

The role of organizational commitment to achieving organizational effectiveness at Coastal Municipalities Water Authority - the southern governorates.

Prepared by



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Abstract

The main target of the study is identifying the role of organizational commitment to achieving organizational effectiveness at Coastal Municipalities Water Authority in the southern governorates. Following the descriptive analytical approach, the study population consisted of all workers in the Coastal Municipalities Water Utility in the southern governorates, where the study population was (263) employees using the stratified random sampling method which was (157) unit as a minimum that to represent the community, 194 questionnaires were distributed , (179) responded with a recovery rate of (92.3%), and the study adopted the questionnaire as a main tool in the data collection process.

The most important outcomes:

1. Showed the availability of organizational dimensions commitment in general with a high degree of approval by the sample members, that is so available at the average (74.2%),in addition to the very high degree of approval for organizational effectiveness in general which is (82.39%).
2. There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the organizational commitment and its dimensions and the organizational effectiveness achievement in the Coastal Municipalities Water Utility in the southern governorates of Gaza Strip, where the correlation coefficient was (.0.377)
3. There is a significant effect at the level of significance ($\alpha \leq 0.05$) for the organizational commitment dimensions of workers at achieving organizational effectiveness in the Coastal Municipalities Water Authority in the southern governorates, that was (15.3%).

Keywords: organizational commitment, organizational effectiveness

Introduction:

The human element is one of the most important pillars of the organization, It is the vital engine of the various activities within the organization and an important and effective source of what has a distinct and prominent role in the performance of the activities of the organization because it possesses the capabilities and skills that are appropriate to accomplish these works, No matter how complex the developments and modern equipment may be, the human element remains extremely important, A person in his organization, whenever his goals are consistent with its goals, generates the desire to perform his work and makes a greater effort to stay in it, This is manifested in his job performance, and his commitment increases whenever he is

associated with him and reduces the presence of non-positive behaviors such as negligence, absence, neglect and other manifestations of non-compliance.

Organizational commitment is one of the topics that has received a high degree of interest for many authors and writers because of its great importance in influencing the future results of the organization, These results are either positive results such as increasing productivity, raising the level of performance and developing work Or negative results such as job dropout, waste of resources and low performance, and where the management of organizations does not depend in achieving their goals on the degree of loyalty of employees to the organization and its goals, but rather extends to include the degree of their commitment to achieving those goals, and therefore the management of modern organizations must look for more than training Positive attitudes and feelings for its employees by creating a good work climate for them by setting up a good work system that they adhere to, and which reinforces their commitment behavior, which is reflected in their performance and the development of their creativity (Bahr and Abu Jiyab, 2017: 24).

The organizational commitment appears in generating a high feeling among workers of belonging and integration with the interest, which casts a positive shadow on some variables such as organizational citizenship or reducing work pressures, absenteeism rates and work turnover, which prompts the worker to make additional efforts at work, the nature of the relationship between service and organizational commitment to it. Especially important, because efficiency and effectiveness in public and service institutions in particular require a high level of commitment among workers because of the personal nature of the services provided (Al-Gharbawi, 2014: 2).

Organizational effectiveness is considered one of the most important tools of modernization and development, and it contributes to confronting the existing and potential problems of the institution through the creation of new, modernization and development at the individual and collective level and at the level of organization and performance evaluation at the institution level. Taking into consideration the logic of management, the relationship of the boss with the subordinate, the level of trust and freedom in assessing things and improving performance. (soal, 2018: 89).

Organizational effectiveness is represented in achieving organizational goals and working to raise levels of performance and achievement while achieving job satisfaction factors that motivate the employee to achieve plans and strategies as embodied in administrative decision systems (Thamer, 2021: 558).

Therefore, we try through this study to reveal the role of organizational commitment in achieving organizational effectiveness in the Coastal Municipalities Water Utility, which is considered one of the most important active institutions in the Gaza Strip, which seeks to achieve its vision through developing work and investing future opportunities available in cooperation and partnership with all relevant parties. in the water sector and other sectors.

