

The Impact of Organizational Commitment on Improving the Quality of Services Provided in the Presence of a Learning Organization

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Abstract

The research aimed to investigate the impact of organizational commitment on improving the quality of services provided in the presence of the learning organization. The research variables were organizational commitment as an independent variable with its three dimensions (emotional commitment, mandatory commitment, and ethical commitment), the quality of services provided as a dependent variable, and the learning organization as an intervening variable. To achieve the research objectives, the descriptive analytical approach was used. A questionnaire was designed and used as a tool for collecting data. The research sample amounted to (374) individuals. The questionnaire was distributed to the research sample. (362) forms were retrieved. The number of forms valid for statistical analysis amounted to (350) forms. The research concluded with several results, the most important of which is the existence of a statistically significant moral effect of organizational commitment on the quality of services provided. The research also found a statistically significant moral effect of the emotional commitment dimension, the mandatory commitment dimension, and the ethical commitment dimension on the quality of services provided. The research also found a statistically significant moral effect of the learning organization on the relationship between organizational commitment and the quality of services provided.

Keywords: *Organizational Commitment, Quality of Services Provided, Learning Organization.*

Introduction

Meeting the needs of human beings is the main purpose for which business organizations were established. These organizations all want to survive, grow and continue in order to achieve their goals. In order for these organizations to ensure survival, growth, continuity and achieve the goals for which they were established, they must provide services at a distinguished level of quality that satisfies their customers and ensures their loyalty.

Providing good customer service is one of the shortest ways for an organization to reach leadership in its market and achieve a competitive advantage over its competitors. Hence, the importance of searching for everything that leads to improving the quality of services provided to customers.

Retaining committed employees is one of the biggest challenges facing business organizations today as they strive to provide outstanding levels of service to their customers in order to satisfy them and meet their needs.

Organizational commitment of employees is a double-edged sword for the organization. It is a factor of success and sometimes a factor of failure. It is a factor of success in achieving the goals of the organization's employees that are consistent and compatible with the organization's goals, which leads to increased loyalty of employees to the organization and an increase in their desire to stay in it. Organizational commitment may also be a factor of failure if employees fail to achieve their goals that are not consistent and compatible with the organization's goals. This makes them not prefer to stay in the organization and work in it. This

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may lead to a high rate of employee turnover in the organization.

Organizational commitment is the integration of the employee's participation in the organization in which he works. This is done through the employee's willingness to provide extra effort in order to achieve the organization's goals. It is also represented by his love, attachment and loyalty to his organization.

Given the great importance of the educational services sector in Jordanian society, achieving a competitive advantage for private universities has become a necessity that those in charge of university education must pay greater attention to. This is due to the economic and social impacts of this sector that are extremely important. This is where the importance of the topic and its worthiness for research and study lies. Herein lays the importance of this research that examines the impact of organizational commitment as an independent variable on the quality of services provided as a dependent variable in the presence of the learning organization as an intermediary variable. This is applied to one of the most important private universities in Jordan, Amman Private University. This can be considered a model that the research aims to apply its dimensions to in order to achieve its objectives. Which lie in reaching results through which recommendations can be made that can be applied to the Jordanian educational services sector?

Research Problem

Despite the importance of the educational services sector, the researcher noticed after reviewing previous studies and research efforts that addressed the same topic. The scarcity of research that addressed these dimensions in the educational services sector in Jordan in general, and in Jordanian private universities in particular. Despite the high value of their capabilities, this does not represent anything if these universities do not achieve a special competitive advantage that lies in providing high-quality educational services.

Therefore, it is necessary for every Jordanian private university to provide its best and do its utmost to achieve its competitive advantage, which lies in providing the highest possible quality of educational services provided to customers. Here, it has become imperative to study everything that could lead to improving the quality of services provided as a dependent variable. By researching the independent variables that may have a positive impact on improving the quality of services provided, the researcher noted the scarcity - to the best of the researcher's knowledge - of studies and research efforts that addressed the impact of organizational commitment as an independent variable on the quality of services provided as a dependent variable in light of the presence of the learning organization as an intervening variable in Jordan.

After the researcher reviewed previous studies, it became clear that there is a scarcity of studies that addressed the topic. This is what prompted the researcher to choose the research topic to fill the research gap.

