

The Relationship between Organizational Culture and Organizational Commitment

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Abstract

The main purpose of this research is to investigate the relationship between organizational culture and organizational commitment, in Information Technology (IT) companies in Jordan. A convenience sample was selected from employees working in 24 IT companies in Jordan. A total of 711 questionnaires were distributed among them; 371 were returned, and 342 were valid for statistical analysis, resulting in response rate of 52 percent. Linear regression analysis was also used to test the hypothesis. The results of the analysis indicated that there is a positive and significant relationship between organizational culture and organizational commitment. Based on the results, the research provides several recommendations. IT companies in Jordan should place emphasis on building better culture, in order to achieve higher levels of organizational commitment. The research also suggests that future research should take job satisfaction as a mediator variable of the relationship between organizational culture and organizational commitment.

Keywords: information technology companies, organizational commitment, organizational culture

1. Introduction

1.1 Background

Culture has been the focus of the work of many authors and anthropologists for a long time, as they have tried to understand different groups around the world. However, recently they have found a link between organizational culture, the behavior of people, and firms' performances (Warrick, 2017). Organizational culture grows via norms, and norms are an essential determinant of behavior (Bettenhausen & Murnighan, 1985; Hogan & Coote, 2014). Organizational culture specifies and indicates the common perceptions of a firm's employees, and affects their behavior (Ahmady, Nikooravesh, & Mehrpour, 2016). They also consider it to be a very important factor for the success of any organization (Levering, 2016). Although organizational culture is not the only aspect in achieving organizational success, developing a culture supersedes these factors (Arditi, Nayak, & Damci, 2017). Organizational commitment is a force that connect an employee to a course of action relevant to certain purposes (Meyer & Herscovitch, 2001). As a result, committed employees become hard workers and more active; therefore, organizations with committed employees are more effective (Morrow, McElroy, & Scheibe, 2012). Most others identify this concept as the strengths of individual implications and identifications in an organization (Stan, 2013). Organizational commitment is obtained when the firm and the employee have an interest in maintaining their working relationship (Tharikh, Ying, & Saad, 2016). Therefore, this research is undertaken to examine the relationship between organizational culture and organizational commitment in IT companies in Jordan.

1.2 Research Problem

The literature on organizational culture, and organizational commitment is extensive (Siverthorne, 2004; Huey Yiing & Zaman Bin Ahmad, 2009). Huey Yiing and Zaman Bin Ahmad (2009) examined the moderating role of organizational culture on the relationship between organizational commitment and job satisfaction in Malaysia. Al-Sada, Al-Esmael, and Faisal (2017) investigated the relationship between organizational culture and organizational commitment in Qatar. Silverthorne (2004) studied the effect of organizational culture on organizational commitment in Taiwan. Several studies have focused on culture in its broad sense (national culture), and its relationship with organizational commitment. Kwantes (2009) studied culture and organizational commitment in the United States and India. Abdul Rashid, Sambasivan, and Johari (2003) investigated the effect

of organizational commitment and organizational culture on performance in companies of Malaysia. Odom, Boxx, and Dunn (1990) examined the influence of organizational culture on several elements of employee behavior: work-group cohesion, commitment, and job satisfaction. In addition, most of the studies in the organizational culture area have measured organizational culture as a supportive, innovative, and bureaucratic culture (Allen & Meyer, 1990; Wallach, 1983). To the best of the researcher's knowledge, no study has included the employee empowerment measure with those measures. Based on the gap found in the literature, this research seeks to answer the following question:

What is the relationship between organizational culture and organizational commitment, in the IT companies in Jordan?

1.3 Research Objectives

The main purpose of this research is to examine the relationship between organizational culture and organizational commitment, in IT companies in Jordan. In particular, the research aims to achieve the following objectives:

1- To examine the relationship between organizational culture and organizational commitment.

