

Levels of job commitment in an organizational environment A field study at the Foreign Bank of Algeria

مستويات الالتزام الوظيفي في بيئة تنظيمية
دراسة ميدانية بالبنك الخارجي الجزائري

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Abstract:

The job commitment is desire shown by the individual in social interaction in order to achieve the goals of the organisation it has become necessary to state that the organisation's exploitation of job commitment, by adopting its positive aspects and paying attention to its negative goals, may lead to making sound and practical decisions in implementation, in addition to the organisation's understanding of the impact of both informal organisation and functional commitment.

Key words: job commitment, organisation, efficiency, human resource, Affective Commitment .

ملخص:

الالتزام الوظيفي هو الرغبة التي يبديها الفرد في التفاعل الاجتماعي من أجل تحقيق أهداف المنظمة ، فقد أصبح من الضروري التأكيد على أن استغلال المنظمة للالتزام الوظيفي ، من خلال تبني جوانبها الإيجابية والاهتمام بأهدافها السلبية ، قد يؤدي إلى لاتخاذ قرارات سليمة وعملية في التنفيذ ، بالإضافة إلى فهم المنظمة لتأثير كل من التنظيم غير الرسمي والالتزام الوظيفي .
الكلمات المفتاحية: الالتزام الوظيفي ، التنظيم ، الكفاءة ، الموارد البشرية ، الالتزام العاطفي .

1. INTRODUCTION:

The interest in the studies job commitment, whether in foreign or Arab studies, is considered very minimal and is not afforded its due importance. It is, however, crucial to understand, analyze and study the relationship and impact that individuals have on the nature of work, the level of productivity and even their job commitment, which play an effective and instrumental role in achieving the goals of the organisation, regardless of whether they are Governmental, non-governmental, profit or non-profit and spanning all fields, including educational, health, economic, political.

2. The general hypothesis:

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1. - There are no statistically significant differences in the level of job commitment for workers according to gender with workers of the foreign bank in Algiers (BEA).
2. - The level of job commitment of workers does not differ according to the professional positions they occupy, with workers of the foreign bank in Algiers (BEA).
3. - There are no statistically significant differences in the work environment that affect the level of job commitment for workers according to age.
4. - There are no statistically significant differences in the job commitment of workers according to seniority at work.

3. The importance of studying:

- This study explores the existence and job commitment in administrative institution and attempts to measure its effect quantitatively.
- Understanding the impact of the values of job commitment.
- Statement of the effect job administrative institution commitment within the facility.
- Understanding the effectiveness of people in the organizational environment.
- Understanding the of job commitment organization in productivity

4. Methodology:

In line with the objectives of this study and its exploratory nature, the descriptive and analytical approach was adopted, in which the study is carried out in its natural conditions as they are in reality, analysed and interpreted.

The statistical methods used: Two methods of inferential statistics were used to answer the questions posed: - T-test: to estimate the differences between two means. Analysis of variance test: to estimate the difference between a number of variables with quantitative data.

5. Defining the concepts of the study:

- Definition of job commitment:

- The Interest in the subject of organisational commitment began at the beginning of the second half of the twentieth century and continues to grow in the present time. The concept of commitment in organisational behavior was further developed in the early 1950s, as most studies and research focused on interpreting the nature and relationship of the individual to the organisation according to the compatibility of values and goals between the two parties. (Siti Sayed Ahmed, p,71 ,2002)
- The affiliation of the individual and his or her effective attachment to the goals and values of the organisation, regardless of the material value achieved from the organisation
- The desirability shown by the individual in social interaction in order to achieve the goals of the organisation (Al-Jilalisue, p ,38 ,2003)

- The employees' feelings of strong attachment and passion for the organisation in which the individual works through belief and conviction in the goals and values of the organisation and the desire to make efforts and maintain his membership in it. (Mohamed,p , 122, 2018)
- It is noted from the previous concepts that there is a clear agreement on the concept of commitment, which is embodied in three elements:
 1. Conformity between the individual and the organisation in terms of values and goals.
 2. A strong desire to maintain the individual's member ship in the organisation.
 3. Willingness to make additional efforts for the benefit of the organisation to achieve its objectives (Muhammad,p ,42 , 2013).

