Organizational Commitment in the Nonprofit Organization A Lebanese Investigation

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Abstract

In organizational behavior, it is crucial to analyze the bond an employee forms with the organization to make them stay. Research cites the intricacies of organizational commitment to the sociological setup of the society around it. Nonprofit organizations are continuously formed on the premise of fulfilling a specific community plan for the good of society. The community's needs are determined based on the plan, the effect, and the benefit to the public good. Additionally, considering the future of the organization's plan, there is a need to show the proper formation of strategies to help resolve the issues. Communities suffer from different problems worldwide, and the commitment nonprofit organizations make from a humanitarian point of view shows the need to have more processes to make society better. Different contributions towards society create the commitment since the results are observed and a statistic extrapolated for change. Issues like war, pandemics, social justice and politics are joint problems that many organizations are committed to helping in combating. Accepting the commitment to fight a particular injustice or pandemic requires the will and knowledge to develop the right strategies and mechanisms for executing the issues. The basic structure of nonprofit organizations shows the community needs to handle issues for the long-term view of the process. The research paper analyses the relationship between commitment in nonprofits organizational and the company climate in developed countries. Hence, and upon utilizing Allen and Meyer's Organizational Commitment Scale, the research paper find out that the prevalent commitment in in the Lebanese non-profit organizations is the affective commitment.

Keywords: Organizational Commitment, Affective Commitment, Continuance Commitment, Normative Commitment, Nonprofit Organizations.

I. Introduction

The commitment in the nonprofits emanates from a need to help the community fight a particular vice, pandemic, or problem and leave it a better place. In every society, some problems emerge every so often, and there is always a need to have organizations coming in to help the communities solve these issues (Baroudi et al., 2020). The issues might be social, economic, and political, and with no incentives, they help the communities out of the problems. To sell the idea of a nonprofit is easy since the government is no longer solving social and economic problems.

The challenge comes in the commitment of employees in these organizations to ensure the social, political, and economic issues are addressed. According to (Abebe et al., 2020), commitment is linked to the social justice question whereby organizational behavior is seen as a fundamental tenet through which commitment is created. This is evident from the Lebanese literature that cites the massive support from donors, which helps retain them. continuous commitment is the choice between comfort and suffering since the process involves using company resources to decide (Dinc, 2021). This is the most common commitment in America,

especially in nonprofits, since the financial incentive is the trigger. The normative commitment is the obligatory role the employee plays in the organization to make them essential to that extent. The right mindset only comes from committing to the proper organization doing good by the society hence the need to always ascribe for a better community (Benevene et al., 2018). The activities an organization is involved in always show the reality of what makes the employees stay. Employees prefer to work in an environment where the work means something (Baroudi et al., 2020). The balance and diversity of the work are also indicative of whether the precise nature of the work will make them complete.

1.1.   Research Problem

Organizational commitment is multidimensional; however, different measurement scales show how commitment and staying at an organization are related. The research and scale go beyond the borders since, in some countries, the issues of nonprofits are the revenue streams, how they raise funds, and the general outlook of the society. Their roles are also essential to show the reality of knowing the kind of development they seek to show capacity for the consensus agreement (Straatmann et al., 2018). There is a definite lack of consensus in the literature about the research on the commitment to nonprofits, especially across different countries.

The study aims to understand the structure around commitment in nonprofits, why people work for specific organizations, and commit their time to perform and achieve great things. Furthermore, the relationships and bonds made in the organizations affect the people's commitment to the organizations (McCormick & Donohue, 2016).

1.2.   Research Objectives

There is an inherent need to keep employees interested in working at the organization in the uncertain market of change. However, commitment to a company is more social, economic, and political, among other reasons. The objective of this research is to :

- •   Identify the variation of commitment within American, European, Chinese, and Lebanese society.
- •   Find out the dominant type of commitment according to Allen and Meyer scale in the Lebanese non-profit organizations.

1.3.   Research Questions

RQ1: How organizational commitment varies in the American society?

RQ2: How organizational commitment varies in the European and Chinese society?

RQ3: How organizational commitment varies in the Lebanese society?

RQ4: What type of commitment is dominant in the Lebanese non-profit organizations?

1.4.   Research Significance and Structure

There is a need to have a consensus of the right environment, competitive advantage, and the edge to make the employees commit to working in a diverse society. Nonprofit organizations have different company cultures, which they use to ensure employees are retained in their organizations. Several activities like civic education and advocacy give the employees a sense of importance hence compelling them to stay in the organization and handle them.

Looking at the different commitment models, this research paper analyzes them by looking at the theories relating to organizational commitment (McCormick & Donohue, 2016). Additionally, different commitment dimensions are presented alongside the formulation of the organizational structures analyzed for the overall result. Organizational commitment is related to the societal setup, economic incentive, and the role of the nonprofit organization in the larger society.

The accountability towards treating the employees well for them to commit is also crucial and linked to the demand for a balanced life whose outcome is dependent on how the organization is set up. Furthermore, this study will collect data in the non-profit organizations in Lebanon, according to Allen and Meyer scale of organizational commitment, and will analyze this data to figure out the dominant type of commitment.

2. Literature review

2.1. Organizational Commitment in American Society

In American society, organizational commitment is hinged on the financial incentives the company offers to the employees. The dynamic in a country like America is the economic setup, tax system, employee benefits, and individual social life. Organizational commitment in a broad context covers different areas, as stated by (Vecina et al., 2021). The authors present a study wherein America's employees' commitment is incentivized through employee benefits (Pio & Tampi, 2018). Besides the organization is a nonprofit, the promise of good pay, a good life, and a general inclination to handle all the economic problems of an area makes it possible for the correct format (Allen et al., 2017). Americans are prone to work long hours since, in the political economy, they have something to contribute to. The process also makes sense when they highlight the structure required for the long-term requirement.

Organizational commitment is hinged on the people getting incentives to work for a specific wage and certain benefits (Berkery et al., 2017). American nonprofits are designed to keep employees committed through incentives, especially perks of medical cover, allowances, and huge salaries. However, the short-term effect of the commitment is that most employees overlook the benefit of the work and hinge their success on climbing up the management ladder to make it to the Management (Asrar-ul-Haq et al., 2017). This commitment is passive, and many organizations have created a culture of mistrust among their employees where the work environment is uncertain; hence people stay committed due to the wages. As noted by (Yu et al., 2017), the result is that people get sucked into the narrative that the organization is doing well when in essence, there is a commitment hostility that pushes the narrative in the wrong direction.

