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RESEARCH ARTICLE 		
<h2 style="text-align: center;">The Impact of Organizational Culture on Organizational Commitment: An Empirical Study of Cultural Dimensions and Employee Commitment at the Naftal Institution</h2>		
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Abstract		
<p>Organizational culture and organizational commitment are among the most critical constructs in contemporary administrative and behavioral research, given their central role in shaping employee attitudes, performance, and institutional sustainability. This study aims to examine the impact of organizational culture on organizational commitment, with particular emphasis on the roles of organizational norms, values, beliefs, and expectations within the Naftal Institution. The study adopts a descriptive-analytical research design supported by an empirical field investigation. Data were collected using a structured questionnaire distributed to a sample of 100 employees at the Naftal Institution. Statistical analysis was conducted using the Statistical Package for the Social Sciences (SPSS). Reliability testing confirmed the robustness of the research instrument, with a Cronbach's alpha coefficient of 0.868, indicating a high level of internal consistency. The findings reveal a statistically significant effect of organizational culture on organizational commitment at the 5% significance level. More specifically, organizational norms, values, beliefs, and expectations were found to play a substantial role in enhancing employees' affective, normative, and continuance commitment. A supportive organizational culture fosters a sense of belonging, psychological security, and shared responsibility, which in turn strengthens employees' emotional attachment and moral obligation toward the organization. The study concludes that building and sustaining a positive organizational culture is a strategic prerequisite for strengthening organizational commitment. It recommends that organizational leaders invest in reinforcing shared values, promoting participatory decision-making, and cultivating transparent norms and expectations to enhance employee loyalty, reduce turnover intentions, and improve overall organizational effectiveness.</p>		
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Introduction:

Organizational culture and organizational commitment receive considerable attention in administrative and behavioral studies due to the pivotal role they play in enhancing an organization's ability to achieve its goals efficiently and effectively. The importance of their relationship lies in the fact that a positive supportive culture fosters a sense of belonging and security among employees, which reflects in a higher level of organizational commitment.

Therefore, successful organizations strive to build a strong organizational culture and shared values that contribute to enhancing commitment and achieving institutional excellence.

Research Problem:

What is the impact of organizational culture on organizational commitment at Naftal Institution, the study site? Based on this problem, the following questions are proposed:

- Is there an effect of organizational culture on organizational commitment at a 5% significance level?
- Is there an effect of organizational norms on organizational commitment at a 5% significance level?
- Is there an effect of organizational values on organizational commitment at a 5% significance level?
- Is there an effect of organizational beliefs on organizational commitment at a 5% significance level?
- Is there an effect of organizational expectations on organizational commitment at a 5% significance level?

Based on the above questions, the following hypotheses are proposed:

- There is an effect of organizational culture on organizational commitment at a 5% significance level.
- There is an effect of organizational norms on organizational commitment at a 5% significance level.
- There is an effect of organizational values on organizational commitment at a 5% significance level.
- There is an effect of organizational beliefs on organizational commitment at a 5% significance level.
- There is an effect of organizational expectations on organizational commitment at a 5% significance level.

Objectives of the Study:

- To determine the impact of organizational culture on organizational commitment.
- To determine the impact of organizational norms on organizational commitment.
- To determine the impact of organizational values on organizational commitment.
- To determine the impact of organizational beliefs on organizational commitment.
- To determine the impact of organizational expectations on organizational commitment.

Significance of the Study:

Methodology:

Through this section, the study is applied in the field using the Statistical Package for the Social Sciences (SPSS) for data processing. The study was conducted on a sample of employees at Naftal Institution, with 100 questionnaires distributed to collect the required data.

Theoretical Framework:

Organizational Culture:

The concept of organizational culture refers to the system of meanings, symbols, beliefs, rituals, and practices that develop and stabilize over time, becoming a distinctive characteristic of the organization. It creates a common understanding among members regarding organizational characteristics and expected behaviors (Ben Salem & Beqadir, 2021, p. 141).