1.4 Importance of the Research

Previous research shows the importance of organizational commitment because, when it does exist, it leads to different positive outcomes (Hanaysha, 2016a). Fostering it among employees is very important because employees who are committed to their organization will perform better, stay longer, become loyal, and be more productive (Dey, Kumar, & Kumar, 2014). Organizational commitment is considered a significant issue, especially in management organization, because organizational commitment is related to organizational competitiveness and profitability (Abdullah & Ramay, 2012). Organizational culture has been considered a determinant of business success (Joseph & Francis, 2015) and an indicator of organizational performance (Deshpandé & Farley, 2004). The increasing importance of economy and the increasing number of born global companies make it useful to study how they achieve this huge success (Zhang & Tansuhaj, 2007). Existing IT research shows that organizational culture affects IT companies (Harper & Utley, 2001). There is little research into how organizational culture influences IT firms (Scholarios et al., 2008). Encouraging employees to do their best in their work in these situations is a huge challenge for IT organizations (Nohria, Groysberg, & Lee, 2008). Therefore, understanding the factors that keep employees committed is an essential challenge for IT organizations (Messner, 2013). Remarkably, employee commitment and retention in small- to medium-sized IT companies is a matter of concern (Valaei & Rezaei, 2016). IT services have now started to treat organizational commitment as a problem in any business, and not only as a human resource management issue (Adachi, Helfrich, Gretzko, & Schwartz, 2012). Messner (2013) showed that organizational culture is central to all activities in the organization. Several studies have agreed on the positive relationship between organizational culture, and organizational commitment (Bellou, 2010; Messner, 2013). Therefore, the findings of this research may help IT organizations to try and recreate better and stronger cultures, and make them more committed to the firm and less disposed to leaving.

2. Literature Review

2.1 Introduction

A literature review of the research in organizational culture, its definitions and dimensions – supportive, innovative, bureaucratic culture, and employee empowerment – is undertaken in the first section. The second section discusses organization commitment and its dimensions – affective, normative, and continuance. Finally, the research discusses the relationship between these variables.

2.2 Organizational Culture

Many international researchers have agreed that the relationship between organizational culture and employees is key to the success of organizations (Cameron & Quinn, 2011). Schein (1996), in defining culture, used the term group to define all sizes of social units in any study of organizational culture. Warrick (2017) used the group concept to describe the organization or group of people as being like a country or family, those groups of people who are likely to form a certain culture, and he referred to the culture of any group of people or whole organization that works together. Cultures are very different between and within organizations, where culture may bring the best or worst out of the employees (Warrick, Milliman, & Ferguson, 2016). Cameron and Quinn (2011) said that through organizational culture we can distinguish between a successful company and a failing company. Some researchers have agreed that organizational culture is a complex issue in the workplace and in the world generally; it is directly connected to the performance and effectiveness of the firm, if the organizational culture is strong, the firm is more effective (Lapiņa, Kairiša, & Aramina, 2015). Most discussions of organizational culture (Cameron & Ettington, 1988; Schein, 1996) have agreed that culture is the 'social glue' that bind everyone in the organization

together. Organizational culture also refers to collections of norms, beliefs, values, and essential claims shared by organizational employees and incorporates organizational goals, missions, practices, and policies (Hofstede, Neuijen, Ohayv, & Sanders, 1990; Khazanchi, Lewis, & Boyer, 2007). According to wallach (1983), organizational culture should be measured on the basis of three dimensions: supportive culture, innovative culture, and bureaucratic culture. Shahzad, Xiu, and Shahbaz (2017) measured organizational culture by employee empowerment.

2.2.1 Supportive Culture

A supportive culture reflects when employees work with teams, and when they encourage and trust each other (Wallach, 1983). Supportive cultures support open relationships among employees and contribute to a friendly workplace and employees that help each other (O'Reilly, Chatman, & Caldwell, 1991). Supportive culture is characterized by collaboration, encouragement, and confidence in relations (Wallach, 1983). Berson, Oreg, and Dvir (2008); Burke, Sims, Lazzara, and Salas (2007) argued that supportive culture promotes a collaborative atmosphere that is helpful and friendly in general. There are many studies that show the relationship between supportive culture and organizational commitment; organizations with cultures that are supportive tend to have the highest levels of organization commitment (Silverthorne, 2004). Lok and Crawford (1999) also suggested that a supportive work environment could result in employees with a greater commitment than a bureaucratic culture.

2.2.2 Innovative Culture

An innovative culture refers to a workplace in which employees are creative, and an environment that is challenging (Wallach, 1983). This dimension involves an environment in which employees are seeking for opportunities, challenge, and risk, innovative culture is exciting and dynamic, while being full of challenges at the same time (Ireland, Hitt, & Sirmon, 2003; Berson et al., 2008). Rasool, Ganai, Kamili, & Akbar (2012) showed that innovative culture focuses on the internal systems of the firm and on its competitive advantage because it allows for openness to new ideas. There are many studies showing the relationship between innovative culture and organizational commitment. Silverthorne (2004) stated that organizations with innovative cultures tend to have a middle level of organizational commitment.