The organization culture is often credited for the massive commitment realized in the nonprofits, but other multidimensional issues make employees stay in a company. For instance, (Asrar-ul-Haq et al., 2017) cites the overall social commitment attached to a particular political, social, or economic venture that makes the employees stay. In many instances, the burden of commitment is on the employees since the incentive from the employer is exposure. If the organization performs well in the sector, it handles all the issues well for the right combination.

2.2. Organizational Commitment in Europe and China

Organizations are always looking to improve their services, and this requires employees to commit to the plan. Contractual employment is a good incentive where nonprofits, especially in the social and economic areas, make the employee stay at the workplace (Thang & Fassin, 2017). Making the employee handle all these occupancies shows the proper formation of the process makes the organizational commitment to the overall competent work of the citations shows the difference in the economies and why they need more time to show their work (Razzaq et al., 2018). In contrast, nonprofits in Europe are more open about the incentives since it is the only way to show their employee's commitment (Al-Sada et al., 2017). Handling various projects, especially social justice, always requires the right attitude and employee motivation to fulfil. This also ensures that the organization fulfils its mandate to the employees. One aspect of employee commitment is often overlooked, as cited by (Goulet & Frank, 2002). The authors cite that employee mindset is often ignored since a commitment to work requires the right mindset. American society is highly competitive and often ignores addressing employees' mental health, balancing their social life, and corporate social responsibility.

Despite the evolution of technology, there is still a need to emphasize the importance of a person in an organization. Nonprofits take both a financial and a humanitarian view of handling commitment to ensure they retain employees. Competency, motivation, and perception determine the outcome of the commitment to the work. Often the organization overlooks the needs of the employees of the external ecosystem since the whole system stays committed, provided they have support from the organization (Álvarez-González et al., 2017). In Europe, nonprofits benefit heavily from the incentive since their organizations provide

massive incentives to the people to ensure they are retained for the long term (Harb et al., 2020). However, the study that exists is solely on the neutral setting of the organization and not the individual evaluations of the employees to guarantee commitment. Depending on the country, there is a comparative difference for the commitment in any organization. This is evident from the theories quoted to distinguish between the various nonprofit organizations, which depict the right combination of both.

Another dynamic that emerges from the comparative study is the disparity in organizational commitment. The problem is not constrained to the employees or just the organizational goals. Several sociological and political factors affect the way organizational communication is disseminated. According to (Goulet & Frank 2002), looking at the three different sectors in Europe, America, and China, a common denominator emerges with the organizational commitment to these entities. There is more commitment in for-profit organizations since more financial incentives guarantee a good life social mobility widely accepted in the current society (Megheirkouni, 2017). Men dominate these entities; hence their propensity to move from one organization to another is also high since they follow the money. In China and Europe, they follow the same model. However, the incentive to stay is often social and not economic.

The traditional organizational setup required the top-down management strategy to work. This includes having management at the top, then workers at the bottom, like a normal organization. However, with the pandemic scare and economic meltdown, organizations' restructuring involved switching roles, assigning new parts, and discovering a new direction for every organization. According to (Lapointe & Vandenberghe, 2015), the future of organizations is clearly in tandem with technology since the covid 19 rules dictate minimal contact with the outside world to prevent further spread. The strategy progressively is to adapt to new situations that are beneficial to the organization. Most organizations get a new direction and learn more B2B solutions, which involve using technology to integrate services in order to restrategize the organization. During the pandemic, to compensate the significant business losses due to the lack of face to face meetings with clients, organizations have used webinars and Zoom meetings to reach out to clients and the corresponding services were rendered well enough (Nazir & Islam, 2017). The organization's redesign was complicated because of staff layoffs, reduced profits, and reduced overall work environment to online meetings, which sometimes did not go as planned. There might be disadvantages to restrategizing. The most apparent one is staff readjustments, creating new positions that require tech-savvy staff, and the overall business solutions requiring experts in data and analysis.

Traditionally, organizations had templates to adjust any daily operations dynamics, with the market environment being flat. However, in a dynamic market where organizations require constant strategizing and reorganization, it is essential to assess the risks, opportunities, and threats to approximate the costs accurately using the data available. The data makes work easier for organizations to restrategize well since the data points direct the business leaders in the market's direction, showing the future of organizations.

2.3. Organizational Commitment in Lebanon

Currently, nonprofit organizations have a significant number of women whose commitment to the organizations is not economical. Contrary to the other organizations, these women commit to the social aspect and security the organization provides and ensures they get the proper provisions and combinations of the process (Charbaji, 2009). The likelihood of someone leaving the organization is also another process through which they stay less committed. In nonprofit organizations, the likelihood of promoting a more advanced and open view of commitment is incentivized for the whole process of gaining independence (Berkery et al., 2017). In third world countries like Lebanon, the commitment is both financial and social. However, there are levels to the commitment since there are international nonprofits that come with significant incentives that make the people commit to contractual employment for their

upward social mobility (Cetrano et al., 2017).

Social mobility, in many instances, is due to the economic setup of the society with persistent unemployment, inflation, and other dynamics that show the disparity in the organizational commitment in this country (Charbaji, 2009). The country hosts a diverse cultural and social complexity that forces the people to be diverse in their leadership styles. The complex leadership style leads to a diverse edge, especially for nonprofits, making the dynamic more complex (Baroudi et al., 2020). In Lebanon, nonprofit organizations have a particular culture that helps them retain employees and commit to employment even with minimal pay. Lebanon enjoys funding from the first world, and since most of their nonprofits are either incentivized or handles all the required resources for the proper formation of the economy (Haddad & BouChabke, 2020). Often the right combination of the process cites the handling of the provisions of the economic outlook, and it is always hinged on the proper formation of certain things (Miao et al., 2018).

2.4.   The comparison between regions

The organizational requirement in these sectors is always essential to note since they get the correct response from the people. The nonprofits provide the right incentives to assure the person of relevance depending on the economic situation. Commitment is tied to competency in most regions, and organizations strive to commit to their employees if they also commit to the organization for the right reasons (Cetrano et al., 2017).

