organization both to themselves and to others. This is often expressed in official philosophies and public statements of identity. It can sometimes often be a projection for the future, of what the members hope to become.

2-2-1-3-Basic underlying assumptions

It represents and unconscious level of culture, at which the underlying values have, over a period of time, been transformed and are taken for granted as an organizationally acceptable way of perceiving the world. By this definition, basic assumptions are also the most difficult to relearn and change. Besides, the underlying assumptions are often difficult to describe and are only really understood by people who have become accustomed to the way the organization works. Those are usually invisible. They are not written down anywhere and people may not want to talk about them, but they exist and are often powerful.

2-2-2-Hofstede organizational culture dimensions¹

Hofstede (1997) developed six dimensions of culture: Process oriented Vs. Results oriented, Employee oriented Vs. Job oriented, Parochial vs. Professional, Open system Vs. Closed system, loose control Vs. Tight control, and Normative vs. Pragmatic.

2-2-2-1-Process oriented Vs Results oriented

This dimension represents a preference towards processes or results. As the name implies, a process-oriented culture focuses more on technical and bureaucratic routines. In contrast, a result-oriented culture focuses more on achieving the desired results and outcomes in order to meet the objectives of the company. Thus, in process-oriented culture, people perceive themselves by avoiding risks and making only a limited effort in

¹Mashal Ahmed and Saima Shafiq, The Impact of Organizational Culture on Organizational Performance: A Case Study of Telecom Sector, Global Journal of Management and Business Research,2014,US,pp21-30

their jobs, —each day is pretty much the same. Results oriented people perceive themselves as comfortable in unfamiliar situations—each day brings in new challenges

2-2-2-2- Employee oriented Vs Job oriented

This dimension represents the preference of the culture towards employees or the job. Employees in cultures that are people oriented feel that their personal problems are taken into account and that the organization takes an obligation to take care of employees' well-being. On the other side, people in job-oriented cultures experience a strong pressure to complete the job and perceive the organization as only interested in the work.

2-2-2-3- Parochial Vs Professional

This dimension represents the way the members of an organization identify themselves. Members in organizations with professional culture, tend to identify themselves primarily with their professions. Members of parochial culture feel the organization's norms cover their behavior on the job as well as their home.

2-2-2-4-Open system Vs Closed system

In open systems, members consider both the organization and its people. They are opened to newcomers and outsiders. In closed systems, the organization and its people feel closed, even among insiders.

2-2-2-5- Loose control Vs Tight control

This dimension represents the amount of internal structuring in the organization. Employees in loose control units have more autonomy and different departments may operate without much coordination between each other. People in tight control units describe their work environment as closed. Supervisors know exactly what employees do, and management can coordinate all the activities of different departments according to a central strategy.

2-2-2-6-Normative Vs Pragmatic

This dimension represents methods used by an organization in dealing with its environment and customers. To normative cultures people, following organizational procedures are more important rather than following the results. To pragmatic cultures people, following results and meeting customer needs is more important.

2-2-3-Handy's organizational culture dimension¹

Charles Hardy linked organizational culture to organizational structure; he identified four dimensions of culture: Power culture, Role culture, Task culture, Person culture

2-2-3-1-Power culture

Power Culture can be symbolized as a 'web' and it refers to control that is spread out like a network from the center to the rest of the organization. Power cultures are often found in small entrepreneurial organizations such as property, trading and finance companies. When organizations adopt a power culture, rules and bureaucracies are kept to the minimum. These types of organizations are also political, where decisions are taken mainly upon persuasion rather than on bureaucratic or rational basis.

2-2-3-2-Role Culture

Role Culture refers to a highly defined structured organization in which employees have specified delegated authorities and which are offered security and predictability. Handy describes the structure of this type of organization as a 'Greek temple' since this culture works by logic and rationality. Organizations with a role culture put their strengths in their pillars, their roles and areas of expertise. The pillars often include the finance department and the purchasing department, and the interaction between them is regularly controlled by rules and procedures, which are the major methods of influence.

2-2-3-3- Task Culture

Handy represents this type of organization as a 'net' in which much of the power and influence lies at the 'interstices' of the net. The task culture puts complete emphasis on getting the job done and hence, this type of culture tries to assemble the suitable resources, the right employees at a suitable rank in the organization, and to let them knuckle down. This type of culture is very compliant, it is the most type in which managers in middle, and first levels like to work.

¹ Karen Cacciattolo, understanding organizational cultures, European Scientific Journal, 2014, Malta, pp01-05

2-2-3-4- Person Culture

It reflects organizations in which individuals believe to be superior to the organization they are employed in. A group of employees who are in accord often follows goals and objectives. Control systems and management hierarchies are not viable in these cultures except by mutual approval. Influence is mutual and the power-base is usually expert, meaning that individuals do what they are good at and are paid attention to on apposite matters. Handy (1993) postulates that individuals within this type of culture are difficult to manage, and there is little influence that can be conveyed to tolerate on them. This is because alternative employment is often easy for them to find due to their specializations.

Handy argues that each of the above types of cultures may be fine, but sometimes, employees are often inflexible with regards to culture, meaning that they often believe in the myth that what works well in one organization may also be successful in another. In addition, Handy (1993) adds that an employee who is successful in one type of culture may not always do well in another. Moreover, it is up to the executive of the organization to handle all four cultures, to distinguish and to amalgamate within.

We described the models and the dimensions of organizational culture, these models become today a paradigm for comparing cultures of different companies in different countries.

2-3-Measurement of Organizational Culture

The use of qualitative methods has been well established among traditional organizational culture studies. As rooted from the anthropological discipline, this method provides an understanding of how organizational members interpret their experiences and how these interpretations influence their behaviors¹. However, it is exceedingly difficult to systematically study the organizational culture overtime or compare culture across organizations by using this approach².

In contrast, the quantitative approach can be useful, using a questionnaire, which is specifically designed for measuring organizational culture, researchers can perform a

¹ Van Muijen J and Koopman P, Organizational culture: The focus questionnaire, European Journal of Work and Organizational Psychology, 1999, Roma, pp551

² Xenikou A and Furnham A, a correlation and factor analytic study of four questionnaire measures of organizational culture, Journal of Human Relations, 1996, pp349

large-scale survey to compare culture across organizations as well as to perform a longitudinal study about each firm. This method can also be used to complement qualitative techniques and vice versa.

In this study we will define and explain three major quantitative methods used in the measurement of organizational culture: The organizational culture profile (OCP), the organizational culture inventory (OCI) and the organizational culture assessment instrument (OCAI).

2-3-1-Organizational culture profile

The original version of the OCP consisting of 54 value statements was developed using exploratory factor analysis to establish eight dimensions of organizational culture, namely innovation, attention to detail, outcome orientation, aggressiveness, supportiveness, emphasis on rewards, team orientation, and decisiveness¹.

The OCP has been refined and tested in a range of occupational groups including health care professionals, accountants, government employees, and campus recruiters and MBA students. It has been validated for its construct validity stable factor dimensions across samples and for its criterion-related validity predictive power of employee satisfaction, commitment, intent to stay and turnover. The OCP appears to measure well-grounded constructs (cultural dimensions) that are generalizable or generic across organizational settings better than the other value instruments do. It measures detailed perceptions of the work force on a wide range of elements including innovation, stability, and respect for people, outcome orientation, and attention to detail, team orientation, and aggressiveness².

2-3-2-Organizational culture Inventory

An Organizational Culture Inventory (OCI) is a commonly used evaluation for measuring the organizational culture within companies, Developed by Robert Cooke and J. Clayton Lafferty . It leads to a clear evaluation of an organization's culture. This culture

¹ James C. Sarros and Judy Gray, The Organizational Culture Profile Revisited and Revised: An Australian Perspective, Australian Journal of Management,2005,Australia,pp161

²Mustafa Tepeci, The Dimensions and Impacts of Organizational Culture on Employee Job Satisfaction and Intent to Remain in the Hospitality and Tourism Industry in Turkey, Journal of Travel and Tourism Research,2015,Mersin,pp24

describes employee behavior and the behavior they expect from each other within the organization.

An Organizational Culture Inventory (OCI) does not just measure the characteristics of the organizational culture, but also defines a workplace culture that is most closely connected to the behavior and performance of all employees and managers. Using OCI, an organizational culture can be quantitatively measured, turning it into abstract data that is easier to describe and understand. It describes the company culture in terms of what is needed to fit in and meet expectations. OCI is conducted based on questionnaires. There are two forms of OCI:

2-3-2-1- OCI Standard

Inventory of the organizational culture provides insight into the employee and manager behavior that drives and shapes the present culture. The shared behavioral norms will become clear; the behavior that employees and managers think will meet expectations. All the employee answers are shown in the Human Synergistic Circumplex. This ensures it is clear which relative constructive, passive, aggressive, and defensive norms are present in the organization.

2-3-2-2-OCI Ideal

This identifies the ideal culture; the culture that is most suitable for achieving the organization's objectives. It tells what the optimal culture is that an organization prefers. Both employees and managers will indicate what they see as the most effective behavior that benefits their company. This results in an idea of the ideal culture that is based on shared values and beliefs of all employees. The current culture can then be compared to the ideal culture. The areas where they overlap should be cherished, and any possible gaps are opportunities to change for the better.

2-3-3-Organizational culture assessment instrument (OCAI)

Of all the culture assessment approaches reviewed by the managers, the OCAI stood out due to its reputation in the academic community and its solid theoretical foundation, which is based on the Competing Values Framework (CVF)¹, which is

¹ Cameron K and R Quinn, Diagnosing and changing organizational culture: Based on the competing values framework, Jossey-Bass, 2011, San Francisco, pp35

recognized as one of the forty most important models in the history of business, it originally emerged from empirical research on what factors make organizations effective. The framework has since been applied to a variety of topics related to individual and organizational behavior. It has been the focus of empirical studies for more than 25 years, and it has been employed to help thousands of organizations and tens of thousands of managers improve their performance¹.

The OCAI was developed by Kim Cameron and Robert Quinn (2011) and is the world's most popular instrument that helps organizations identify current and preferred organizational culture.

Substantial research has been resulted in the developing the OCAI. Cameron and Quinn (2006) developed the theoretical model of the Competing Values Framework, which consists of four Competing Values that correspond with four types of organizational culture. Each organization has its own combination of these four types of organizational cultures. The ability to identify which of the four or the combination of the four types is identified by the completion of a short survey. This culture identification assessment is a valid approach to looking at organizational culture and the desire for cultural change. Over 10,000 companies worldwide currently use the OCAI.

The test taker must split 100 points over a total of four descriptions that matches the four culture types, according to the present organization. This method determines the blend of the four culture types that dominate the current organizational or team culture.

By answering the questionnaire a second time, this time dividing 100 points according to what the respondent would like to see in the organization, the preferred organizational culture and the desire for change can be calculated

Test takers assess six key characteristics of their corporate culture:

- dominant characteristics
- Organizational leadership
- Management of employees
- Organization glue

¹ Fox R, Analyzing organizational culture of Yolo County using two assessment models, Dissertation California State University Sacramento, 2013, US, pp355

-Strategic emphases

-Criteria of success

A culture profile illustrates:

-The dominant culture

-The strength of the dominant culture (the amount of points given)

-Discrepancy between present and preferred culture

The four type of culture are Adhocracy Culture, Clan Culture, Hierarchy Culture, and Market Culture¹

2-3-3-1- Adhocracy Culture:

This is a dynamic and creative working environment. Employees take risks. Leaders are seen as innovators and risk takers. Experiments and innovation are a way of bonding. Prominence is emphasized. The long-term goal is to grow and create new resources. The availability of new products or services is seen as a success. The organization promotes individual initiative and freedom

2-3-3-2- Clan Culture

This working environment is friendly. People have a lot in common, and it feels like a large family. The leaders are seen as mentors or maybe even father figures. The organization is held together by loyalty and tradition. There is great involvement. They emphasize long-term Human Resource Development. Success is defined within the framework of addressing the needs of the clients and caring for the people. The organization promotes teamwork, participation, and consensus.

