

IMPACT OF CULTURAL DIMENSIONS ACCORDING TO HOFSTEDE MODEL ON ORGANIZATIONAL COMMITMENT OF THE MIDDLE MANAGEMENT AT JORDANIAN PRIVATE UNIVERSITIES

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ABSTRACT

This study aimed at identifying the impact of cultural dimensions according to Hofstede Cultural Model (power distance, uncertainty avoidance, individualism versus collectivism and masculinity versus femininity) on the organizational commitment of the middle management at Jordanian private universities. A questionnaire was developed and distributed to a sample of (182) members, total of (120) completely answered questionnaires were returned back at 66% response rate. Following to data analysis and hypotheses testing the study concluded that there is statistically significant impact ($\alpha \leq 0.05$) of collective cultural dimensions on organizational commitment, the study also revealed an accepted level of existence of collective cultural dimensions and also an accepted level of organizational commitment of the middle management of Jordanian private universities.

Keywords: organizational culture, cultural dimensions, organizational commitment, power distance, uncertainty avoidance, individualism, collectivism, masculinity and femininity.

1. Introduction

Culture plays a vital role in influencing individuals working in the organization, where it creates pressure on the individuals working in the organization in order to achieve forward thinking in a manner consistent with the dominant culture. Culture contributes to finding a separate identity for the members of the organization and contributes to the creation of commitment among employees, as it is considered as a guide for the appropriate conduct and enhances the stability of the organization as a social system, and finally organizational culture serves as a reference frame for judging organizational behavior and explaining social activities (Alrakhimi, 2000). The results of research showed that "the cultural values and beliefs of employees affect their attitudes and their organizational behaviors including their organizational commitment" (Hanafi, et al, 2002, p 265). The results of studies carried out by Hofstede (1991), when he surveyed 116 thousand workers at IBM company in various branches in the world and deployed in different cultural and geographic regions, showed that cultures vary according to four dimensions: Power Distance, Uncertainty Avoidance, Individualism Vs Collectivism, and Masculinity Vs Femininity (Lasserre, 2003, P.290).

As for the organizational commitment, it has been defined by (Greenberg & Baron, 2004, P.215) as "that psychological connection felt by the individual toward his organization, relating to the degree of individual's integration into the organization and his interest to continue working in it, and thus an individual reflects the adoption of attitudes and values of the organization. It was also defined by (Allen & Meyer, 1990, P. 14) as "the extent of the integration of the individual in the organization in which he works, and being an important variable for understanding the behavior of individuals within the organization. Accordingly, this study was carried out in order to verify the impact of cultural dimensions according to Hofstede model on organizational commitment, which were applied on the middle management at the Jordanian private universities.

2. Research Problem

Figures from the Jordanian Department of Statistics for the three previous years indicate the existence of a relatively high career turnover rates in the education sector. The report pointed out that the reason beyond work leaving of 33% was attributed to the working conditions and its nature which was the highest percentage among the other reasons for leaving, and 8.4% of those who leave work do so before providing replacement (the website of the Department of Statistics, 2011). The literature of organizational behavior has addressed the important role played by organizational culture in influencing the behavior of individuals and groups, the degree of organizational coherence among them, and their relationships in that environment that. The results of a study by (Nelson & Quick, 1996, P. 19) showed the existence of the effect of the cultural implications on the administrative behavior of individuals, whether that behavior begins with such implications or is under their influence. From here came the main problem of the study, which is seeking to measure the impact of cultural dimensions by Hofstede model on organizational commitment of the middle management at Jordanian private universities, through answering the following questions:

1. What is the nature of organizational culture prevailing in the Jordanian private universities, according to the four cultural dimensions identified by Hofstede model?
2. What is the nature of organizational commitment prevailing at middle management in the surveyed universities?
3. Is there a statistically significant impact of cultural dimensions according to Hofstede model on organizational commitment at middle management in the surveyed universities?

3. Importance of the study

The importance of the current study stems from the importance of the subject of the organizational culture and the correct understanding of its dimensions, and its impact on organizational commitment, because the correct understanding of the prevailing cultural dimensions enables the management of the surveyed universities as well as the concerned managers to enhance organizational commitment, what helps in creating a stable work environment that leads to the optimal utilization of resources, improve processes, reduce errors and to keep pace with environmental developments because that organizational commitment is a source of positive feeling of an individual towards the organization in which it operates, loyalty to it and thus achieving its goals. Accordingly, the practical significance of the study is that it provides a tool that assists managers in measuring the level of organizational commitment of employees in these universities.

