

The effect of organizational culture on the organizational commitment: Evidence from hotel industry

Nael Sarhan^{a*}, Ayman Harb^b, Fayiz Shrafat^a and Mohammad Alhusban^a

^aThe Hashemite University, Jordan

^bThe University of Jordan, Jordan

CHRONICLE

Article history:

Received: June 14 2019

Received in revised format: July 25 2019

Accepted: August 4, 2019

Available online:

August 4, 2019

Keywords:

Organizational Culture

Organizational Commitment

SmartPLS3

ABSTRACT

This study seeks to investigate the association between organizational culture and employees' commitment in the Jordanian hotel sector. The data that were gathered from 248 hotel employees, were about the respondents' organizational culture and its impact on the employees' commitment. Data were collected using the Organizational Culture Index (Wallach, 1983) [Wallach, E. J. (1983). Individuals and organizations: The cultural match. *Training & Development Journal*, 37, 29-36.], and Organizational Commitment Questionnaire (Mowday et al. 1982) [Mowday, R.T., Porter, L.W. and Steers, R.M. (1982). *Employee-Organization Linkages: The Psychology of Commitment, Absenteeism and Turnover*. Academic Press, New York.]. Descriptive statistics were reported, and hypotheses testing using SmartPLS3 was used. Generally, and with some unexpected outcomes, organizational culture was found to be significantly associated with organizational commitment. It was confirmed that bureaucratic and supportive culture were the predictable dimensions of commitment, while innovative culture was found to be an unpredictable dimension of commitment. This study provides useful managerial implications and contributes to the existing pool of knowledge on the relationships between organizational culture and organizational commitment. Different aspects and context of these variables were tested to provide a wider and more comprehensive understanding on the factors which affect organizations and employees.

© 2020 by the authors; licensee Growing Science, Canada

1. Introduction

Today, business organizations in general and hospitality organizations in particular operate in a very competitive and dynamic environment. Hospitality organizations can no longer protect their market while new rivals are coming to the market place and other hospitality organizations are going global. Given the rapid changes occurring in the market place worldwide, hospitality organizations must do everything possible to become or remain competitive. While labor cost is one of the major expenses in hospitality industry, any strategy can be taken to reduce the labor costs such as increasing productivity, organization commitment, or reducing turnover. Organizational culture and organizational commitment have received significant attention in studies of the work place. Huey Yiing, and Zaman Bin Ahmad (2009) assumed that organizational culture is known to have an important impact on how employees view their organizations and their commitment. Therefore, organizational culture, along with its effects on organizational

* Corresponding author. Tel.: +962799552170
E-mail address: nael@hu.edu.jo (N. Sarhan)

commitment, has been considered as one of the crucial factors in determining the effectiveness, competitiveness and success of organizations (Huey Yiing & Zaman Bin Ahmad, 2009). Organizations have to pay more attention to their employees' commitment when shaping its culture and that is as an essential factor to guarantee the successful implementation of the organizational policies and plans (Abdul Rashid et al., 2003).

It has been noted that in the literature, there are a few of studies that examined the relationship between the organizational culture and commitment in the context of Middle Eastern setting, and very few that are relevant or specific to Jordan. This study intends to contribute to the existing knowledge base, in particular, from a Jordanian hotels' perspective. This study contributes to the existing literature in the way of examining whether organizational culture has a predictive power over employees' organizational commitment. This might enhance our understanding of the reason behind employees' engagement, which lead to achieve better conditions of high job performance.

2. Literature Review

2.1. Organizational Culture

Although organizational culture has been deemed as one of the main areas in mainstream management literature for more than two decades (Arnold et al., 2005), it seems that there is no consensus among researchers regarding an appropriate definition for the construct. However, the literature shows that there are a number of models and proposed dimensions to assess the concept of organizational culture, which are theoretically and conceptually divergent, but basically related to each other. For example, organizational culture has been viewed according to Daft and Lane (2005) as a set of values, assumptions, understandings, and norms that is shared by organizational members. The term has become a fundamental framework of understanding the way how employees behave in their organizations (Manetje & Martins, 2009). It is argued that organizational culture may be the important key that managers can use to reflect the organization direct, value and behavior that shape the entire organizational behavior (Bagraim & Werner, 2007) and what makes organizations shape their own norms, beliefs and ways of behaving that make each organization distinct from another (Arnold et al. 2005). Organizational culture influences how people set personal and professional goals, perform tasks and administer resources to achieve these goals (Lok & Crawford, 2001, 2004). Martins and Martins (2003) proposed that organizational culture is a communal meaning between members, making distinctive one organization from other organizations.

Nonetheless, Bagraim (2001) confirmed that there is no universal definition of organizational culture that can be used. However, number of earliest authors in organizational culture, for example, Schein (1985:9) identified organizational culture as "a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems". Schein's definition shows that organizational culture is a way of approaching organizations functions, activities and procedures that are acceptable by the newly employed individuals. In consistence with this definition, Brown (1998: 9) introduced organizational culture as "the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history, and which tend to be manifested in its material arrangements and in the behaviors of its members". Accordingly, to this proposition, organizational culture is explained by the way in which the employees would behave. Some researchers for analyzing organizational culture also proposed different models. Evidently, the study of organizational culture can take a multitude of aspects. In fact, Quinn and Cameron (1983) suggested the competing values model. Freeman and Cameron (1991) proposed four types of culture: clan, adhocracy, and hierarchy and market cultures. Equally, Buenger (2000) categorized organizational culture into four main types based on two dimensions: sociability and solidarity. The four types of culture identified are communal culture,

fragmented culture, networked culture and mercenary culture. Other researchers have also identified diverse forms of organizational cultures, Martin (1992) suggested three dimensions (integration, differentiation and fragmentation).