The employees' total commitment to their work, their interest in the company they work for as well as their co-workers and their willingness to go the extra mile to ensure the company's success.

- in 2013 is closely related to the goals and values of the organization: acceptance of the goals and values, the desire to make a reasonable effort on behalf of the organization and the strong desire to remain and continue its membership. (Youb,p,111 ,2022)

6. Characteristics of job commitment:

1. Organisational commitment expresses the individual's willingness to make every possible effort for the benefit of the organisation in order to stay with it, as well as his acceptance and faith in its goals and values.
2. Organisational commitment refers to the desire shown by the individual for social interaction in order to provide organisations with dynamism, activity, and loyalty.
3. Organisational commitment is multidimensional.
4. are multiple and influential upon one another Organisational commitment is a psychological state that describes the relationship between the organisation and the individual.
5. Organisational commitment affects an individual's decision to stay or leave the organisation.
6. Individuals who have an organisational commitment are characterised by the following: accepting and believing in the goals and values of the humanitarian organization, making more efforts to achieve the goals of the organization, having a high level of involvement in the organisation for a long time and having a tendency to evaluate the organisation positively. (Siti Sayed Ahmed,p, 162, 2002)
7. Organisational commitment is characterised by an intangible state that is embodied in the loyalty of workers to their organizations. We find a fixed degree that is not absolute and its dimensions.

7. Dimensions of job commitment:

Most studies indicate that researchers agree on the multiplicity of dimensions of organisational commitment despite their differences in defining them. The modern approach to the study of organisational commitment focuses on three main dimensions, namely:

7.1 Affective Commitment:

expresses the degree of emotional commitment and vulnerability to the goals and values of the organisation. This commitment may be a result of a personal feeling and influence on the organization and it may also be temporary, meaning that it is for a specific period only. This commitment is shown through a number of feelings such as: loyalty, attachment, tenderness, happiness, affiliation and desire. This commitment may develop based on three foundations: common values, congruence of goals, identity link and personal integration. Individuals who are emotionally connected to the organisation continue to do the work to the maximum of their ability.

7.2 Normative Commitment:

It is a sense of moral obligation to continue working in the organisation. Individuals with a high level of commitment feel that they must remain in the organisation. This support is reinforced by the organisation for its employees, allowing them to actively and positively participate in setting goals, planning and. (Muhammad,p ,143, 2013)

7.3 drawing up general policies:

for the organisation and contributing to the development of procedures that help them carry out work efficiently. In addition, the employee's observation of the status and rewards provided by the organisation creates a sense of belonging, duty, sincerity, and a sense of commitment and loyalty, which encourages him or her to stay with the organization for a longer period and is conducive to effective performance and job satisfaction. This type of commitment is also influenced by the individual's experiences within and outside the organization. That is, it does not arise through the social and organisational values of the organisation alone, but is also affected by the personal, familial and social values upon which individuals in the family and society as a whole are brought up, and which have an impact on the development of normative commitment.

7.4 Continuous Commitment:

It represents the individual's feeling of the investment value of his continuation in the institution in which he works in exchange for what he loses if he leaves to work in it. Thus, individuals are forced to continue with the organisation because they need it and not just desire it. (Abdel-Hussein,p,96,2012)

8.1 The applied procedures for the study:

1. Studysample:

The sample of this study consisted of 52 individuals in the Algerian Foreign Bank - in Algiers, where the type of random sample was relied upon because it serves the nature of the research.

8.2 The temporal and spatial limits of the study:

- The current study was determined: in the Algerian Foreign Bank - in Algiers, where this study was conducted in December 2022.