2-3-3-3- Hierarchy Culture

This is a formalized and structured workplace. Procedures direct what people do. Leaders are proud of efficiency-based coordination and organization. Keeping the organization functioning smoothly is most crucial. Formal rules and policies keep the organization together. The long-term goals are stability and results, paired with an

¹ OCAI online, <https://www.ocai-online.com/about-the-Organizational-Culture-Assessment-Instrument-OCAI>, accessed : April 04, 2020 at 4:07 pm

efficient and smooth execution of tasks. Reliable delivery, continuous planning, and low cost define success. The personnel management has to guarantee work and predictability.

2-3-3-4- Market Culture

This is a results-based workplace that emphasizes targets, deadlines, and getting things done. People are competitive and focused on goals. Leaders are hard drivers, producers, and rivals. They can be tough with high expectations. The emphasis on winning keeps the organization together. Reputation and success are the most important. Long-term focus is on rival activities and reaching goals. Market dominance, achieving your goals and great metrics are the definitions of success. Competitive prices and market leadership are important. The organizational style is based on competition.

In this section, we used several literature to understand more the nature of culture, each approach have contributed in management studies. We presented also the quantitative approaches to measure the culture; several tools were discussed. it would help us later to determine the characteristics of the dominant culture in our case study.

Section 03: the outcomes of organizational culture

In the first section we explained the reasons why culture become an outstanding variable in describing different phenomena, the introduction of culture in management studies has gained an increasing importance by researchers and managers, in this section we tend to explain the outcomes of organizational culture on organizational behavior, how culture influence the level of people willingness to contribute to achieve the objectives of the organization.

2-3-1-Building Organizational culture¹

The culture of an organization is seen as a DNA that is not visible to the eye, but a very powerful tool that shapes what happens in an organization. Therefore organizational culture is the personality of the organization; Managers must inspire socialization and incorporation of individual goals with the organizations goals and objectives to sustain the culture.

An organization management should implement the development of interconnecting culture through the use of unambiguous statements of single-mindedness, core values and cultural standards. Actively, top management should appraise various cultural elements, as this will help to manage and take necessary actions in strengthening culture.

Waldera (2002) asked a question on how an organization move forward with adapting its culture for future growth; he identified three steps an organization will need to create a culture: communicating the culture, measuring the culture, Adopting New Cultural Norms and Practices.

2-3-1-1-communicating the culture

Waldera suggests that building a robust culture requires constant care. To withstand the test of time, values and cultural norms must be rooted in real life and communicated on a daily basis.

¹Samson Ibidunni and Mayowa Agboola, Organizational Culture: Creating, Changing, Measuring and Consolidating for Performance, European Journal of Business and Management ,2013,Nigeria,pp177-184

While it is not sufficient, a cultural statement is a necessary starting point for creating culture. Covenants inspire communities. They represent commitments that join people together and provide guidelines for action.

An explicit articulation of values, beliefs and norms establishes informal expectations for behavior. With a clear focal point, employees and managers begin to reinforce behaviors themselves and become a self-regulating and self-monitoring system. Communicating culture through words usually starts with an explicit statement of:

- **Purpose:** the organization's fundamental reasons for existence beyond just making money, a perpetual guiding star on the horizon; not to be confused with specific goals or business strategies.
- **Core Values:** the organization's essential and enduring tenets it's a small set of guiding principles; not to be confused with specific cultural or operating practices; not to be compromised for financial gain or short-term expediency."
- **Cultural norms:** Patterns of attitudes, behaviors and practices that express purpose and values. Norms describe the ways the organization and employees operate consistently with corporate ideology.

2-3-1-2-Measuring the culture

There is only one way to ensure that a culture remains productive over time and that is through measurement, there are numerous instruments mentioned before, including the Organizational Culture Profile (OCP), Organizational Culture Inventory (OCI) and organizational culture assessment instrument (OCAI).

2-3-3-Adopting New Cultural Norms and Practices

Once cultural gaps and priorities are determined, companies need a mechanism for managing and adapting culture. In this regard, there are many cultural change models and methodologies for implementing such changes.

Corporate culture cannot be changed through changing a policy or issuing an edict. It can also not be accomplished overnight. The only way to change organizational culture overnight is to fire everyone and hire a new staff with the working behaviors you now want. Culture change requires consistency of message, goal, direction, and leadership to succeed.

Leaders of organizations must lay value foundations, cultural anchors and behavioral guidelines so that growth and development are harmonious and congruent, and not mechanistic, haphazard, harmful, or destructive. Creative conflict and patterned disequilibrium are the paradoxical dynamics for culture, development, and growth in organizational life.

Building organizational culture could be viewed from employee's perspectives and their interactive relationship with the management; Individuals strive to join the organization that is perceived as having the potential to meet their needs and expectations. They collect information from the mass media as well as personal sources regarding various organizations, and select a range of organizations having varying degrees of attractiveness and the probability of their getting recruited¹.

Once recruited, individuals confront the reality of the organization. What they had known before joining the organization was its public face that is likely to be idealized and generalized. The real organization is invariably more differentiated having a variety of shades of positive and negative facets. Correspondingly, individuals face varying degrees of congruence and incongruence that might lead to satisfaction in some respects but tension and conflicts in some other respects.

Employees experience two sets of incongruence those relating to organizational norms and values and those that are related to interpersonal relationships arising from diversity in the workforce. They generally suspend their own interests, needs, and values to comply with organizational demands, unless the demands are so incompatible that they prefer to leave the organization. Reconciling interpersonal and inter-group differences is more time-consuming and tedious

So long as the employees accept organizational norms and values under compulsion, their compliance behavior remains perfunctory and mechanical. The spirit behind them remains missing. However, if they internalize them owning them as their own arising out of the realization of their self-worth, the integration becomes complete. Employees behave spontaneously. They become creative and innovative. They may recognize differences with respect to both organizational as well as other employee's

¹ Jai B. P. Sinha, Culture and Organizational Behavior, SAGE Publications Inc, USA, 2008, pp312-316

norms and values; but are inclined to live and deal with them constructively under super ordinate organizational goals and objectives.

2-3-2-impact of organizational culture on organizational behavior¹

Culture plays a significant role in the organization, in the first place, it shapes the organizational identity, which mean it creates the boundaries between one organization and other as well as individuals, in the second place culture could transform individual self-interests into something bigger, which coincides with an organization's goal.

Additionally, since culture regulates the behavior of the employee by providing appropriate standards, it enhances the organizational system level. Finally, culture acts as a behavioral mechanism that guides and shapes the attitudes and behavior of employees.

The phenomenon of culture associated with employee behavior appears to be increasingly important in today's workplace. Research on the relationship between organizational culture and organizational behavior is becoming increasingly important. More and more studies have examined the relationship between organizational culture and organizational behavior. Researchers claim there is a positive relationship. In these studies, various methods have been applied, such as theoretical study, field study and empirical study and so on.

A study provided by Kotter and Heskett (1992) gave a good example on the relationship between organizational culture and organizational behavior. In their study, their conclusion can be categorized into two: a contingency model and a universal model. The contingency model indicated that better performing organizations have strong cultures, but only if the culture fits the organization's environment. In contrast, the universal model outlined that if an organization wants to behave well in the long term, it must have a culture focused on three constituencies: customers, employees, and stockholders.

According to De (2007), organizational culture affects behavior in six aspects. First, organizational culture has as a guiding role. Organizational cultures not only clearly affect the highest or long-term objectives, but also target the organizational objectives as

¹Tianya Li, organizational culture & employee behavior, Lahti university of applied sciences,2015,Finland,pp20-25

individuals' goals. The objectives set by the organization allow its members to feel the value of work and inspire the desire of succeeding.

In addition, Organizational cultures have an impact on incentives, this refers to enterprise cultures have an effect that enables employees generate a fore ahead emotionally. Promoting an enterprise culture is the process that helps employees looking for the sense to work and to establish social behavior. Through this process, employees can form common values and behaviors.

Organizational culture has on behavior is also reflected in leadership management. When making decisions, leaders have to confront many complex challenges. A leader's success depends on various factors, for instance on his knowledge and understanding of the organizational culture. The leader who understands his organization's culture and takes it seriously is capable of predicting the outcome of his decisions in preventing any anticipated consequences. It is notable that most human behavior is learned through imitation. In order to get employees to behave as expected, leaders' example is indispensable.

2-3-3-impact of organizational culture on organizational commitment

In the first chapter, we talked about the concept of organizational commitment, which is defined as the degree to which extent employee would be emotionally and intellectually committed to an organization, Employee commitment is believed to have positive impact on the organization and becomes one key factor to the success of an organization. It will result in satisfying performance from the employee; those who have strong commitment with the organization where they work will be willing to work harder than the others. High employee commitment level to the organization is believed to increase the talents and employee's individual performance, which in turn can have a positive impact on the organization performance¹.

We have seen also that there are several factors influencing the level of organizational commitment, among those factors according to MC-Bain (2007) that enhance organizational commitment is organizational culture; according to him, the ideal organizational culture is the one that support openness, supportive attitudes, and good

¹ Lieli Suharti and Dendy Suliyanto, The Effects of Organizational Culture and Leadership Style toward Employee Engagement and Their Impacts toward Employee Loyalty, World Review of Business Research, 2012, Indonesia, pp128-139

communication between the organization and its employees. Fairness and trust as organizational values provide positive impacts on the creation of employee engagement as well. A company that has good organizational culture can maintain its culture if the employees working in that company are willing to remind each other to maintain and run the values¹.

The correlation between employee engagement and organizational culture can be explained using Social Exchange Theory. As being known, the engagement of employees and their organization is a result of 2-way interaction between the employees and the organization (Robbinson et al., 2004). Employees who feel that they get good facilities and attention from the company may feel that they have responsibility to repay to the company by for example, working better. This is implicitly stated in the exchange principle which according to Social Exchange Theory is a good relationship exists between two parties which will bring trust, loyalty, and commitment from time to time as long as that relation still gives benefits to each other (Cropanzano and Mictchell 2005). Meanwhile, some empirical studies found that perceived organizational support (POS) was positively related to employee engagement. Organizational culture has similar concept construction with POS in which the implementation of good values and management system can be assumed as a support from the organization to its employees. Good organizational culture assumed by the employees can bring a feeling of being safe psychologically to the employees themselves².

There are a number of research models assessing organizational commitment and its relationship with organizational cultures, these studies all focused on the issue of the creation of commitment of the employees through organizational culture, which has a direct and economically significant contribution to firm's performance. For example, Selznick (1957) initiated the analysis of the relationship between organizational culture and commitment in his theoretical and conceptual analysis with the idea that organizational culture promotes commitment³.

¹ McBain, The practice of engagement: research into current employee engagement practice, Strategic HR review, 2007, pp124-136

² Shuck, Employee engagement: An examination of antecedent and outcome variables, Florida International University, 2010, Florida, pp69-70

³ Victoria Miroshnik, Organizational culture and commitment : transmission in multinationals, Palgrave Macmillan, 2013, England, pp33-34

Organizational commitment has the relative strength of an individual's identification with and involvement in a particular organization. Marcoulides and Heck (1993) provided an excellent quantitative analysis to prove that organizational culture promotes commitment.