Robbins and Robbins (2008) assume that there are seven primary factors that capture the essence of an organization's culture: innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability. Each of these factors can be expressed by two levels from low to high. Culture can also be determined by its strength, which is the degree of agreement among employees about the importance of specific values and ways of doing things. A strong culture is a culture which central values are both intensely held and widely shared, and therefore have better influence on employee behavior. A strong culture is related to high agreement among employees, rises of behavioral consistency, loyalty and organizational commitment, and more importantly, reduces turnover (Robbins & Robbins, 2008). Moreover, Wallach (1983) suggested that there are three main types of organizational cultures (bureaucratic, supportive and innovative), he presented a model which focuses on three types of dimensions to assess the organizational culture. Therefore, Wallach's (1983) framework is adapted for the purpose of this study. Wallach (1983) states that the organizational culture index (OCI) outlines culture on three types of dimensions, and the integration between these three dimensions can produce the core value of an organization culture. An "innovative culture" is related to a creative, result-oriented, challenging work environment; it is characterized as being entrepreneurial, ambitious, stimulating, driven and risk-taking. A "bureaucratic culture" is hierarchical and compartmentalized, there are clear lines of responsibility and authority, work is organized and systematic, and this culture is usually based on control and power. Such organizations are stable, cautious, usually mature, power-oriented, established, solid, regulated, ordered, structured, procedural and hierarchical. A "supportive culture" shows teamwork environment which is a people-oriented, encouraging and trusting work environment. These places are warm, and individuals are commonly friendly, fair and cooperative to each other. Supportive cultures are characterized as open, harmonious, trusting, safe, equitable, sociable, relationships-oriented, humanistic, collaborative, and likened to an extended family (Wallach 1983).

2.2. Organizational Commitment

Literature on the organizational commitment provided that it is empirically and conceptually proved that keeping employees' desirable work outcomes is significantly related to their commitment toward their organizations (Acar, 2012). There seems to be an agreement among researchers that organizational commitment can be conceptualized from different perspectives; namely, an attitudinal, behavioral and motivational approach (e.g. Manetje & Martins, 2009; Lok & Crawford, 2004; Riketta, 2005; Wang et al., 2002; Mowday et al. 1982). Lok and Crawford (2004) proposed that the construct of organizational commitment has received extensive thoughtfulness in past research due to its important influence on work attitudes such as performance, absenteeism, and turnover intentions. Therefore, organization commitment is considered to be one of the most important factors, which has an impact on the employees work attitudes (Wang et al. 2002).

According to Mowday et al. (1982, p. 27), organizational commitment is defined as "the relative strength of an individual's identification with and involvement in a particular organization", the individual has a hearty belief in and agreement of organizational principles and objectives, a willingness to apply more energy for the work of the organization, and wants to stay as a membership in the organization (Mowday et al. 1979, 1982). This definition confirms that the employees have more commitment to their organization when they recognize the organizational goals (Mowday et al., 1982), so that they keep working with the organization and can carry incentive from it (Mowday et al., 1982). Robbins and Robbins (2008) suggested that organizational commitment is a state in which an employee is familiar with a specific organization and its goals, and wants to maintain membership in the organization. Cole-Henderson (2000) indicates that the employees who have commitment to their organization are more willing to show sacrifice toward their organization objectives, and believe that their work organization is the greatest

place to work, and clearly show the willingness to stay for more years in the future. Besides, Mowday et al. (1982) advocated that the employees, organizations and society as a whole are affected by the procedures of organizational commitment. The employees expect to be rewarded from their organization in the form of wages and benefits depending on the level of their commitment to their organization (Gelade & Young 2005). In addition, an organization is more likely to receive less turnover and absenteeism when the employees are more committed to it, which may open the door to more creativity and innovation (Hackett et al., 2001). Society on the other hand, does supposedly receive more value and benefits from the employees' commitment towards their organizations by decreasing rates of work movement which practically leads to the increase of national productivity and quality of work (Gelade & Young, 2005; Hackett et al., 2001; Mowday et al. 1982).

Meanwhile, Allen and Meyer (1996, p. 252) defined the organization commitment as a “psychological link between an employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization”. The organizational commitment is of considerable interest to psychologists because they found that the high level of organizational commitment is a robust indication of the organization productivity and the level of employees' commitment (Meyer et al., 2002; Meyer et al., 2012). Moreover, the commitment predicts vital employee behaviors like, employees' turnover, absenteeism, and organizational performance (Gelade & Young, 2005; Allen & Meyer, 1996). From the previous literature of the organizational commitment concept, the current research has presented an understanding of the organizational commitment which depends almost entirely from examining the attitude and behavior of the employees toward their organization. Therefore, and for the research purpose, the definition of Mowday et al. (1982) “the relative strength of an individual’s identification with and involvement in a particular organization”, is considered as a suitable definition and has been used as a foundation for this research analysis. This perspective can be characterized by three components: 1. a strong belief in arid acceptance of the organization’s goals and values (Value agreement with the organization). 2. a willingness to exert considerable effort on behalf of the organization (Motive to perform). 3. a strong desire to maintain membership in the organization (Intent to stay). This perspective shows that the individuals are willing to sacrifice in order to contribute to the organization’s wellbeing. Therefore, to an observer, commitment could be inferred not only from the expressions of an individual’s beliefs and opinions but also from his or her actions Mowday et al. (1982). Hence, highly committed employees intend to stay within the organization and to work hard toward its goals (Luthans et al., 1985).