First - the research problem:

The decrease in organizational effectiveness of most workers in institutions in the Gaza Strip is due to the loss of morale and lack of interest in them, and lack of interest in their loyalty at work.

Paying attention to the rights of workers will strengthen their desire to carry out the duties that fall upon them efficiently and effectively, making them less likely to leave work or frequent absences, and they will have general satisfaction with the job they spend most of their time on, given the importance of the Coastal Municipalities Water Utility in The southern governorates are to ensure that water and sanitation services provided by water service providers are effective, sustainable, and provided at reasonable prices, taking into account the interests of all concerned parties. Therefore, all employees of the authority must be responsible and committed within the institution, so the researcher conducted four interviews With four officials in the Coastal Municipalities Water Utility in the southern governorates (Human Resources Director, Personnel Department Head, Financial Department Official, Internal Audit and Control Unit Officer) and after the interview conducted with some officials, it became clear that there is a weakness in the authority's organizational effectiveness resulting from some problems Which crystallized in the following: There is a weakness in the use of means of communication and modern technologies and the lack of connection between the headquarters and other branches, and they refer to that because The suffocating economic situation, the lack of sufficient resources for its dependence on donors and collection processes from the public, and the presence of an economic blockade by the occupying power that impedes the entry of some technologies that are used within the framework of the Authority, and they also added that there is a failure by the administration of the Authority to show a balance between the needs of workers and the development and exploitation of their competencies They also indicated the absence of a financial vision at the beginning of the year showing the details of the projects that can be accomplished and the development of plans that achieve the goals of the interest. The workers expressed their dissatisfaction with the Authority for not implementing the strategic plan as required, as the implementation rate was less than 25%, and they also showed weakness before The administration has an interest in involving employees in decision-making, in addition to not providing training and development opportunities for employees, while it was found that they have a deficit in sharing the experiences of their employees with organizations represented in neighboring countries.

Perhaps some of the previous studies made proposals that support organizational effectiveness, such as the study of Al-Za'irir and Al-Daman (2021), which recommended that the management of five-star hotels in Amman give workers more freedom for employees to dispose of the work entrusted to them. And give them more participation in the decision-making process. And that the management of five-star

hotels in Amman should increase attention to financial incentives for its employees to encourage them to continuously learn. Khalaf's study (2020) also recommended that senior management in Iraqi universities study the causes that lead to a decrease in organizational effectiveness and address them to improve their level in university colleges. as indicated Al-Othmani study (2017), the necessity of the school leader's interest in holding seminars, courses and lectures that introduce the workers in private schools to the concepts of transformational leadership and the importance of adopting and applying these concepts because of their critical role in achieving organizational effectiveness and the necessity of the school leader's interest in holding training curricula that It aims to improve and develop the capabilities of private school staff on transformational leadership, which is reflected in its effective and successful use.

It is clear from what was mentioned that there is a real and clear problem in the organizational effectiveness in the interest. The problem of the study is to answer the following main question:

What is the role of organizational commitment in achieving organizational effectiveness in the Coastal Municipalities Water Authority - the southern governorates?

Second - Research Questions:

1. What is the degree of organizational commitment of workers in the Coastal Municipalities Water Utility in the southern governorates?
2. What is the level of organizational effectiveness of the workers in the Coastal Municipalities Water Utility?
3. Is there a statistically significant relationship between the dimensions of organizational commitment (emotional - normative - continuity) and achieving organizational effectiveness for the Coastal Municipalities Water Utility?
4. Is there a statistically significant effect of the dimensions of organizational commitment of workers (emotional - normative - continuity) in achieving organizational effectiveness in the Coastal Municipalities Water Utility?

Third- Research Objectives:

1. Identifying the degree of organizational commitment of the employees of the Coastal Municipalities Water Utility in the southern governorates.
2. Determine the levels of organizational effectiveness in the Coastal Municipalities Water Utility.
3. Revealing the relationship between the degree of organizational commitment of employees and the level of organizational effectiveness.

4. Identifying the degree of impact of organizational commitment with its dimensions (emotional - normative - continuity) in achieving organizational effectiveness in the Coastal Municipalities Water Utility.