Kirkman and Shapiro (2001), in their analysis of commitment levels in self-managing work teams in the United States, Philippines, and Europe revealed that collectivism, an important characteristic of organizational culture, promotes organizational commitment. Denison and Mishra (1995) provided a typography of organizational culture and its relationship with organizational performance. This study is theoretical, conceptual, and based on the similar theory of Denison (1990). Clugston, Howell, and Dorfman (2000) tried to apply Hofstede's thesis that certain national characteristics of organizational culture can have a relationship with commitment, but they observed the opposite phenomena. However, their qualitative study is just a descriptive story with shallow and therefore insufficient data. Van Den Berghe and colleagues (2001) observed in their quantitative study of firms in several European countries that relationships between values of commitment and culture are culturally invariant and do not follow the pattern suggested by Hofstede (1980)¹.

Finally, Shehri et al. (2017) conducted a study on 39 bankers using structured interview technique to investigate the organizational culture enablers and inhibitors of employee engagement in Saudi Banks. The study revealed that the enabler factors that contribute most to employee engagement enablers were training and development, organizational communication, reward, and recognition. Results also revealed that Islamic culture has an influence on employee engagement in Saudi banks².

The different literature on the relationship between organizational culture and organizational commitment find that organizational commitment is a direct result of a strong culture, the better employee understand what is expected of them and what they are working toward, employees feel supported therefore they feel committed.

In this section we seen that culture could built by leaders perspectives or employee perspectives, we found that employee engagement is a direct result of a strong company

¹ Victoria Miroshnik, *Opcit*, pp34

² Mohammed Al Shehri et al, *The Impact of Organizational Culture on Employee Engagement in Saudi Banks*, *Journal of Human Resources Management Research*, 2017, Saudi Arabia, pp11-12

culture, it refers to how employee feel about their jobs , the stronger a company's culture the better employee understand what is expected of them.

Conclusion

After discussing all this literature, we can say that organizational culture is crucial to achieve the purposes of any organization; managers must build a culture that support their employees and respect their values and their beliefs.

Another interesting point is that mangers must not only understand and change the culture of their organization but also understand the culture of the nation, people have values and beliefs, they learn it from their societies and it is not easy to change it when they become members in an organization, they keep interacting, thinking making decision according what they believe.

Chapter 03: Empirical research

Introduction

Culture has been an important topic in the field of Management and Human resources for the past few decades due to its potential to affect a range of organizationally and individually desired outcome such as organizational commitment.

Researches has confirmed that culture is able to influence the feeling, the thought and the interaction between individuals, it becomes a management philosophy and a way of managing organization to improve their overall effectiveness and performance.

In This chapter, we will describe and analyze the finding of our empirical research, which aimed to investigate the characteristics of the Organizational commitment and culture in the Local Development Bank (BDL).

In the first section we will give a description of the Local development bank followed by our research methodology ,the tools we used to collect data and the reliability of our research tool, than we will describe our sampling characteristics and how we calculated the seize of the required sample.

In the second section we will describe our variable characteristics, the nature of the organizational commitment and what the dominant dimension is, also we will understand what is the national and organizational culture type that dominates the bank.

In the third section, we will test the hypotheses of whether national culture and organizational culture influence the level of organizational commitment in the local development bank, using a regression analysis we will predict if there is a relationship between our independent and dependent variable

Section 01: Methodology of research

In this section, we will give a general presentation about our case study, which is the Local Development Bank (BDL), then we will present our research methodology to study the topic followed by presenting the research tools and its reliability, finally we will present our sampling and its characteristics.

3-1-1-presentation of the Local Development Bank (BDL)

Local development bank « BDL ». Is an Algerian public bank, founded in 1985 after the reorganization of the national banking institutions, at its foundation BDL had 39 agencies and a headquarter employed 700 employees, in this time the bank aimed to take charge of the Algerian public companies portfolio.

After the Shifting in the Algerian economy in 1989, BDL enlarged its capital to become a universal banking institution offering wide range of financial services to many types of organizations from small business to large corporate companies, it operates now in many Algerian cities with more than 4500 employees and 157 agencies, the bank has mission of :

- Strengthen the economy and expand market to improve growth
- Be the Bank where the people want to work
- a bank dedicated to community service
- the execution of the Algerian policy which is reducing the unemployment rate and help youth to create their own business

The new organization of the BDL was established in 2017 with a new business model and new vision that strive to create the best outcomes for clients with financial ingenuity that leads to solutions that are simple, creative and responsible, this change was accompanied with the use of new technologies such as the launching of a new information system with an international standards that help customer make financial operation easily, also the establishment of new culture which was a project to strive for, a culture seeks to satisfy the internal and external client , the mission has not become only to lend money but more to make the best customer experience and contribute to achieve economic growth.

To continue being dedicated to serve their client, BDL has created the Quality management Directions that has a main objective which is the continuous improvement

in different organization's process according to the international standards of ISO, this structure will contribute to:

- Define a clear quality policy in the Bank
- Communicate the strategy of the bank into objectives
- Help to improve the engagement of employee in the quality of service
- Maintain and build a strong relationship with customers

3-1-2-Research methodology and sampling

A research methodology is the strategy for answering the question or testing the hypotheses that stimulated the research¹. Another critical issue in the research methodology is choosing the appropriate sampling strategy, data collection, and data analysis techniques in order to be able to provide the answers to the research.

3-1-2-1-Methodology of research

Studying culture has two different approaches: Qualitative and Quantitative approach. The qualitative approach has been established among traditional culture studies, as rooted from the anthropological discipline, it provides an understanding of how members interpret their experience and how it can influence their behavior. However, it is difficult to systematically study culture overtime or compare organization culture across an organization by using this approach.

In contrast, the quantitative approach can be useful, using a questionnaire, which is specifically designed for measuring culture, researchers can perform a large-scale survey to compare culture across organizations as well as to perform a longitudinal study about each firm. This method can also be used to complement qualitative techniques and vice versa.

In Our research methodology we based on a quantitative approach in which a questionnaire were distributed to gather data from the Local Development Bank employees, this data gave us insights about the characteristics of our individuals and the type of organizational commitment, organizational culture and national culture dominated in the bank, we adopted also a regression analysis method to understand how the phenomena of culture could influence the organizational commitment.

¹ Mason.J & Mitroff.I, a program of research in management, Management science, London, 1973, P87

3-1-2-2-Presentation of the research tool

A research tool is a specific mechanism or a strategy the researcher uses to collect and manipulate data. In our case study, we used a quantitative approach based on a questionnaire. (See the annex n°1) that contains four parts translated in two languages: French and Arabic. the first part of our Questionnaire was devoted to know the characteristics of our respondents like the gender, level of education and work experience, in the second part of the questionnaire we used the Organizational culture assessment instrument (OCAI) to measure the type of the organizational culture, in the third part we used a questionnaire of 15 items to measure the characteristic of the national culture in our case study, Finally, to measure the type of organizational commitment we used the questionnaire of Allen & Meyer.

3-1-2-2-1-Measurement of the organizational culture

Among many research tools used to understand the organizational culture, the OCAI is the most useful, it was developed by Professors Cameron and Quinn (1999) aim to assess the organizational culture.

They developed the model of the competing values framework which consist of six competing value that correspond with four types of organizational culture.

The test taker must split 100 points over a total of six descriptions that matches the four culture types, according to the present organization. This method determines the blend of the four culture types that dominate the current organizational or team culture.

By answering the questionnaire a second time, this time dividing 100 points according to what the respondent would like to see in the organization, the preferred organizational culture and the desire for change can be calculated.

Test takers assess six key characteristics of their corporate culture:

- dominant characteristics
- organizational leadership
- management of employees
- organization glue
- strategic emphases
- criteria of success

By averaging all individual OCAI scores, the researcher can work out a combined organization profile.

3-1-2-2-2-Measurement the national culture

Understanding National culture differences is critical in any business or organization, it shows the way of how people share common beliefs and knowledge, as the topic gained a huge consideration by researchers, the measurement of it become more and more difficult, many debates have been made about the methodology of how we use a quantitative approach to measure national culture.

To overcome these difficulties we used a cultural approach proposed by Mohammed Nouiga (2003) in his thesis: taking into consideration the sociocultural dimension in the drive for the change through quality, this model combine a whole range of dimensions and approaches proposed by authors: Hofstede(1994), Hall(1984), Trompnars(1994), Hernandez(1997), Dilts (1995), following this approach Nouiga proposed 15 dimensions of national culture that we will use in our case study, these dimensions are: Temporal dimension, Spatial dimension, nature of context, Attitude in regard to the environment, Hierarchic distance, individualism and collectivism, interchangeability of role, control of incertitude, The universal and the individual, objectivity and subjectivity, the specific or diffuse, achievement or the social status, the level of motivation, level of education, level of confidence in the external environment.

3-1-2-2-3-Measurement of organizational commitment

Regarding the measurement of our second variable of this research, we used the a measurement scale developed by Alan and Meyer (1990), the scale is comprised of 18 items, categorized into 3 types of commitment, the part one comprised 6 items about the affective commitment, the second part comprised 6 items about Normative commitment and the third part comprised 6 items about the Continuance commitment.

3-1-2-2-4-Likert scale as a tool of measurement

Likert scale is defined as unidimensional scale to collect the respondent attitudes and opinion, this scale is often used to understand respondent rating and agreement level with the topic in hand. In our questionnaire all items that comprises culture and organizational commitment measured by likert scale of 7 point which will offer 7 different

answer options related to an agreement that will be distinct enough for the respondent without throwing them into confusing, it include also a neutral point .Many literatures confirm that the likert 7 point measurement scale is the most accurate and easier to use, it gives a better reflection of the respondent's true evaluation.

3-1-2-3-Sampling

Sampling is important to conduct any empirical research, it consist of determining a number of observation from a larger population, and the methodology of sampling depends on the type of analysis being performed¹.

3-1-2-3-1-Sampling Seize

Sample is the number of people that are selected from the entire population for the purpose of research by researcher. The simple is the true representative of the entire population and the values driven out from that sample are held to true for the entire population.

Our sample in this study are the employees of the headquarter of the Local Development Bank in Staouali-Algiers-, the number of the population is 700, to calculate the number of our simple we used the following formula :

Figure (3-1): Sampling Size Formula

$$\text{Sample size} = \frac{\frac{z^2 \times p(1-p)}{e^2}}{1 + \left(\frac{z^2 \times p(1-p)}{e^2 N} \right)}$$

Source: www.SurveyMonkey.com

N = population size • e= Margin of error (percentage in decimal form) • z = z-score

After using a sample calculator on the web site "Survey Monkey" we found that the sample number required is 260 but due to the world pandemic of Covid-19, we were unable to collect the required number of questionnaire from the Bank, as we collected 120 questionnaires for the data analysis.

¹ Investopedia, <https://www.investopedia.com/terms/s/sampling.asp>, viewed 15 August 2020 at 16:33

3-1-2-3-2-Sampling Technique

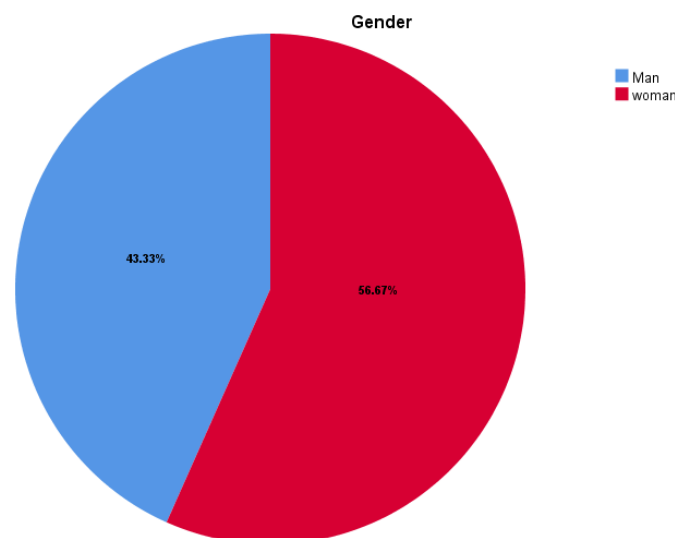
A random sampling procedure was used for selecting respondent for this study, this sampling technique allows, any member of a sample of equal size drawn from that same population has an equal chance of being selected, and the resulting selection is considered a random sample. Obtaining a random sample provides assurances that the data obtained from such a sample are not biased or the presence of some type of systematic factor does not exist.