2.3. Organization Culture and Commitment

A culture creates distinctions between one organization and others, conveys a sense of identity for its members, facilitates commitment towards the organization’s goals, enhances the stability of the social system, reduces ambiguity, and serves as a control mechanism that guides and shapes the attitudes and behavior of employees (Huey Yiing & Zaman Bin Ahmad, 2009; Abdul Rashid et al., 2003; Silverthorne, 2004). Similarly, Glazer et al. (2004), proposed that organizational culture can be a reflection of the individual values which reflect the level of individual commitment in the organization. Dwivedi et al. (2014), Manetje and Martins (2009) believe on the existence of a positive relationship between the culture and commitment in the organizations. Noticeable scholars in the field of organizational culture and commitment (Ahmed Shah et al., 2012; Austen & Zacny, 2015; Lok & Crawford 2004; Silverthorne, 2004) confirmed that there is a positive relationship between organizational culture and commitment, and found that employees' performance enhancement and commitment have been affected positively by organizational culture (Austen & Zacny, 2015; Lok & Crawford, 2004). It has been also recognized that the strength of the organizational culture increases the organizational commitment of the employees (Ahmed Shah et al., 2012; Austen & Zacny, 2015; Dwivedi et al., 2014). Moreover, the Literature shows that number of researchers argued that factors of innovative and supportive cultures have strong positive relationship with organizational commitment and job satisfaction, whereas factor of bureaucratic cultures have a negative relationship with the organizational commitment (Li, 2004; Lok & Crawford, 2004; Manetje & Martins, 2009; Abdul Rashid et al., 2003; Silverthorne 2004). Glazer et al. (2004), acknowledge

that the predictors and types of organizational commitment differ across national cultures. Manetje and Martins (2009) studied the relationship between the organizational culture and commitment in motor manufacturing employees in South Africa and found that there is a significant relationship between organizational culture and commitment. The results suggest that all organizational culture factors have a positive relationship with the employees' normative commitment with the exception of the existing achievement culture, the preferred power culture and the preferred support culture. However, the result reveals that there is a negative relationship between the organizational culture and normative commitment. Lok and Crawford (2004) demonstrated a comparison between the leadership behaviors in Hong Kong and Australia, and found that there are positive effects of innovative and supportive organizational cultures on organizational commitment and job satisfaction and found negative effects of initiating structure leadership on job satisfaction. They also found a significant variance between the two samples and found that Australian participants had higher mean scores on the dimensions of organizational culture, job satisfaction and organizational commitment.

Lok and Crawford (2001) advocated that subcultures would determine the behaviors or commitments of the employees in organizations which is derived from a strong culture. They found that subcultures are associated more strongly with organizational commitment than organizational culture. The findings also revealed that innovative and supportive cultures have positive effects on organizational commitment. However, bureaucratic culture affects organizational commitment negatively (Lok & Crawford, 2001). Abdul Rashid et al. (2003) observed a significant relationship between organizational culture and organizational commitment and highlighted the effects of organizational culture and organizational commitment on organizational performance. An interesting study accomplished by Al-Matari and Bin Omira (2015) tested the mediating effect of organizational commitment on the relationship between organizational culture and organizational performance, with a sample of public sector employees in KSA. The study revealed a partial mediating effect of organizational commitment on the relationship between organizational culture and organizational performance, it also proposed a positive and significant link between organizational culture and organizational performance. Moreover, Li (2004) confirmed that the effect of leadership behavior on organizational commitment is differed by the organizational culture in the Taiwanese context. In addition, it was found that organizational commitment might mediate the relationship between leadership behaviors and job satisfaction and performance. Consistently with the previous studies related to the Middle Eastern and Asian culture, Yousef (2000), examined the role of organizational commitment as a mediator of the relationships between leadership behavior with job satisfaction and employees' performance. Its result is extracted from different organizations in the United Arab Emirates and suggested that the employees who are more committed toward their organization are those who contribute in leadership behavior, which leads to their satisfaction. However, the employees who are less committed toward their organization are dissatisfied and are ready to leave their organization and move to the first work opportunity that will be available in other organizations, or at least they will be drawn from their organization emotionally or mentally. Consequently, the results of the previous studies indicated that factors like commitment and satisfaction are crucial indications for evaluating employees' intention to leave or withdrawn mentally from their organization.

From different perspective, Austen and Zacny (2015) studied the link between organizational culture, public service motivation and organizational commitment in public service sector, and found that there is a communal influence between public service motivation and organizational culture and that organizational culture moderates the influence of Public Service Motivation on organizational commitment. Similarly, Acar (2012), who studied the relationship between organizational culture, leadership styles and organizational commitment in Turkish logistics industry, found that employees, who belong to the culture of their organization and accept the organizations' objectives, are those who are more likely to be committed toward their organization. In the same context but in different field which is education, the samples were collected from five universities in Turkey. Top et al. (2015), tested the relationship between number of factors which are, paternalistic and servant leadership styles and national culture, organizational commitment and subordinate responses or reactions to the leaders' style. They confirmed that the

most significant relationship within these factors is the association between the national cultural reflection on the leadership and the organizational commitment. Moreover, Gokce et al. (2014), examined the effect of organizational culture on the relationship between perception of leadership style and commitment to the organization by identifying firstly how Turkish doctors perceived the leadership behavior at private hospitals and then assessing the level of their organizational commitment. They approved the significant positive relationship between perception of leadership style and the level of organizational commitment for the doctors.

Gokce et al. (2014), also found that there is no effect of the organizational culture as a moderator on the relationship between the leadership style and the level of organizational commitment, this result is inconsistent with the previous research conducted by Acar (2012), Top et.al. (2015), and Yousef (2000), who verified in their studies on the role of the organizational culture the relationship between leadership style and organizational commitment. From Asian perspective, Zhu et al. (2011), examined the effect of organizational culture on commitment and found a significant link between the commitment of Chinese schoolteachers, their well-being and the organizational culture. In the meantime, Meyer et al. (2010), proposed a consistent result with the previous research and confirmed the relationship between the level of affective commitment and the willingness to stay in the organization based on the changes of factor of organizational culture.