Based on the above, the research problem lies in answering the main question: What is the impact of organizational commitment of employees on improving the quality of services provided at Amman Private University in Jordan?

Aim and Objectives

The research seeks to achieve the following objectives:

- Identifying the extent of the impact of organizational commitment of employees on improving the quality of services provided to customers at the Private University of Amman.
- Identifying the level of organizational commitment of employees at the Private University of Amman.
- Identifying the level of services provided to customers at the Private University of Amman.

- Identifying the level of the learning organization at the Private University of Amman.
- Identifying the extent of the impact of organizational commitment on the quality of services provided to customers attributed to the learning organization.

Research Questions

The main question is what is the impact of organizational commitment of employees on improving the quality of services provided at Amman Private University in Jordan?

It is divided into the main questions and the following sub-questions:

- What is the level of organizational commitment of employees at the University of Amman?
- What is the level of services provided at the University of Amman?
- What is the extent of the impact of organizational commitment on the quality of services provided to customers attributed to the learning organization?

Methodology and Methods

The research relied on the descriptive analytical approach to achieve its objectives. A questionnaire was designed as a primary tool for collecting data. The SPSS program was used to analyze the collected statistical data.

Research Hypothesis

First Main hypothesis: there is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of organizational commitment on the quality of services provided by employees at the private university of Amman.

First sub-hypothesis: there is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of Emotional commitment on the quality of services provided by employees at the private university of Amman.

Second sub- hypothesis: there is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of Mandatory commitment on the quality of services provided by employees at the private university of Amman.

Third sub-hypothesis: there is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of Ethical commitment on the quality of services provided by employees at the private university of Amman.

Second main hypothesis: there is no a statistically significant moral effect of organizational commitment on the quality of services provided, attributed to the learning organization among employees at the private university of Amman

Research Literature

Organizational Commitment

Organizational commitment was not a new concept in management science; the term organizational commitment began to appear in the sixties and became more prominent and widespread in the eighties. (Camille Freddy) presented a model of organizational commitment that considers work as the first activity necessary for the individual to integrate into a coherent sequence of activities that lead him to achieve a specific goal and then commit to performing those activities in an organized manner. Interest in

organizational commitment increased further in the nineties. It was focused on as a multidimensional concept consisting of four dimensions. These dimensions are organizational values, the need to continue working, the sense of commitment, and loyalty to the organization (Anna, et al, 2022: 8).

The Concept of Organizational Commitment

It is the degree of willingness of employees to provide the maximum possible effort for the organization in which they work. This effort is accompanied by a strong desire within these employees to stay in the organization. They accept and believe in the organization's goals. The organization's goals are consistent and in harmony with the employees' goals and values (al kamaly & al sufiany, 2023, 155; Al-Doori et al., 2024).

Dimensions of Organizational Commitment

Researchers and scholars have had different opinions about the dimensions of organizational commitment. However, most of them agreed that its dimensions are as follows:

Emotional Commitment

Emotional commitment can be defined as the emotional connection that occurs between an employee and the organization he works for. It is also the degree or level to which an employee feels the need to act within the organization (Anna, 2022: 156).

Emotional commitment is the degree to which employees want to stay and continue in their organizations. If an employee wants to stay in an organization, he or she is usually emotionally attached to it. In most cases, committed employees identify with the organization's goals and feel satisfied with their work. They act as ambassadors for their organizations and can be considered assets to these organizations (Rogier, 2023: 3; Yousef et al., 2023).

Mandatory Commitment

The potential costs and expenses when an employee suffers some damages resulting from his cessation of work are a mandatory obligation. Here, the mandatory obligation results from the expected costs in the event that the employee leaves the organization, which prevents the continuity of work (Anna, 2022: 160).

Mandatory commitment is the extent to which an employee feels that he/she is committed to the organization. The reason for the employee's commitment lies in the extent to which he/she needs to continue working for the organization. Although the reasons for employees' need to remain in the organization vary, the most common reason is the lack of work alternatives and wages (Rogier, 2023: 4).

The researcher believes that mandatory commitment shows the extent of the employees' commitment to continue working in the organization. This continuity results from the benefits that employees obtain from their organizations. The researcher believes that mandatory commitment may increase if the employee is in a prestigious position or, more precisely, if the employee is in a leadership position.