Most nonprofits benefit from government funding and private donor funding; hence the incentive is to get ahead through employment socially. In China and Europe, the incentives are apparent and higher since they can get the right combination of issues for the correct analogy, which is the hostile environment in which they live. In Lebanon, most nonprofits are privately funded with very little government donor funding, especially in the agricultural, economic and social justice sectors (Nazir & Islam, 2017). The employees in this sector are incentivized for the long term since they enjoy medical insurance and high salaries. The economic tendencies in most economies are always about the nature of the workforce and the attitude they possess. Comparatively, each of these economies has different dynamics, but the one variable that separates their broad view of knowledge and commitment is the urge to serve.

Scalability is considered the ability of a particular something to adapt to various changes over time. The modifications are usually used to describe the company's adaptability. In a given company, scalability can be used in documentation, distribution channels, training aids, and specialized equipment. As a business entity grows, the main objective involves meeting the demands of the market. The problem involves that the directions in the market are never seen to be static. They shift due to the change in the people's interests and tastes as the flow of the resources in and out of availability continues. Examples of operational scalability in the USA involve a solid foundation, an organization that has embraced strategic planning and focuses on the core strengths.

Human Techno (HT) pole is considered a large-scale global research infrastructure and hub required to carry out some innovation, promote human health, share the involved and the well-being via research biometrically. It helps promote technology transfer, collaborative engagements, and scientific translations also referred to as the commercialization concept (Walden et al., 2017). In this concept, the scalable operations are considered to offer some support to the growth sector, leading to technology transfers. Establishment of KPIs' procurement performance, management of the process of procurement is deemed to require KPIs. The choice of KPI is dependable on the performance influences of the given function. KPI s is necessary for the purchasing process that is digitally oriented. As the organization continues to evolve, it faces various challenges or is likely to meet one of the difficulties that HT requires to ensure balance in its resource recruitment. Therefore, it should offer some support to resource growth; hence, its capacity may need to exploit some new and digital solutions.

The challenges of investing in top-notch research infrastructure and also ensuring that, at the same time, it provides researchers with some flexibility

is considered to have affected most of the managers. To ensure that there is pursuance of the strategic objectives of becoming one of the leading centers in the science life, HT is faced with a challenge of ensuring that it reaches a critical mass of resources, research personnel while ensuring that there is bureaucracy reduction hence increasing the agency of collaboration and streamlining of the operations. HT is considered to have faced the last mile problem related to the other dynamic and complex organizations. However, in addition to the issues related to bureaucracy, conflicting workforce, and culture which occurs between various departments and functions, the institution of research is considered to have suffered from problems associated with the last mile, where the existing systems, best practices, and some other processes become unable to give some resolutions to the current issues (Walden et al., 2017). Another problem involved is the scientific generation of the data compared to the scientific translation and data dissemination. Disciplined scientific data creation without considering the knowledge dissemination and disciplined scientific data and colorization is deemed to make the HT perceived as an institutional insular with little gained public interest.

The recommendations involved should make sure that they deal with the problems available to the maximum. HT should be able to come up with a particular design and implement an operational backbone. HT should execute such transactions flawlessly and come up with access to some critical data of operations (Ćulibrk et al., 2018). HT should also ensure that the operational backbone is complimented well with a platform of digital service. This implies a set of business capabilities and technologies that facilitate the rapid implementation and development of digital innovations. HT should also have an ecosystem that is integrated for the open and shared client insights and stakeholders. HT should also instill some change in Management with a digital-oriented mindset and ensure that they pursue some digital alignment at any given organizational level.

2.5.   Allen & Meyer Scale

Every organization strives to create a sustainable workplace environment by building trust and a sense of belonging among its employees. An organization's commitment has critical factors that influence organizational performance, including loyalty and a positive attitude towards work (Khan, 2020). Organizational commitment is a psychological state that entails the employee's willingness to continue or discontinue being a member of the organization (Mueller & Straatmann, 2014). Also, Azzam and Harsono (2021) suggest that the decision on membership depends on the employee's psychological state such that satisfactory and dissatisfactory conditions attract a decision to continue or discontinue membership, respectively. Employees at the workplace face related work demands, but their attachment to the organization influences their performance. Positive attitudes towards work increase commitment and increase motivation to work.

Allen and Meyer's organizational commitment scale (1996) provides insight into classifying organizational commitment into three components: normative, affective, and continuance commitment (Peng & Li, 2021). Normative commitment entails a decision to continue working in an organization due to a moral burden (Güllü et al., 2020). Continuance is a commitment founded on the fear of losing payment like a pension plan. Lastly, affective commitment entails the emotional attachment to the organization due to friendly policies and activities (Güllü et al., 2020). Organizations that rely on continuous attachment in modern organizations face high employee turnover and the loss of talented employees. The main reason is that millennials are relentless in searching for opportunities to advance their personal and career development. Then, they have shown low loyalty to the organizations compared to the previous generations (Azzam & Harsono, 2021). Every competition-oriented organization must consider that change is inevitable at all organizational levels. This change stems from the unpredictable social and economic environment that is beyond managerial control. In this instance, the millennials must be accommodated by

implementing new and accommodative policies to influence their organizational commitment. If the employee remains in the organization due to a lack of options, there is a high possibility of developing work-related stress. Then, an increase in affective and continual commitment might reduce the turnover rate while at the same time contributing to low performance among the employees. The main reason is the endurance of stress despite the failure to meet personal and career goals.

The past era postulated that an employee's devotion to the company is reciprocated by loyalty from the company. This notion has a wide range of limitations since it perceives employees' commitment to identification, dedication, and involvement (Bashir & Gani, 2020). Therefore, it would be essential to consider other independent factors like personal characteristics, job performance, and professional characteristics that influence organizational commitment. Nguyen et al. (2020) recommend organizations achieve normative commitment since it has a direct employee motivation to share knowledge and develop opportunistic behavior. This argument has some sense, as supported by Kartika and Pienata (2020), who argue that motivated employees engage in activities beyond the scope of their roles and responsibilities. In this connection, employees engage in challenging tasks and strive to improve performance by finding new solutions. At this point, they engage in innovation since they have a sense of belonging to the organization. The review should help organizations develop effective human resource management strategies since employee commitment is a source of competitive advantage by exploiting their potential (Grego-Planer, 2020). When the employees are committed, the organization can use their potential since they voluntarily apply their skills. Importantly, they have a correlation between personal and organisational performance, which increases their commitment.