Krajcsák (2018) studied the relationship between the employee commitment and the organizational cultures with self-evaluation as a mediator variable. It has been found that the highest level of affective commitment can be observed within factor of clan culture and this type of culture can only be sustained in the long term if the employee of an organization possesses a high level of self-esteem. In summary, there has been a number of researches devoted to the relationship between organizational culture and organizational commitment across different industries and geographical regions, but the findings are not entirely consistent. Therefore, the current research planned to investigate the relationships between organizational culture and organizational commitment in Jordanian Hotel setting.

3. Research Model and Hypotheses

As mixed findings are observed in prior hypotheses, three hypotheses were proposed to test the relationships between the variables under investigation as shown in Fig. 1.

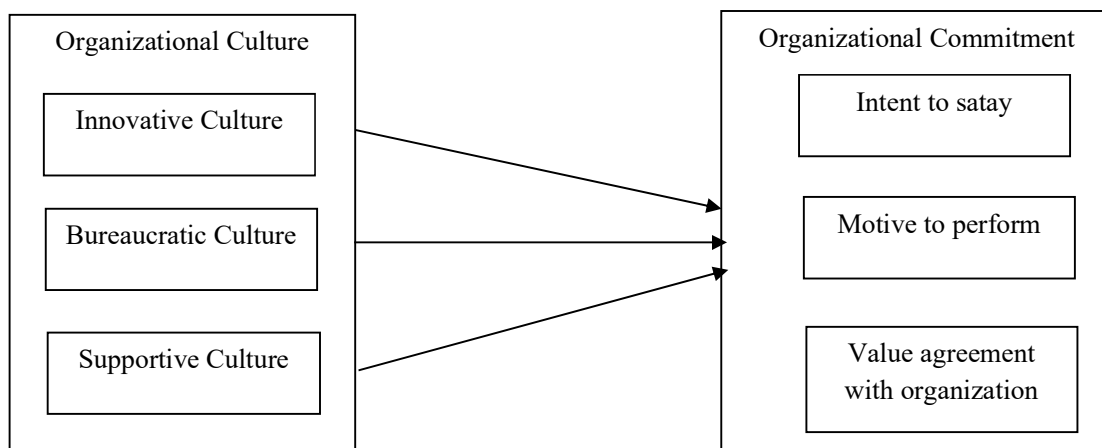


Fig. 1. Research Model

3.1. Research Hypotheses

H₁. Innovative culture predicts dimensions of organizational commitment.

H₂. Bureaucratic culture predicts dimensions of organizational commitment.

H₃. Supportive culture predicts dimensions of organizational commitment.

4. Methods

4.1. Sample and Procedure

A questionnaire survey was used to obtain measures of organizational culture and commitment. A convenience sampling approach was employed to collect data. The sample consisted of employees drawn from five stars, four- and three-stars' hotels located in Amman metropolitan region. A total of 248 usable questionnaires returns were obtained from the 300 questionnaires distributed, and used for the analysis, which represents a response rate of 73 percent.

4.2. Measurement Instrument

The survey instrument used in this research comprised two previously validated and well-established scales which are Wallach's (1983) (OCI), and the Mowday et al. (1982) (OCQ). Indeed, by reviewing the literature it has been found that there is a number of researchers, who proposed different instruments for measuring organizational culture, and there is a slight agreement about the most appropriate instrument. Therefore, the popular 24-item OCI proposed by Wallach (1983), has been used for the purpose of this research, the reason being that it was also used in Li's (2004), and Lok and Crawford (2004), Geldenhuys (2006). Wallach (1983) classified organizational culture dimensions as bureaucratic, innovative and supportive, and each of the three dimensions is assigned 8 items in the OCI. Respondents were asked about how they perceive their organization's culture. A five-point Likert scale was used, ranging from "1" Strongly Disagree to "5" Strongly Agree. The Mowday et al. (1982), (OCQ) is a well-established scale and has been used extensively by other researchers such as Lok and Crawford (1999), Khatib (1996). The instrument has 15 items and each item has a five-point Likert rating scale ranging from "1" Strongly Disagree to "5" Strongly Agree.

5. Results

To test the three proposed research hypotheses, H₁. Innovative culture predicts dimensions of organizational commitment. H₂. Bureaucratic culture predicts dimensions of organizational commitment. H₃. Supportive culture predicts dimensions of organizational commitment, SmartPLS3 was used in the current investigation. SmartPLS3 widely uses Structural Equation Modeling (SEM) techniques in management research. The data explored the three research hypotheses. Following a two-step analytical approach, the researchers first conducted the assessment of scale reliability, internal consistency, and convergent validity of the measurement scale as shown in Table 1. Then, the researchers evaluated the structural model. The three factors Intent to stay, Motive to perform, and Value agreement with the organization are interrelated constructs that can be combined together theoretically under an overall abstraction of organizational commitment (Mowday et al. 1982). Therefore, the researchers used second-order construct approach. It is becoming popular because it leads to the reduction of the model complexity and theoretical parsimony, it allows the operationalization on the basis of the first-order factors aspects which formed the second-order factor. Moreover, it allows working with multiple items that reflect a first-order factor (Gorsuch, 1983; Esposito Vinzi et al., 2010).