Ethical Commitment

Ethical commitment depends on the prevailing social norms in the society. These norms determine the level of loyalty of the employee to his organization and the extent of his feeling of commitment towards it. (Anna, 2022: 65; Qawasmeh et al., 2021).

An ethically committed employee often feels compelled to stay in the organization. He or she often feels the dire consequences and negative repercussions of leaving the organization. He or she often feels guilty and remorseful about the possibility of leaving the organization (Rogier, 2023: 5).

The researcher believes that the ethical commitment of employees is represented in their commitment to stay and work in the organizations to which they belong. This moral commitment can be enhanced by supporting employees and motivating them to work positively. With the possibility of involving them in making decisions related to planning and determining work policies and goals.

Quality of Services Provided

Quality of Services Provided Concept

The quality of services provided is represented in providing the best possible services according to scientific and professional developments. It means how to exploit the available resources with the ability to attract more of these resources to cover the necessary needs to provide distinguished levels of services (Al-Yamani, 2023, 1111; Alkhazali et al., 2019).

Learning Organization

A learning organization is one that continuously learns and transforms itself by adopting continuous learning strategies. It integrates and works alongside the activities and business of the organization to achieve continuous improvement (Abd Al-Wahhab, & Ahmed, 2020: 19).

Organization Commitment and Quality of Services Provided

Shany (2023: 8) says that regulatory compliance is important to improve the quality of services provided to customers through the following:

- **Improving job performance:** Employee commitment makes him believe in the goals, vision and mission of the organization to which he belongs. Thus, employee performance improves. He seeks to exert greater effort, accomplish more tasks and set more ambitious goals.
- **Improving organizational performance:** The employee considers him an investor in the organization to which he belongs and works. The employee is expected to be more cooperative. Thus, he will be more in love with his team. This enhances and improves the performance of employees and their morale in general.
- **Employee Advocacy for the Organization:** Committed employees will often become more advocating for their organizations. They believe in their organization's vision and embrace its goals and values on both a professional and personal level. They provide full support and assistance to their organizations and their policies and seek to improve their services to customers.
- **Lower employee absenteeism:** Engaged employees tend to have lower rates of illness than less committed employees. More committed employees enjoy coming to work more than less committed employees. Engaged employees are also more passionate about achieving organizational goals than their less committed counterparts.
- **Low employee turnover:** Most employees often face periods of job dissatisfaction. However, committed employees who believe in the organization's goals and values do not often think about leaving their jobs.

The researcher believes that organizational commitment plays a very important role in achieving high effectiveness of organizations. Organizational commitment is a driving force for employees. It is a key indicator for predicting the quality of services provided to customers. Studies show that as the level of organizational commitment increases, the quality of services provided increases. Employees with high organizational commitment have higher levels of service provision.

Research Methodology

The researcher relied on the descriptive analytical approach to achieve its objectives.

Data Collection

The researcher relied on the questionnaire as a primary tool for collecting data. The questionnaire consisted of (36) paragraphs to measure the research variables. The research sample was calculated using (Thompson's) equation.

The research sample amounted to (374) individuals from employees at Amman Private University in Jordan. The questionnaire was distributed to the research sample. (362) forms were retrieved. It was found that (350) questionnaires were valid for analysis.

Results and Analysis

Results

The researcher reached several results, the most important of which were the following:

- Employees at Amman Private University enjoy a good level of organizational commitment.
- Employees at the Amman private University enjoy a good level of Quality of services provided.
- Amman private University enjoys a good level of learning organization.
- There is statistically significant effect at the significance level ($\alpha \leq 0.05$) of organizational commitment on the quality of services provided by employees at the private university of Amman.
- There is statistically significant effect at the significance level ($\alpha \leq 0.05$) of Emotional commitment on the quality of services provided by employees at the private university of Amman
- There is statistically significant effect at the significance level ($\alpha \leq 0.05$) of Mandatory commitment on the quality of services provided by employees at the private university of Amman.
- There is statistically significant effect at the significance level ($\alpha \leq 0.05$) of Ethical commitment on the quality of services provided by employees at the private university of Amman.
- Every 1% increase in ethical commitment leads to a (63.2%) improvement in the quality of services provided.
- Every 1% increase in mandatory commitment leads to a (61.6%) improvement in the quality of services provided.
- Every 1% increase in emotional commitment leads to a (51.7%) improvement in the quality of services provided.
- There is a statistically significant moral effect of organizational commitment on the quality of services provided, attributed to the learning organization among employees at the private university of Amman.