3.   Research Methodology

Flick (2018) describes research methodology as the process that involves the identification, description, and justification of relevant techniques, strategies, methods, and procedures employed. Positivism as a research philosophy is adopted in this paper.

Hejase & Hejase (2013) define "Positivism is when the researcher assumes the role of an objective analyst, is independent, and neither affects nor is affected by the subject of the research" (p. 77). To address the herein topic, the research is quantitative with a deductive approach. In addition, exploratory approach is adopted since the researchers try to explore the raised problem and understand its characteristics. For the practical side related to nonprofit organization, the research tool is a survey questionnaire designed to collect primary data in the non-profit organizations in Lebanon. The questionnaire based on Allen and Meyer's Scale (1996) is set to gather information about the three types of organizational commitment ; affective commitment, continuous commitment, and normative commitment. This Data will be analyzed to figure out the dominant type of commitment.

3.1.   Sampling

A convenient sampling method was adopted, which is a type of sampling whereby people are available and willing to participate in the study, in another way it is considered a non-probability sampling method. This kind of sampling technique will benefit in pilot testing, in collecting data easily and faster way, lower cost method, few rules to follow, and generally an easy way for the researcher. A convenient sample of 60-100 employees selected at random will be recruited from each organization for this study, which is slightly larger than what is recommended (a recommended sample size of 26 participants for 0.05 alpha level, 0.8 power, and large effect size) (Christensen, Johnson, & Turner, 2015). A sample will be recruited by going to each organization and asking the human resources to randomly pick 60-100 employees that fit the inclusion criteria.

Inclusion criteria is millennial employees (ages between 21 and 40) whom have been working long enough to be able to answer the surveys and questionnaires (with sufficient knowledge of the work field and how they adapt to it).

3.2. Questionnaire and Procedure

The study was based in Lebanon and focused on nonprofit organizations. The study targeted 420 employees in a select organization in Lebanon. Participants were sampled and recruited using the snowballing sampling technique. The difficulty in obtaining participants easily in the country informed the choice of the sampling technique. The researchers identified select participants then requested to identify or recommend other colleagues in the region who met the requirements for participating in the study. The researchers prepared a survey of Organization Commitment Questionnaire (OCQ) based on Allen and Meyer's Scale (1996). This scale consisted of three items, namely the Affective Commitment Scale (ACS); Continuance Commitment Scale (CCS); Normative Commitment Scale (NCS). It is set to gather information about the three types of organizational commitment ; affective commitment, continuous commitment, and normative commitment. Equality of the scale links was prioritized. The scales was assessed on Five-point Likert scales ('strongly disagree' to 'strongly agree'). It is a 5-point Likert scale self-assessment survey, while it has been initially a 7-point scale, but it was adapted to go along with the necessity of the study, and to have all the scales as 5-point one.

4. Data Analysis

Data collected using the surveys were analyzed quantitatively using the IBM SPSS software version 26. Descriptive statistics were used in the form of frequencies and percentages. Tables of data were designed to explain the results. Furthermore, Validity Analysis and Internal Reliability of the questionnaire were conducted using the KMO and Cronbach's Alpha, in addition to the standard deviation and means of the variables and to the T-test to identify the rank of the variables.

4.1. Validity Analysis

Kaiser-Mayer-Olkin (KMO) analysis was conducted to study the internal consistency of the paragraphs and the adequacy of the sample size to perform. The KMO analysis of the questionnaire is shown in the table below:

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.823
Bartlett's Test of Sphericity	Approx. Chi-Square	5965.614
	df	276
	Sig.	.000

The above table shows that the KMO of the whole study value is 0.823, which is considered excellent results as it exceeds 0.5. However, the Bartlett's test shows 0.000, which is less than 0.005, which indicates that the factors that form the variables are satisfactory. The result tells that there is no high correlation or coefficient among the items in the entire study.

4.2. Reliability Analysis (Cronbach's Alpha)

Reliability is among the tests necessary to build the questionnaire, as it symbolizes its capability to measure what it was adopted. It indicates an important condition for measuring the accuracy of the questionnaire. Thus, the results of the tests were the following:

**Reliability Analysis of Affective, Continuance and Normative**

	Cronbach's Alpha	N of Items
Affective	0.850	8
Continuance	0.721	8
Normative	0.701	8

The above table indicates Cronbach's alpha coefficient values of .850, .721 and .701 for the three scales Affective, Continuance and Normative. These values are in the acceptable limits that demonstrate that the scales exhibited internal reliability along with instrument validity.

4.3.   Descriptive Analysis

1-   Association name

| Association name	Frequency	Percent
Al-Maqased	116	27.60%
Al-Mabarrat	100	23.80%
Dar Al-awlad	52	12.40%
Saint Mariam	52	12.40%
SOS	100	23.80%
Total	**420**	**100%**
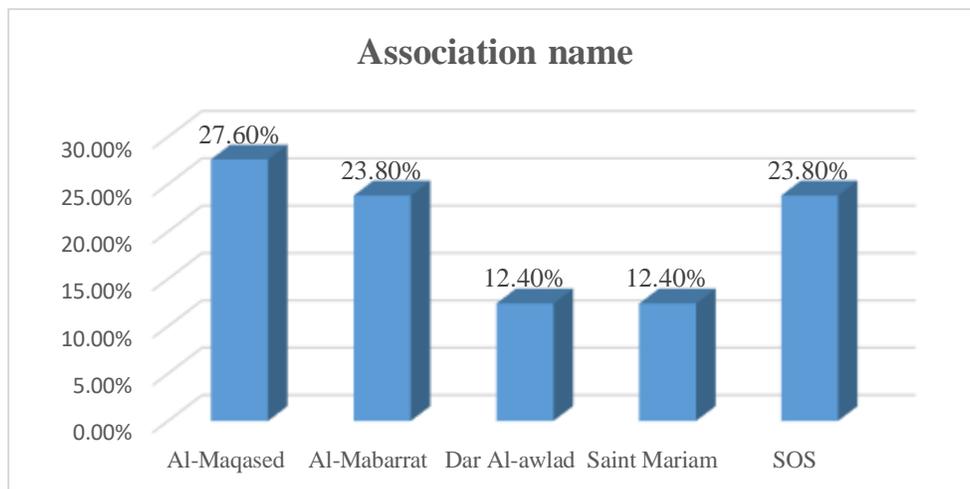
The above results show that 28% of the participants where from Al-Maqased association, 24% where equally distributed among Al-Mabarrat and SOS association and 12% were from Dar Al-Awlad and Saint Mariam associations.