5.1. Measurement model results

For evaluating the convergent validity, which indicates the extent to which the items of a scale that are theoretically related should correlate highly, the researchers tested: (1) the composite reliability (CR) should be greater than 0.70 (Marcoulides & Chin, 2013), (2) the average variance extracted (AVE) should be greater than 0.50 (Fornell & Larcker 1984), and (3) all item loadings should be greater than 0.70 (Marcoulides & Chin, 2013). Table 1 summarizes the item loading, composite reliability, average variance extracted, mean, and standard deviation of the measures of the constructs of our research model. All three criteria of convergent validity were satisfying, as shown in Table 2, the composite reliability ranged from 0.87 to 0.95, and the AVEs from 0.61 to 0.77. The item loadings were all higher than 0.7.

Table 1
The results of item loadings

Construct	Loading	Mean	Standard Deviation	T-value
Innovative culture (CR= 0.90; AVE=0.61)				
Result – Oriented ← Innovative culture	0.789	0.792	0.023	34.039
Creative ← Innovative culture (1)	0.845	0.846	0.018	47.921
Stimulating ← Innovative culture (2)	0.797	0.796	0.035	22.695
Challenging ← Innovative culture (3)	0.851	0.851	0.019	43.878
Enterprising ← Innovative culture (4)	0.789	0.789	0.021	37.647
Bureaucratic culture (CR= 0.94; AVE=0.70)				
Hierarchical ← Bureaucratic culture (1)	0.778	0.780	0.037	21.009
Procedural ← Bureaucratic culture (2)	0.842	0.845	0.023	36.598
Structured ← Bureaucratic culture (3)	0.847	0.848	0.024	35.881
Ordered ← Bureaucratic culture (4)	0.871	0.870	0.020	43.913
Regulated ← Bureaucratic culture (5)	0.864	0.865	0.021	41.755
Established, Solid ← Bureaucratic culture (6)	0.844	0.843	0.023	37.049
Cautious ← Bureaucratic culture (7)	0.797	0.800	0.031	25.939
Supportive culture (CR=0.95; AVE=0.69)				
Collaborative ← Supportive culture (1)	0.861	0.862	0.024	36.513
Relationship - Oriented ← Supportive culture(2)	0.882	0.883	0.016	56.020
Encouraging ← Supportive culture (3)	0.887	0.889	0.016	55.320
Sociable ← Supportive culture (4)	0.744	0.743	0.041	17.945
Personal Freedom ← Supportive culture (5)	0.779	0.780	0.029	26.413
Equitable ← Supportive culture (6)	0.888	0.889	0.019	47.606
Safe Working Environment ← Supportive culture (7)	0.787	0.787	0.030	26.510
Trusting ← Supportive culture (8)	0.796	0.797	0.030	26.134
Motive to perform (CR=0.91; AVE=0.67)				
I am willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful. ← Motive to perform (1)	0.858	0.858	0.022	39.103
I talk up this hotel to my friends as a great hotel to work for ← Motive to perform (2)	0.885	0.886	0.022	41.158
This hotel really inspires the best in me in the way of job performance ← Motive to perform (3)	0.902	0.903	0.015	60.188
For me, this is the best of all hotels for which to work ← Motive to perform (4)	0.773	0.776	0.037	20.966
Value agreement (CR=0.90; AVE=0.70)				
I find that my values and the hotel's values are very similar ← Value agreement (1)	0.780	0.781	0.028	27.747
I am proud to tell others that I am part of this hotel ← Value agreement (2)	0.851	0.851	0.021	40.035
I am extremely glad I chose this hotel to work for over others I was considering at the time I joined ← Value agreement (3)	0.870	0.872	0.018	49.491
Often, I find it difficult to agree with this hotel's policies on important matter relating to its lecturers ← Value agreement (4)	0.851	0.851	0.020	41.596
I really care about the fate of this hotel ← Value agreement (5)	0.780	0.781	0.028	27.747
Intent to stay (CR=0.87; AVE=0.77)				
It would take very little change in my present circumstances to cause me to leave this hotel ← Intent to stay (1)	0.814	0.814	0.042	19.293
Deciding to work for this hotel was a definite mistake on my part ← Intent to stay (2)	0.831	0.831	0.005	32.032

Discriminant validity is the extent to which the measure is not a reflection of some other variables. For assessing discriminant validity, this study adopted the criteria suggested by Gefen and Straub (2005). It required the square root of the average variance extracted (AVE) for a construct to be greater than its correlation with other constructs in the model. Table 2 represents the square root of AVE for each construct, while the off-diagonal elements are correlations between constructs. These results are indicated by low correlations between the measure of interest and the measures of other constructs.

Table 2
Fornel-Larcker criterion

	Bureaucratic	Innovative	Intent to	Motive to	Supportive	Value
Bureaucratic culture	0.835					
Innovative culture	0.646	0.779				
Intent to stay	0.631	0.547	0.875			
Motive to perform	0.655	0.561	0.806	0.816		
Supportive culture	0.583	0.708	0.687	0.710	0.830	
Value agreement	0.591	0.495	0.717	0.767	0.648	0.839

In addition, the researchers tested discriminant validity by running Heterotrait-monotrait (HTMT) criterion test. Table 3 represents the output of HTMT analysis. The results indicated that all the values in Table 3 are less than 0.85 which means there is no discriminant validity problems according to the HTMT criterions.

Table 3
HTMT results

Construct	Bureaucratic culture	Innovative culture	Intent to stay	Motive to perform	Supportive culture
Innovative culture	0.72				
Intent to stay	0.76	0.68			
Motive to perform	0.71	0.63	0.80		
Supportive culture	0.61	0.79	0.81	0.77	
Value agreement	0.66	0.57	0.79	0.81	0.71

5.2. Structural model results

The research model assessment was based on hypotheses testing which include path coefficient estimation, the variance explained (R2 value), and statistical significance as shown in Fig. 2. The factor loadings on the second-order factors are ranging between .76 and .88 and suggest good formation of the second order construct.