Fourth - the importance of the study:

First: Scientific Importance:

The importance of the research is reflected in its being the first to combine organizational commitment with organizational effectiveness in a complete research according to the researcher's knowledge at the local level.

The research combines a theoretical framework and concepts that can be used in many scientific fields.

- The research is a scientific reference that new researchers can refer to when preparing for future studies that talk about the contents covered by this research.

Second: The practical importance:

- The clear impact obtained through the application of the concepts of organizational commitment in developing the organizational effectiveness of the Coastal Municipalities Water Utility in the southern governorates of the State of Palestine

The research is a reference that can be relied upon when making any of the decisions based on the results obtained.

Fifthly, the research hypotheses:

First Hypothesis:

There is a statistically significant relationship at the level ($\alpha \leq 0.05$) between the organizational commitment of workers in its dimensions (emotional - normative - continuity) and the achievement of organizational effectiveness in the Coastal Municipalities Water Authority - southern governorates.

The second hypothesis:

There is a statistically significant effect at the level ($\alpha \leq 0.05$) of the dimensions of organizational commitment of workers (emotional - normative - continuity) in achieving organizational effectiveness in the Coastal Municipalities Water Authority.

Sixth- Research Variables:

1. The independent variable: organizational commitment and includes (emotional commitment - normative commitment - continuity commitment).
2. The dependent variable: organizational effectiveness.

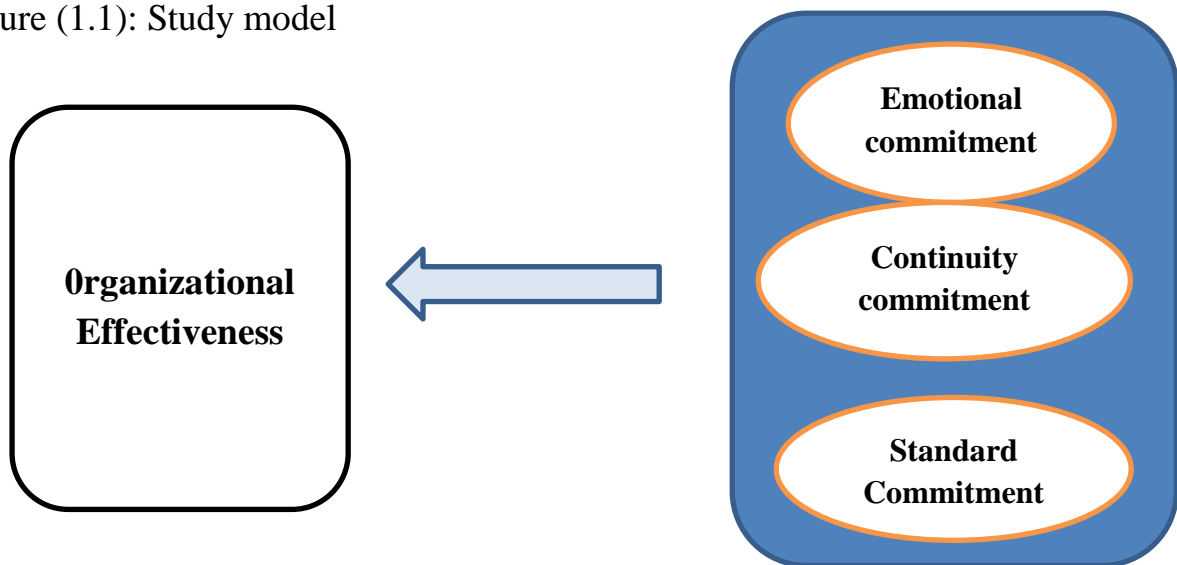
3. Demographic variables: (gender, age, educational qualification, specialization, years of service, job title).

Seventh - Study model:

the dependent variable the dependent variable

organizational commitment

Figure (1.1): Study model



Source: Prepared by the researchers based on previous studies

Inventory of the model according to a study (Bin Talib and Hajjaj, 2020), (Bahr and Abu Jiyab, 2017), (Al-Ghamari, 2017)).