2-   Center location

Center location	Frequency	Percent
Beirut	161	38.30%
Hermel	49	11.70%
Saida	56	13.30%
Mansourieh	52	12.40%
Akkar	52	12.40%
Kaser-naba	50	11.90%
Total	**420**	**100%**
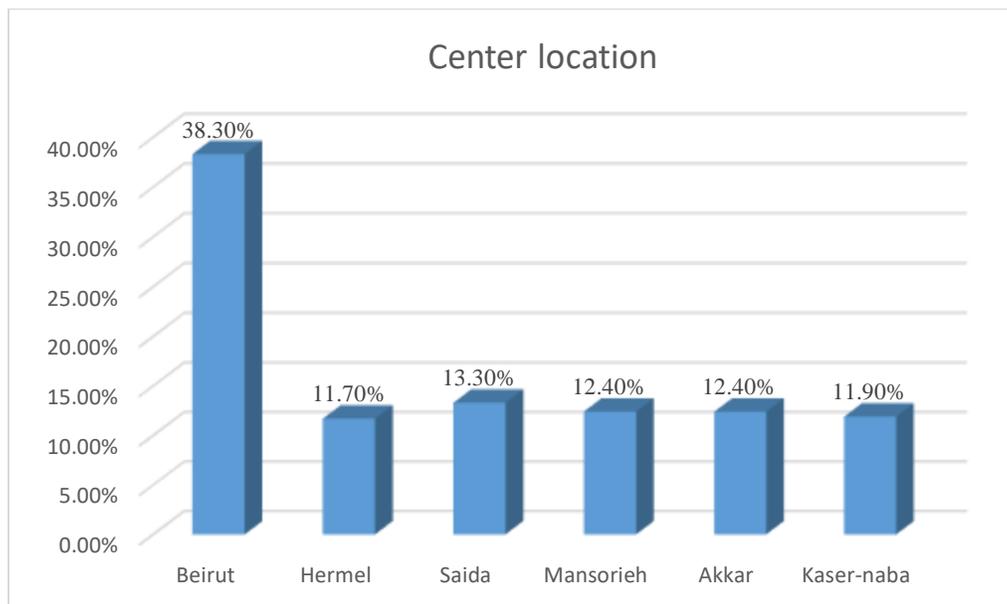
The above results show that the majority of the employees, 38% worked in Beirut centers. 12% of the centers were located in Hermel, 12% in Mansourieh and Akkar equally and 13% in Saida. Approximately 12% were located in Kaser-naba.

3-   Gender

Gender	Frequency	Percent
Male	171	40.70%
Female	249	59.30%
Total	**420**	**100%**

Gender
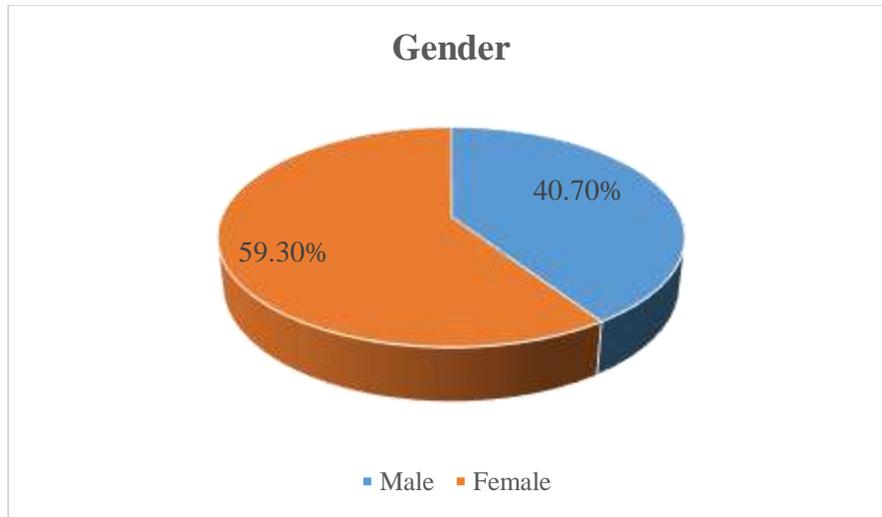
- Male - Female

were female and 50% were male.

The above results show that 59% of the employees   **4-   Age**

| Age	Frequency	Percent
24-30	44	10.50%
31-36	67	16.00%
37-43	145	34.50%
44-50	119	28.30%
50 years and above	45	10.70%
Total	**420**	**100%**

Age
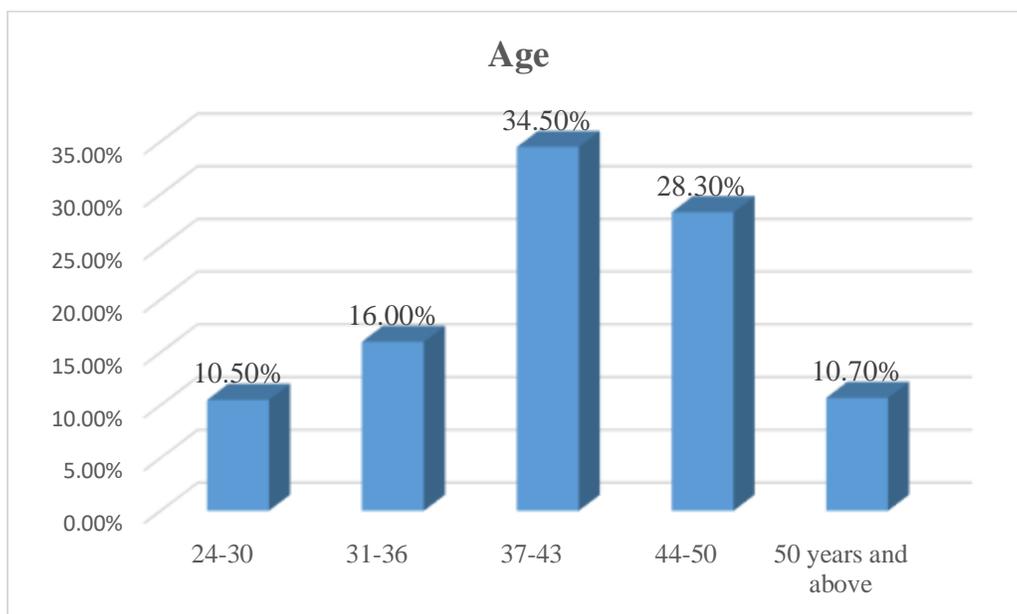
The employees were asked about their age. The results show that approximately 11% were between 24-30 years, 16% between 31-36 years, 36% between 37-43 years, 28% between 44-50

years and 11% were above 50 years old.