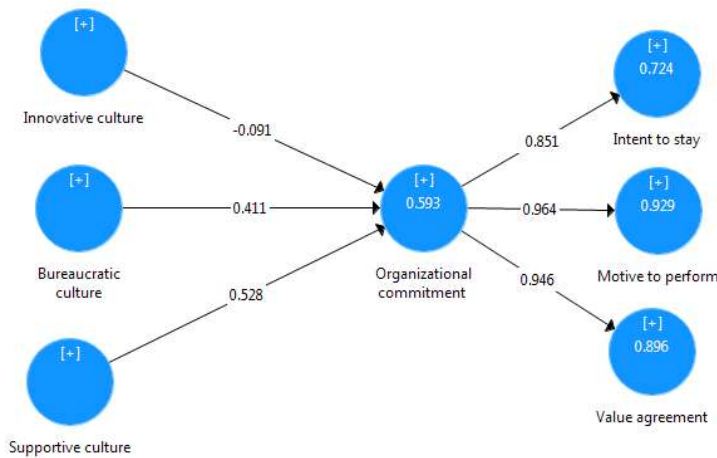


Fig. 2. Relationships between variables in the research model

Table 4 shows the results of the hypothesized structural model, including the R^2 , estimated path coefficients, F square, corrected bias CI , t -values, and p -Value. Based on the model performance statistics, the proposed model has a good fit to the data. Bootstrapping was used to test the significance of each path (Hair Jr et al., 2016). The model explains 59% of the variance in organizational commitment. The significant antecedents were bureaucratic culture and supportive culture with path coefficients at 0.411 and 0.528, respectively. This provides support for H_2 and H_3 .

Table 4

Results of Partial least square- structural equation modeling (PLS-SEM)

Hypothesized Relationship	Path Coefficient	Bias Corrected CI	F Square	T Value	P Values	Conclusion
Bureaucratic culture → Organizational commitment	0.411	0.411	0.228	6.112	0.000	Accept H1
Innovative culture → Organizational commitment	-0.091	-0.086	0.008	1.559	0.120	Reject H2
Supportive culture → Organizational commitment	0.528	0.525	0.322	6.672	0.000	Accept H3

6. Discussion

This study has investigated the effect of organizational culture types (Innovative, Bureaucratic, and Supportive) on organizational commitment construct in Jordanian hotels. The result revealed that there is a significant effect of two types of organizational culture “Bureaucratic, and Supportive” on the organizational commitment construct, which supports the hypotheses one and three. However, the result has shown that there is no significant effect of Innovative culture on the organizational commitment construct, which does not support hypothesis 1.

The result of second hypothesis “Bureaucratic culture predicts dimensions of organizational commitment” is inconsistent with the literature and the previous studies conducted by Li (2004), Lok and Crawford (2004) and Lok and Crawford (1999, 2001), who proposed that bureaucratic culture has a negative relationship with organizational commitment. This outcome is in agreement with the suggested finding by Wallach (1983), who also reveals that a bureaucratic culture has negative relationship with the employees' commitment which often produces lower level of employees' commitment. The unexpected result of the current research in regard to the positive relationship between the “bureaucratic” organizational culture and employees' commitment, refers to the different environment culture between the Middle Eastern culture, mainly Jordan, and the Western culture. The power distance factor is higher with the Middle Eastern culture employees than Western culture employees which is proposed by Hofstede et al. (2005). This result may also indicate that Jordanian employees are facing a difficulty to find another job because of the economic instability; therefore, they are more committed to their work comparing to employees from different culture which has a stable economy.

The result also exposes that the third hypothesis is supported and confirmed “Supportive culture predicts dimensions of organizational commitment” with path coefficients of 0.528. This result is aligned with the previous studies (e.g. Li 2004, Lok & Crawford 2004, Manetje & Martins 2009, Abdul Rashid et al. 2003, Silverthorne 2004), that confirmed the positive and significant relationship between the supportive culture and the dimensions of organizational commitment construct. Therefore, this consistency in the current research with the previous literature confirmed the effect of the supportive environment on higher level of employee commitment. In addition, it has been approved that the employees from Middle Eastern and Western culture have the same indication of commitment toward their organization when they work in a supportive environment.

On the other hand, the current research result does not verify hypothesis 1 “Innovative culture predicts dimensions of organizational commitment”. This is an inconsistent outcome with the previous studies (e.g. Li, 2004; Lok & Crawford, 2004; Manetje & Martins, 2009; Abdul Rashid et al., 2003; Silverthorne, 2004), which confirmed that “Innovative” culture dimension has a significant relationship with organizational commitment construct. This refers to the employees who belong to the collectivist culture where the group objective is considered by the individual as priority (Hofstede et al., 2005). In conclusion, this

research model explains only 59% of the variance in organizational commitment, which means that there are other factors that may have an effect on the organizational commitment in addition to organizational culture, such as performance (Al-Matari & Bin Omira, 2015; Abdul Rashid et al., 2003; Gelade & Young, 2005), satisfaction (Yousef, 2000; Li, 2004; Lok & Crawford, 2004; Manetje & Martins, 2009; Huey Yiing, & Zaman Bin Ahmad, 2009; leadership Lok & Crawford, 2004; Li, 2004; Acar, 2012; Top et al., 2015; Gokce et al., 2014; Zhu et al., 2011; Daft, 2005; Lok & Crawford, 2004; Silverthorne, 2004).