2.2.3 Bureaucratic Culture

Bureaucratic culture is compartmentalized, systematic, and organized, and has an intelligible lines of authority and responsibility, it also refers to a work environment which is regulated and procedural (Wallach, 1983). Organizations that apply this dimension emphasize consistency, and predictability (Wallach, 1983; Berson et al., 2008). In literature, a bureaucratic organization is known as for not being appropriate for attracting and keeping ambitious and creative employees, and that is because there are regulations and rules that may prevent the generation of new ideas and limit the ability of employees to use sources of knowledge (Wallach, 1983). There are also many studies showing the relationship between bureaucratic culture and organizational commitment. According to Silverthorne (2004), organizations with bureaucratic culture have the lowest level of organization commitment. Brewer and Clippard (2002) showed that bureaucratic culture has a negative effect on organizational commitment. Lok and Crawford (1999) also suggested that a bureaucratic environment result in reducing employee commitment.

2.2.4 Employee Empowerment

Employee empowerment is essential for productivity, and the growth of any organization (Hunjra, UIHaq, Akbar, & Yousaf, 2011). It is regarded as the increasing of employees' involvement in decision making, and removing boundaries between managers and their subordinates to increase performance (Meyerson & Dewettinck, 2012). Empowerment was defined previously as providing a firm's employees with the authority to deal with their everyday job tasks and activities (Hanaysha, 2016a). Many studies have examined the relationship between employees' empowerment and organizational commitment. A study by Hanaysha (2016a) showed a positive relationship between employees' empowerment and organizational commitment, and this is demonstrated by the fact that an environment that encourages empowerment in the workplace will have a positive impact on organizational commitment. Gholami, Soltanahmadi, Pashavi, and Nekouei (2013) have found that employee empowerment have a positive relationship with organizational commitment.

2.3 Organizational Commitment

Organizational commitment is one of the most popular research topics in the field of organizational behavior, and the prior research about organizational behavior shows that scholars are trying to understand the nature, consequences, and predictors of organizational commitment (Hanaysha, 2016b). Organizational behavior research

has increasingly sought to understand the determinants, theoretical basis, and effects of organizational commitment (Spanuth & Wald, 2017). Furthermore, the nature of ideal employment relationship has changed recently, as employees are seeking to find lifelong employment (Breitsohl & Ruhle, 2013). Organizational commitment reflects the commitment of employees to their organization (Yao, Qiu, & Wei, 2019). Organizational commitment can also be explained as a psychological emotional state that describes an employee's identification with a firm (Allen & Meyer, 1990). Organizational commitment is very important because employees' goals and needs have to dovetail with the organization's needs and goals to gain the best from employees (Devece, Palacios-Marqués, & Pilar Alguacil, 2016). It has also been referred to as how strongly employees are involved in and identify with the organization (McCunn & Gifford, 2014). Many researchers have discussed the positive aspects of organizational commitment and its effects on work productivity, motivation, turnover intention, and absenteeism, and that it is a powerful tool for employees and organizations to increase productivity and effectiveness (Kuvaas, 2006; Genevičiūtė-Janonienė & Endriulaitienė, 2014). Also, there are some studies that focus on the negative effects of organizational commitment, stating that, in some cases, it might impede the personal and social function of employees, as well as the organization (Genevičiūtė-Janonienė & Endriulaitienė, 2014). According to Meyer and Allen (1991), there are three different dimensions of organizational commitment that need to be studied: continuance commitment, affective commitment, and normative commitment.

2.3.1 Affective Commitment

Affective commitment refers to affective attitudes toward the organization (Liu & Bellibas, 2018). The affective component refers to when employees are emotionally attached to, involved in the organization (Huey Yiing & Zaman Bin Ahmad, 2009). Most of the researcher in the area of organizational commitment has focused on affective commitment (Brunetto & Farr-Wharton, 2003). Affective commitment is a unique type of commitment that is useful for the organization and the employees, and it has been identified as a predictor to highly relevant outcomes in the organization, such as absenteeism, intention to leave, or work performance (Breitsohl & Ruhle, 2013). Between the three types of commitment, affective commitment has the largest benefit to the organization, and it is also related to desirable work behavior (Fernandez-Lores, Gavilan, Avello, & Blasco, 2016).

2.3.2 Continuance Commitment

Continuance commitment refers to commitment based on the costs that the employee associates with leaving the organization (Huey Yiing & Zaman Bin Ahmad, 2009). The employees' bond with the firm while working in it over time, based on the personal investment that the employee makes, is the continuance commitment (Allen & Meyer, 1990). This investment represents "sunken cost" (Becker, 1960). Sunken cost represents anything that the employee has invested that is important, such as time, money, and effort, which he would lose if he left the organization (Wallace, 1997). Continuance commitment reflects when employees feel that they are locked in certain place because of the high costs of leaving (Jaros, Jermier, Koehler, & Sincich, 1993). Continuance commitment may appear for many reasons: for example, the high costs (training, salary, difficulty in finding a new job) appeared in the case of leaving the current job and the firm; therefore, employees in organizations stay for a longer period because they believe that a better job alternative is not available (Cakı, Asfuroglu, & Erbas, 2015).