*Analysis**Scale Stability Test***Table (1). Scale Stability Test**

Variables	Paragraphs	Number of Paragraphs	Cronbach's Alpha for Paragraphs	Cronbach's Alpha for Variables
Organizational commitment scale (Independent Variable)				
Emotional commitment	1 – 5	5	0.949	0.964
Mandatory commitment	6 – 11	6	0.937	
Ethical commitment	12 – 16	5	0.911	
Quality of services provided scale (Dependent)	17 – 26	10	0.952	0.952
The learning organization scale (Intermediary)	27 – 36	10	0.809	0.809
General Stability Coefficient		36	0.970	0.970

Resource: table prepared by the researcher.

Table (1) shows the following:

All paragraphs of the research variables scales have strong stability. All questionnaire paragraphs achieved stability of more than 70%.

Scale Validity Test

Correlation coefficients between independent variable items (Organizational commitment scale)

*Emotional Commitment***Table (2). Emotional Commitment Axis Validity Test**

Paragraphs	Internal consistency		Structural honesty	
	Correlation	Sig	Correlation	Sig
My personal values are consistent with the values prevailing at the university.	0.929	0.00	0.911	0.00
I participate actively in all university work committees.	0.863	0.00		
I am proud to be part of this university.	0.889	0.00		
I strive to sacrifice in order to achieve the university's goals.	0.867	0.00		
I cooperate with my colleagues to achieve the university's vision and mission.	0.860	0.00		

Source: table prepared by the researcher.

Mandatory Commitment

Table (3). Mandatory Commitment Axis Validity Test

Paragraphs	Internal consistency		Structural honesty	
	Correlation	Sig	Correlation	Sig
I commit to performing the tasks assigned to me so that the work continues well.	0.898	0.00	0.890	0.00
I want to stay in my job no matter what alternative opportunities are available to me.	0.868	0.00		
The university meets my functional needs to accomplish the tasks I am assigned.	0.855	0.00		
I get many benefits from my work such as social status.	0.829	0.00		
I am satisfied with the privileges my work brings me within the university.	0.797	0.00		
I am keen to develop myself professionally on an ongoing basis to be able to perform my work efficiently	0.809	0.00		

Source: table prepared by the researcher.

Ethical Commitment

Table (4). Ethical commitment Axis Validity Test

Paragraphs	Internal consistency		Structural honesty	
	Correlation	Sig	Correlation	Sig
I adhere to the Code of Professional Ethics.	0.694	0.00	0.901	0.00
Commit to doing the extra work my job requires.	0.866	0.00		
Adhere to the laws and regulations governing work.	0.834	0.00		
I support my colleagues professionally and socially.	0.828	0.00		
I do my best to achieve business goals.	0.852	0.00		

Source: table prepared by the researcher.

It is clear from the results shown in the statistical tables (2, 3, and 4) that all the questions related to the independent variable scale honestly expressed the purpose for which they were designed. All the paragraphs have strong positive correlation coefficients.

Correlation coefficients between dependent variable items (Quality of services provided scale)

Table (5). Quality of Services Provided Scale Axis Validity Test

Paragraphs	Internal consistency		Structural honesty	
	Correlation	Sig	Correlation	Sig
The university has modern technical equipment and devices.	0.867	0.00	0.942	0.00
The university has good physical facilities.	0.763	0.00		
The university is keen to provide services to students on time.	0.646	0.00		

Staff empathizes with students when they are facing a particular problem.	0.901	0.00		
University staff provides service to students immediately.	0.911	0.00		
The university maintains the confidentiality of information related to students.	0.853	0.00		
University staffs have sufficient knowledge to answer students' questions.	0.591	0.01		
University staffs have the ability to give students personal attention.	0.838	0.00		
The university considers students' interests as one of its priorities.	0.885	0.00		
University staffs are aware of students' needs.	0.840	0.00		

Source: table prepared by the researcher.