Organizational commitment

First - the concept of organizational commitment:

The attitudes and opinions of scholars and researchers differed about the concepts of organizational commitment, as each of them sees it from his perspective and the destination of his specialization, as well as its ramifications for basic variables such as commitment to work, commitment to the organization, work environment, work group, and so on. The following is a set of terminological interpretations of the concept of organizational commitment.

The researcher also believes that the inability of researchers to find a unified concept of organizational commitment as a result of the following points:

1. Compliance is a psychological state affected by various variables, and it has multiple methods to study.
2. There are different approaches to the study of organizational commitment, and there are many bases that researchers differ in addressing through them, and of course the results of the research and studies on which they are based vary.
- 3The concept of organizational commitment includes various packages of components and dimensions, as well as models that explain it.
4. This concept was considered relatively late, so that this concept was not shed in an in-depth manner, and thus unified formulas and concepts were reached.

on the previous concepts, the researcher defines the procedural organizational commitment as: the complete conviction of the workers in the Coastal Municipalities Water Utility and their acceptance of its goals and values, and their desire to make the greatest possible effort in its favor and not to leave work in it even if better working conditions are available in another organization.

Second - the importance of organizational commitment:

Organizational commitment is one of the most prominent behavioral variables that have been highlighted by many studies and research, as the results of many studies and research confirmed the high cost of absence, high delay in work, labor dropout from institutions, and low job satisfaction levels. The results also showed the importance of searching for the causes of previous negative phenomena. . Many studies have confirmed the clear importance of organizational commitment, as the high level of organizational commitment in the work environment results in a low level of a group of negative phenomena, foremost of which are absenteeism and evasion from performing tasks. Especially at times when organizations cannot provide appropriate incentives for their employees and push them to achieve the highest level of achievement (Ashouri, 2015: 55).

Where employees in administrative institutions are considered the most effective indicator of the superiority of one institution over the other, it is necessary to ensure the commitment of employees and their loyalty in order to complete their job tasks with high quality, which contributes to increasing their level, efficiency and effectiveness within the institution.

On the other hand, people who do not abide by their responsibilities and pass them on to others must be avoided, because this will inevitably lead to a weakening of the level of performance in terms of quality and quantity (61 Khoeini and Attar, 2015:).

The researcher believes that the organizational commitment of workers contributes to strengthening workers in the face of crises, managing them and overcoming them, and that it attracts both managers and scientists of human behavior; Because it is a desirable behavior by organizations in addition to that it represents an important element in the link between the organization and the individuals working in it, especially at times when organizations cannot provide appropriate incentives to push these individuals to work and achieve high levels of performance, and the importance of organizational commitment is reflected in It helps individuals to psychological compatibility and a sense of comfort and job security, which reduces his anxiety and thus increases his productivity.

Third - Dimensions of organizational commitment:

. Emotional commitment:

The two researchers defined it (Sulaiman, Wahb, 2011: 69): the worker's feeling of being connected to the organization and contributing to it, while (Haroush, 2011: 41): it is the compatibility of the individual's goals with the goals and values of the organization, which leads to the individual's participation in achieving the goals and strengthening these values.

While the researcher defines it procedurally: it is the worker's desire to remain in his workplace within the Coastal Municipalities Water Utility as a result of his compatibility with its values and objectives, and the worker's endeavor to participate in achieving these values and objectives.

The researcher also believes that some organizations make changes to their values and goals, so we find that some workers do not adhere to these goals, and thus the percentage of emotional commitment that links them to this organization is determined, and this dimension is also affected by the degree of individual awareness of the distinctive characteristics of his work in terms of the degree of independence, importance, entity and diversity of skills Supervisors and active participation through a good and effective regulatory environment

. Continuity commitment:

The two researchers (Sulaiman, Wahb, 2011: 69) defined it that continuity commitment is the individual's motivation and unbridled desire for survival and sustainability in the organization in which he works.