2.3.3 Normative Commitment

The normative commitment component refers to an employee's feeling of obligation to remain in the organization (Huey Yiing & Zaman Bin Ahmad, 2009). In the 1980s, Wiener conducted several studies that described organizational commitment with a normative view. Wiener (1982) argued that employees with normative commitment are willing to make personal sacrifices for their firm because they believe that this is the right and moral thing to do. He also argued that normative commitment is a result of familial cultural and socialization in the organization (Wiener, 1982). Measures of normative commitment had taken so many different forms, this situation led to difficulties in the findings of the research related to this concept (Meyer & Parfyonova, 2010).

2.4 Organizational Culture and Organizational Commitment

There are many studies investigating the relationship between organizational culture and organizational commitment that show that there is a positive relationship between organizational culture and organizational commitment (Acar, 2012; Brewer & Clippard, 2002). Organizational culture has been identified as a major driver behind employee longevity (Desselle, Raja, Andrews, & Lui, 2018). Corporate culture is a significant tool for improving organizational commitment, and the better the adjustment between stated and perceived values, the better the organizational commitment (Brewer & Clippard, 2002). One study applied to the Turkish logistics

industry surveyed 344 employees, with the results showing that there is a positive relationship between organizational culture and organizational commitment (Acar, 2012). Shim, Jo, and Hoover (2015) showed that officers that were committed to a group culture were more committed to their organizations, with the study applied to 385 Korean police officers. Messner (2013) also found that there was a positive relationship between organizational culture and organizational commitment, recommending the design of a corporate culture change strategy, in order to increase organizational commitment in India's IT services.

3. Research Methodology

3.1 Introduction

This chapter addresses the research model, research hypotheses, operational definitions of the research variable, research population and sample, data collection methods, data analysis methods, descriptive statistics of the research sample, research validity and reliability and normality test is also carried out.

3.2 Theoretical Framework

The main purpose of this research is to examine the relationship between organizational culture and organizational commitment. Therefore, organizational culture is the independent variable, organizational commitment is the dependent variable. The researcher developed this research model based on the following studies: (Shahzad et al., 2017; Erdogan and Yildirim, 2017).

Research Model

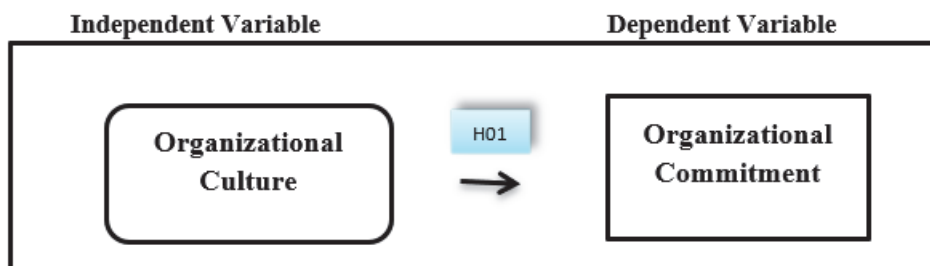


Figure 1. Research Model

3.3 Research Hypotheses

Based on the literature review and the underlying theoretical framework, testable hypothesis has been generated to examine the relationship between organizational culture and organizational commitment. In this research, the main hypothesis is as follows:

H01: There is no statistically significant relationship between organizational culture and organizational commitment.

3.4 Operational Definitions

This section defines the variables presented in the research model. Operational definitions of the research variable are as follows:

3.4.1 Independent Variable: Organizational Culture

Organizational culture was measured on the basis of four dimensions: using Wallach's (1983) scale of three dimensions, i.e., supportive culture, innovative culture, and bureaucratic culture; and one other dimension from Shahzad et al.'s (2017) scale, i.e., employee empowerment. The following dimensions measured for organizational culture:

- Supportive Culture

Supportive culture was measured on the basis of five items: teamwork, cohesiveness, participation, harmonious interpersonal relationships, and a sense of family (Ismail Ababaneh, 2010).

- Innovative Culture

Innovative culture was measured by five items referring to new ideas, risk taking, and experimentation (Ismail Ababaneh, 2010).

- Bureaucratic Culture

Bureaucratic culture was measured on the basis of five items, referring to formalized, structured place, clear lines of responsibility and authority, lack of flexibility and formal rules and procedures (Ismail Ababaneh, 2010).