5-   Experience

Experience	Frequency	Percent
Less than 5 years	23	5.50%
From 5 to 10	113	26.90%
From 10 to 15	159	37.90%
More than 15 years	125	29.80%
Total	**420**	**100%**
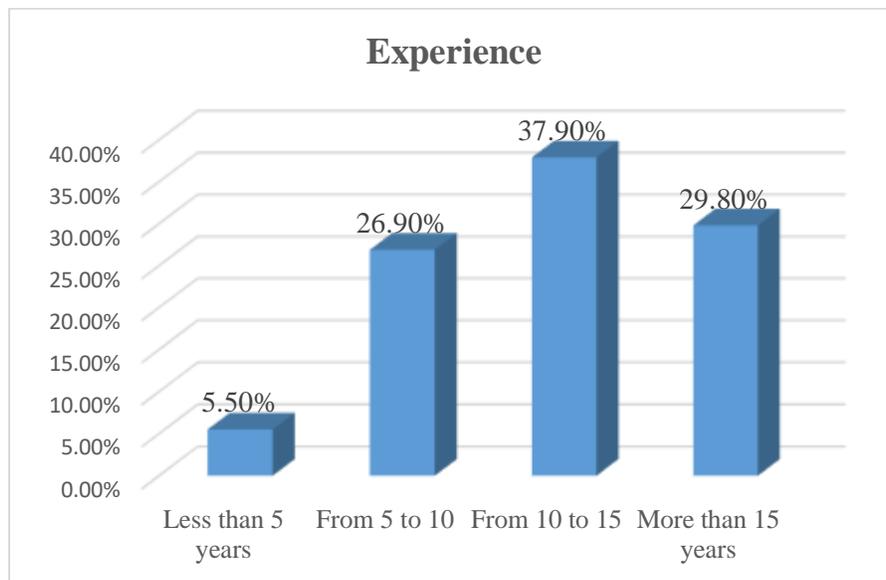
The results above show that approximately 6% of the employees have less than 5 years of experience and 27% have from 5-10 experience years. The majority of the employees 38% have 10-15 years of experience and 30% have more than 15 years of

experience.

6-   Job title

Job title	Frequency	Percent
Teacher/coach	114	27.20%
Nanny	78	18.60%
Management	59	14.00%
Accountant	9	2.10%
Worker	11	2.60%
Chef/chef staff	16	3.80%

Secretary	13	3.10%
Coordinator	15	3.60%
Supervisor	21	5.00%
Manager/head department	16	3.80%
Employee	25	6.00%
Guider	26	6.20%
Doctor	9	2.10%
Nurse	8	1.90%
Total	**420**	**100%**

Job title
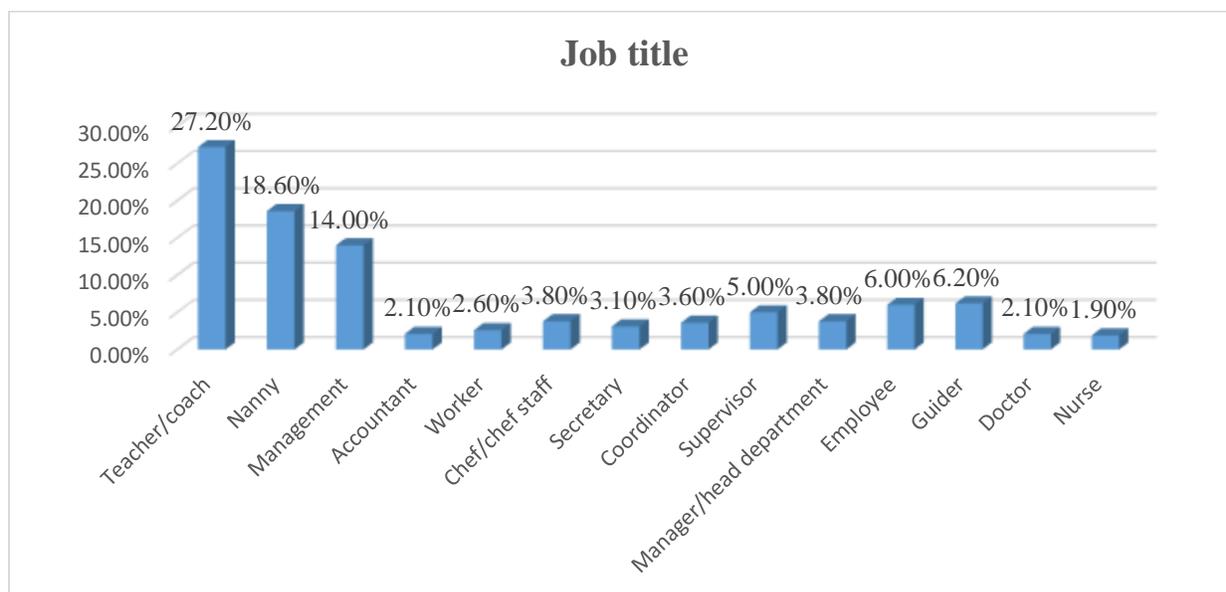
The above results show that the plurality of the employees, 27% were teachers or coaches. 19% worked in nursery, 14% in the management section, 2% as accountants, 9% workers or employees in different sections, 4% as chef or chef staff. 3% as secretary, 4% coordinators, 5% as supervisors, 4% as managers and 2% as doctors or nurses.