4. The objectives of the study

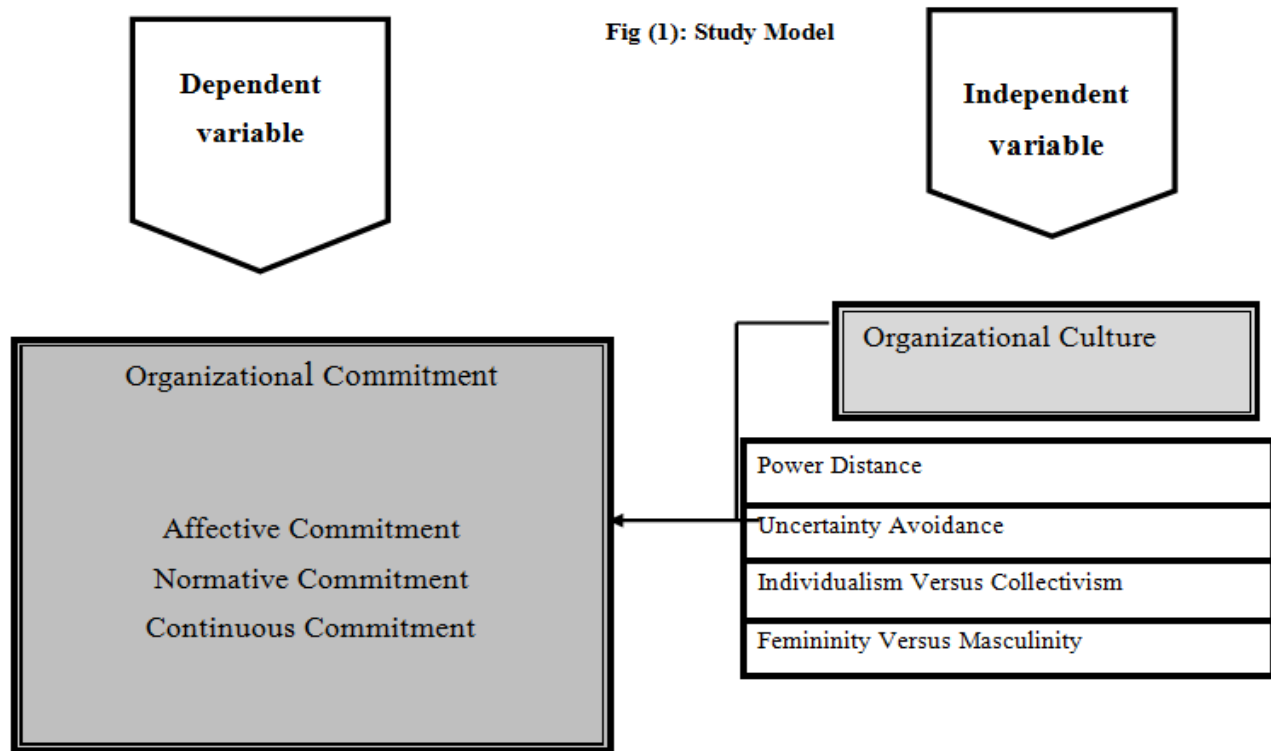
The current study aimed at identifying the impact of cultural dimensions according to Hofstede model on organizational commitment of the middle management at Jordanian private universities. It also aimed at identifying the reality of cultural dimensions according to Hofstede model in the Jordanian private universities and to verify the level of the prevailing organizational commitment in those universities.

5. Study model and variables

5.1.Independent Variable

This is represented by organizational culture according to the model developed by (Hofstede, 1991) as stated in the study of (Lasserre, 2003, P.290-291). The independent variable consisted of the following cultural dimensions: (Power Distance, Uncertainty Avoidance, Individualism Vs Collectivism, Masculinity Vs Femininity). The dependent Variable was represented by organizational commitment. Researchers adopted the following three dimensions addressed by the (1990 Allen & Mayer,) to measure this variable, namely (Effective Commitment, Normative Commitment, and Continuous Commitment).

The following study model was built in light of the literature of the study, its variables consistently with the title of the study which refers to identifying the impact of the cultural dimensions on organizational commitment.



Source: prepared by researchers in light of (Hofstede, 1991; Allen & Meyer, 1990) study.

6. Hypotheses of the study

- **H01: First main hypothesis**

There is no statistical evidence (at the level of significance $\alpha \leq 0.05$ $\mu = 3.5$) on the existence of an acceptable level of availability of cultural dimensions (power distance, uncertainty avoidance, Individualism Versus Collectivism, Femininity Versus Masculinity) at middle management in Jordanian private universities.

- **H02: second main hypothesis**

There is no statistical evidence (at the level of significance $\alpha \leq 0.05$ $\mu = 3.5$) on the existence of an acceptable level of organizational commitment (with its dimensions: Affective Commitment, Normative Commitment, Continuous Commitment) at middle management in Jordanian private universities.

- **H03: Third main hypothesis**

There is no statistically significant impact at the level of significance ($\alpha \leq 0.05$) for the cultural dimensions according to Hofsted model on organizational commitment at middle management in Jordanian private universities.

From this main hypothesis, the following four sub-hypotheses have emerged:

H03.1: First sub-hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 0.05$) for the cultural dimension “Power Distance” on organizational commitment at middle management in the Jordanian private universities.

H03.2: Second sub-hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 0.05$) for the cultural dimension “Uncertainty Avoidance” on organizational commitment at middle management in the Jordanian private universities.