3-1-2-3-2-Sampling demographic

The number of employee participating in our study was 120 employees; our questionnaire included a number of personal characteristics like:

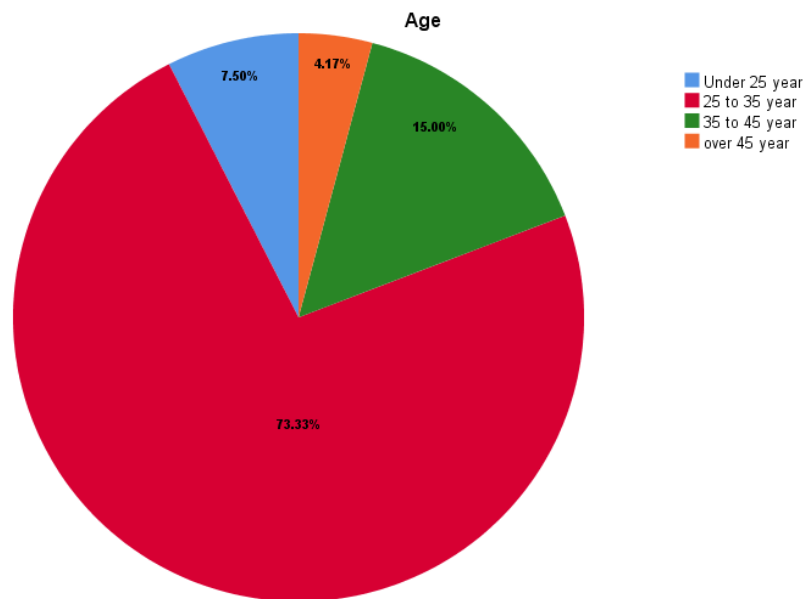
- Sex
- Age
- Educational Level
- Work Experience

Figure (3-2): Sex of respondents



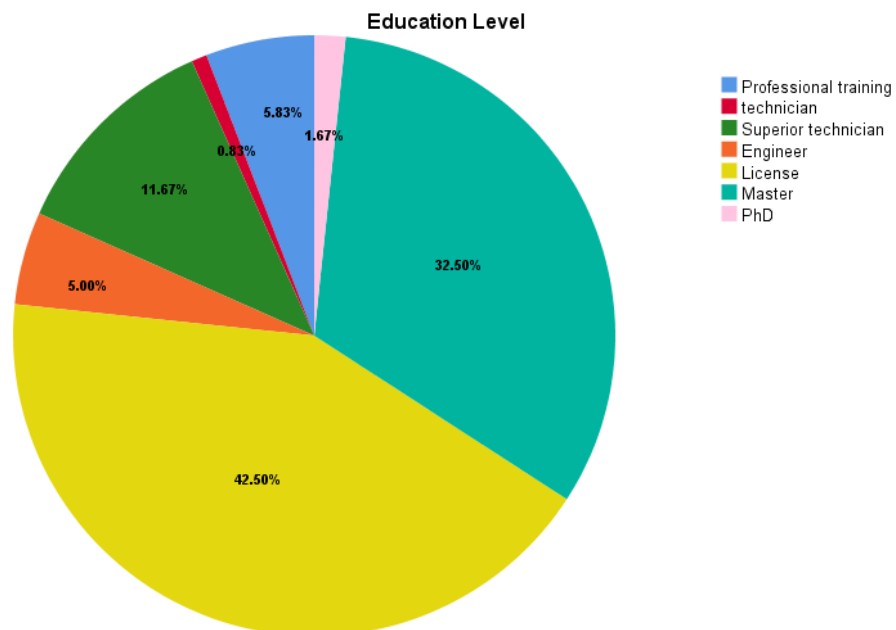
Source: SPSS version 26

Our sampling contains 120 respondents, 68 are women and 52 are men.

Figure (3-3): Age of respondents

Source: SPSS version 26

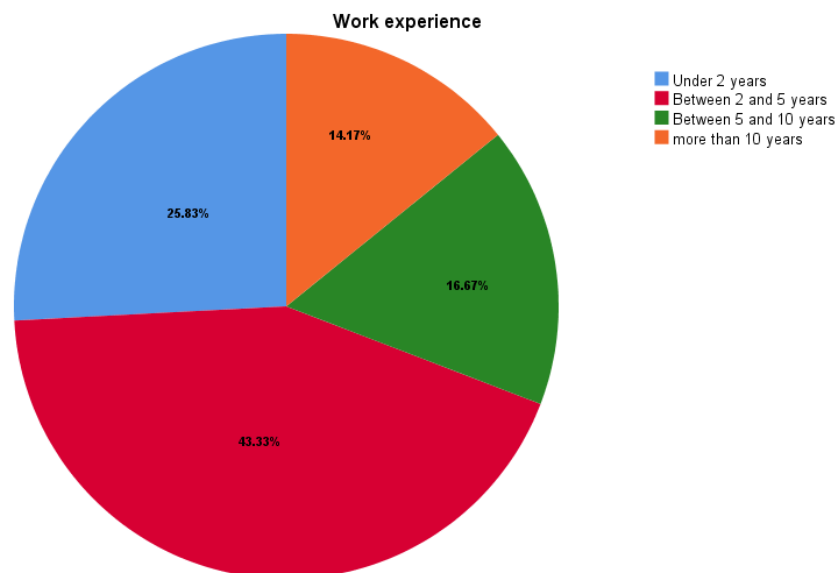
More than half of the respondents are aged 25 and 35 years old (73.33 %), 15 % are aged between 35 and 45 years old, 7.5% under 25-year-old, 4.17 % over 45 years.

Figure (3-4): Educational Level

Source: SPSS version 26

42.50 % of the respondents have a license degree, 32.50 % have a master degree, few of the respondents have a PhD degree and others have professional training and engineer degree.

Figure (3-5): Work experience



Source: SPSS version 26

43.33 % of the respondents have a work experience between 2 and 5 years, 25.83 % under 2 years of experience, 16.67 % have a work experience between 5 and 10 years and 14.17 % have more than 10 years of work experience.

3-1-3-Presentation of statistical viability

Reliability of questionnaire is a way of assessing the quality of the measurement procedure used to collect data, in order to consider a result valid, the measurement procedure must first be reliable, in other way the measurement should provide an accurate representation of the construct.

One of the calculating reliability of questionnaire is Alpha Cronbakh which determines the internal consistency or average correlation of items in a survey instrument to gauge reliability of the questionnaire, Alpha coefficient ranges in value from 0 to 1, the higher the score the more reliable scale is.

- We calculated the Alpha Cronbakh coefficient of our Questionnaire; it equals 0.88 which indicates that our measurement toll is very reliable.
- The Alpha Cronbakh Coefficient of the Organizational culture assessment instrument equal 0.92 which is more reliable
- The Alpha Cronbakh Coefficient of the national culture items equal 0.61.
- The alpha Cronbakh coefficient of Organizational commitment items equal 0.76.

To increase the reliability of our Questionnaire we deleted some items that represent National Culture dimension, as it appears here in the table below, the items deleted are:

- you think there is a difference between managers and subordinates
- your relationship with your colleagues is working relationships only
- your emotion influences your decision
- the external environment is a risk factor for you

Table (3-1): Alpha Cronbakh Coefficient if item deleted

	Item	Alpha Cronbakh if item deleted
1	you can make several tasks at once	0,581
2	you like to share your office with a colleague	0,58
3	uncertainty is a danger to you	0,607
4	you think there is a difference between managers and subordinates	0,62
5	you give importance to traditions, these traditions are rooted in your daily life	0,59
6	you prefer to work in a group	0,612
7	you separate between religion sphere and professional sphere	0,568
8	your relationships with your colleagues are working relationships only	0,636
9	your emotions influence your decisions	0,608
10	you agree to be led by a woman in your work	0,606
11	you tend to follow the rules and procedures	0,592
12	you judge people by their achievements	0,574
13	the external environment is a risk factor for you	0,616
14	you trust others easily	0,589
15	you are motivated to work	0,6

Source: made by the student based on SPSS result

- After delating the items and calculating the Cronbach's coefficient again it equaled 0.65.

To give more accuracy to our scale we deleted some items that comprise the three dimension of organizational commitment as it shows bellow.

We calculated again the Cronbakh alpha of our questionnaire and it equals 0.90, which indicate that our measurement toll is very reliable.

Section 02: Descriptive statistics

In this section we will present the findings of our study, we will analyze the results of our questionnaire and items related to each type of variable than we will present the type of organizational commitment dominated in the bank also the type of national culture and organizational culture.

3-2-1-Organization culture

In order to measure the organizational culture, we used the Organizational culture assessment scale (OCAI), this measurement tool focuses on a sort value that may be important to a workers self-concept or identify as well as being relevant to the organization's central value system.

The OCAI is comprised of 24 Items reflecting six major value-component or factors comprising the organizational culture variable as suggested by researcher:

- (1) OCV1 =Dominant characteristics
- (2) OCV2=Organizational leadership
- (3) OCV3=Management of employees
- (4) OCV4=Organization Glue
- (5) OCV5=Strategic emphases
- (6) OCV6=Criteria of success

These entire six variable are measured using Likert Scale from 1 to 7, as described below:

1-Strongly disagree; 2-somewhat disagree;3-disagree;4-Neutral;5-somewhat agree;6-agree;7-strongly agree .

3-2-1-1-Clan Culture:

The clan culture is characterized by a friendly working environment, the leaders are seen as mentors or maybe even father figures, the organization is held together by

loyalty and tradition, there is a great involvement, they emphasized long-term human resources development, and the organization promotes teamwork and participation.

We will discuss the finding by analyzing each respondent's answer of the items, which comprises a component value of organizational culture.

The first item is about the Dominant characteristic, which focuses on the employees' perception about the work environment, and what characterize the organization.

We asked our respondents if the Bank is like a large family for them, they were somewhat agree that the bank is a large family and the work environment is friendly the mean here rated 4.95

Table (3-2): Descriptive Statistic of clan culture

	Item	Mean	%	Degree
1	The Organization is like an extended family for you	4,95	16%	Somewhat Agree
2	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing	5,3	17%	Agree
3	The management style in the organization is characterized by teamwork, consensus, and participation	5,75	19%	Agree
4	The glue that holds the organization together is loyalty and mutual trust, Commitment to this organization runs high	5,1	16%	Somewhat Agree
5	The organization emphasizes human development, High trust, openness, and participation persist	4,85	16%	Somewhat Agree
6	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people	4,99	16%	Somewhat Agree
General Mean		5,15		Somewhat Agree

Source: made by the student based on SPSS result

The second item measure the leadership style in the bank , we asked our respondent if they see the leadership in the organization like mentoring or nurturing , they were agree , which mean that the leaders in the bank are seen as mentors.

In the third item, we want to see how the employees in the bank perceive the management style, we asked them if the organization is characterized by team work and

participation, most of them were agree, which mean that people like to work in group and there is a high communication between them, the employee work in open spaces and spend the most time working together.

In the next item, the purposes where to know the characteristics that hold the organization together, we asked our respondents if loyalty and trust worth more and keep the organization together, most of them were somewhat agree, the mean rated 5.1

The next item were about measuring what the organization emphasizes the most, respondents were somewhat agree that the organization emphasizes the participation, the trust and the human development.