While he defined it (Harem, 2003:192): that it is based on the costs that the employee sees as the reason for leaving work within the organization.

While the researcher knows it procedurally: the worker continues to work in the Coastal Municipalities Water Authority inside his workplace because he believes that leaving this job will cost him a lot.

The researcher also believes that many people prefer to stay in their workplaces for fear of sacrificing investments or incurring costs. High not to sacrifice such gains.

. Standard Commitment:

Normative commitment means the worker's feeling of obligation to remain in the organization (Sulaiman, Wahb, 2011: 69)

While (Haroush, 2011: 41) adds that normative commitment refers to the pressures of others such as colleagues and superiors.

(Al-Jamasi, The Army, 2016: 19) also adds that the normative obligation is for individuals to calculate what others can say if they leave the organization, and thus they do not want to create a negative impression about their leaving the organization.

While the researcher defines it procedurally: it is the employee's sense of obligation to stay with CMWU, and this feeling of good support is often reinforced by the authority's management for its employees, by allowing them to participate and positively interact not only in how procedures and implementation work but also contribute to setting goals and plans and drawing up the general policies of the organization.

These three designations are seen as implicit components of commitment rather than types; As an employee can experience all of these psychological states to varying degrees, some employees may, for example, feel a strong "need" and a strong obligation to stay, but have no "want" to do so. Others may not feel the need or obligation, but have a great desire to stay, and so on. Thus, the individual's organizational commitment is the outcome of all these separable psychological states.

Organizational effectiveness

Organizational effectiveness is considered one of the ambiguous and emerging issues in business management, so there is not a sufficient number of scientific studies available to determine its theoretical framework, and since effectiveness is necessary for many organizations, companies and ministries due to the great development and intense competition for continuity of work, a number of researchers have sought And thinkers in many places find a theory that organizations adopt in order to be effective and of high quality, but the difficulty is that the effectiveness of the organization is a complex and complex issue with the complexity of the organizations themselves. To

the difficulty of identifying the phenomena that surround the effectiveness of organizations and the multiplicity of approaches to their study according to the different approaches followed by researchers in this field, which makes research on the issue of organizational effectiveness one of the most difficult research and studies (Othmani, 2017:43).

First - the concept of organizational effectiveness:

The opinions of researchers differed about the development of a clear and accurate definition of organizational effectiveness, as trying to develop a specific definition of effectiveness is a difficult and complex matter. Because it is based on principles and standards in different business environments and organizations.

Through the above narration of the concepts addressed by some researchers, it becomes clear that it is difficult to arrive at a clear and accurate concept of organizational effectiveness. The researcher noted that organizational effectiveness does not have complete agreement on the definition of organizational effectiveness, and the researcher concluded that there is a difference in the objectives that the institution seeks to achieve as it differed. The goals of these institutions differ in their missions, as there were goals related to society, others related to production, and others that were cultural or social goals.

He also noted the different parties that deal with them with different goals, as the employee, for example, evaluates effectiveness based on the level of remuneration, and the investor evaluates it based on the outcome of his investment.

Therefore, the researcher procedurally defines organizational effectiveness: achieving the objectives of the Coastal Municipalities Water Utility by focusing on management by results in order to achieve growth and stability by working through adaptation with the internal and external environment under the changing and successive conditions in the Gaza Strip.

METHODOLOGY AND PROCEDURES

First - Study Methodology:

The researcher used the descriptive analytical approach, which is widely used in research and human studies, through which he tries to describe and evaluate the reality of organizational commitment in achieving organizational effectiveness through an applied study on the Coastal Municipalities Water Utility under study. The descriptive-analytical approach attempts to compare, explain, and evaluate in the hope of reaching meaningful generalizations. It increases the balance of knowledge about the subject of study.