H03.3: Third sub-hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 0.05$) for the cultural dimension "Individualism Versus Collectivism" on organizational commitment at middle management in the Jordanian private universities.

H03.4: Fourth sub-hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 0.05$) for the cultural dimension "Femininity Versus Masculinity" on organizational commitment at middle management in the Jordanian private universities.

7. Theoretical framework

7.1 Organizational Culture

In the past organizations were administered by Monolithic culture, where managers were seeking to achieve the vision and mission of the organization through the imposition of one culture within it (Salem, 2008). But in the midst of rapid changes taking place in the world today, especially the big shift towards globalization and its challenges imposed on these organizations such as open markets and the removal of restrictions between countries, as well as the existence of huge plurality in organizations' workforce, it has become necessary for organizations to adopt a culturally flexible model that accept multicultural human resources. Thus, these changes commend the important role played by the organization in seeking for excellence and adapt to developments in the surrounding environment (Edewor & Aluko, 2007, P.189). In this regard, behavior scientists agree on the importance of the prominent role played by organizational culture in shaping different behavior patterns of individuals, groups and organizations (al-Tai, and al-Nofal -2003, p 42). The organizational culture in any organization is considered as an important force for social control, where the prevailing culture in the organization draws the general framework for the behavior of individual employees, and establishes clear boundaries of acceptable and prohibited ones, and so it represents behavioral importance that grants the interaction of individuals in the organization strength and harmony.

Accordingly, the individual is controlled to some degree in his actions and relations by the cultural content of the group to which he belongs. The organizational culture is a subculture of the general culture of the society in which it operates (Osman, 2004, p 153). Culture is defined by many researchers as "a set of assumptions, beliefs, values, norms and standards espoused by members of the organization and shared by them, which determines the acceptable behavior, and which serves as the human environment where employee undertakes its duties" (Daft, 2006, P.587). It is defined by (Crawford & Lok, 2004, P. 498) as "the basic pattern of assumptions, values and shared beliefs that defines the method of thinking, problems solving and dealing with opportunities facing the organization, and that it determines important and non-important behaviors within the organization". Many researchers and writers such as (Stetieh 2004, p 233) (al-Maghribi, 2002, p 461) consider culture like any other social phenomenon which is characterized by the following characteristics:

1. Culture is acquired: it is not innate or genetic, but acquired by individual from the social milieu that surrounds it.
2. Culture is transitive: this means that it is a social heritage learnt by an individual, and transfers from generation to generation through the process of socialization, and from society to another society through a process of acculturation.
3. Flexibility and adaptability: where cultural components are flexible and adaptable to the demands of the individual's psychological, physical and mental needs and it is in line with cognitive developments and other cultures.
4. Culture is integrative: culture composites of moral and intellectual elements that interrelate with each other in a certain format.
5. Cumulative continuity of culture: where every generation hands it over to subsequent generation after carrying out some modifications, which facilitates the emergence of new cultural patterns.
6. Culture is humanitarian: it belongs to human only because it is the product of mental and conscious perception.

7.2 Cultural Dimensions

(Lasserre, 2003, P.290-291) has mentioned the results of the studies carried out by (Hofstede, 1991) when he surveyed 116 thousand employees working at IBM in different company's branches all over the world. When Hofstede asked those employees about the best leadership pattern they prefer, and work values as associated to the nationality of the employee, he found that cultures vary according to four dimensions, as follows:

- **Power Distance:** whereas societies of High Power Distance accept High Power Distance in organizations, and the members of such societies show great respect to higher authorities, while in societies with Low Power Distance the organizations show low degree in power distance and we find in such organizations equality in authority distribution, and we also find democracy in social control where individuals here follow the manager only when they feel it is right or when they feel threatened from outside the organization.
- **Uncertainty Avoidance:** here, communities vary and thus organizations vary because they accept ambiguity, uncertainty and risk. Communities that do not accept ambiguity are characterized by their attempt to achieve accurate planning in order to organize environment, while communities with higher level of risk acceptance are characterized by increased level of stress and anxiety because the individuals of such communities feel that they are threatened as a result of uncertainty and ambiguity, thus seek for a mechanism that provides them with security and safety, and following official rules in order to control behaviors. The employees of such community are characterized by Low Work Mobility and permanent jobs.
- **Individualism Vs Collectivism:** in some communities, individuals are interested in self-interest and demonstrate initiatives towards individual achievement, while on other hand there are communities prefer public interest, and thus, the importance of teamwork appears.
- **Masculinity Vs Femininity:** This dimension refers to the extent of bias of the values in a specific cultural environment to man or woman. When a society clearly favors between the activities of men and women, it's called a masculine community, and here the concern touches the physical aspects of the work, and communities here tend to compete and support the sovereignty of man. In contrast, communities described as "Feminist community" are characterized as supporters of women's values and do not differentiate into roles, and believe in equality between men and women, and behaviors characterize by non-aggressive in competition, and focus on the quality of life of individual, and also show interest in the humanitarian aspects of the work.