In the last item we asked our respondents about what are the criteria of success in the bank, respondents were somewhat agree that the success is based on human development and commitment.

The general mean equaled 5.15 which mean that respondents are somewhat agree that the organizational culture type is clan , in other way the organization has an emphasis on developing shared understanding, teamwork and commitment .

3-2-1-2-Adhocracy Culture

This second type of culture is characterized by a dynamic and creative work environment, employees take risk and leaders are seen as innovators, the availability of new products or services is seen as a success. The organization promotes individual initiative and freedom.

Table (3-3): Descriptive Statistic of Adhocracy culture

Item		Mean	%	Degree
1	The organization is a very dynamic entrepreneurial place	5,4	19%	Agree
2	The leadership in the organization is generally considered to exemplify entrepreneurship, innovation	5,05	17%	Somewhat Agree
3	The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness	3,2	11%	Disagree
4	The glue that holds the organization together is commitment to innovation and development, There is an emphasis on being on the cutting edge	5,21	18%	Somewhat Agree
5	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued	5,18	18%	Somewhat Agree
6	The organization defines success on the basis of having the most unique or newest products, It is a product leader and innovator	5,08	17%	Somewhat Agree
General Mean		4,85		Somewhat Agree

Source: made by the student based on SPSS result

In the first item we asked our respondents about the dominant characteristics in the bank, most of them were agree that the Bank is a dynamic and entrepreneurial place, which mean that the Bank takes risk and seeks the opportunity, in fact the Local development bank , invests in the small business and in the big project with the private companies.

In the second item we asked about the leadership in the bank, most respondents were somewhat agree that the leadership in the bank exemplify the innovation and entrepreneurship, which mean that leaders are considered to be innovators and risk taking.

We asked our respondents in the third item about how is the management style in the bank, most of them were disagree that individuals can take risks and innovate, this can be explained due to the formal policies of the bank , the state banks follow the procedure and policies of the government.

We asked our respondents about what hold the organization together , most of our respondents were somewhat agree that commitment and innovation is what hold the organization together, in other way the Bank focuses more on the development and the creation of new idea.

Our respondents were also somewhat agree that the Bank emphases creating new ideas and challenges, which mean that looking for new opportunities and take new challenges is required in the work environment.

The last item were about what make the bank define the criteria of success, our respondents were somewhat agree that the creation of a unique product that doesn't exist in the market is what make the bank successful, in fact the Local development Bank established a new policy few years ago , which focuses more on the satisfaction of the client, in other ways offering a range of products to gain more customer, for example the pawn loans which is a unique activity of the BDL, also introducing technology to make the best costumer experience ever which other public bank are not doing now. another important point is that the policy of the bank strive to recruit the best talent since 2015 even though the environment is not very attractive like the private sector , as we saw before in the characteristics of the sampling most of our respondents are under 35 years and have less than 5 years experience in the BDL , employees in the bank have another vision about banking not a traditional vision ,a vision based on satisfying the client through the creation of new product and introducing more technology.

The general mean of the adhocracy culture is 4.85 which mean that our respondents are somewhat agree that the organizational culture is adhocracy , a culture were managers are seen as innovators and risk taking , the success is based on the creation of a new product which doesn't exist in the market.

3-2-1-3-Market Culture

This type of culture is a results-based workplace that emphasizes targets, deadlines, and getting things done. People are competitive and focused on goals. Leaders are hard drivers, producers, and rivals. They can be tough with high expectations. The emphasis on winning keeps the organization together. Reputation and success are the most important. Long-term focus is on rival activities and reaching goals.

Table (3-4): Descriptive Statistics of Market Culture

	Item	Mean	%	Degree
1	The organization is very results oriented	5,22	17,21%	Somewhat Agree
2	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus	3,93	12,96%	Neutral
3	The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement	5,32	17,54%	Agree
4	The glue that holds the organization together is the emphasis on achievement and goal accomplishment, Aggressiveness and winning are common themes	5,59	18,43%	Agree
5	The organization emphasizes competitive actions and achievement, Hitting stretch targets and winning in the marketplace are dominant	5,15	16,98%	Somewhat Agree
6	The organization defines success on the basis of winning in the marketplace and outpacing the competition, Competitive market leadership is key	5,12	16,88%	Somewhat Agree
General Mean		5,05		Somewhat Agree

Source: made by the student based on SPSS result

In the first item we asked our respondents about the general characteristics of the market culture, they were somewhat agree that the bank is very result oriented, which focuses more on the competitiveness and gaining more in the market. Respondents were not sure about the leadership style in the organization if it is considered to exemplify aggressiveness and a result-oriented style.

We asked respondents how they perceive the management style in the bank; most of them were agree that the management is oriented toward a hard-driving competitiveness and achievement, which mean that the competitiveness is not only in the market but also between employees.

Our respondents were agree that the glue that hold the organization together is the achievement, Aggressiveness and wining are common themes, the mean here rated 5.59.

Our respondents were somewhat agree that the organization emphasizes the competitive actions and achievements, Hitting stretch targets and wining in the marketplace are dominant.

To answer the question about what criteria the bank set to define, most respondents were somewhat agree that the bank define success based on wining in the marketplace and outpacing the competition.

The general Mean rated 5.05 , which mean that our respondents were somewhat agree that the organization culture is characterized by result orientation ,the goal is to get the job done, the purpose of being at work is to make much market share as possible .

3-2-1-4-Hierarchy Culture

This type of culture is characterized by high structure and formal procedures, Leaders are proud of efficiency-based coordination and organization. Keeping the organization functioning smoothly is most crucial. Formal rules and policies keep the organization together.

Our finding show how our respondents see this type of culture, in the first item we asked them about the characteristic of the environment, most respondent were Agree that the bank is a very controlled and structured place which mean that the formal procedure must be followed, the Local development bank is a public bank, the management follows the procedure of the government not individual like private banks.

Table (3-5): Descriptive Statistic of Hierarchy Culture

	Item	Mean	%	Degree
1	The organization is a very controlled and structured place	5,71	18%	Agree
2	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency	5,34	16%	Somewhat Agree
3	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships	5,25	16%	Somewhat Agree
4	The glue that holds the organization together is formal rules and policies, Maintaining a smooth-running organization is important	5,5	17%	Agree
5	The organization emphasizes permanence and stability, Efficiency, control and smooth operations are important	5,25	16%	Somewhat Agree
6	The organization defines success on the basis of efficiency, Dependable delivery, smooth scheduling and low-cost production are critical	5,39	17%	Agree
General Mean		5,4		Agree

Source: made by the student based on SPSS result

Our respondents were somewhat Agree that leaders in the bank considered to exemplify and coordinate and organize, they follow the procedure of the government and apply it and make sure that these policies and procedure are followed by employees.

The management style in the bank is somewhat characterized by security of employment and conformity to the rules, most employees must follow the procedures, to get the job done. The risk taking and innovation are rare in this type of culture.

The respondents were Agree that the glue that hold the organization together is the formal rules and procedures, people can't take risk and seek for the opportunities ,they must do what the superior managers tell them to do, even the salary is fixed according to the job position.

The Bank emphasizes the Stability, and control and smooth operation are important, Costs and mistakes are kept low by following the rules and the guidelines that have gotten the business this far in the first place.

The bank set some criteria of success, which are the efficiency, and low cost and smooth schedule are very important.

The general mean equals 5.4 which mean that our respondents are agree about the idea that the process and procedure are everything in this type of culture; leaders are seen to be monitors, in fact even the new organization of the BDL that were established in 2015 tried to change the policy of the bank toward a universal bank based on innovation and costumer orientation but it still on paper, the bank still depend to the government like the other public bank , managers can't be innovators and opportunity seekers if the general policy of the bank still defined by the government .

To summarize what we discussed before, we present the table below that shows the General mean of each type of Culture:

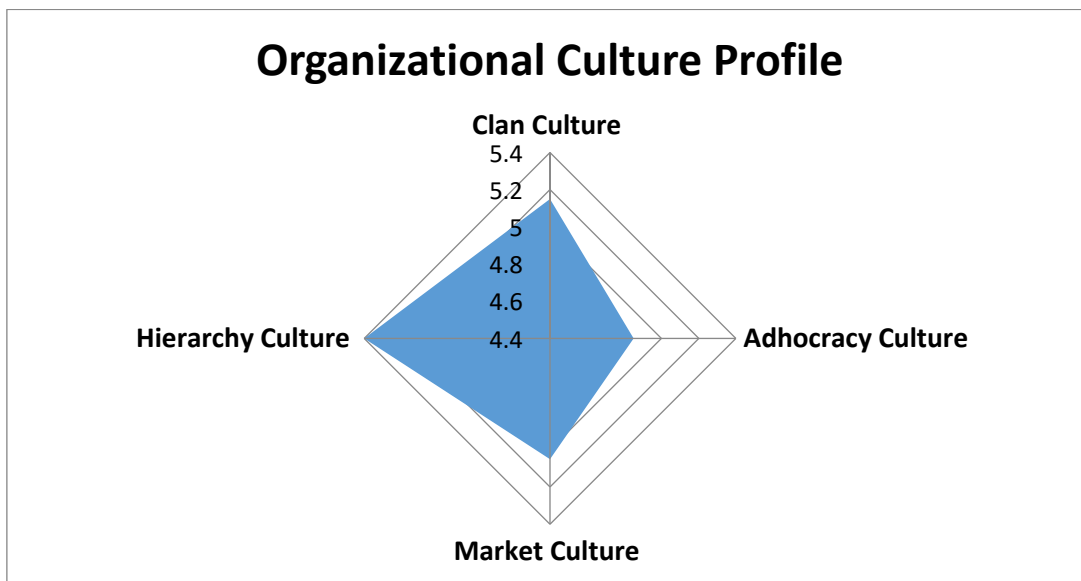
Table (3-6): Descriptive Statistic of General Mean

Type of culture	Mean
Clan Culture	5,15
Adhocracy Culture	4,85
Market Culture	5,05
Hierarchy Culture	5,4

Source: made by the student based on SPSS result

The table shows that the Hierarchy Culture rated the highest (5.4),which mean that the formal procedure is what govern the organization, a very degree of structure and coordination, the clan culture rated the second (5.15),people tend to make group and work in teamwork , the organization is like an extended family , in the third place the market culture rated 5.05 , the organization emphases wining and gaining more market share, the Adhocracy culture rated the last were the focus is on innovation, taking risks and seeking for opportunities.

Figure (3-6): Organizational Culture Profile



Source: made by the student based on SPSS result

3-2-2-National culture

The systematic model proposed by Nouiga (2003) helped us to identify the characteristic of the Algerian culture as the table show bellow:

Table (3-7): Descriptive Statistic of National culture

	Item	Mean
1	you can make several tasks at once	5,4
2	you like to share your office with a colleague	4,37
3	uncertainty is a danger to you	4,9
4	you give importance to traditions, these traditions are rooted in your daily life	4,45
5	you prefer to work in a group	5,58
6	you separate between religion sphere and professional sphere	5,45
7	you agree to be led by a woman in your work	5,2
8	you tend to follow the rules and procedures	5,81
9	you judge people by their achievements	5,02
10	you trust others easily	3,23
11	you are motivated to work	5,29

Source: made by the student based on SPSS result

The first item was “you can make several tasks at once“, this represents the first national culture dimension which is the time dimension, there is a distinction between the polychronic time and the Monochronic time, the polychronic culture can makes several tasks at once but the monochromic culture can do just one task and focuses on it, our respondents here agree that they can do many tasks at once the mean here rated 5.4 which mean they are more polychromic.

The second item was about if a person likes to share his office with his colleagues, this was for the purpose of measuring the spatial dimension which focuses on space and distance between people as they interact, most of our respondent were not sure if they share or no their office with their colleagues even though the employee work in an open spaces.