Second - Study population and sample:

The study population is represented by the employees of the Coastal Municipalities Water Authority under study, which are (the central governorate headquarters, the main headquarters, the regional headquarters, desalination plants, treatment plants, and warehouses), and their number is (263) employees distributed over (6) headquarters

The study sample

Determine the size of the study sample based on Steven Thompson's equation as follows: (Thompson, 2012)

$$n = \frac{N \times p(1-p)}{\left[\left[N - 1 \times \left(d^2 \div z^2 \right) \right] + p(1-p) \right]}$$

N. Community size.

P: Neutral characteristic availability = 0.50

D: error rate equal to 0.05

Z: The standard score corresponding to the significance level is 0.95 and is equal to 1.96

Based on the previous equation, the study sample consisted of (157) individuals as a minimum, and they represent approximately (59.7%) of the target population.

Data analysis and hypothesis testing

First - the criterion adopted in the study:

To determine the criterion adopted in the study, the length of the cells in the decimal Likert scale was determined by calculating the range between the scale degrees (10-1 = 9) and then dividing it by the largest value in the scale, i.e. the number of criterion degrees, which is (5) to get the length of the cell i.e. (9/5 = 1.8), and then this value was added to the lowest value in the scale (the beginning of the scale which is one true) in order to determine the upper limit of this cell, and thus the length of the cells became as shown in the following table, where the levels of approval were divided into Five levels (very low, low, medium, high, very high)

To interpret the results of the study, and to judge the level of response, the researcher relied on the arrangement of arithmetic averages at the level of the fields of the questionnaire, and the level of paragraphs in each field. The researcher determined the degree of approval according to the test approved for the study.

Third - the results of the analysis of the paragraphs of the questionnaire tool and its axes

Results of the analysis of paragraphs related to the first axis "Organizational commitment"

The following is a presentation of the results of the statistical analysis of the independent variable, organizational commitment and its dimensions within this study. The arithmetic mean, standard deviation, relative weight, and the (One Sample T test) were used to find out whether the average degree of response reached the degree of neutral approval, which is (5.5) or not.

The arithmetic mean of all items of "regulatory commitment" equals (7.42) (total score out of 10), meaning that the relative arithmetic average is (74.24%), which indicates that there is a high degree of approval by the sample members on the items of organizational commitment in general, and it is inferred from Previous results on the availability of dimensions of organizational commitment (emotional commitment, continuity commitment, normative commitment) in the Coastal Municipalities Water Utility from the respondents' point of view to a large extent.

- The special field "normative commitment" ranked first, with an arithmetic average (7.76) and a relative weight of (77.60%), and the researcher believes that "normative commitment" is available in the interest under study to a high degree.
- The special field "emotional commitment" ranked second, with an arithmetic average (7.60) and a relative weight of (75.95%), and the researcher believes that "emotional commitment" is available in the interest under study to a high degree.
- The special field "continuity commitment" ranked third, with an arithmetic average (6.92) and a relative weight (69.18%), and the researcher believes that "continuity commitment" is available in the interest under study to a high degree.

Thus, the researcher has answered the first question: What is the degree of organizational commitment of the workers in the Coastal Municipalities Water Utility in the southern governorates?

The researcher was also able to achieve the first objective of the study, which is to identify the degree of organizational commitment among workers in the Coastal Municipalities Water Authority in the southern governorates.

The results of the analysis of the paragraphs related to the second axis: "Organizational effectiveness."

The following is a presentation of the results of the statistical analysis of the dependent variable, organizational effectiveness within this study, and the dimension consists of (15) paragraphs, where the arithmetic mean, standard deviation, and relative weight were calculated, and then the general arithmetic mean, standard deviation, and the relative weight of the total degree of the variable were calculated and the test (One Sample T test), to find out whether the average response score has

reached the degree of neutral approval, which is (5.5) or not among the employees of the interest under study.

That the arithmetic average of the first paragraph "Implement the instructions and work instructions accurately" equals (8.55) (total score out of 10), meaning that the relative arithmetic average (85.53%), the test value (29.632), and that the probabilistic value (.Sig) is 0.000 Therefore, this is considered The item is statistically significant at the significance level of $\alpha \geq 0.05$, which indicates that the average degree of response to this item has exceeded the average approval degree, which is (5.5), and this means that there is a very high degree of approval by the sample members on this item, and thus came its order Ranked first in this field.

