

# The Impact of Internal environment elements on organizational commitment applied study in Social Security Corporation in KSA

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## ABSTRACT

The study aimed at verifying the effect the internal environment elements (organizational structure and culture) have on organizational commitment at the Social Security corporation in KSA, a questionnaire was developed and distributed to a stratified random sample consists of 291 employees. the study reached the following outcomes, the existence of an acceptable level of organizational commitment among public enterprise workers, and showed that emotional commitment (Affective) is the most powerful in the organization, followed by the ongoing commitment (Continuous), while there is no acceptable level of normative commitment (Normative). There is no relationship between personal variables (gender, age, educational level, job position and practical experience) and the organizational commitment..

**Keywords:** Internal environment, organizational commitment, organizational culture, social insurance employee, and attitudes.

## Introduction

The internal environment with its essential elements - organizational structure, organizational culture, and organizational resources – plays an important and vital role in the performance of organizations through impacting the nature of the regulatory climate which is reflected in the behavior of its employees (Qatameen 2007). And because the General Organization for Social Insurance contributes a vital role in achieving the national goals in the social and economical development and contributes to the improvement of the quality and the well-being of beneficiaries and thus reduce the problems of poverty and unemployment. Because investments of Saudis in the Social Security corporation in KSA is either mandatory or optional, for their future and the future of their Progeny, and service to the community as a whole. And because one of the reasons for the success of the enterprise depends on the regulatory environment that provides an organizational structure and organizational culture capable of adapting to the changes that occur in the external environment . Personal characteristics also affect employee commitment. These attributes may include the employee's ability to identify with the organization's mission, level of confidence, confidence and internal or external motivation (Malik, Nawab, Naeem & Danish, 2010).

## Research Problem

Any institution need to enhance the level of job satisfaction in order to contribute to the development and improvement of the institutional performance, in order to be able to meet its obligations towards customers, and so the administration has become more interested in identifying the organizational commitment level of the employees in the organization as one of the key entrances to identify employment satisfaction, and then work on performance development.

It has been stated in the report of the Commission on the development of performance in the Social Security corporation in KSA dated 1332 AH,

Many complaints were received from subscribers indicating significant delay in the completion of transactions, especially in the summer months, where many staff offices seemed to be unoccupied because of summer vacations, (quoting Khaled Al-Jabali - Dammam 2012 in Today Newspaper). As stated in the report of the Director of Human Resources, there was a good satisfaction level among workers with respect to job stability, but showed an average satisfaction level with respect to performance assessment methods, training and development.

The problem of the study raised the following question: What is the impact of the internal environment (organizational structure and organizational culture) at the level of organizational commitment of workers in the Social Security in KSA The following sub-questions are derived from the main question:

1. What is the level of organizational commitment that workers posses at the General Organization for Social Security corporation in KSA.
2. What is the nature of the organizational structure at the institution, and how it affects the level of organizational commitment of employees in the organization?
3. What is the nature of the dominant organizational culture in the organization, and what is the impact of this culture on the organizational level of commitment to the institution?

**Purpose of the study**

- Examine the reality of the organizational structure of the institution and whether this positively or negatively affects the level of organizational commitment of workers in the General Organization for Social Security corporation in KSA.
- Identify the prominent organizational culture, and how this culture affects the level of employees' organizational commitment in the organization for Social Security corporation in KSA Study the impact of personal variables on the level of workers' organizational commitment in the General Organization for Social Security corporation in KSA

**Organizational Environment**

Organizational environment known as a set of forces and elements that surround the organization (inside and out), and have an impact directly or indirectly on the way in which they operate, and affect the way their access to resources necessary for the continuation of their work, such as raw materials, qualified workers eligible for the production of goods and services, and the information they need to improve the technology used or to report its strategy for competitiveness, and ways to support external stakeholders in the organization. Jones (Jones, 2004).

Although there are many rankings of the environment in which organizations operate, many researchers and writers such as (Jones, 2004), and (Wheelen Hunger, 2002), and (Thompson, 2004), and (Harem, 2010) and (Al-Salem, 2008) and (Qaryouti, 2009) agrees that the environment of an organization is divided into three levels.