7.3 Organizational Commitment

Organizational commitment expresses the attitude of the individual towards the organization, who holds a strong desire to remain a member of the organization, and also shows a commitment to make additional efforts at work. Individuals who are committed to their organizations are considered as a source of strength that enables the organization to survive and face other organizations. It has been defined by (Greenberg & Baron, 2004, P.215) as "that psychological connection felt by the individual toward his organization, relating to the degree of individual's integration into the organization and his interest to continue working in it, and thus an individual reflects the adoption of attitudes and values of the organization. It was also defined by (Allen & Meyer, 1990, P. 14) as "the extent of the integration of the individual in the organization in which he works, and being an important variable for understanding the behavior of individuals within the organization.

7.3.1 Dimensions of Organizational Commitment

Literature suggests that there are different dimensions of organizational commitment but not one dimension, as the majority of researchers disagreed in determining these dimensions, despite their agreement on their plurality (Khairuddin, 2012, p 25). Despite this, similarity has been found in the contents of these dimensions between researchers. Among the most prominent dimensions of organizational commitment, which have been relied upon in this study, what stated by (Allen & Meyer, 1990) as follows:

- **Effective Commitment:** It is based on a sense of psychological belonging and adhesion to organization, which expresses the extent of the individual's desire to continue to work in the organization for being consistent with its goals and values and has a desire to participate in achieving of such goals through mental readiness to follow certain procedures in the work. In other words, this commitment is affected by degree of realization of the individual characteristics that distinguish his work, as this aspect of commitment is influenced by the degree of individual's awareness of the features of his work and also influenced by the degree to which an individual feels that his organizational environment in which it operates allows him to participate actively in the course of decision-making, and also this aspect is characterized by self-assessment carried out by the individual to achieve work requirements.
- **Normative Commitment:** it refers to the individual's feeling that he is committed to remain working in the organization due to pressure from others. This commitment is a moral obligation, even if at the expense of the employee himself. This feeling is reinforced by the support provided by the organization to its employees, and allowing them to participate and interact at work. This commitment expresses high moral link, and followers of this approach are characterized by working in accordance with the requirements of conscience and the public interest (Wiener, 1982).
- **Continuous Commitment:** Here the commitment of individual is controlled by perceived cost or loss that would result from leaving work. Many individuals do not want to lose the benefits such as pension plans and close friendships within the organization. In other words, this kind of commitment is associated with the value of the investment (benefit) that could be achieved if the individual continues working in the organization, versus what he may lose if he decides to join other organization.

8. Literature review

- Duwaila's study (2007), entitled: "The impact of organizational culture on the performance of employees in the Kuwaiti industrial companies": The study aimed to identify the impact of organizational culture on the performance of employees in the in the Kuwaiti industrial companies, where Handy model (Handy, 1986) for the types of culture was applied which refers to the (role of culture, culture of power, culture of mission, and culture of the individual). The study population included employees in the executive departments in industrial companies listed on the Kuwait Stock Exchange, consisting of (23) companies, and 1000 employees. A random sample consisting of (211) employees was selected. In the light of the statistical analysis of data the results of this study showed the existence of statistically significant effect of the prevailing culture of the organization on the performance of employees in Kuwaiti industrial companies. The results also showed that the culture of the role is the most applied culture by individuals of the sample, while the culture of the power was the least applied culture.

- Al-Shalawi's study (2005), entitled: "The organizational culture and its relationship to organizational belonging": a field study on the employees of King Khalid college in Saudi Arabia. As the study aimed to identify the level of prevailing organizational culture and its relationship to the level of prevailing organizational belonging under different personal characteristics and functions. The study population consisted of (215) employees including 112 civil servants, and (103) military employees. (156) questionnaires were distributed. After analysis of the responses, the study found a high level of prevailing organizational culture in the college. The results also showed a strong relationship between prevailing organizational culture and the organizational belonging.
- Al-Waqfi's study (2004), entitled: "The development of organization's culture of to improve institutional performance in the Jordanian commercial banks." This study addressed the culture of the organization at the level of managers in the Jordanian commercial banks. The study population consisted of two main parts. The main study's population consisted of all Jordanian licensed commercial banks, consisting of (16) banks, the secondary population of the study consisted of the customers of those banks in the region of Amman Municipality. This study addressed the culture from two aspects: the visible culture represented by the material aspect such as buildings, equipments, rituals and language and other components, and the invisible culture represented by two aspects. First on is behavioral (prevailing values) such as the attitude regarding the change and organizational loyalty, and the second is moral which includes customs, traditions and beliefs. Also the dependent variable (performance) consisted of two aspects: quantitative and qualitative aspects. The researcher has designed a questionnaire for the purposes of data collection from the sample. In light of statistical analysis conducted by the researcher, the researcher has extracted results, the most important were: the existence of weakness in the understanding of the concept of organizational culture among managers in the banks surveyed, due to academic qualification, type of specialization for these managers. The results also revealed a weakness in the concept of performance they have. The study also showed a positive relationship between awareness of the concept of the culture of the organization and the performance, except for the lack of cultural homogeneity among commercial banks.
- Al-Sariah's study (2003), entitled: "The relationship between organizational culture and management innovation in potash and phosphate companies in Jordan," where the study aimed to find the relationship between organizational culture, administrative creativity and the amount of compatibility between them in those companies. The variables of culture consisted of (the culture of the role, power culture, task culture, and personal culture). While the variable of creativity included (problem-solving, decision-making, change, the spirit of risk-taking, communications capacity, and creativity encouragement). The hypotheses of the study were tested in a sample of (112) employees at both companies, by (45) employees in Potash Company, and (67) employees in phosphate company. This study was based on a main hypothesis assuming the presence of a statistically positive relationship with moral significance with confidence level of (95%) between organizational culture and administrative creativity among the study sample.
- A study carried out by (Manetje & Martins (2009) entitled: "The Relationship between Organizational Culture & Organizational Commitment". This study focused on the verification of the organizational culture and organizational commitment in motor manufacturing