- Employee Empowerment

Employee empowerment is regarded as the increasing of employees' involvement in decision making, and removing boundaries between managers and their subordinates to increase performance, which was measured on the basis of four items, referring to increasing participation, involvement in decision making, and removing boundaries between managers and employees (Shahzad et al., 2017).

3.4.2 Dependent Variable: Organizational Commitment

Organizational commitment is how strongly employees are involved in and identify with the organization. According to Meyer and Allen's (1991) scale, there are three different components of organizational commitment: continuance commitment, affective commitment, and normative commitment. The following dimensions were measured for organizational commitment:

- Continuance Commitment

Continuance commitment was measured by four items, referring to employees' organizational involvement and commitment due to the perceived costs he or she would suffer from leaving the organization (Boichuk & Menguc, 2013).

- Affective Commitment

Affective commitment was measured on the basis of five items, referring to the emotional connection between an employee and their organization (Boichuk & Menguc, 2013).

- Normative Commitment

Normative commitment was measured on the basis of five items, referring to an employee's feeling of obligation toward a specific organization (Wasti & Can, 2008).

3.5 Research Population and Sample

The research population is made up of the IT companies located in Jordan. According to the Amman Chamber of Commerce, there are currently about 650 well-established companies in the IT sector in Jordan. According to the Information and Communications Technology Association-Jordan (Intaj), total employee numbers in IT Companies in Jordan is 11,023. The sample was extracted using convenience sampling because the sample was taken from companies that were easy to access, contact, and reach, and companies that were available and willing to participate. Almost 711 questionnaires were distributed among IT companies in Jordan, it was distributed to all employees from all management levels; 371 questionnaires were received back, 29 of the returned questionnaires were invalid, and 342 of the valid questionnaires were analyzed.

3.6 Data Collection Methods

Primary data were collected using self-administered questionnaires distributed to employees among IT companies in Jordan. The scale used in this research is a five-point Likert Scale ranging from strongly disagree to strongly agree. The questionnaire consists of three parts, the first being a short cover letter explaining the objective of the research and confirming the confidentiality of the responses. The second part collects demographic data, including gender, age, educational level, work experience, job position, and years worked in the company. The third part includes the main questionnaire consisting of 33 items, allowing respondents to express how much they agree or disagree with each statement. Secondary data were collected from books, journals, and articles.

3.7 Data Analysis Methods

The research utilized SPSS (Statistical Package for the Social Sciences) to analyze the data. The characteristics of the sample were analyzed through descriptive statistics. Regression analysis was used to test the research hypothesis.

3.8 Descriptive Statistics of the Research Sample

The research sample consisted of 371 employees who answered the questionnaire, resulting in a response rate of 52 percent. Demographic data, such as gender, age, educational level, work experience, job position, and years worked in the company, were the second part of the questionnaire. Descriptive analysis, such as frequencies and

percentages, was carried out for this part of the research. Table 1 presents the results of this analysis.

Table 1. Characteristics of the Research Sample

Demographics	Categories	Frequencies	Percent
Gender	Male	211	61.7
	Female	130	38.0
Age	20-less than 30	209	61.1
	30-less than 40	111	32.5
	40-less than 50	17	5.0
	50 and more	5	1.5
Educational Level	Diploma	29	8.5
	Higher Diploma	6	1.8
	Bachelor	286	83.6
	Master	19	5.6
	Doctorate	2	0.6
Work Experience	Less than 5	161	47.1
	5-less than 10	98	28.7
	10-less than 15	53	15.5
	15 and more	30	8.8
Job Position	Employee	230	67.3
	Supervisor	30	8.8
	Head of Department	20	5.8
	Manager	43	12.6
	Other	19	5.6
Years worked in the Company	Less than a year	91	26.6
	1-less than 5 years	157	45.9
	5-less than 10 years	70	20.5
	More than 10 years	24	7.0

Table 1 includes the frequencies and percentages of each demographic data, with the first results showing that the number of male employees exceeds the number of females due to the nature of the companies that the researcher was targeting. An overall 61.1 percent of the employees were aged from 20 to 30 years, which reflects that employees of this age were more cooperative and willing to help; it also means that IT companies tend to hire younger people at this domain. At the educational level, 83.6 percent of the employees held Bachelor's degrees, which is normal and the main requirement of most companies in every domain. Results show that 47.1 percent of the employees have less than 5 years' experience, meaning that IT Companies are focusing more on hiring fresh graduate students. A total of 67.3 percent of the employees held employee job positions, and 45.9 percent of the employees had 1 to less than 5 years worked in the company, which makes sense as the majority of the employees were aged from 20 to 30 years.