4.4.   Allen and Meyer Questionnaire

4.4.1.   Affective Commitment

Affective		**Strongly agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**	**Total**
I would be very satisfied to stay the rest	Frequency	340	65	77	4	4	**420**

of my career within this organization	Percent	81.5%	15.5%	1.7%	1%	1%	**100%**
I enjoy discussing my organization with people outside it	Frequency	179	208	14	12	7	**420**
	Percent	42.6%	49.5%	3.3%	2.9%	1.7%	**100%**
I really feel the organization problems are mine	Frequency	355	56	5	3	1	**420**
	Percent	84.5%	13.3%	1.2%	0.7%	0.2%	**100**
I think that I could become attached easily to another organization	Frequency	6	15	10	68	321	**420**
	Percent	1.4%	3.6%	2.4%	16.2%	76.4%	**100%**
I don't feel in this organization that I am within my family	Frequency	0	6	5	191	218	**420**
	Percent	0%	1.4%	1.2%	45.5%	51.9%	**100%**
I do not feel emotionally attached to this organization	Frequency	0	3	5	89	323	**420**
	Percent	0%	0.7%	1.2%	21.2%	76.9%	**100%**
This organization means to me as personal	Frequency	376	32	4	4	4	**420**
	Percent	89.5%	7.6%	1%	1%	1%	**100%**
This organization do not make me feel a sense of belonging	Frequency	1	3	4	55	357	**420**
	Percent	0.2%	0.7%	1%	13.1%	85%	**100%**

The above results display the affective commitment of the employees in their work. 81.5% of the employees strongly agreed when they were asked if they would be satisfied to stay the rest of their career with their current organization. Approximately half of the employee, 50% just agreed that they would be happy chatting about their organization with people outside. 85% strongly agreed that they really feel that the organization problems as theirs. 76% disagreed when they were asked if they think that they could become related easily to another organization as they are to their current one. 52% strongly disagreed when they were asked if they do not feel in this organization like they are within their own family. Similarly, 52% strongly disagreed when they were asked if they do not think that they are emotionally attached to their current organization. 90% of the employees strongly agreed that their organization means to them as personal. 85% of them strongly disagreed

when asked if the organization they work in do not let them feel a sense of belonging.

4.4.2. Continuance Commitment

Continuance		Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Total
I don't care about leaving the current organization without having a substitute	Frequency	8	4	10	85	313	**420**
	Percent	1.9%	1%	2.4%	20.2%	74.5%	**100%**
It would be very hard for me to leave my job in the current organization even if I wish to.	Frequency	275	123	11	6	5	**420**
	Percent	65.5%	29.3%	2.6%	1.4%	1.2%	**100%**
my life will be negatively affected if I leave my job	Frequency	96	175	129	17	3	**420**
	Percent	22.95	41.7%	30.7%	4%	0.7%	**100%**
There will be no cost if I decided to leave my job	Frequency	4	10	94	108	204	**420**
	Percent	1%	2.4%	22.4%	25.7%	48.6%	**100%**
It is considered a necessity and a desire to remain in my organization right now	Frequency	270	130	14	4	2	**420**
	Percent	64.3%	31%	3.3%	1%	0.5%	**100%**
If I consider leaving my job I have a limited option outside this organization	Frequency	101	143	151	21	4	**420**
	Percent	24%	34%	36%	5%	1%	**100%**
Few alternatives is what I will face if I consider leaving the current organization	Frequency	116	136	151	13	4	**420**
	Percent	27.6%	32.4%	36%	3.1%	1%	**100%**
I am not leaving the current job because if I will leave I will not find as much benefits in other places as I find in this organization	Frequency	191	187	22	18	2	**420**
	Percent	45.5%	44.5%	5.2%	4.3%	0.5%	**100%**

The above results display the continence of the employees in their work. 75% strongly disagreed when they were asked if they do not care leaving the current job even without having a substitute.

66% strongly agreed that even if the like to leave the current organization it will be so difficult. 42% agreed that leaving their job would affect negatively their life. 49% strongly disagreed when

asked if it will be costless to leave their job right now. 64% strongly agreed that it is a matter of necessity and desire to remain in the current organization right now. 36% where neutral when they were asked if they have a limited options outside the current organization. 32% agreed that one of the few alternatives is what they will face if they consider leaving their jobs. 46% strongly agreed that they are not leaving the existing job because they will not find the as much benefits as is available in this organization.

4.4.3. Normative Commitment

Normative		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Employees are moving too often from a workplace to another.	Frequency	281	128	8	1	2	**420**
	Percent	66.9%	30.5%	1.9%	0.2%	0.5%	**100%**
An employee should not be always loyal to the organization.	Frequency	6	15	159	82	158	**420**
	Percent	1.4%	3.6%	37.9%	19.5%	37.6%	**100%**
Moving repeatedly from organization to another one is not consider unethical to me	Frequency	139	91	180	10	0	**420**
	Percent	33..1%	21.7%	42.9%	2.4%	0%	**100%**
One of the most important and considered moral issue for me not to move from my organization is loyalty.	Frequency	169	205	35	11	0	**420**
	Percent	40.2%	48.8%	8.3%	2.6%	0%	**100%**
I think it is not good to leave my organization even if I got a better offer elsewhere.	Frequency	110	133	137	30	10	**420**
	Percent	26.2%	31.7%	32.6%	7.1%	2.4%	**100%**
I believe in loyalty and staying in one organization	Frequency	104	169	143	3	1	**420**
	Percent	24.8%	40.2%	34%	0.7%	0.2%	**100%**
Staying within one job and in a single organization is better	Frequency	188	206	25	0	1	**420**
	Percent	44.8%	49%	6%	0%	0.2%	**100%**

I do not feel to own a company	Frequency	17	42	15	234	112	**420**
	Percent	4%	10%	3.6%	55.7%	26.7%	**100%**

The above results show the standards of the employees in their organization they work in. 67% strongly agreed that employees are moving too often from a workplace to another. 40% were neutral and equally 40% strongly disagreed that employee should not be loyal to his organization. 43% were neutral that moving repeatedly from an organization to another is considered unethical issue. 49% agreed that loyalty is the most important issue making them not leaving the organization. 33% were neutral that even if they got a better job outside their organization it is considered not good to leave the current job. 40% agreed that they were thought to believe in the value of remaining loyal to one organization. 49% agreed that staying within one job and in a single organization is better. 56% disagreed when they were asked if they do not feel to own their company.