It is clear from the results shown in the statistical table (5) that all the questions related to the dependent variable scale honestly expressed the purpose for which they were designed. All the paragraphs have strong positive correlation coefficients.

Correlation coefficients between Intermediary variable items (The learning organization scale)

Table (6). The Learning Organization Scale Axis Validity Test

Paragraphs	Internal consistency		Structural honesty	
	Correlation	Sig	Correlation	Sig
The university provides opportunities and time for employees to learn on the job.	0.763	0.00	0.941	0.00
Employees' help each other learn.	0.689	0.00		
Employees respect each other	0.462	0.01		
Employees spend time building trust with each other.	0.409	0.02		
Work at the university depends on building and forming work teams in all fields.	0.646	0.00		
Employees are rewarded for their achievements in working as a team.	0.487	0.01		
The university honors employees for the initiatives they provide at work.	0.439	0.01		
The university invites employees to contribute to sharing its strategic vision.	0.291	0.12		
The university works side by side with the local community to meet mutual needs.	0.847	0.00		
The university works to align work requirements with employees' personal needs.	0.657	0.00		

Source: table prepared by the researcher.

It is clear from the results shown in the statistical table (6) that all the questions related to the mediating variable scale honestly expressed the purpose for which they were designed. Except for paragraph (34) which was deleted in the final questionnaire.

*Statistical Processing**Descriptive Statistics**Organizational Commitment**Emotional Commitment***Table (7). Means And Standard Deviations of the Answers to the Emotional Commitment Scale**

	Paragraphs	Mean	Standard deviations	General Trend
1	My personal values are consistent with the values prevailing at the university.	4.25	0.702	Strongly agree
2	I participate actively in all university work committees.	4.25	0.719	Strongly agree
3	I am proud to be part of this university.	4.16	0.816	agree
4	I strive to sacrifice in order to achieve the university's goals.	4.34	0.635	Strongly agree
5	I cooperate with my colleagues to achieve the university's vision and mission.	3.97	0.917	agree
Overall average of Emotional Commitment scale		4.19	0.625	agree

Source: table prepared by the researcher.

*Mandatory Commitment***Table (8). Means and Standard deviations of the answers to the Mandatory Commitment Scale**

	Paragraphs	Mean	Standard deviations	General Trend
1	I commit to performing the tasks assigned to me so that the work continues well.	4.02	0.899	agree
2	I want to stay in my job no matter what alternative opportunities are available	4.05	0.865	agree
3	The university meets my functional needs to accomplish the tasks I am assigned.	3.91	1.043	agree
4	I get many benefits from my work such as social status.	4.17	0.745	agree
5	I am satisfied with the privileges my work brings me within the university.	4.12	0.917	agree
6	I am keen to develop myself professionally on an ongoing basis to be able to perform my work efficiently	4.05	0.873	agree
Overall average of Mandatory Commitment Scale		4.05	0.702	agree

Source: table prepared by the researcher.

*Ethical Commitment***Table (9). Means and Standard Deviations of the Answers to the Ethical Commitment Scale**

	Paragraphs	Mean	Standard deviations	General Trend
1	I adhere to the Code of Professional Ethics in all my professional practices.	4.21	0.717	Strongly agree
2	Commit to doing the extra work my job requires.	4.18	0.738	agree
3	Adhere to the laws and regulations governing work.	4.21	0.731	Strongly agree
4	I support my colleagues professionally and socially.	4.12	0.779	agree
5	I do my best to achieve business goals.	4.21	0.871	Strongly agree
Overall average of Ethical Commitment		4.18	0.626	agree

Source: table prepared by the researcher.

Table No. 7 shows the respondents' agreement with the items of the affective commitment scale. Table No. 8 shows the respondents' agreement with the items of the mandatory commitment scale. Table No. 9 also shows the respondents' agreement with the items of the ethical commitment scale. This confirms that employees at the University of Amman Private enjoy a good level of organizational commitment.