3.9 Research Validity and Reliability

Seskaran and Bougie (2016) assessed the importance of using a better instrument that will ensure more accuracy in results and enhance the quality of the research; so the researcher needed to assess the goodness of the measure that was developed and, therefore, the testing reliability and validity. It should be noted that the validity of an instrument is connected to its reliability.

3.9.1 Research Validity

Validity is a test of how well an instrument measures the particular concept it is measuring (Seskaran & Bougie, 2016). There are several types of validity; the first type is content validity, which ensures that the measure includes a representative and adequate set of items that tap the concept (Seskaran & Bougie, 2016). The more the scale items represent the domain being measured, the greater the content validity (Seskaran & Bougie, 2016). Face validity is a component of content validity, and it indicates that the items intended to measure the concept look like they measure the concept on the face of it (Seskaran & Bougie, 2016). Another type of validity is construct validity, which represents how well the results acquired from the use of the measure fit the theories designed for the test (Seskaran & Bougie, 2016). Factor analysis has been used to test construct validity. Factor analysis is a multivariate statistical approach commonly used in education, psychology, and in the health professions (Williams, Onsmann, & Brown, 2010). Exploratory factor analysis is a class of factor analysis. For conducting factor analysis, three assumptions must be met. First, the eigenvalue must be above 1. Second, Kaiser-Meyer-Olkin (KMO) must be above 0.50, and finally, factor loading for all items must be above 0.40 (Hair, Black, Babin, Anderson, & Tatham, 2010). For organizational culture, as shown in Table 2, the KMO value was .909, which is greater than 0.50, the eigenvalue for all items was above 1, and factor loading for all items was above 0.40. Therefore, none of the items were dropped from the scale used to measure organizational culture.

Table 2. Validity for Organizational Culture

Items No.	Bureaucratic Culture	Innovative Culture	Supportive Culture	Employee Empowerment Culture
1	.746			
2	.804			
3	.679			
4	.810			
5	.643			
6		.571		
7		.864		
8		.902		
9		.882		
10		.842		
11			.725	
12			.837	
13			.852	
14			.733	
15			.690	
16				.763
17				.791
18				.785
19				.715
Initial Eigenvalues	2.734399	3.372888	2.964374	2.336477
Percentage of Variance	54.687972	67.457763	59.287476	58.411925

For organizational commitment, as shown in Table 3, the KMO value was .884, which is greater than 0.50, the eigenvalue for all items was above 1, and factor loading for all items was above 0.40. Also, none of the items were dropped from the scale used to measure organizational commitment.

Table 3. Validity for Organizational Commitment

Items No.	Affective Commitment	Continuance Commitment	Normative Commitment
20	.816		
21	.804		

22	.826		
23	.644		
24	.816		
25		.768	
26		.558	
27		.884	
28		.800	
29			.733
30			.546
31			.843
32			.892
33			.860
Initial Eigenvalues	3.07576	2.321339	3.087
Percentage of Variance	61.515314	58.033467	61.731273

3.9.2 Research Reliability

Reliability is a test of how consistently a measuring instrument measures whatever is being measured; it indicates the extent to which it is error free and without bias, and offers an indication of the consistency and stability with which the instrument measures the concept (Seskaran & Bougie, 2016). Cronbach's alpha is the most commonly used measure of reliability. When items are conducted to form a scale, they should have internal consistency. The items must all measure the same thing, so they have to be correlated with one another (Bland & Altman, 1997).

The results of Cronbach's alpha are in Table 4. There are different opinions about the acceptable values of alpha, ranging from 0.70 to 0.95 (Tavakol & Dennick, 2011). The results show that all the variables have met the Cronbach's alpha rule $0.95 \geq \alpha \geq 0.70$ that is highly internally consistent.

Table 4. Reliability Coefficients of the Research Variables

Variables	Dimensions	Cronbach's Alpha Value	Number of Items
Independent Variable			
Organizational Culture		.858	19
	Bureaucratic Culture	.789	5
	Innovative Culture	.876	5
	Supportive Culture	.821	5
	Employee Empowerment	.758	4
Dependent Variable			
Organizational Commitment		.857	14
	Affective Commitment	.836	5
	Continuance Commitment	.702	4
	Normative Commitment	.765	5

3.10 Normality Test

Normality is the assumption that the data follow a normal distribution (Driscoll, Lecky, & Crosby, 2000). The principal test for the estimation of normality is the Kolmogorov-Smirnov (K-S) test. It suggests that the p-value should be greater than 0.05, which indicates data is normally distributed (Elliott & Woodward, 2007). Table 5 shows that only organizational commitment variable data are normally distributed when the researcher tested normality for each variable. Table 5 also shows that the data for all research variables are not normally distributed because the significant value is less than 0.05. In large sample sizes (> 30 or 40), the violation of the normality assumption should not cause serious problems (Pallant, 2007). With large samples (> 30 or 40), regardless of the

shape of the data, the sampling distribution tends to be normal (Field, 2009). Figure 2 shows the normal distribution curve.