7. Conclusion

The present research concludes that the organizational commitment was affected by Bureaucratic and supportive organizational culture types. The result examined three research hypotheses, the “Innovative, bureaucratic, and supportive” culture dimensions. The study result supports hypotheses 2 and 3, and rejects hypothesis 1. It indicates that the Jordanian employees who are working in a bureaucratic and supportive hotel environment are more committed to their organizations. However, the employees who are working in an innovative environment are less committed toward their organizations. Therefore, the research model predicts that 59% of the variance in organizational commitment is caused by the organizational culture dimensions, and proposed that there are other factors that may have an influence on organizational commitment such as “performance, satisfaction and leadership”.

Moreover, this research results have revealed that the employees from Middle Eastern and western culture have common opinions towards the positive relationship between supportive organizational culture with organizational commitment. However, the result shows there is a disagreement between the study population and Western employees in regards to the effect of bureaucratic and innovative dimensions on the employees' commitment.

8. Limitations and Future Research

This study has several limitations. First, because of the convenience sample, the population of this study was not optimally diverse. A larger, more diverse sample in terms of age, ethnicity, gender and education may help future research have more robust results. The sample used was accepted to be adequate for this study. However, a larger and more diverse pool for the sample would improve the generalization of the implied findings. Second, this study proposed the effects of Organizational Culture on Organizational Commitment in hotel industry. A future extension of this research would be the inclusion of more dependent variables, such as employees' satisfaction, employees' intensives, and leadership style. Third, this study only investigated hotel employees' opinions about organizational commitment. Future research may investigate hotel managers' opinions about employees' organizational commitments.

9. Managerial Implications

This study findings provide some insights and guidance for managers who are looking for developing the effectiveness of their employees' commitment. Past researches examined the effect of organizational culture component of innovative, bureaucratic, and supportive, and concluded that these components have impacts on the employees' commitment. However, the findings of this study proposed that the employees who are encouraged to practice the culture of bureaucratic and supportive are found to be more committed to their work. Moreover, it is important to the managers to understand that the employees who believe in the supportive culture and trust on group success are more willing to be committed to their organization. Therefore, managers in the hotels are also invited to pay more attention to culture orientation when applying the employees' selection process. The findings of this study confirmed that organizational culture of innovative has no effect on the employees' commitment. Thus, managers in the hotel should motive their employees to be innovative, enterprising, and creative which may make them to be more committed to their organization. Hence a lower turnover behavior among the hoteliers may be shown.

References

- Abdul Rashid, Z., Sambasivan, M., & Johari, J. (2003). The influence of corporate culture and organisational commitment on performance. *Journal of Management Development*, 22(8), 708-728.
- Acar, A. Z. (2012). Organizational culture, leadership styles and organizational commitment in Turkish logistics industry. *Procedia-Social and Behavioral Sciences*, 58, 217-226.
- Ahmed Shah, S. M., Memon, M. S., & Phulpoto, A. (2012). The impact of organizational culture on the organizational commitment: A study of faculty members of public sector universities of Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 3(9), 991-1003.
- Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 49(3), 252-276.
- Al-Matari E. M., & Omira, O. D. B. (2015). The mediating effect of organizational commitment on the relationship between organizational culture and organizational performance in public sector: Evidence form KSA. *International Journal of Business and Management Science*.
- Arnold, J., Silvester, J., Cooper, C. L., Robertson, I. T., & Patterson, F. M. (2005). *Work psychology: Understanding human behaviour in the workplace*. Pearson Education.
- Austen, A., & Zacny, B. (2015). The role of public service motivation and organizational culture for organizational commitment. *Management*, 19(2), 21-34.
- Bagraim, J. J. (2001). Organisational psychology and workplace control: the instrumentality of corporate culture. *South African Journal of Psychology*, 31(3), 43-49.
- Bagraim, J., & Werner, A. (2007). *Organisational behaviour: A contemporary South African perspective*. Van Schaik.
- Brown, A. (1998). *Organizational Culture* (Financial Times Pitman Publishing).
- Buenger, V. (2000). The Character of the Corporation: How Your Company's Culture Can Make or Break Your Business. *Personnel Psychology*, 53(1), 250.
- Cole-Henderson, B. (2000). Organizational characteristics of schools that successfully serve low-income urban African American students. *Journal of Education for Students Placed at Risk (JESPAR)*, 5(1-2), 77-91.
- Daft, R. L., & Lane, P. G. (2005). *The leadership experience* (3rd). Mason, Ohio: Thomson South-Western.
- Deal, T. E., & Kennedy, A. A. (1982). *Corporate Cultures* Reading, MA.
- Dwivedi, S., Kaushik, S., & Luxmi. (2014). Impact of organizational culture on commitment of employees: An empirical study of BPO sector in India. *Vikalpa*, 39(3), 77-92.
- Esposito Vinzi, V., Chin, W. W., Henseler, J., & Wang, H. (2010). *Handbook of partial least squares: Concepts, methods and applications*. Heidelberg, Dordrecht, London, New York: Springer.
- Fornell, C., & Larcker, D. F. (1984). Misapplications of simulations in structural equation models: Reply to Acito and Anderson. *Journal of Marketing Research*, 21(1), 113-117.
- Freeman, S. J., & Cameron, K. S. (1991). Cultural congruence, strength and type: Relationships to effectiveness. *Research in Organizational Change and Development*, 5-52.
- Gefen, D., & Straub, D. (2005). A practical guide to factorial validity using PLS-Graph: Tutorial and annotated example. *Communications of the Association for Information systems*, 16(1), 5.
- Glazer, S., Daniel, S. C., & Short, K. M. (2004). A study of the relationship between organizational commitment and human values in four countries. *Human Relations*, 57(3), 323-345.
- Gokce, B., Guney, S., & Katrinli, A. (2014). Does doctors' perception of hospital leadership style and organizational culture influence their organizational commitment?. *Social Behavior and Personality: An International Journal*, 42(9), 1549-1561.
- Gelade, G. A., & Young, S. (2005). Test of a service profit chain model in the retail banking sector. *Journal of Occupational and Organizational Psychology*, 78(1), 1-22.
- Geldenhuys, T. (2006). *Organisational culture as a predictor of performance: A case study in Liberty life* (Doctoral dissertation, University of Pretoria).
- Gorsuch, R. L. (1983). *Factor analysis*. Lawrence Erlbaum. Hillsdale, NJ.