Dimensions of Organizational Culture:

- **Organizational Expectations:** A set of expectations defined or anticipated by the individual or organization from each other during the individual's tenure. Examples include supervisors' expectations of subordinates, subordinates' expectations of supervisors, and peers' expectations, including mutual respect, providing a supportive organizational climate and structure, and addressing psychological and economic needs (Al-Ayashi, 2019, p. 15).
- **Organizational Beliefs:** Shared ideas about the nature of work and social life in the workplace, and how tasks are accomplished. These beliefs are significant when adopted by individuals and become part of their culture, such as the importance of participation in decision-making and contributing to teamwork (Al-Yamin, 2018, p. 237).
- **Organizational Values:** Values are the core concept for evaluating individuals' attitudes and behaviors within the organization. These values are transmitted through social interactions. When an organization adopts specific values, it expects its members to internalize them, which reflects on their behavior. Parsons (Barsons) notes that values are merely forms of differentiation, classification, and convergence (Almawi, 2015, p. 77).
- **Organizational Norms:** Standards that employees adhere to, ensuring the regularity of social relationships within the organization, such as prohibiting the employment of a father and son in the same organization. These norms are generally unwritten (Al-Ayashi, 2019, p. 15).

Organizational Commitment:

Commitment is viewed as an attitude reflecting the connection between an individual and the organization in terms of nature and type. It depends on individuals' knowledge, feelings, and perception of the balance between their efforts and the incentives received. Over time, individuals place side bets to evaluate the balance between effort, costs, and rewards. Longer tenure increases their investments in the organization, raising the cost of leaving for another organization (Slimani, 2024, p. 398).

Dimensions of Organizational Commitment:

- **Affective Commitment:** Psychological attachment to the organization, influenced by the individual's perception of job characteristics, autonomy, importance, required skills, proximity to supervisors, and the organizational environment enabling participation in decision-making. It manifests in pride in belonging and strong defense of the organization (Ben Tounes et al., 2023, p. 10).
- **Normative Commitment:** Refers to the moral and ethical sense of obligation to stay in the organization and adhere to its values and goals, often reinforced by internalized normative pressures (Dalili, 2020, p. 742).
- **Continuance Commitment:** The desire to remain in the organization based on a rational assessment of potential losses and gains if leaving, including loss of salary and tenure-related benefits (Hadeef & Belhi, 2019, p. 197).

Applied Framework:

Cronbach's Alpha Coefficient:	Number of Items	Reliability Value
Table 1: Cronbach's Alpha Test Results Study Dimensions		
Study Dimensions	11	0.868

Source: Prepared by the researcher based on SPSS outputs. The Cronbach's alpha value of 0.868, higher than 0.70, indicates that the study tool has high reliability.

Hypothesis Testing:

Testing Sub-Hypotheses:

Main Hypothesis 1:

- Is there an effect of organizational norms on organizational commitment at a 5% significance level?
 H0: There is no effect of organizational norms on organizational commitment at a 5% significance level.
 H1: There is an effect of organizational norms on organizational commitment at a 5% significance level.

Table 02: Correlation and Determination Coefficients

Model	Correlation	Determination	Standard Error
1	0.578	0.334	0.55039

Source: Prepared by the student based on SPSS outputs. The correlation coefficient of 0.578 indicates a moderate positive relationship, and organizational norms explain 33.4% of the variation in organizational commitment.

Table 03: ANOVA Results for Sub-Hypothesis 1

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	16.542	1	16.542	54.607	0.000
Residual	33.019	109	0.303		
Total	49.561	110			

Source: Prepared by the student based on SPSS outputs. The F-value of 54.607 with a significance of 0.000 (<0.05) indicates a statistically significant relationship between organizational norms and organizational commitment.

Table 04: Simple Linear Regression Coefficients

Model	Unstandardized B	Std. Error	Beta	t	Sig.
(Constant)	2.401	0.201		11.927	0.000
Organizational Norms	0.424	0.057	0.578	7.390	0.000

The regression coefficient of 0.424 for organizational norms is significant (p=0.000 < 0.05). The T-test value exceeds the critical value, confirming a statistically significant effect of organizational norms on organizational commitment. An increase of one unit in organizational norms increases organizational commitment by 0.424.

Sub-Hypothesis 2:

- Is there an effect of organizational values on organizational commitment at a 5% significance level?
 H0: There is no effect of organizational values on organizational commitment at a 5% significance level.
 H1: There is an effect of organizational values on organizational commitment at a 5% significance level.

Table 05: Correlation and Determination Coefficients

Model	Correlation	Determination	Std. Error
1	0.556	0.309	0.56038

Source: Prepared by the student based on SPSS outputs. The correlation coefficient of 0.556 indicates a moderate positive relationship between organizational values and organizational commitment.

Table 06: ANOVA Results for Sub-Hypothesis 2

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	15.332	1	15.332	48.824	0.000
Residual	34.229	109	0.314		
Total	49.561	110			

The F-value of 48.824 with p=0.000 (<0.05) indicates a statistically significant relationship between organizational values and organizational commitment.