The third items was about the control of uncertainty, respondent were somewhat agree that uncertainty is danger for them, the mean here rated 4.9.

The next item aimed to measure the nature of context, which mean the architecture of the language, reference to religion, the question was if respondent give importance to tradition, most of them were not sure if traditions are rotted in their daily life or no.

The next item was about working in group , and our respondent agree to work in groups together , this indicates that people are integrated in a strong and cohesive group.

The next item aims to measure the dimension of subjectivity and objectivity; we asked people if the religion influences them in the workplace and they were agree, most of them separate between the religion sphere and the professional sphere.

The next items was about knowing how people accept being led by a woman, most of them are somewhat agree if a woman take the position of leadership and lead them , what mean that women could be value creative as men do .

The next question was about perceiving the orders and instructions in other ways the hierarchical distance, the question was about if they tend to follow the rules or no , the rate here was highest (5.81) , most respondents tend to follow the rules , which mean there is a strong hierarchical culture.

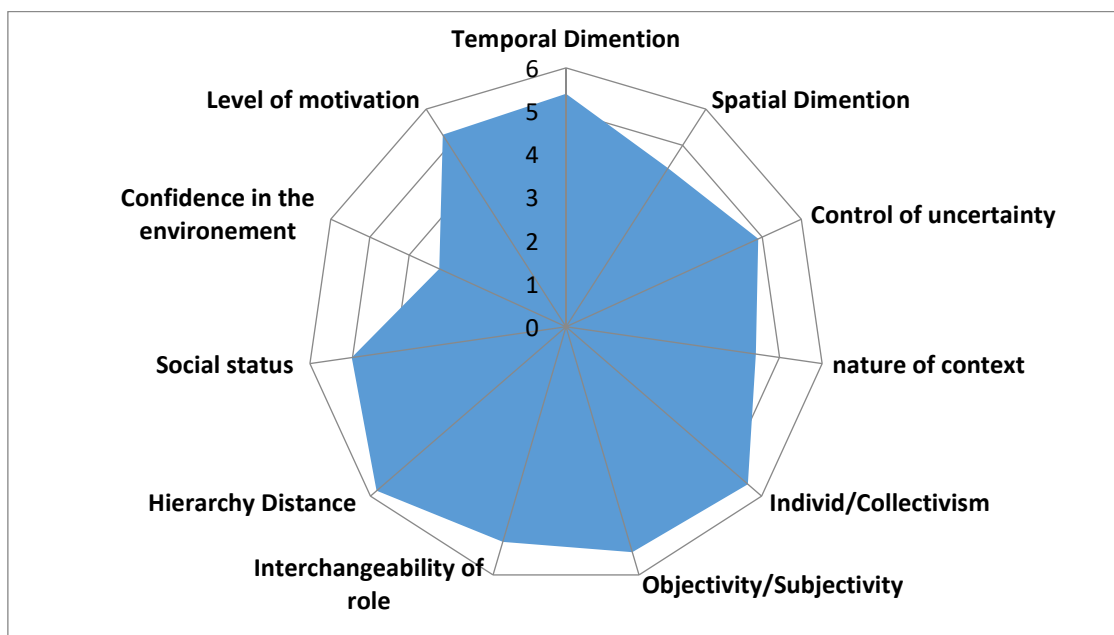
In the next item we asked our respondents if they judge people by their social status and achievement and most of them were somewhat agree the rate was 5.02 , which mean that people judge other by what they have and what they did as achievement

Our next item aims to study the level of confidence in the environment; we asked our respondent if they trust other easily or no, most of them don't have a trust in the environment, the rate was low 3.23

In the last question we want to know if employee are motivated by their work, most of them were somewhat agree that the work they do is motivating.

The chart below summarize our finding on the characteristics of national culture:

Figure (3-7): National culture profile



Source: made by the student based on SPSS result

3-2-3-Organizational Commitment:

There are three types of organizational commitment studied in our study: Affective commitment, normative commitment and continuance commitment

3-2-3-1-Affective Commitment:

Affective commitment is an emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership within the organization. Individuals remain within an organization largely because they want to.

Table (3-8): Descriptive statistic of Affective commitment

Item		Mean	%	Degree
1	I do not feel a strong sense of belonging to my organization R	5	20%	Somewhat Agree
2	I do not feel like part of the family at my organization R	3,8	15%	Neutral
3	This organization has a great deal of personal meaning for me	4,25	17%	Neutral
4	I do not feel emotionally attached to this organization. R	3,34	14%	Disagree
5	I would be very happy to spend the rest of my career with this organization	4,75	19%	Somewhat Agree
6	I really feel as if this organization's problems are my own	3,42	14%	Disagree
General Mean		4,09		Neutral

Source: made by the student based on SPSS result

The table above show how respondents answered the questions related to Affective commitment.

Respondent were somewhat agree that there is no a feeling or sense of belonging to the Bank, they were not sure if the bank is like a family for them and also if the bank represent a personal meaning to them, they feel that there is an emotional attachment to the Bank, and they feel like that will be happy if they spend the rest of their career in the Bank, they don't feel like the bank's problem are their problem.

As we can see here our respondents were not sure about their feeling towards the bank, there is no certainty in their response, we couldn't say if they have a strong desire to give more and to commit to the bank or no, the general mean of the first dimension equal 4.09, which mean they are not sure about their feeling to the bank.

3-2-3-2-Normative Commitment

The second dimension reflects an employee's sense of commitment due to a feeling of obligation. This is less a personal commitment, but rather a perceived societal expectation, in which one remains loyal to the employer who provides compensation for services rendered. The normative committed employee stays in an organization because it is perceived by him or her as morally right to do so, regardless of how much status or satisfaction the organization provides over the years

In the table below, statistics show us how respondents answered the questions related to this dimension.

Table (3-9): Descriptive Statistics of Normative Commitment

Item		Mean	%	Degree
1	I do not feel any obligation to remain with my current employer R	4,15	16%	Neutral
2	Even if it were to my advantage, I do not feel it would be right to leave my organization now	4,11	16%	Neutral
3	I would not feel guilty if I left my organization now R	4,14	16%	Neutral
4	I owe a great deal to my organization	4,63	18%	Somewhat Agree
5	This organization deserves my loyalty	5,01	19%	Somewhat Agree
6	I would not leave my organization right now because I have a sense of obligation to the people in it	4	15%	Neutral
General Mean		4,34		Neutral

Source: made by the student based on SPSS result

Our respondents were not sure if they feel any obligation to remain in the bank or leave it, even if leaving were to their advantage, they were not sure if it is right to leave the bank now or it makes them guilty if they change it.

They were somewhat agree that they owe a deal to the organization and maybe this is the reasons to stay in the bank, beside that they see the organization deserve their loyalty, also they are not sure if leaving the organization now is good for them or no even if they feel a sense of obligation.

Even here, respondents were not sure about their level of commitment, remaining with the current employer due to feeling of obligation were not clear for them, the mean here rated 4.34.

3-2-3-3-Continuance commitment

The third dimension relates to a cost-benefit analysis of the employee, such as the loss of economic investments and difficulties in finding a new job. Whether the employee remains with a company is evaluated in terms of the perceived costs of leaving. Influenced by tenure, positional authority, or length of service, employees choose to remain committed because they feel they have too much to lose by leaving.

The table below shows how respondents answered the question related to continuance commitment.

Table (3-10): Descriptive Statistics of Continuance commitment

	Item	Mean	%	Degree
1	If I had not already put so much of myself into this organization, I might consider working elsewhere	4,6	18%	Somewhat Agree
2	It would be very hard for me to leave my organization right now, even if I wanted to	4,15	17%	Neutral
3	Too much of my life would be disrupted if I decided I wanted to leave my organization now	4,02	16%	Neutral
4	Right now, staying with my organization is a matter of necessity as much as desire	4,46	18%	Somewhat Agree
5	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives	4,09	16%	Neutral
6	I feel that I have too few options to consider leaving this organization	3,75	15%	Neutral
General Mean		4,17833		Neutral

Source: made by the student based on SPSS result

Our respondents see that even they had already put so much effort in the bank they consider working elsewhere better, they are not sure if it will be hard for them to leave the bank even if they want to , also they don't see if their life will be disturbing if they decided to leave the organization.

Respondents were agree that staying with the organization is a matter of necessity as much as desire, they are not sure if the negative consequences of leaving the bank is the scarcity of available alternatives and the few option to consider leaving this organization.

Respondents here were not sure of how much they feel the need to stay at the bank, lack of alternative or remuneration in other way the individual association with the bank is not clear if it is based on an ongoing assessment of economic benefits gained by remaining with the bank or no.

We can summarize the finding in the table below:

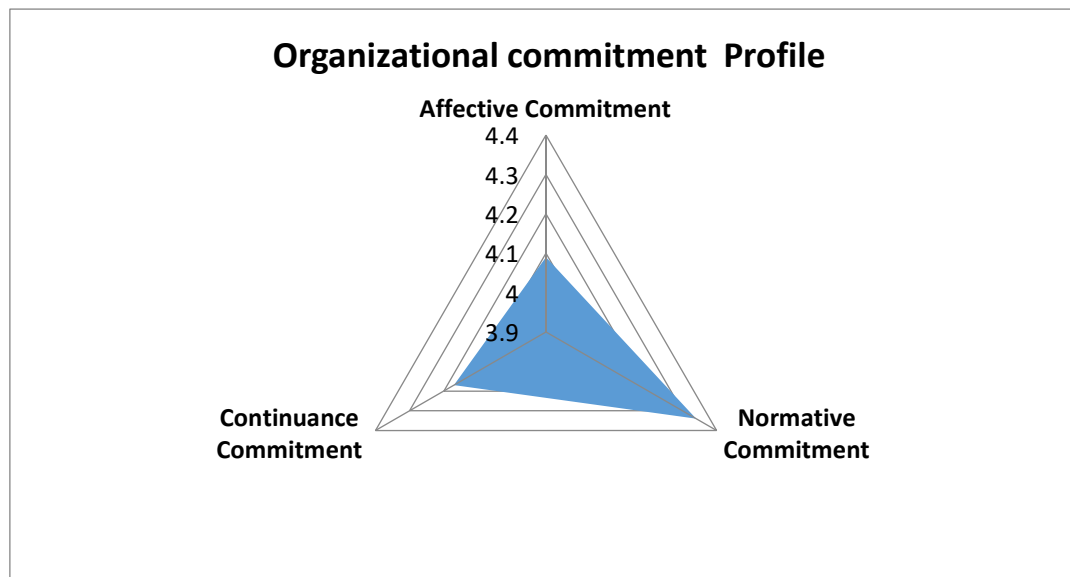
Table (3-11): Descriptive Statistic of Organizational commitment

Organizational Commitment Type	Mean
Affective Commitment	4,09
Normative Commitment	4,34
Continuance Commitment	4,17

Source: made by the student based on SPSS result

As we can see even though the respondents were neutral about three types of organizational commitment but the Normative Commitment rated the highest (4.34) , employees stays remain with the bank because they feel obliged to it , than the continuance commitment rated the second (4.17) , which mean that employee remain in the bank because of lack of opportunities outside or they find staying much easier than leaving , and lastly the Affective commitment rated (4.09) which mean that employee have a feeling of attachment toward the bank.

Figure (3-8): Organizational commitment profile



Source: made by the student based on SPSS result

Finding revealed that the most dominant cultural dimension are the Hierarchy and collectivism, it has proved that Algerian people tend to work in groups and perceive order and follow it, in terms of organizational culture, clan and Hierarchy culture are the most dominant culture in the bank, we have seen that the local development bank is highly

structure organization where rule and procedure govern what people do. Beside this, people tend to work in groups and prefer team working rather than working alone. Our respondents were not sure about their commitment in the bank; in the three dimension of organizational commitment, respondents were neutral, even though the normative commitment rated the highest.