companies in South Africa. This field study has dealt with (371) respondents working in the organizations surveyed. A survey was carried out to measure the degree of organizational commitment, and a questionnaire was designed to determine the relationship between organizational culture and organizational commitment. In light of the statistical analysis of data, the results showed in general that the organizational culture has a direct impact on organizational commitment. The recommendations came to refer to the need to embrace change initiatives that contribute towards the successful implementation of each of the organizational culture and organizational commitment.

- 7. A study carried out by (Veeru & Boon (2006) entitled: "The Influence of Corporate Culture on Organizational Commitment: Case Study of Semiconductor Organizations in Malaysia". The aim of this study was to verify the four dimensions of the institutional culture (team work, communication, rewards and recognition, training and development) of the study sample. Organizational commitment was measured through the six major Malaysian companies operating in the field of packaging. Under the reliance on a set of statistical methods to examine the hypotheses, the results indicated that the four dimensions of the institutional culture have a strong positive relationship with organizational commitment. The results of the study showed that communication as a cultural dimension has a dominant influence. In addition, this study contributed to gain a better understanding of the impact of corporate culture on organizational commitment among individuals surveyed.
- A study by Lok, et, al (2005) ,entitled: "Perceptions of Organizational Subculture and Their Significant for Organizational Commitment". This study aimed to verify the relationship between the perceptions of organizational culture, sub-culture, leadership style and organizational commitment. The survey was conducted for (285) nurses from a wide range of hospitals and departments inside the capital of Sydney in Australia. After a statistical analysis of the data, the results showed the presence of a strong relationship between the organizational sub-culture and leadership style with organizational commitment in varying degrees, where the innovative and supportive sub-cultures have a clear relationship , while the bureaucratic cultures have a negative relationship. The results also indicated the presence of direct and indirect effects of style of leadership on organizational commitment where organizational sub-culture serves as a mediator between them
- A study by Crawford & Lok (2005) entitled" The Effect of Organizational Culture and Leadership Style on Job Satisfaction and Organizational Commitment: A Cross-National Comparison". This study aimed to measure the impact of organizational culture and leadership style on job satisfaction and organizational commitment among managers in two samples of companies in Australia and Hong Kong. Questionnaire was used as a tool for data collection. The statistical analysis of data showed that there are statistically significant differences between the samples of the study on the level of creativity culture in organizations as well as job satisfaction and organizational commitment, with a differences' tendency to be in favor of the Australian sample. It was clear that there was an existence of an effect of the prevailing organizational culture and leadership style on job satisfaction and organizational commitment.
- A study by Wasti (2003), entitled "The Influence of Cultural values on Antecedents of Organizational Commitment": An Individual-Level Analysis". The study aimed to verify whether the individual cultural environment that has been measured at the individual level has a negative effect on the degree of organizational commitment. The data were collected in

coordination with the Institute of Industrial and Labor Relations, the Office of International Studies and University of Illinois. After an appropriate analysis, the results showed that satisfaction and career advancement are the main determinants of emotional and normative commitment to employees in the first group who support the individual values, while the commitment and attendance were major determinants of the continuity of the commitment of the staff in the second group who support collective values. The results showed that although there were some signs of common organizational commitment across the two groups, but the focus revolved around the fact that the diversity of tasks is controlled by cultural orientations of individuals.