The researcher explains that this paragraph is very high, as the employees of the Coastal Municipalities Water Utility implement work instructions and instructions accurately, due to the state of satisfaction experienced by the employees within the authority.

The arithmetic average of the eighth paragraph "I am proud of the distinguished services provided by the Department" is equal to (7.85) (total score out of 10), meaning that the relative arithmetic average is (78.49%), the test value is (20.061), and the probabilistic value (.sig) is 0.000 therefore this is considered The paragraph is statistically significant at the level of significance ($\alpha < 0.05$), which indicates that the average degree of response to this paragraph has exceeded the degree of neutral approval, which is (5.5), and this means that there is a high degree of approval by the sample members on this paragraph, and the researcher notes This paragraph received a high percentage, but it is the least paragraph, and thus it ranked last in this field.

The researcher explains that this paragraph was high despite obtaining the lowest approval rate due to the somewhat lack of capabilities of the Coastal Municipalities Water Utility due to the state of siege and the economic crisis we are living in in the Gaza Strip.

In general, it can be said that the arithmetic mean equals (8.24), that the relative arithmetic mean equals (82.39%), the test value is (37.280), and that the probability value (.Sig) equals 0.000, so the field of "organizational effectiveness" is considered statistically significant at the level of significance of $0.05. \geq \alpha$, indicating that the average response score for this domain differs substantially from the approval score

Neutral, which is (5.5), and this means that there is a very high degree of approval by the sample members on the paragraphs of this field.

The researcher explains this that the organizational effectiveness came to a very high degree due to the ability of the department's employees to complete their tasks and work on time, their ability to plan work before performing it, and their great effort to

achieve the department's goals, in addition to their high ability to exploit the available resources and their dedication to work in the form of a unified work team.

This study agreed with the study of Zaarir and Al-Daman (2021) with a high degree of approval, as well as with the study of both Al-Mutairi (2021) with a high degree of approval, the Al-Qassas study (2018) with a high degree of approval, and the Al-Othmani study (2017) with a high degree of approval, while it differed with the Al-Olayani study (2019), where the regulatory effectiveness came to a medium degree of approval.

Thus, the researcher has answered the second question: What is the level of organizational effectiveness of the workers in the Coastal Municipalities Water Utility?

The researcher was also able to achieve the second objective of the study: to identify the levels of organizational effectiveness in the Coastal Municipalities Water Utility.

Fourth - The results of testing the hypotheses of the study and discussing the results:

The starting point in the practical aspect of any research study is to develop hypotheses about the problem to be studied, and the study hypotheses were chosen as follows:

The first main hypothesis: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between organizational commitment with its dimensions (emotional commitment - continuity commitment - normative commitment) and the achievement of organizational effectiveness at the Coastal Municipalities Water Authority in the southern governorates.

Measuring the relationship is the first step to find out the direction and nature of the relationship between the variables, as well as answering the main hypothesis of the study, by finding the correlation coefficients using the "Pearson coefficient" between the total degree of the independent variable organizational commitment and its dimensions, and the dependent variable "organizational effectiveness" to see if there is a relationship Between them from the point of view of workers in the interest under study, and table (5.13) shows the results of the Pearson correlation coefficient test.

It is clear that the correlation coefficient between the organizational commitment and its dimensions and the achievement of organizational effectiveness equals (0.377), and that the probabilistic value (Sig = 0.000 < 0.05.), which is less than the significance level, and this indicates a statistically significant relationship between the total score The organizational commitment to its dimensions and the achievement of organizational effectiveness, as the relationship was positive and direct, and this indicates that

Increasing attention to the application of organizational commitment in its dimensions (emotional commitment, continuity commitment, normative commitment) leads to increasing and improving organizational effectiveness among workers in the Coastal Municipalities Water Utility in the southern governorates

Based on the results of the analysis, we conclude that there is a “statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the dimensions of organizational commitment and achieving organizational effectiveness in the Coastal Municipalities Water Authority in the southern governorates.