Section 03: The relation between culture and Organizational commitment

In this section we will try to analyze whether there is a statistical relationship between culture and organizational commitment, we will first analyze the relationship between national culture and organizational commitment, then we will analyze the relationship between organizational culture and organizational commitment.

3-3-1-The influence of National culture on Organizational commitment

Organizations in carrying out their activities cannot be separated from the surrounding environment, but always interact with the existing environment through employees, customers, and suppliers. The role of culture that is applied in the organization has a very deep influence on values and behaviors that are displayed by members of the organization, which in turn have consequences for real achievements¹.

National culture has been recognized as one of the most fundamental determinants of differences, not only for individuals but also for organizations in various countries², Empirical literature has shown that national culture influences many aspects of an organization, such as increasing organizational innovation capabilities³, organizational commitment⁴.

However in study by Rignov and Zollo (2007) which examined 463 companies consisting of 23 countries of North America, Europe and Asia Found that National, culture (individualism and uncertainty avoidance) did not affect the organizational performance. They further conclude that national culture that support regulatory orientation and strong work stability do not materially affect organizational behavior in the domain of corporate responsibility. Likewise, the results of the study of Calza , Cannavale, and Tutore (2016) prove that national culture (collectivism and uncertainty avoidance) negatively influences organizational performance⁵.

¹Bloom.N & Sadun.R, The Organization of Firms Across Countries, The Quarterly Journal of Economics,2012,London,pp1663-1670,

² Hofstede.G & Minkov.M,culture and organization : Software of the mind , 2010 , London ,pp15-17

³Chen.Y, Podolski.E & Veeraraghavan.M, National culture and corporate innovation, Pacific-Basin Finance Journal, Amsterdam, 2017

⁴Kwantes.C,Culture,Job satisfaction and organizational commitment in India and the united states, Journal of Indian Business Research ,2009 ,India,pp196-212

⁵ Udin Udin,National Culture, Affective Commitment, and Employee Performance: An Integrated Review and Call for Future Research Agenda, Journal of Research and Opinion,2019,Indonesia,pp2502-2509

Our aim in this part of empirical research is to examine the influence of national culture values on organizational commitment using a systematic model of national culture comprises 11 cultural dimension, we will investigate whether the cultural value influence the degree of commitment or no, we set the following hypothesis :

- H0: there is no significant statistical relation between national culture and organization commitment
- H1 : there is a significant statistical relation between National culture and organization commitment

In order to test H1: there is a significant relation between National culture and organization commitment, a regression analysis were conducted where the independent variable is the National culture dimension and the dependent variable is the Organizational commitment

Table (3-12): Regression Model between national culture and organizational commitment

Model	R	R square	Adjusted R square	Std error of the estimate
1	0,398	0,159	0,073	0,67963
a. Dependent Variable : Organizational commitment				
predictors (Constant) : Temporal Dimension, Spatial Dimention, Controle of uncertainty, Nature of context, Individualsim/Collectivism, Objectivity/Subjectivity, Interchangeability of role ,Hierarchy Distance, Social status, Confidence in the environement, Level of motivation				

Source: made by the student based on SPSS result

The R-Square column represents the proportion of the variance in the dependent variable (Organizational commitment) which can be explained by the independent variable, in other words, how well the model fits the data. In our case the value is 15.9 % which mean that the model explain 15.9 % of the variance in the dependent variable (Organizational commitment).

Table (3-13): Variables of regression Model

Model	Sum of squares	df	Mean Square	F	Sig
Regression	9,415	11	0,856	1,853	0,054
Residual	49,885	108	0,462		
Total	59,301	119			

Source: made by the student based on SPSS result

This table indicates that the regression model does not predict the dependent variable significantly well, the significance of the regression model here is 0.054, which is more than 0.05, and this indicates that the regression model does not predict the Organizational commitment, this mean that the null hypothesis is accepted.

Our finding indicates that national culture value does not influence the level of employee's commitment in the Local development Bank, in other words, the component value that an Algerian employee hold and learn from his society by the time are not allowing him or preventing him for being more committed to his work.

We conclude that while national culture is crucial in shaping the behavior, the system of individual values in work and his commitment to where he works daily, in Algeria national culture does not affect the level of organizational commitment.

3-3-2-The influence of Organizational culture on Organizational commitment

Because of the importance of organizational commitment several studies have sought to identify its causal antecedents, however corporate culture has received relatively a huge consideration among the possible antecedents of organizational commitment¹.

Corporate culture affects the way in which people behave in an organization; it can be viewed as the unique pattern of shared values, attitude, rituals, beliefs, norms, expectation, socialization and assumption of employee in the organization².

¹O'reilly.C,Corporation,culture and commitment : Motivation and social control in organization, California Management review,1989,California,p09

² Armstrong.A,Armstrong's handbook of HRM practice (11th ED),Kognane page,2000,London,p16

Although empirical research has been carried out on corporate culture and employee commitment to the organization, there has been little evidence to prove the effect of corporate culture on organizational commitment¹.

In a study of Hong Kong and Australian managers, Lok and Crawford (2004) found a positive effect of corporate culture on organizational commitment². Zain et al. (2009) examined the effect of four dimensions of corporate culture namely teamwork, communication, reward and recognition, and training and development on organizational commitment and found that all the four dimensions of corporate culture were important determinants of organizational commitment³. While Mahmudah (2012) report a significant relationship between corporate culture and organizational commitment⁴, research by Lahiry (1994) showed only a weak association between corporate culture and organizational commitment⁵.

This part of our study seeks to further examine this relationship with particular reference to the Algerian work environment. The measures are Organizational culture and organizational commitment, organizational culture viewed as a independent variable comprises six component value: Dominant characteristics, Leadership in the organization, Management of employee, Strategic emphases, Organization glue and criteria of success.

Based on the measures of our study, the following hypotheses were formulated and tested:

- H0: there is no significant statistical relationship between Organizational culture and organizational commitment
- H1: there is a significant statistical relationship between Organizational culture and organizational commitment

To test the hypotheses we used a regression analysis to analyze data

¹Mckinnon.J,Organizational culture: Association with commitment, job satisfaction and information sharing in Taiwan, International Journal of business studies,2003,Taiwan,p25-44

²Lok.P,Crawford.J,Antecedents of organizational commitment and the mediating role of job satisfaction, Journal of Management psychology,2001,Australia,pp594-613

³Zahariah.Z,The influence of corporate culture on organizational commitment :A study on a Malaysian Listed company, European Journal of economics, Finance and administrative Sciences

⁴Mahmudah.E,Effect of organizational culture and ability on organizational commitment and performance in Ibn usina Hospital, Academic Research International,2012,Indonesia,pp349-355

⁵Lahiry.S,Building commitment through organizational culture, Association for talent Development,1994,Australia,pp50-52

Table (3-14): regression model between organizational culture and organizational commitment

Model	R	R square	Adjusted R square	Std error of the estimate
2	0,448	0,201	0,158	0,64767

Source: made by the student based on SPSS result

The R-square column represents the proportion of the variance in the dependent variable (Organizational commitment) which can be explained by the independent variable, in other words how well the model fits the data.

In this case the value of R-square is 20.1 %, which mean that the model explain 20.1 % of the variance in the dependent variable.

Table (3-15): Variable of the regression model

Model	Sum of squares	df	Mean Square	F	Sig
Regression	11,901	6	1,983	4,728	0
Residual	47,4	113	0,419		
Total	59,301	119			

a. Dependent Variable : Organizational commitment

Source: made by the student based on SPSS result

The table indicates that the regression model predict the dependent variable very well ,the significance of the regression here is 0.00 which is less than 0.05, this mean that the null hypothesis is rejected and the organizational culture influence significantly the organizational commitment.

Table (3-16): Significance test

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
	B	Std Error	Beta		
Constant	2,393	0,391		6,117	0.00
Dominant characteristics	0,172	0,077	0,254	2,219	0,029
Leadership of Organization	0,005	0,076	0,009	0,072	0,943
Management style	0,251	0,088	0,324	2,855	0,005
Organization glue	-0,026	0,083	-0,42	0,307	0,759
Strategic emphases	-0,207	0,092	-0,38	2,258	0,026
Criteria of success	0,163	0,077	0,292	2,128	0,036

Source: made by the student based on SPSS result

This table tells us which of the variable included in the model contributes to the prediction of the dependent variable.

The variable “Dominant characteristics” makes the strongest contribution in explaining the dependent variable (Beta = 0.172), the significance of this variable is 0.029 which is less than 0.05 and therefore it is significantly contributing to the prediction of organizational commitment.

The variable “criteria of success “contributes in explaining the dependent variable (Beta =0.036), the significance of this variable is 0.036 which is less than 0.05 and therefore it is significantly contributing to the prediction of organizational commitment. The variable “Strategic emphases “contributes negatively to the model (Beta= -0.207), the significance of the variable is 0.026 which is less than 0.05.

The variable Leadership of the organization, Management style and Organization glue are not contributing to the model; the significance is more than 0.05.

From the Table of significance we extract the equation of multiple regression to our model, which is:

$$\text{Organizational Commitment} = 0.029 \text{ Dominant characteristics} + 0.163 \text{ Criteria of success} - 0.207 \text{ Strategic emphases} + 2.393$$

The equation of regression offers us valuable insight about how organizational cultural values influence the level of organizational commitment, the first value “Dominant characteristics” Impact significantly on organizational commitment, the organizational commitment increase by 0.029 if the Dominant characteristic increases by 1. we can explain this based on our previous results in which we found that the Clan and Hierarchical culture characteristics are the most dominant in the BDL, this in turn means that procedure and rules significantly influence employee’s commitment in a public institution like a bank, people tend to follow the rules and government procedures, control and structure is what make people more committed to their work and achieve what they have to achieve.

In addition, in our study working in groups has proved to be a reason why people commit to the local development bank, people spend most of their days working in a

closed and highly controlled structure like the BDL, consequently they tend to build a strong relationship with their colleagues and feel that their work colleagues are akin to an extended family.

The next variable “criteria of success “also impacts significantly the level of organizational commitment, the hierarchical culture here were the most dominant ,the BDL define success on the basis of efficiency smooth scheduling, this criteria has increased the level of organizational commitment also the other criteria of success which is the development of human resource and teamwork has increased the level of commitment, when people feel that the organization they work in cares about them and their managers strive to make the workplace a better environment , they will make the most to achieve the success .

The last variable which is the Strategic emphases impacted negatively the level of organizational commitment (Beta =-0.207), the hierarchical culture dominated the most, our respondents see that the bank emphases permanence and stability and efficiency and smooth operation the most than the human development which impacted negatively their commitment to the bank, the bank should take effective action to hire the best talent and make the human resources development into their priorities.

In conclusion, to what we said earlier, we can confirm the finding. Namely, that Algerian culture doesn't influence the level of employee commitment, this shown by the finding that the Algerian employee in the workplace is committed because of the high rules and procedure, control and structure is what make the Algerian employee commit to his job, beside this the Algerian employee tend to build the relationship and tribes in the workplace.

We recommend the managers to maintain the rules and procedure that keep the work done so the employees keep working in achieving the objectives of the bank, managers should apply a control and high structure to increase the level of commitment meanwhile we recommend the bank to invest more in the development of the human resources, encourage working in groups, build a strong communication between employees and hire the best talents to improve the efficiency of the bank in the future

Conclusion

The main objective of our empirical research was to investigate the relationship between the organizational commitment and culture. The results of this study revealed that there is no dominant type of organizational commitment even though the normative commitment rated the highest. The study indicated too that the Hierarchical distance and the collectivism have the highest rate in the national culture dimension, which mean that people like to work in groups and tend to follow the rules and procedures also people are more polychronic which mean that they can do several task .in terms of organizational culture our study revealed that Hierarchical and clan culture are the most dominant culture in the Local development Bank, the bank is a high structured place with formal procedure and control and people tend to build relationships and work in group.