8.1. What distinguishes the current study?

This study resembled with some previous studies in terms of the subject of the study, where it resembled with the study of Alkholy (2005), the study of Ferry and Bonn (2006), the study of Mantej and Martinez (2009), and the study of Locke et al (2005) where all of these studies dealt with the impact of organizational culture on organizational commitment, as it was similar with other studies such as Dwailah's study (2007), Al-Waqfi (2004), Crawford and Luke (2005), and Osti (2003), in dealing with organizational culture as an independent variable, but some of these studies addressed job satisfaction, job performance, institutional performance, or administrative development as dependent variables. But the current study varies regarding the manner of dealing with the elements of culture, where Al-Dwailah's study (2007) has addressed the dimensions of culture according to (Handy, 1996) model: the culture of the role, the culture of the mission, the culture of power, and the culture of the individual as in Sarairah's study (2003). While the study by Al-Waqfi (2004) addressed culture with its visual (virtual) and invisible dimensions. Locke (2005) has addressed the sub-culture and its impact on organizational commitment. The current study has addressed the four cultural dimensions that drive the behavior of individuals according to Hofstede (1991) model who has concluded four key drivers of organizational culture, namely: power distance, uncertainty avoidance, Individualism Versus Collectivism, and Femininity Versus Masculinity.

9. Methodology

Study population and sample

The study population consists of all middle management managers (heads of academic departments and functional departments heads) in all private Jordanian universities (19 universities), according to the website of the Ministry of Higher Education the at the time of preparation of the current study. The average of the number of middle managements managers in Jordanian private universities was 348 managers. A simple random sample of the study population which included 182 managers has been identified based on the table for the selection of a sample of a specific population according to (Uma Sekran, 2007, P.294). (182) questionnaires have been distributed on the members of the study sample, whereas (120) valid questionnaires were recovered for the purposes of statistical analysis by recovery percentage of (66%).

9.1.Data and information sources

The study relied on two principal sources of data and information collection, namely:

1. **Secondary Sources:** where data and information that helped in the exploration and crystallization of the problem of the study, writing the theoretical chapter and previous studies of the sources of published and unpublished books, articles, reports and relevant academic research and studies, were collected, as well as for the use of some specialized websites available on the World Wide Web (Internet).
2. **Primary Sources:** primary resources were used in order to acquire the primary data. The researchers have developed a questionnaire which consisted of three parts:

Part I: This part included data on the demographic characteristics of the study sample.

Part II: This part consisted of paragraphs to measure the independent variables (cultural dimensions).

Part III: this part consisted of clauses to measure the dependant variables of the study (organizational commitment).

Note that the paragraphs of measurement used in the questionnaire directed to measure the independent and dependent variables of the study were multiple choices questions according to Likert Scale as in Figure 2 and Table 1.

Fig 2

Likert Scale for dependant variable (organizational commitment)

Strongly disagree	disagree	indifferent	agree	strongly agree	classification
1	2	3	4	5	weight

Table 1

Likert scale to measure independent variable (dimensions of organizational culture)

Variable	1	2	3	4	5
Power Distance	Low		→		High
Uncertainty Avoidance	Low		→		High
Individualism Vs Collectivism	Collectivism		→		Individualism
Masculinity Vs Femininity	Femininity		→		Masculinity

9.2.Validity and reliability of study tool

- **Tool validity** refers to the extent to which questions represent the idea of the variable and their inclusion for the dimensions that represent such variable. To achieve this, brainstorming sessions among researchers were held to exchange ideas in order to improve the validity of the tool, in addition to questionnaire revision by a group of researchers, academics and specialists in the field of management and scientific research in order to take appropriate comments and suggestions to achieve the purposes of the study. To ensure tool reliability (constant output) (Cronbach Alpha) was used to measure the reliability of the data collection tool. The results were as in Table 2.

Table 2
Cronbach Alpha test

Area	Cronbach's alpha coefficient
Cultural dimensions combined	0.809
Distance power / influence	0.755
uncertainty Avoidance	0.776
Individualism Vs Collectivism	0.732
Masculinity Vs Femininity	0.753
Organizational commitment	0.886
Affective Commitment	0.891
Normative Commitment	0.87 3
Continuous Commitment	0.772

From Table 2 it's clear that all the values of Cronbach's alpha for all paragraphs surveyed were greater than the limit of acceptance (67%), ((Sekran, 2002), which refers to the reliability of study tool.

- **Kolmogorov-Smirnov (K-S):** Kolmogorov-Smirnov (K-S) was applied to ensure that study's data follow Normal Distribution in order to determine the appropriate statistical test to examine the study's hypotheses. Through applying this test, the results were as follows in table 3

Table 3
Normal distribution test of study variables

Variable	Tests of Normality	
	(K - S)	P - value
Independent variables (cultural dimensions)	0.834	0.490
power Distance / influence	0.930	0.352
uncertainty Avoidance	0.914	0.373
Individualism versus collectivism	1 1.90	0.118
Masculinity versus femininity	0.938	0.342
The dependent variables (organizational commitment)	0.771	0.592
Affective Commitment	1.071	0.202
Normative commitment	0.858	0.453
Continuous Commitment	1.066	0.205

Depending on the test results of normal distribution (K-S) contained in the previous table No. 3 we find that the result is high, as the level of significance (Sig) is greater than (5%) for all variables, which means that they are approaching a normal distribution under the curve.