Table 5. Normality Test Kolmogorov-Smirnov^a

Dimensions	Statistic	df	Sig.
Organizational Culture	.100	342	.000
Organizational Commitment	.044	342	.200*
All Data	.105	342	.000

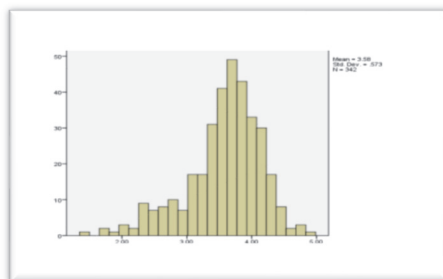


Figure 2. The Normal Distribution Curve

4. Research Results

4.1 Introduction

This chapter consists of the results of the statistical analysis of the data collected to answer the research question and to test the main hypothesis.

4.2 Answers to the Research Questions

Before testing the hypothesis, mean and standard deviation were computed. The mean, or the average, is a measure of central tendency and standard deviation is a measure of dispersion (Sekaran & Bougie, 2016). The rank is the relative importance and is specified based on the following. from 0 to 2.66 is low, from 2.67 to 3.66 is medium, and from 3.67 to 5 is high (Alnuaimi, 2013). Tables 6 and 7 show the mean and standard deviation, as well as the ranking for all the research variables.

Table 6. Mean and Standard Deviation for Organizational Culture

Dimensions	Mean	Std. Deviation	Rank
Bureaucratic culture	3.1468	.85547	Medium
Innovative Culture	3.5637	.87217	Medium
Supportive Culture	3.8357	.76921	High
Employee Empowerment	3.5651	1.03050	Medium
General	3.5848	.56890	Medium

Table 6 also shows that supportive culture has a mean of 3.8357, which is the highest mean compared to the other dimensions of organizational culture. Employee empowerment and innovative culture have very close means of 3.5651 and 3.5637, respectively. It also shows that bureaucratic culture has the lowest mean, 3.1468, indicating that IT companies in Jordan have a medium level of organizational culture.

Table 7. Mean and Standard Deviation for Organizational Commitment

Dimensions	Mean	Std. Deviation	Rank
Affective Commitment	3.7298	.82298	High
Continuance Commitment	3.3852	1.08719	Medium
Normative Commitment	3.2468	1.11557	Medium
General	3.4539	.80216	Medium

Table 7 shows that affective commitment has the highest mean at 3.7298, then, continuance commitment comes next with a 3.3852 mean, and normative commitment has the lowest mean at 3.2468, compared to the other dimensions of organizational commitment, indicating that IT companies in Jordan have a medium level of organizational commitment.

4.3 Hypotheses Testing Results

In this section, the researcher tested the null hypothesis, with the null hypothesis rejected when the sig level was less than 0.05, and the null hypothesis accepted where the sig level was above 0.05. Since the model of the research contains one independent variable, simple linear regression was used to test the hypothesis.

H01: There is no statistically significant relationship between organizational culture and organizational commitment.

To test this hypothesis the researcher used simple linear regression to examine the relationship between organizational culture and organizational commitment in IT Companies in Jordan. Table 8 shows that there is a relationship between organizational culture and organizational commitment. Pearson coefficient correlation R is .435^a and R square value .189, meaning the results indicate that organizational culture explains 18.9 percent of variance in organizational commitment.

Table 8. Model Summary (Organizational Culture and Organizational Commitment)

R	R Square	Adjusted R Square	Std. Error of the Estimate
.435 ^a	.189	.187	.72331

In Table 9, the significance level is less than 0.05, which leads to the rejection of the null hypothesis and the acceptance of the alternative hypothesis about the relationship between organizational culture and organizational commitment.

Table 9. Anova Results (Organizational Culture and Organizational Commitment)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	41.541	1	41.541	79.402	.000 ^b
Residual	177.880	340	.523		
Total	219.422	341			

According to the result in table 10, organizational culture can predict a .614 increase in organizational commitment.

Table 10. Coefficients of Organizational Culture and Organizational Commitment

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
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	B	Std. Error	Beta		
(Constant)	1.255	.250		5.021	.000
Culture	.614	.069	.435	8.911	.000

5. Discussion

5.1 Introduction

This chapter includes a discussion of the research results, practical implications, limitations, recommendations, and future research.