4.4.4. Ranking of the Variables

Variables	t-test	p-value	mean	St. d	C. V	point estimate	Rank
Affective	19.800	0.000	3.81	0.155	0.040	1.793	**First**
Continuance	3.174	0.002	3.50	0.287	0.082	0.287	**Second**
Normative	18.267	0.000	3.61	0.324	0.09	1.654	**Third**

It got after (**affective**) the first order, as the effect it had on the research sample was (1.793) large, and the calculated T value (19.800) and the level of significance (0.000), which is more than its tabular value (1.96) at the level of significance (0.05), with a degree of freedom (419). The second order of the dimension (**Normative**) and the effect size (1.654) at the significance level (0.000) and the calculated (T) value (18,267). The effect size (**Continuance**) was weak according to the classification (Cohen, 1986: 14), with a significant level of (0.002), and with a calculated (T) value (3.174), which is more than its moral value (0.05) and with the same degree of freedom.

From the **aspect of availability and interest**, it became clear that the level of interest of the research sample is directed towards (affective), so it obtained a mean (3.81) and a standard deviation (0.155), and it obtained a coefficient of variance (0.04), to be ranked first. (Continuance) got the second order with a coefficient of variance relative (0.08) with a mean (3.50) and a standard deviation (0.287), and the third one was (Normative) with a mean (3.61) and a standard deviation (0.324), and a relative coefficient of variation (0.09). These results indicate availability, interest and agreement that Affective commitment prevails among all. It reflects social and personal bridges that linked the sample members to their place of work, while attention turned to Continuance commitment, despite the fact that its availability and the size of its impact is less than the Normative commitment.

4.4.5. Discussion

The three main commitment criteria through which organizational culture is measured depending on the Allen and Meyer scale are the affective, continuance and normative commitments. Potential disturbance and economic

seizure as well as a cultural aspect that has been dominant for an extent period surround the Lebanese people. Upon that and based on those components in the Lebanese community that are part of nonprofit organizations, this study's concern is to detect the most prevailing type of commitment in Lebanon. 420 employees participated in this survey from five different associations, the majority was from AL-Maqased, AL-Mabarrat and SOS associations covering 28%, 24% and 24% of the whole sample respectively where the percentage of females were higher than males. Beirut city has more associations than other locations. All employees have a good experience year at least 5 years and above whilst 40% have from 10 to 15 experience years. Nearly all occupations were covered in this study but teachers, nursemaids and management employees were the plurality with 27%, 19% and 14% respectively.

Affective commitment is the scenario where one is passionate about their job; hence, they inherently decide to stay. This is evident from the Lebanese literature that cites the massive support from donors, which helps retain them. Based on the findings of our study, the results of the affective commitment scale questionnaire is considered excellent and in line with the claims of Newman (2007). For instance, 81.5% of the employees strongly agreed when they were asked if they would be happy to spend the rest of their career with their current organization and 85% strongly agreed that they really feel that the organization problems as theirs.

Continuous commitment is the choice between comfort and suffering since the process involves using company resources to decide. The analysis of the continuance scale questionnaire indicates that the percentage of employees who agreed to persist in their organization is considered acceptable. Contrary to the hypothesized association in America where the continuance commitment is the most common commitment, especially in nonprofits, since the financial incentive is the trigger. The data suggests that 66% strongly agreed that it would be hard to leave their current organization even if the wanted to. 42% agreed that a lot of things would be disrupted in their lives if they decided to leave their jobs. 49%

strongly disagreed when asked that by leaving the current workplace it would be costless.

The normative commitment is the obligatory role the employee plays in the organization to make them essential to that extent. Regarding the normative commitment scale questionnaire outcome, the percentage of employees who concurred on working in their current workplace for normative reasons is considered low. To clarify, 40% agreed that it is better to be loyal to your organization. 43% were neutral that shifting repeatedly from a workplace to another is considered unethical, and 33% were neutral that it is not right to leave their organization, even if they got a better offer elsewhere.

For more clarification, the study reviewed two forms that organized the data of the variables. The first one look into the significance of the data analyzed, where affective commitment is ranked first, and continuance commitment is ranked the second, and normative as the third variable. Even though the availability and interest of continuance are less than what normative shows, however the ranking value of commitment was dominant; this shows an added contribution to the study that ranking of the variable that could be valid through T test does not necessary means the availability and interest.

Cronbach's alpha coefficients for the normative, affective, and continuance scale were in the accepted range, showing internal reliability besides an instrument validity. Therefore, the Allen & Meyer scale can be applied in the Lebanese community also. Hence, and upon utilizing Allen and Meyer's Organizational Commitment Scale that is assertively applied to test the commitment of employees in Lebanon, the prevalent commitment in this country is the affective commitment.

5. Conclusion and Recommendations

The literature review highlights the different views of scholars regarding organizational commitment in various economies. Organizational culture is measured through three main commitment criteria. The Allen and Meyer scale cited the process through the three measures

to ascertain the loyalty levels of the employees in the organization. Affective commitment is the scenario where one is passionate about their job; hence, they inherently decide to stay (Newman et al., 2017). This is evident from the Lebanese literature that cites the massive support from donors, which helps retain them. Continuous commitment is the choice between comfort and suffering since the process involves using company resources to decide. In American, this is the most common commitment, especially in nonprofits, since the financial incentive is the trigger. The normative commitment is the obligatory role the employee plays in the organization to make them essential to that extent. The right mindset only comes from committing to the proper organization doing well by the society hence the need to always ascribe for a better community.

There is a need to have a consensus of the right environment, competitive advantage, and the edge to make the employees commit to working in a diverse society. Nonprofit organizations have different company cultures, which they use to ensure employees, are retained in their organizations. Several activities like civic education and advocacy give the employees a sense of importance hence compelling them to stay in the organization and handle them.

The challenge comes in the commitment of employees in these organizations to ensure the social, political, and economic issues are addressed. Commitment is linked to the social justice question whereby organizational behavior is seen as a fundamental tenet through which commitment is created. This is evident from the Lebanese literature that cites the massive support from donors, which helps retain them. Continuous commitment is the choice between comfort and suffering since the process involves using company resources to decide. The affective variable of commitment was ranked the first among other variables (Normative and continuance), this result was assured by T test as the affective T value scored (19.800). This indicates that the Lebanese Employees studied in this paper in the selected non-profit organizations show commitment that fall in the affective category.

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