10. Hypotheses Testing

Inferential Statistics was applied on the study data using the Statistical Package for the Social Sciences (SPSS), where the following tests were applied:

10.1 One Sample T-Test: this test was applied to examine the first main hypothesis concerning the cultural dimensions, and the second main hypothesis concerning the organizational commitment, where the results were as follows (table 4):

Table 4

One Sample t-test

Variable	Mean	Standard deviation	T	Sig.
Power Distance	3.4767	.70541	0.362	0.718
Uncertainty Avoidance	3.4359	.73938	0.951	0.344
Individualism Vs collectivism	2.7789	.72507	10.895	0.000
Masculinity Vs femininity	2.3000	.63238	3.465	0.001
cultural dimensions (combined)	3.2478	.45881	6,020	0.000
Affective Commitment	3.5779	.91286	0.935	0.352
Normative commitment	2.8667	1.00765	6.885	0.000
Continuous Commitment	3.7938	.63800	5.049	0.000
Organizational commitment (combined)	3.3861	.57582	2.167	0.032

n=120

$\mu = 3.5$

df= 119

t-tabulated=1.965

$\alpha \leq 0.05$

Depending on the data contained in the table above it is clear that there is a presence of dimensions of organizational culture (combined) among the employees working at the middle managements in Jordanian private universities. Where the results of t-test of the sample showed that the value of t calculated of the variable of cultural dimensions is greater than the value of t-tabulated, and the value of significance (Sig) is less than the value of the approved significance (0.05). Accordingly, the first null hypothesis (which refers to the absence of cultural dimensions in the universities surveyed) is rejected, and the alternative hypothesis, which suggests the existence of such dimensions is accepted. When the dimensions of the culture were tested, the results indicated the sovereignty of individualism dimension versus the collectivism and masculinity versus femininity meanwhile it indicated low level of both power distance and uncertainty avoidance as it shown in the same previous table.

The results also indicated that there is an acceptable level of organizational commitment with its combined dimensions among the employees working in the middle management in the Jordanian private universities, where the results of t-test of the sample showed that the value of t calculated of the variable of organizational commitment is greater than the value of t-tabulated, and the value of significance (Sig) is less than the value of the approved significance (0.05). Accordingly, the second null hypothesis (which refers to the lack of organizational commitment in the universities surveyed) is rejected, and the alternative

hypothesis, which suggests the existence of such commitment is accepted. When examining the sub-levels of commitment (affective, normative and continuous), the study showed the presence of an acceptable level of normative continuous commitment and, with the lack of an acceptable level of affective commitment among the employees working at the middle managements in Jordanian private universities.

10.2 Linear Regression

Linear Regression was used to examine the third (main and sub) hypotheses associated with effect of cultural dimensions on organizational commitment.

Table 5

Regression test to measure the impact on cultural dimensions on organizational commitment

Order	Hypothesis	R	R ²	F	p-value	result
H 1	effect of cultural dimensions combined on organizational commitment	.276	0.076	9.735	.002	acceptance of Hypothesis
H 11	The impact of high power distance on organizational commitment	.002	.000	0.066	0.986	rejection of Hypothesis
H 12	the impact of high uncertainty avoidance on organizational commitment	0.180	0.032	3.934	.050	Acceptance of hypothesis
H 13	The impact on individualism on organizational commitment	0.336	0.113	15.019	.000	Acceptance of hypothesis
H 14	The impact of masculinity on organizational commitment	0.204	0.042	5.130	.025	Acceptance of hypothesis

Degree of freedom (n-1) = 119 level of freedom (0.05) F tabulated value (2.00)

This hypothesis can be expressed as follows: [H0: B1] = 0 versus [H1: B1 ≠ 0]

From table (7), we find that the relationship between cultural dimensions and organizational commitment was positive (0.276 R =), as the value of R² = 0.076), which refers to the percentage change in the organizational commitment (the dependent variable), as a result of the change in the cultural dimensions (the independent variable).

When null hypothesis was tested (cultural dimensions combined have no impact on organizational commitment), versus the alternative hypothesis (cultural dimensions combined have impact on organizational commitment), it was found that the value of calculated (F = 9.735) was greater than the calculated its tabulated value at a level of significance (5%), which equals to (2.00). And that P-Value is equal to (0.002), which is less than the value of the accepted P-Value, which means that cultural dimensions have significant impact on the organizational commitment of individuals surveyed.

First sub-hypothesis

Depending on the values of R and R² contained in Table 5, there was no relationship between the power distance and organizational commitment. In light of the data relating to null hypothesis test, versus the

alternative hypothesis, the value of calculated ($F = .066$) which is less than the tabulated value at a level of significance (5%), which equals to (2.00), and that the value of P-Value is equal to (0.986), which is greater than the accepted value, which means that there is no significant impact of high power distance on organizational commitment among the individuals of the study sample.

Second sub-hypothesis

Depending on the values of R and R2 contained in Table 5 relating to this hypothesis it is clear that there is a positive relationship between the high uncertainty avoidance and organizational commitment. When testing the null hypothesis, versus the alternative hypothesis, it is found that the value of calculated F was (3.934) which is greater than its tabulated value which equals to (2.00), and in light of the fact that the level P-Value is equal to (0.05), which is equivalent to the accepted value, this refers to the presence of significant impact for to high uncertainty avoidance on the organizational commitment among the individuals of the study sample.