5.2 Discussion

The aim of this research is to examine the relationship between organizational culture (in terms of bureaucratic culture, innovative culture, supportive culture, employee empowerment), and organizational commitment (affective commitment, continuance commitment, and normative commitment) in IT companies in Jordan.

The results in the previous chapter showed that organizational culture has a positive relationship with organizational commitment, indicating that culture plays an important role in keeping employees. These findings support the findings mentioned in the literature review, as follows: Acar (2012) also showed that there is a positive relationship between organizational culture and organizational commitment. Brewer and Clippard (2002) discussed that organizational culture is a significant tool for improving organizational commitment. Shim et al. (2015) showed that officers committed to group culture are more committed to their organizations. Messner (2013) also suggested that there is a positive relationship between organizational culture and organizational commitment, and it also recommend designing a corporate culture change strategy in order to increase organizational commitment.

Previous research findings support that there is a relationship between organizational culture and organizational commitment. In addition, enough evidence has been provided by the research to support this relationship. Therefore, organizations that attempt to improve their employees' commitment need to make extra effort to build a strong organizational culture.

5.3 Practical Implications

IT companies in Jordan are facing an enormous challenge in achieving and sustaining success because of economic challenges and born global companies. Acquiring employees to do their best in their work in these circumstances is a huge challenge to IT organizations (Nohria et al., 2008). IT companies have to make extra effort to build the right organizational culture that places emphasis on support, teamwork, encouraging, offering a trusting work environment, and also emphasizing an innovative, creative, challenging work environment, and finally placing emphasis on employee empowerment in order to provide employees with more authority to help them deal with their daily work activities and. According to the literature review, IT companies need to avoid building a bureaucratic, hierarchical, compartmentalized, organized, systematic culture.

5.4 Limitations

Since this research examined the relationship between organizational culture and organizational commitment in IT companies in Jordan, the results might not be generalized for the IT companies in other countries, especially seeing as organizational culture can be affected by a country's culture. Most of the large-sized IT companies refused to cooperate and be a part of this research, and the IT companies that were willing to cooperate were small- to medium-sized companies. All of the IT companies that accepted the offer to be a part of this research accepted a certain number of questionnaires, without a certain proportion being allocated to each company. The researcher faced difficulties in finding older respondents, with most of the respondents being in the younger category of 20 to less than 30 years of age.

5.5 Recommendations and Future Research

Since the unique contribution of this research is to study the relationship between organizational culture and organizational commitment in IT companies in Jordan, and because there is little research into this topic in IT companies, the researcher focused on certain dimensions other than those used by researchers in other research related to this topic. IT companies need to focus more on these aspects and apply them more with

their employees. It may help companies to build the right culture and, therefore, achieve a higher level of commitment.

The researcher recommends using job satisfaction as a mediating variable, and to study whether job satisfaction can mediate the relationship between organizational culture and organizational commitment.

The researcher also recommends that future research should apply this research to various sectors rather than IT Companies or perhaps apply it to the whole ICT sector (Information and Communications Technology).

6. Conclusion

The main purpose of this research was to examine the relationship between organizational culture and organizational commitment in Information Technology Companies in Jordan. The most important conclusions that can be reached from this research are that organizational culture is an important predictor to organizational commitment in IT Companies in Jordan.

As a conclusion the researcher has answers toward examining the relationship between organizational culture and organizational commitment in Information Technology Companies in Jordan and the suggested hypothesis is supported by rejection of the null hypothesis. Therefore IT Companies should take into considerations these variables to enhance their work.

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Appendix A

Research Population and Sample

Company Name	Number of Employees	Number of Distributed Questionnaires	Number of Returned Questionnaire	Number of Invalid Questionnaires
Optimiza Solutions	350	150	58	5
Eskadenia Software	200	50	40	6
Aspire	300	100	6	0
Mobi Soft	50	15	12	0
Pioneers	120	10	7	1
Kastana	10	6	4	0
Inspire Solutions	for 30	30	18	2
Development				
Zajil International	30	25	24	1
Optimal Solutions	20	10	9	1
Hayyan Horizons	10	5	2	0
IRIS Technology	30	20	17	1
Advanced Technology	60	30	21	1
Samsung	150	50	8	0
Blessed Tree Information Technology	for 30	20	12	1
Tamatem	25	20	12	1
Microsoft	108	30	30	1
Bahbish Software	15	13	8	0
Manaf Software	50	20	17	1
ITEC	30	30	13	3
Averma Soft	10	7	7	1
Sky Software	60	30	17	1

ITAC	35	20	15	0
02 Code	10	5	5	0
Applexia	20	15	9	2
Total	1753	711	371	29

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