The researcher explains that this relationship is justified, as the organizational commitment of the workers represented by (emotional commitment, continuity commitment, normative commitment) leads to an increase in organizational effectiveness and bridges the gap between reality and expectations.

The second main premise:

There is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the dimensions of organizational commitment for workers (emotional commitment, continuity commitment, normative commitment) in achieving organizational effectiveness in the Coastal Municipalities Water Authority.

This hypothesis was validated using multiple linear regression analysis and simple regression.

It was shown from the previous table that the model is valid for using the linear regression model, and that the correlation coefficient is (0.408), the coefficient of determination is (0.167), and the adjusted coefficient of determination is equal to (0.153), and the regression model was able to explain 15.3% of the level Achieving organizational effectiveness among the workers in the Coastal Municipalities Water Utility, meaning that the organizational commitment has an important and essential role in achieving organizational effectiveness among the workers in the utility under study. As for the remaining value of (84.7%) due to the change in other factors that did not enter the regression model, in addition to Random estimation errors, and this means that there are other independent variables that may play a key role in explaining the level of organizational effectiveness achievement. They are not statistically significant (emotional commitment, continuity commitment), that is, they do not affect the level of organizational effectiveness achievement.

And the value of (P) reached (11.677), which is statistically significant at the level ($\alpha \leq 0.05$), which confirms the significance of the regression model, and that there is a statistically significant effect at the level of the function ($\alpha \leq 0.05$) for the organizational commitment of workers in achieving organizational effectiveness. .

$$Y = \alpha + \beta X_3 + \varepsilon$$

$$Y = .5.55 + .293x_3 + \varepsilon$$

The regression equation is: achieving organizational effectiveness = 5.55 + 0.293 * (standard commitment)

According to the previous regression model, it becomes clear that:

It means that it is possible to take the necessary measures towards enhancing normative compliance, and to apply the previous model to predict the degree of change in the degree of improvement in achieving organizational effectiveness among employees of the department.

whereas:

- Each improvement in the ability of one degree in "standard commitment" leads to an increase in the level of improvement in achieving organizational effectiveness among workers in the department under study by (0.293) degrees.

Based on the results of the analysis, we conclude that there is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the organizational commitment of workers in achieving organizational effectiveness in the Coastal Municipalities Water Authority.

The researcher explains this effect as being justified, as the organizational commitment of the workers represented by (emotional commitment, continuity commitment, normative commitment) leads to an increase in organizational effectiveness and bridges the gap between reality and expected.

Findings and Recommendations

First - the results of the study.

Live Scores

In the table below, the researcher has indicated the research questions, objectives, hypotheses, and the extent to which they are achieved, according to the following:

Secondly, the recommendations of the study

In light of the results of the study, through testing the hypotheses, and answering the study questions, the lowest relative weights of the study variables were determined, so the researcher suggested a group of

Recommendations that can be used by the Coastal Municipalities Water Utility in the southern governorates to achieve its objectives. The researcher took into account in presenting these recommendations, according to the following:

1. The necessity of maintaining a high level of organizational commitment among the employees in the department by creating an organizational climate that helps with this.
2. The management of the Coastal Municipalities Water Utility should work to enhance the workers' sense of safety and stability during their work, through rewards and incentives and through training courses that enhance safety and stability during work.
3. The necessity for the Coastal Municipalities Water Utility to continuously provide specialized training programs to develop the skills of workers in order to improve their work.
4. Encouraging employees to continue and stay at work within the department, by linking development programs and bonus policies with the qualifications and skills available to employees.
5. Raising the level of interest in involving all employees in joint cooperation in planning and formulating policies for the department.
6. The necessity for the administration of the department to continuously work to provide guidance to employees that contribute positively towards achieving organizational effectiveness at work.
7. Openness to local and international institutions, building companies, exchanging experiences and contributing to conferences to develop the human element as the most valuable capital owned by the authority to enhance organizational effectiveness.
8. Encouraging the authority's employees to be proud of the distinguished services provided by the authority's management to them and the society.
9. Work on the need to encourage employees to achieve the desired goals of interest in order to increase organizational effectiveness.

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