Third sub-hypothesis

From Table 5, we find that the relationship between the orientation towards of individualism and organizational commitment was of a positive relationship (0.336 R =) supported by the value of the coefficient of determination. When testing the null hypothesis (there is no impact for individualism on organizational commitment), versus the alternative hypothesis (there is an impact for individualism organizational commitment), it is found that the value of calculated ($F = 15.019$) is greater than its tabulated value at a level of significance (5%), which is equal to (2.00), and that the P-Value is equal to (0.000), which is less than the accepted value, which means that individualism has a significant impact on the organizational commitment of individuals surveyed.

Fourth sub-hypothesis

The values of R and R2 contained in Table 5 show the existence of a positive relationship between masculinity and organizational commitment. When null hypothesis was tested, versus the alternative hypothesis, it was found that the calculated value ($F = 5.130$) was greater than tabulated value which equals to (2.00) at the level of significance (5%), and in light of the fact that the level of P-Value is equal to (0.025) (less than the accepted value), it is suggested that there is a presence of significant impact for masculinity on organizational commitment among the individuals of the study sample.

11. Conclusion

In light of the statistical analysis and hypotheses test, the current study showed the following results:

1. presence of a statistically significant evidence at (mean $\mu = 3.5$, Sig= $\alpha \leq 0.05$) means the existence of Hofstede's fourth cultural dimensions (combined) in the Jordanian private universities .Also the results of the current study showed that: Individualism Vs collectivism, masculinity Vs Felinity are existed in a high level, while there was no statistically significant evidence on the existence of accepted level of Power distance and Uncertainty Avoidance in the universities surveyed.
- 2.The existence of a statistical evidence (at mean $\mu = 3.5$, and sig= $\alpha \leq 0.05$) means the existence of an acceptable level of organizational commitment including its three dimensions (collectively) among the individuals working in middle management in the Jordanian private universities. The study also showed that the (Continuous) commitment was the strongest within these universities, followed by (Normative) commitment while there is no acceptable level of (Affective) commitment among individuals working in middle management in private Jordanian universities.
3. The statistical results of the study showed the presence of statistically significant impact at the level of

significance ($\alpha \leq 0.05$) for the combined cultural dimensions of organizational commitment among individuals working in central management in the Jordanian private universities.

4. The results of the statistical results showed the presence of statistically significant impact at the level of significance ($\alpha \leq 0.05$) for each of the following: high uncertainty avoidance, the individualism and masculinity on the organizational commitment among the individuals of the study sample.

From the above mentioned results it is clear that there are several things that affect the level of organizational commitment prevailing in the universities surveyed, including: study sample's refusal of ambiguity in the work in order to avoid risk, maintaining occupational positions, and work environment under study is characterized by careful planning, commitment to official working procedures in order to reduce the level of stress and anxiety resulting from the individual's sense of threat to the lack of job security, as well as that the level of organizational commitment is influenced by personal interests and individual initiatives at the expense of teamwork.

5- The results of the study showed a lack of statistically significant effect at the level of significance ($\alpha \leq 0.05$) for high power distance on organizational commitment among the individuals of the study sample.

The researchers believe that this result refers to the fact that the leadership style prevailing in the universities surveyed stemming from prevailing organizational values prefers low differences in power distance, those differences which ensure a good degree of organizational commitment among employees, which reflects the degree of equality in the distribution of powers between the administrative levels, and near distance between superior and subordinate, participation in decision-making, rapid response to the requirements of the job, and a democratic consideration to social control.

6. The results of the current showed the impact of cultural dimensions prevailing in the universities surveyed on the level of organizational commitment. The results of the study were relatively consistent with some previous studies including the agreement between the results of the current study with the results of a study by (Manetje & Martins, 2009), and with the results of a study by (Veeri & Boon, 2006) regarding the existence of direct impact of organizational culture on organizational commitment, despite the difference in the dimensions of the culture in these studies. The current study also agreed with the results of the study carried out by (Lok, et, al, 2005) in terms of the importance of organizational culture in organizational commitment, and with the study carried out by (Wasti, 2003) on the dimensions of organizational commitment. The results of the current study also relatively agreed the results of the study carried out by (Alchloi, 2005) regarding the relationship between organizational culture and organizational loyalty.

12. Recommendations:

In light of the results of the current study, the study recommends the following:

1. The current study recommends the managements of the Jordanian private universities to pay greater attention to support carrying out studies to identify the cultural dimensions, values, beliefs and perceptions that drive the employees in order to develop plans and programs that assist in the unification of these values and beliefs that in order to enhance the commitment of employees and improve their performance.
2. The current study recommends the managements of the Jordanian private universities to adopt Change Culture and spread the culture of quality by encouraging workers to make initiatives, taking risks and to reward and encourage the new ideas and to work in a teamwork because all of these factors it improve performance and raise the level of commitment.

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