8.3 Statistical methods used:

Two methods of inferential statistics were used to answer the questions raised:

1. The t-test: to estimate the differences between two means.

2. Analysis of variance test: to estimate the difference between a number of variables with quantitative data.

9. Presentation and discussion of the results of the first hypothesis:

There are no statistically significant differences in the level of job commitment for workers according to gender.

The results of the statistical analysis are shown using the T-test to ensure the validity of the hypothesis related to sex, as shown in Table No. (01)

Table No. (01): Shows the differences in the job commitment of workers by sex , the foreign bank in Algiers (BEA)

level of significance	T.T	df	T test	%	Fre	sex
0.05	1.96	213	0.07	44.23%	23	Workers
no statisticalsignificance				55.7%	29	Femaleworkers
				100%	52	total

The above table shows us that the percentage of working women is more than that of male workers, as their number was estimated at 55.7% of the research sample, and the number of workers was estimated at 44.23%.It is clear to us through the (statistics listed in?) above table that the difference estimated by the "t" test is not statistically significant in job commitment between male and female workers, as the calculated calculated t-value estimated at 0.07 was less than the tabular t-value estimated at 96.1 at a degree of freedom of 213 and a significance level of 0.05.

This indicates that there is no difference in job commitment between the sexes, and from this it is possible to accept the validity of the proposed hypothesis and say that there is no difference in the level of job commitment of workers according to gender.

Whereas job commitment is not related to the gender of the individual, it is however related to their

capabilities, adaptation to the profession, compatibility withits goals and values, and their satisfaction with what it offers them in terms of satisfying their needs, desires, and goals, which makes them have love and attachment to their job to which they cling. As a result, the employee becomes ready to exert a high degree of effort for the benefit of the organisation and will readily accept its goals will have a strong desire to stay part of it.

10. Presentation and discussion of the results of the second hypothesis:

The level of job commitment of workers does not differ according to the professional positions they occupy, with workers of the foreign bank in Algiers (BEA).

After collecting the data that helps confirm this hypothesis, it was emptied and analyzed difference between two averages, where the arithmetic mean of the scale was considered a criterion in determining the level of job commitment, low and high, and the following table here shows the results of the second hypothesis:

Table No. (02): Shows a level of job commitment according to the job rank for the workers of the foreign bank in Algiers (BEA)

sign	T	TD	T TEST	high	average	low	%	Fre	functional rank
0.05	1.96	213	0.08	16	04	00	38.64	20	Tires
				05	07	01	25	13	Technical
no statisticalsignificance				14	03	02	36.53	19	Execution agent
				35	14	03	100	52	total

The results of Table No. (02) indicate that a high job commitment rate is represented by the category, for the foreign bank workers in Algiers, estimated at 38.64%, which is the highest percentage, as 16 out of a total of 20 confirms/indicate that they have a very high job commitment rate, followed by 04 of the sample who believe that they have job commitment middle.

As for the category of implementation workers, their percentage represents 36.53% of the total percentage. Wefind 14 individual swith high job commitment, and corresponding to 03 with medium job commitment, and finally only 02 with low job commitment.

Accordingly, it is possible to reject the validity of the proposed hypothesis and say that there is a medium level of organisational commitment among the workers of the foreign bank in Algiers, which makes us attribute this to the fact that part of the workers, who are 35%, have a high job commitment to their organisation and feel the job affiliation. This also indicate the positive organisational culture prevailing in the work environment.

It isclear to us through the above table that the difference estimated by the "T" test is not statistically significant in job commitment between executives, implementation workers, and technicians, as the

calculated value of T estimated at 0.07 was less than the tabular value of T estimated at 1.96 at a degree of freedom of 213 and a level of significance of 0.05. This indicates that there is no difference in job commitment between professional ranks,

and from this it is possible to accept the validity of the proposed hypothesis and say that there is no difference in the level of job commitment of workers according to the different professional positions they occupy.

11. The third hypothesis:

- There are no statistically significant differences in the work environment that affect the level of job commitment for workers according to age.