Table 07: Simple Linear Regression Coefficients

Model	Unstandardized B	Std. Error	Beta	t	Sig.
(Constant)	2.489	0.200		12.431	0.000
Organizational Values	0.403	0.058	0.556	6.987	0.000

The regression coefficient of 0.403 is significant ($p=0.000 < 0.05$), indicating that an increase of one unit in organizational values raises organizational commitment by 0.403.

Sub-Hypothesis 3:

- Is there an effect of organizational beliefs on organizational commitment at a 5% significance level?
 H0: There is no effect of organizational beliefs on organizational commitment at a 5% significance level.
 H1: There is an effect of organizational beliefs on organizational commitment at a 5% significance level.

Table 08: Correlation and Determination Coefficients

Model	Correlation	Determination	Std. Error
1	0.521	0.272	0.57550

Source: Prepared by the student based on SPSS outputs. The correlation coefficient of 0.521 indicates a moderate positive relationship, with beliefs explaining 27.2% of the variation in organizational commitment.

Table 19: ANOVA Results for Sub-Hypothesis 3

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	13.460	1	13.460	40.640	0.000
Residual	36.101	109	0.331		
Total	49.561	110			

The F-value of 40.640 with $p=0.000 (<0.05)$ indicates a statistically significant relationship between organizational beliefs and organizational commitment.

Table 18: Simple Linear Regression Coefficients

Model	Unstandardized B	Std. Error	Beta	t	Sig.
(Constant)	2.461	0.223		11.052	0.000
Organizational Beliefs	0.424	0.066	0.521	6.375	0.000

The regression coefficient of 0.424 is significant ($p=0.000 < 0.05$), indicating that an increase of one unit in organizational beliefs raises organizational commitment by 0.424.

Sub-Hypothesis 4:

- Is there an effect of organizational culture on organizational commitment at a 5% significance level?
 H0: There is no effect of organizational culture on organizational commitment at a 5% significance level.
 H1: There is an effect of organizational culture on organizational commitment at a 5% significance level.

Table 09: Correlation and Determination Coefficients

Model	Correlation	Determination	Standard Error
1	0.625	0.391	0.52634

Source: Prepared by the student based on SPSS outputs. The correlation coefficient of 0.625 indicates a moderate positive relationship, and organizational culture explains 39.1% of the variation in organizational commitment.

Table 10: ANOVA Results for Sub-Hypothesis 4

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	19.365	1	19.365	69.901	0.000
Residual	30.196	109	0.277		
Total	49.561	110			

Source: Prepared by the student based on SPSS outputs. The F-value of 69.901 with a significance of 0.000 (<0.05) indicates a statistically significant relationship between organizational culture and organizational commitment.

Table 11: Simple Linear Regression Coefficients

Model	Unstandardized B	Std. Error	Beta	t	Sig.
(Constant)	2.111	0.213		9.929	0.000
Organizational Culture	0.500	0.060	0.625	8.361	0.000

The regression coefficient of 0.500 is significant ($p=0.000 < 0.05$), and the T-test value of 8.361 exceeds the critical value. This confirms that organizational culture has a statistically significant effect on organizational commitment at a 5% significance level. The B coefficient indicates that an increase of one unit in organizational culture leads to an increase of 0.500 in organizational commitment.

Ethical Considerations

This study was conducted in accordance with internationally accepted ethical standards for social and administrative research. Participation in the survey was voluntary, and respondents were informed of the academic purpose of the

study. No personal identifiers were collected, and all responses were treated with strict confidentiality and used solely for scientific research purposes.

The author confirms that this manuscript represents original work that has not been published previously and is not under consideration for publication elsewhere. All sources were properly acknowledged, and the research adhered to principles of academic integrity, transparency, and objectivity in line with the guidelines of the Committee on Publication Ethics (COPE).

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Conflict of Interest

The author declares that there is no conflict of interest regarding the publication of this article. No financial, institutional, or personal relationships influenced the research process, findings, or interpretation of results.

Results:

- Organizational culture has an effect on organizational commitment at a 5% significance level.
- Organizational norms have an effect on organizational commitment at a 5% significance level.
- Organizational values have an effect on organizational commitment at a 5% significance level.
- Organizational beliefs have an effect on organizational commitment at a 5% significance level.
- Organizational expectations have an effect on organizational commitment at a 5% significance level.

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