*Quality of Services Provided***Table (10). Means And Standard Deviations of the Answers to the Quality of Services Provided Scale**

	Paragraphs	Mean	Standard deviations	General Trend
1	The university has advanced and modern technical equipment and devices.	4.12	0.873	Agree
2	The university has good physical facilities.	4.23	0.794	Strongly agree
3	The university is keen to provide services to students on time.	4.27	0.871	Strongly agree
4	Staff empathizes with students when they are facing a particular problem.	4.26	0.838	Strongly agree
5	University staff provides service to students immediately.	4.19	0.869	Agree
6	The university maintains the confidentiality of information related to students.	4.07	0.859	Agree
7	University staffs have sufficient knowledge to answer students' questions.	4.17	0.865	Agree
8	University staffs have the ability to give students personal attention.	3.95	0.971	Agree
9	The university considers students' interests as one of its priorities.	4.13	0.892	Agree
10	University staffs are aware of students' needs.	4.12	0.906	Agree
Overall average of Quality of services provided Scale		4.14	0.689	agree

Source: table prepared by the researcher.

Table No. 10 shows the respondents' agreement with the items of the Quality of services provided scale. This confirms that employees at the Amman private University enjoy a good level of Quality of services provided.

The learning organization

Table (11). Means and Standard Deviations of the Answers to the Learning Organization Scale

	Paragraphs	Mean	Standard deviations	General Trend
1	The university provides opportunities and time for employees to learn on the job.	4.05	0.999	Agree
2	Employees' help each other learn.	4.16	0.816	Agree
3	Employees respect each other.	4.00	0.930	Agree
4	Employees spend time building trust with each other.	4.02	0.894	Agree
5	Work at the university depends on building and forming work teams in all fields.	4.11	0.797	Agree
6	Employees are rewarded for their achievements in working as a team.	4.05	0.872	Agree
7	The university honors employees for the initiatives they provide at work.	4.11	0.809	Agree
8	The university works side by side with the local community to meet mutual needs.	4.19	0.895	Agree
9	The university works to align work requirements with employees' personal needs.	4.09	0.901	Agree
Overall average of learning organization Scale		4.08	0.642	agree

Source: table prepared by the researcher.

Table No. 11 shows the respondents' agreement with the items of learning organization scale. This confirms that Amman private University enjoys a good level of learning organization.

Hypothesis Tests

First Main Hypothesis Test

H0: there is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of organizational commitment on the quality of services provided by employees at the private university of Amman.

H1: there is statistically significant effect at the significance level ($\alpha \leq 0.05$) of organizational commitment on the quality of services provided by employees at the private university of Amman.

First Sub-Hypothesis Test

H0: there is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of Emotional commitment on the quality of services provided by employees at the private university of Amman.

H1: there is statistically significant effect at the significance level ($\alpha \leq 0.05$) of Emotional commitment on the quality of services provided by employees at the private university of Amman.

Second Sub-hypothesis Test

H0: there is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of Mandatory commitment on the quality of services provided by employees at the private university of Amman.

H1: there is statistically significant effect at the significance level ($\alpha \leq 0.05$) of Mandatory commitment on the quality of services provided by employees at the private university of Amman.

Third Sub-Hypothesis Test

H0: there is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of Ethical commitment on the quality of services provided by employees at the private university of Amman.

H1: there is statistically significant effect at the significance level ($\alpha \leq 0.05$) of Ethical commitment on the quality of services provided by employees at the private university of Amman.

Table (12) shows the results of the first main hypothesis test and the first, second, and the third sub-hypothesis tests.

Table (12). Regression Analysis Between Independent Variables and Quality of Services Provided

variables	B	Std. Error	Beta	T	Sig T	R square	Sig F
organizational commitment	0.947	0.034	0.831	27.848	0.000	0.690	0.000
Emotional commitment	0.794	0.041	0.719	19.318	0.000	0.517	0.000
Mandatory commitment	0.770	0.033	0.785	23.610	0.000	0.616	0.000
Ethical commitment	0.875	0.036	0.795	24.444	0.000	0.632	0.000
quality of services provided (dependent)							

Source: table prepared by the researcher.