The finding indicted that national culture value are not always tell people what they do in the workplace we found no significance between the organizational culture and commitment.

However, finding indicates that organization culture have a significance relationship with organization commitment, the dominant characteristics of the clan and Hierarchical culture like the structure and the formal procedure, the control and the teamwork have a significance impact on the commitment of people in the workplace.

Emphases much control and efficiency found to have a negative impact on the level of commitment, which mean that the HR department should emphases more the development of the human resources, reward and recognition.

Our study support the finding of previous studies mentioned before who found that there was a significance relationship between organizational culture and organizational commitment.

This finding stress the need to monitor culture and to evolve between management practices so that employee commitment is increase at the desirable level.

General conclusion

General conclusion

Organizational commitment still persists and proves to be a daunting task for the human resources management to overcome. Our study was an attempt to investigate the influence of culture on organizational commitment; this led us to conduct an empirical research for the purpose of identifying the cultural characteristics existing in within individuals and the dominant organizational culture, also identifying the level and the type of organizational commitment in the Local development Bank.

Our study revealed many valuable insights that we can summarize it in the following point:

- Organizational commitment influence the behavior of individuals within the organization, it is a strong indicator of employee attitude and predictor of turnover intention.
- Organizational commitment change from individual to individual and from an organization to organization, there are many personal and organizational factors that could influence the level of commitment
- Culture is critical in the success of any organization, managers should build a strong culture that help them to achieve the objectives of their organization, beside that , they should understand the culture of nation in order to build a culture for their organization
- **National culture characteristics**

Our study shows that in the Algerian cultural context there are many characteristics that an Algerian hold, this characteristics shape his personality and his way of thinking and interacting with his environment.

The study show that the Algerian are more polychronic than monochronic which mean that an individuals can do several tasks at once without focusing just on one task, this results confirm what the American anthropologist Hall (1976) said about the eastern countries culture that they are unlike American and Canadian, they give more importance to relationships and human interaction while doing their works or making several task at once time.

Another interesting point is that Algerian people tend to work together; the study shows that collectivism in Algerian culture is higher than individualism; people tend to build relationship in work.

The study shows also how Algerian follow the rules, Hierarchy is incorporated in their culture and people tend to follow the rules, beside this people judge other on their social status, those who have a good job position or have achieved many things are likely to be very respected and appreciated in the Algerian society .

The last important point that our study revealed is that Algerian individual don't trust other easily, this result confirms what came before that Algerian tend to follow the groups or making tribes according to the religion or the beliefs and not making trust easily to who is outside the group.

➤ **Characteristics of Organizational culture**

During our internship period we have noticed many things about the BDL where we conducted our study, we have seen that there is highly structure and different department and direction in the headquarter of the local development bank, and strong hierarchy, the formal procedure of the Algerian government is what manage the general policy of the bank.

Our finding confirms that the local development bank culture is both clan and hierarchical, the hierarchical culture dominates the most, employees tend to follow the procedure and the instruction of their superior managers who are responsible of coordinating, executing and mentoring the general policy of the bank. The bank gives much importance to the rules, the smooth schedule and defines the success on the basis of stability and efficiency.

✓ This confirms our hypothesis that the dominant culture in the local development bank is the hierarchy culture.

Clan culture is one of the culture existing in the bank after the hierarchical culture, the work environment is characterized by supporting and openness, employees works in open spaces they help each other , the managers are friendly to employees, people work together to achieve the strategy and the achievement of the objectives. The bank is working on acquiring a new talent and helping to resolve job conflicts.

➤ **Characteristics of organizational commitment**

Even though our respondents were not sure about their level of organizational commitment, the normative commitment rated the highest, we concluded that employee want to stay not because they don't have much opportunities or they are happy with their jobs but they feel that they should remain with the organization because it is right thing to do or they feel obliged to do it

✓ **This reject our hypothesis that the continuance commitment is the most dominant in the bank**

➤ **The influence of culture on organizational commitment**

The purpose of our study was to indicate how each type of culture influence the organizational commitment, in the first place we tested the relationship between national culture and organizational commitment through regression analysis, the finding indicates that there is no significant relation between the two variables, which mean that the cultural norms and value are not influencing the organizational commitment, this led us to conclude that in the Algerian cultural context there is no cultural value that insist or encourage the commitment in the workplace even though the Algerian religion which is Islam calls for work and commitment.

✓ **This reject our hypothesis that there is significance between national culture and organizational commitment**

In the second place we tested the relationship between the organizational cultural component value and organizational commitment, there were a significant relationship $R\text{-square} = 0.20$, we found that there are some component value in the hierarchical and clan culture are having an impact on the commitment in the workplace.

In the local development bank, the dominant characteristics that shape the hierarchical and clan culture are the team working, the strong relationship between employees, the high structure and formal procedure, this characteristics seem to have a strong relationship with the level of organizational commitment, also the criteria of success influence the commitment of employee, in the local development bank, stability, efficiency are the success key of the bank.

What the bank emphasizes have negative relationship with the level of commitment, the bank emphasizes smooth operation and stability rather than the human development, which affected negatively the level of commitment

✓ **This confirms our hypotheses that there is a significance relationship between organizational culture and organizational commitment**

We concluded that what make the employee commitment more to his work not a personal value that he acquire from his society and culture , but the respect of the procedure and the formal rules, hierarchical forms seem to improve the level of commitment, beside what we found about the level of commitment, employees are not committed because they love the workplace or they don't have much opportunities to consider in working somewhere else but they are committed because there are formal rule who govern the organization in the bank.

Recommendation

In the light of what we discussed before we can give many recommendation to the BDL's Human resources management

- Define a clear human resources strategy that strive to develop employee's skills, provide the tools and the support to maintain the qualified employee and implementing a culture of commitment to work among employees.
- Maintain the rules and procedure that make employees more committed to do their tasks and reduce the formal procedures that make conflicts between employees.
- Managers should be trained well about leadership skills and how to communicate objectives and orders clearly with their employees.
- Encouraging team working and make actions to build a strong relationship in work, because this will make employee achieve more.
- Managers in the local development bank should have autonomy in defining the criteria of success even defining the policy of the bank.
- The human resources direction in the local development bank should change their leading aspect from administrative task to human and communication task, which need talent.

Limit of research

Our research is about a public organization, where we found highly structure and formal procedure of the government control the bank. thus, it does not claim that the results obtained from this research can be applicable for another type of organization with different organizational culture.

There are some limitations in this study. First, we conducted our empirical study in a public bank which is under the control of the government procedure, we wanted to make a comparative study between a private bank and public bank, to compare if there are differences in the organizational culture and how this differences influence the level of employees commitment, but we couldn't reach this objective.

Secondly, due to the world pandemic of covid-19 we were unable to conduct interviews with managers in the local development bank especially with human resources managers to get insight about how they see the culture of the bank and how they keep their employees and develop their talents.

During the short period of our internship, we visited different directions and departments in order to collect the required number of questionnaire, which equal 270 as we calculated it, this number is the representative sampling to our study, but due to the circumstance of health crises we collected only 120 questionnaire that we used in our analysis. Another issue we were faced, is the non-collaboration of some employees while we distribute our questionnaire, even though the questionnaire were in two languages, and the questions were very clear but the respondents were not taking it seriously, this could affected our results and our analysis.

Suggestion of future research

It is clear that the research on organizational commitment are large, the scope of our study was limited with the impact of culture where we studied the cultural norms that characterize an organization and the Algerian society and how it will influence the behavior of individuals in terms of commitment and loyalty to their organization.

The topic is open for more further researches especially after the world pandemic of Covid-19 in 2020 the nature of work and organization has changed, employees are no longer obliged to work in their offices, telecommuting will change the future of work therefore the organizational commitment will not be the same, beside that the pandemic

has made fear among employees, most of them are losing lost their jobs and some of them are quitting their organizations because, researches on commitment are required in this area. Therefore, we propose further researches on the topic in the future

- **The influence of telecommuting intensity on the organizational commitment**
- **organizational commitment in the time of crisis**
- **the influence of leadership and HR practices on organizational commitment in the time of crises : case study about the world pandemic (Covid-19)**

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Annex

Annex

Questionnaire

Part 01: General question

Gender

Men woman

Age

Less than 25 year between 25 and 35 year more than 45 year

Education level

Professional training engineer Licence Master PhD

Work experience

Less than years between 2 and 5 years between 5 and 10 years more than 10 years

Part 02: organizational culture

	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
Dominant characteristics							
The Organization is like an extended family for you							
The organization is a very dynamic entrepreneurial place							
The organization is very results oriented							
The organization is a very controlled and structured place							
Organizational Leadership							
The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing							
The leadership in the organization is generally considered to exemplify entrepreneurship, innovation							
The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus							
The leadership in the organization is generally considered to exemplify							

coordinating, organizing, or smooth-running efficiency							
Management of Employees							
The management style in the organization is characterized by teamwork, consensus, and participation							
The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness							
The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement							
The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships							
Organization Glue							
The glue that holds the organization together is loyalty and mutual trust, Commitment to this organization runs high							
The glue that holds the organization together is commitment to innovation and development, There is an emphasis on being on the cutting edge							
The glue that holds the organization together is the emphasis on achievement and goal accomplishment, Aggressiveness and winning are common themes							
The glue that holds the organization together is formal rules and policies, Maintaining a smooth-running organization is important							
Strategic Emphases							
The organization emphasizes human development, High trust, openness, and participation persist							
The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued							
The organization emphasizes competitive actions and achievement, Hitting stretch targets and winning in the marketplace are dominant							
The organization emphasizes permanence and stability, Efficiency, control and smooth operations are important							
Criteria of Success							

The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people							
The organization defines success on the basis of having the most unique or newest products, It is a product leader and innovator							
The organization defines success on the basis of winning in the marketplace and outpacing the competition, Competitive market leadership is key							
The organization defines success on the basis of efficiency, Dependable delivery, smooth scheduling and low-cost production are critical							

Part 02 : National culture

	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
items							
you can make several tasks at once							
you like to share your office with a colleague							
uncertainty is a danger to you							
you think there is a difference between managers and subordinates							
you give importance to traditions, these traditions are rooted in your daily life							
you prefer to work in a group							
you separate between religion sphere and professional sphere							
your relationships with your colleagues are working relationships only							
your emotions influence your decisions							
you agree to be led by a woman in your work							
you tend to follow the rules and procedures							
you judge people by their achievements							
the external environment is a risk factor for you							
you trust others easily							
you are motivated to work							

Part 03: organizational commitment

	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
I do not feel a strong sense of belonging to my organization							
I do not feel like part of the family at my organization							
This organization has a great deal of personal meaning for me							
I do not feel emotionally attached to this organization.							
I would be very happy to spend the rest of my career with this organization							
I really feel as if this organization's problems are my own							
I do not feel any obligation to remain with my current employer							
Even if it were to my advantage, I do not feel it would be right to leave my organization now							
I would not feel guilty if I left my organization now							
I owe a great deal to my organization							
This organization deserves my loyalty							
I would not leave my organization right now because I have a sense of obligation to the people in it							
If I had not already put so much of myself into this organization, I might consider working elsewhere							
It would be very hard for me to leave my organization right now, even if I wanted to							
Too much of my life would be disrupted if I decided I wanted to leave my organization now							
Right now, staying with my organization is a matter of necessity as much as desire							
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives							
I feel that I have too few options to consider leaving this organization							