The third hypothesis states the following: The work environment affects the rate of job commitment for the workers of the external bank in Algiers (BEA) according to age and the different age groups, as it was divided from 20-30, from 30-40, and the last group from 40 years and over, and then the difference was estimated. In the level of job commitment using the difference between the two means test t test, the results of this are presented in the following table:

Table No. (03): Shows the differences in the job commitment of workers according to the age criterion and the nature of the work environment.

sign	T	TD	T TEST	negative	positive	%	Fre	AGE
0.05	1.96	213	0.04	01	07	15.38	08	20-30
				02	22	46.15	24	30-40
no statistical significance				03	17	38.46	20	40more
				06	46	100	52	total

It is clear to us through the above table that most of the sample members see the work environment as positive, and this represents 46 groups from the total population of the study, the age group 30-40 years, estimated at 46.15%, we find 22 of them see the work environment as positive, then followed by the age group of 40 years and above, representing 38.46% of the total population, as 17 of them answered that the work environment is positive and 03 of them believe that the work environment is negative. on the other hand, we find 01 believes that the work environment is negative.

It is clear from the above table that the difference estimated by testing is a statistically significant change in job commitment among workers of different age groups. Where the calculated value of t estimated at 0.04 was less than the tabulated value of t estimated at 1.96 at 213 degrees of freedom and a significance level of 0.05, which confirms the validity of the proposed hypothesis that there is no difference in job commitment for workers of different ages.

Accordingly, we can say that job commitment is about the employee's willingness to exert maximum efforts for the benefit of the organisation and maintaining strong desire to stay in it, and as consequence, he or she develops faith in the goals and values adopted by the organisation.

The matter is related to the existing working conditions and the comfort they provide at work, which has been proven by many studies that the material working conditions have a great impact on the job commitment of workers, such as the incentives provided, the allowances given, and the adequacy and competitiveness of salaries.

12. The results of the fourth hypothesis and its discussion:

The fourth hypothesis: There are no statistically significant differences in the job commitment of workers according to seniority at work.

The level of job commitment for the workers of the foreign bank in Algiers (BEA) does not differ according to the years of experience.

This can be demonstrated after classifying the workers according to the years of experience to less than five years and more than five years and estimating the difference between the workers of the two categories in the level of job commitment using the difference test between the two means test t. Display the results of this in the following table:

Table No. (04): Shows the differences in the job commitment of workers according to the seniority index of the foreign bank in Algiers (BEA)

sign	T	TD	T TEST	%	Fre	seniority
0.05	1.96	213	0.03	32.69%	17	Less than 5 years
				67.30%	35	more than 5 years
no statistical significance				100%	52	total

It is clear from the above table that the difference estimated by the (T) test is not statistically significant in job commitment between workers with less than five years of experience and workers with more than five years of experience. Where the calculated value of t estimated at 0.03 was less than the tabulated value of t estimated at 1.96 at 213 degrees of freedom and a significance level of 0.05, which confirms the validity of the proposed hypothesis is that there is no difference in the job commitment of workers according to different years of experience.

This means that the experience factor is not a determining influence for job commitment in and of itself, but rather it is related to a number of factors that the employee goes through, such as the type of job, the institution in which he works, the conditions and capabilities available, in addition to his

personal characteristics and career path.

13. Results:

The topic of job commitment is one of the most important topics in the field of sociology of organisation, as it helps the psychological and professional stability of the worker, increases his confidence, raises his morale, and gives him or her greater motivation and enthusiasm to work better, which leads to better creativity and excellence in job performance. This study has reached a number of results:

1. There were statistically significant differences in the level of job commitment of workers according to gender.
2. . There are no statistically significant differences in the levels of job commitment among the workers of the foreign bank in Algiers (BEA).
3. There are statistically significant differences in the level of job commitment among workers according to age
4. . There are no statistically significant differences in the level of job commitment among workers according to years of experience.

Which means that we need to streng then the functional commitment of workers in Algerian institutions and search for the problems that constitute the reasons for its decline and identify the factors controlling it, which calls for research on this subject on a larger scale and on larger samples.

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