- Hackett, R. D., Lapiere, L. M., & Hausdorf, P. A. (2001). Understanding the links between work commitment constructs. *Journal of Vocational Behavior*, 58(3), 392-413.
- Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage publications.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2005). *Cultures and organizations: Software of the mind* (Vol. 2). New York: McGraw-hill.
- Huey Yiing, L., & Zaman Bin Ahmad, K. (2009). The moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance. *Leadership & Organization Development Journal*, 30(1), 53-86.
- Khatib, T. M. (1996). Organizational culture, subcultures, and organizational commitment.
- Krajcsák, Z. (2018). Relationships between employee commitment and organizational cultures: a theoretical framework. *International Journal of Organizational Analysis*, 26(3), 398-414.
- Li, Y. C. (2004). Examining the effect of organization culture and leadership behaviours on organizational commitment, job satisfaction, and job performance at small and middle-sized firms of Taiwan. *Journal of American Academy of Business*, 5(1/2), 432-8.
- Lok, P., & Crawford, J. (1999). The relationship between commitment and organizational culture, subculture, leadership style and job satisfaction in organizational change and development. *Leadership & Organization Development Journal*, 20(7), 365-374.
- Lok, P., & Crawford, J. (2001). Antecedents of organizational commitment and the mediating role of job satisfaction. *Journal of Managerial Psychology*, 16(8), 594-613.
- Lok, P., & Crawford, J. (2004). The effect of organisational culture and leadership style on job satisfaction and organisational commitment: A cross-national comparison. *Journal of Management Development*, 23(4), 321-338.
- Luthans, F., McCaul, H. S., & Dodd, N. G. (1985). Organizational commitment: A comparison of American, Japanese, and Korean employees. *Academy of Management Journal*, 28(1), 213-219.
- Manetje, O., & Martins, N. (2009). The relationship between organisational culture and organisational commitment. *Southern African Business Review*, 13(1), 87-111.
- Marcoulides, G. A., & Chin, W. W. (2013). You write, but others read: Common methodological misunderstandings in PLS and related methods. In *New perspectives in partial least squares and related methods* (pp. 31-64). Springer, New York, NY.
- Martin, J. (1992). *Cultures in organizations: Three perspectives*. Oxford University Press.
- Martins, N., & Martins, E. (2003). Organisational culture. *Organisational Behaviour: Global and Southern African Perspectives*. Cape Town: Pearson Education South Africa, 379-400.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61(1), 20-52.
- Meyer, J. P., Stanley, D. J., Jackson, T. A., McInnis, K. J., Maltin, E. R., & Sheppard, L. (2012). Affective, normative, and continuance commitment levels across cultures: A meta-analysis. *Journal of Vocational Behavior*, 80(2), 225-245.
- Meyer, J. P., Hecht, T. D., Gill, H., & Topolnytsky, L. (2010). Person-organization (culture) fit and employee commitment under conditions of organizational change: A longitudinal study. *Journal of Vocational Behavior*, 76(3), 458-473.
- Mowday, R.T., Porter, L.W. and Steers, R.M. (1982). *Employee-Organization Linkages: The Psychology of Commitment, Absenteeism and Turnover*. Academic Press, New York.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224-247.
- Quinn, R. E., & Cameron, K. (1983). Organizational life cycles and shifting criteria of effectiveness: Some preliminary evidence. *Management science*, 29(1), 33-51.
- Riketta, M. (2005). Organizational identification: A meta-analysis. *Journal of Vocational Behavior*, 66(2), 358-384.

- Robbins, S. P., & Robbins, S. P. (2008). *Organisational behaviour* (pp. 574-607). Frenchs Forest, NSW: Pearson Education Australia.
- Schein, E. H. (1985). How culture forms, develops, and changes. *Gaining Control of the Corporate Culture*, 17-43.
- Silverthorne, C. (2004). The impact of organizational culture and person-organization fit on organizational commitment and job satisfaction in Taiwan. *Leadership & Organization Development Journal*, 25(7), 592-599.
- Top, S., Öge, E., Atan, Ö., & Gümüş, S. (2015). Investigation relational levels of intensity between paternalistic and servant leadership styles and national culture, organizational commitment and subordinate responses or reactions to the leaders style. *Procedia-Social and Behavioral Sciences*, 181, 12-22.
- Wallach, E. J. (1983). Individuals and organizations: The cultural match. *Training & Development Journal*, 37, 29-36.
- Wang, L., Bishop, J. W., Chen, X., & Dow Scott, K. (2002). Collectivist orientation as a predictor of affective organizational commitment: A study conducted in China. *The International Journal of Organizational Analysis*, 10(3), 226-239.
- Yousef, D. A. (2000). Organizational commitment: A mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western country. *Journal of managerial Psychology*, 15(1), 6-24.
- Zhu, C., Devos, G., & Li, Y. (2011). Teacher perceptions of school culture and their organizational commitment and well-being in a Chinese school. *Asia Pacific Education Review*, 12(2), 319-328.



© 2020 by the authors; licensee Growing Science, Canada. This is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC-BY) license (<http://creativecommons.org/licenses/by/4.0/>).