Table (12) shows the following:

- It is clear from the results of (sig F) that all of them are less than (0.05), which indicates the existence of a statistically significant moral effect of organizational commitment on the quality of services provided.
- There is statistically significant effect at the significance level ($\alpha \leq 0.05$) of organizational commitment on the quality of services provided by employees at the private university of Amman.
- There is statistically significant effect at the significance level ($\alpha \leq 0.05$) of Emotional commitment on the quality of services provided by employees at the private university of Amman.
- There is statistically significant effect at the significance level ($\alpha \leq 0.05$) of Mandatory commitment on the quality of services provided by employees at the private university of Amman.
- There is statistically significant effect at the significance level ($\alpha \leq 0.05$) of Ethical commitment on the quality of services provided by employees at the private university of Amman.
- Every 1% increase in emotional commitment leads to a (51.7%) improvement in the quality of services provided.

- Every 1% increase in mandatory commitment leads to a (61.6%) improvement in the quality of services provided.
- Every 1% increase in ethical commitment leads to a (63.2%) improvement in the quality of services provided.

Second main hypothesis test

H0: there is no a statistically significant moral effect of organizational commitment on the quality of services provided, attributed to the learning organization among employees at the private university of Amman.

H1: there is a statistically significant moral effect of organizational commitment on the quality of services provided, attributed to the learning organization among employees at the private university of Amman.

Table (13). Results of the Test of Differences for the Averages of the Quality of Services Provided and Organizational Commitment According to the Variable of the Learning Organization

Variables	Mean	Std. Error	Df2	Df1	F	Sig F
quality of services provided	4.14	0.689	325	24	50.959	0.00
Organizational commitment	4.13	0.605	325	24	167.669	0.00

Source: table prepared by the researcher.

Table (13) shows that there is a statistically significant moral effect of organizational commitment on the quality of services provided, attributed to the learning organization among employees at the private university of Amman.

Conclusions

The researcher found from the research on the impact of organizational commitment in improving the quality of services provided in the presence of the learning organization, applied to the private university of Amman in Jordan the following:

- Employees at Amman Private University enjoy a good level of organizational commitment.
- Employees at the Amman private University enjoy a good level of Quality of services provided.
- Amman private University enjoys a good level of learning organization.
- There is statistically significant effect at the significance level ($\alpha \leq 0.05$) of organizational commitment on the quality of services provided by employees at the private university of Amman.
- There is statistically significant effect at the significance level ($\alpha \leq 0.05$) of Emotional commitment on the quality of services provided by employees at the private university of Amman
- There is statistically significant effect at the significance level ($\alpha \leq 0.05$) of Mandatory commitment on the quality of services provided by employees at the private university of Amman.
- There is statistically significant effect at the significance level ($\alpha \leq 0.05$) of Ethical commitment on the quality of services provided by employees at the private university of Amman.
- Every 1% increase in ethical commitment leads to a (63.2%) improvement in the quality of

services provided.

- Every 1% increase in mandatory commitment leads to a (61.6%) improvement in the quality of services provided.
- Every 1% increase in emotional commitment leads to a (51.7%) improvement in the quality of services provided.
- There is a statistically significant moral effect of organizational commitment on the quality of services provided, attributed to the learning organization among employees at the private university of Amman.

Recommendations

After the theoretical and practical research, the researcher recommends the following:

- Given the research findings that ethical commitment is the most influential dimension of organizational commitment on the quality of services provided, the researcher recommends that university administrations pay more attention to enhancing ethical commitment among employees. This is done by designing comprehensive material and moral incentive programs that support those committed to work ethics, who are committed to achieving the goals of the educational process and who are committed to implementing regulations and laws.
- Given the research findings that mandatory commitment is the second most influential dimension of organizational commitment on the quality of services provided, the researcher recommends that university administrations pay more attention to enhancing mandatory commitment by providing administrative support to employees through providing the necessary resources, guidance, and assistance in solving work problems. This is to ensure that employees remain at the university for the longest possible period and reduce the rate of employee turnover. As well as developing continuous training programs for employees with the aim of developing their educational and organizational skills and raising the level of their interaction with students and parents.
- Given the research findings that emotional commitment is the third most influential dimension of organizational commitment on the quality of services provided, the researcher recommends that university administrations pay more attention to enhancing emotional commitment by supporting employees and encouraging them to work in a team spirit by designing incentive programs that are based on teamwork rather than individualism.

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