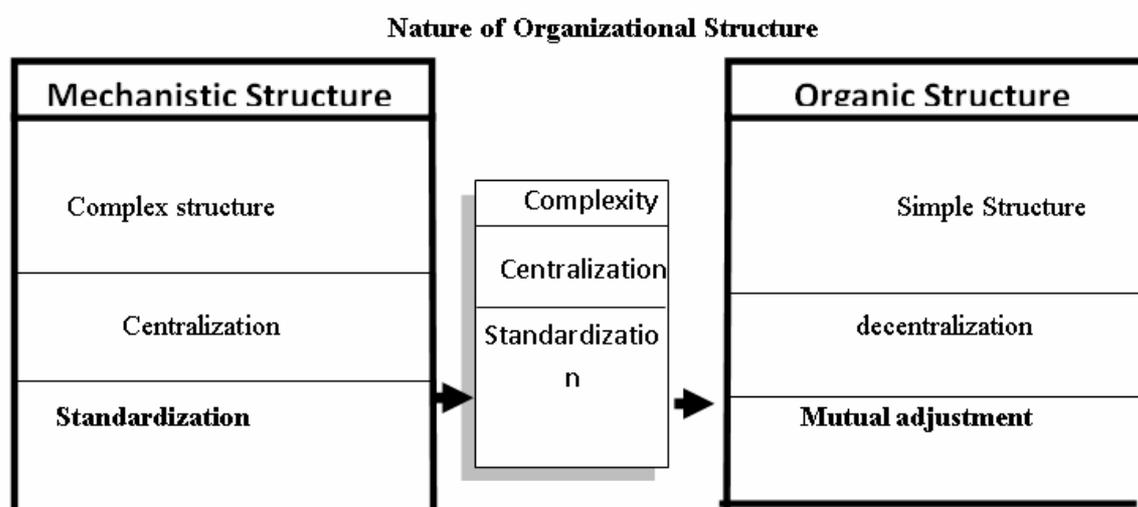
First: the External General Environment . A group of forces and elements in the external environment that affect the entire organizations in the general environment, such as the economical environment which includes the economical factors such as the rate of Gross Domestic Product (GDP), the per capita income level, the inflammation rate, the currency exchange rate, and the unemployment rate, etc.

Second: the External Specific Environment . A group of elements in the external environment, which have a direct impact on the organization (and similar organizations) and consists of stakeholders such as customers, distributors, competitors, suppliers, professional associations, and governmental organizations. (Chemimra 2010)

Third: The Internal Environment. Consists of a combination of factors and internal forces that affect the work of the organization and identify strengths and weaknesses of the organizations, and consisting of an organizational structure, organizational culture, and the resources available such as the financial resources, human resources, marketing resources, research & development resources, and M.I.S.

1. The Organizational Structure. The organizational structure of an institution determines the administrative patterns of the integrated roles performed by individuals within the various administrative levels, it also defines the responsibilities and authorities and the way it has been organized so that the collective efforts of an organization unite towards achieving the goals of an institution (Qatamyn 2007). The organizational structure of an institution usually represents the organizational structure which can be a simple structure or a structure that has been divided according to the occupation or to a strategic business units. (Thompson and Strickland 1993).

**Figure (1)**



This Figure was excerpted from (Jones R Gareth,2004,Organizational Theory: Design and Change,p121)

**Organizational Culture**

(Asswathappa, 2003) defined culture as a the whole which includes knowledge, arts, ethics, laws, customs, and other capabilities in addition to the habits acquired in the community. As such, the culture transmits across staff through Stories, and Rituals', Symbols, and Languages.

Although writers, researchers and culture workers shared many application about the organizational culture and the types of these cultures, our study concludes that all cultures, no matter how many and despite of its classification, it falls under two main types of culture:

1- Traditional Culture which also known as Classical Culture. It's also known to some people as Conservative Culture, and in other locations its known as Bureaucratic Culture, where this culture adopts official values and regulations under which employees work according to Standard Operating Procedures

2- Contemporary Culture. Which also know as change culture, and quality culture as well because it focuses on ongoing improvement. It's the culture that addresses environmental variables and try to understand and adapt it in order to enable the organization to survive and grow. Organizations that adopt this culture usually features Openness and acceptance of new ideas, it also demonstrate continuous change and promote innovation and risk taking.

(Qaryouti, 2000).

### **Organizational Commitment**

Lingual Concept: Which means Covenant, or to stick to something and never stay apart; It also means the persistence in doing something. (Ibn Manthour, 1956, Section M, part L). It also means in linguistics: the Covenant, proximity, and the victory, and love. (Salameh, 2003).

In terms of terminology, concepts of organizational commitment has varied due to the variation of researchers' visions towards it, but the clarification of this concept has featured some complexity due to an extra focus on the commitment towards work environment which includes several areas such as: a commitment to work, and commitment to the duties and functions of internal work. (Buchanan, 1974, P 539) looks at the organizational commitment as an Individual advocacy and support to the organization as it is the result of interaction of three elements:

1- Identification: Individual adaptation of organization's objectives and values as if it was his own.

2- Involvement: An individual psychological involvement in organization's activities.

3- Loyalty: Individual's sense of strong emotional affiliation to the organization.

### **Dimensions of organizational commitment**

Forms of individuals' commitment towards organizations vary with regard to different organizations and emitting force driving it - these dimensions are:

**First: Affective commitment** which was suggested by Allen & Meyer (1990), where they have seen that the individual emotional commitment affected by his level of awareness of the characteristics that features his work from independency, importance, skills required, supervisors' follow up and mentorship. **Second: Normative Commitment**, The individual's feeling of obligation to remain in the organization. This sense is often reinforced by the good support the organization provide for their employees, allowing them to participate and positively interact, not only in the implementation procedures of work; but to contribute to setting goals, planning and policy-making of the organization as well. **Third: Continuance Commitment**, suggested by Allen & Meyer (1990), this dimension suggests that what controls the degree of commitment of an individual towards his organization is the investment value.

### **Previous studies**

1- Study by Kumar and Giri; 2009

"Effects of Age and Experience on Job Satisfaction and Organizational Commitment".

The study found that job satisfaction and organizational commitment has differed significantly across the different workers functional stages. The study found that job satisfaction and organizational commitment amongst aged workers are larger than the younger ones. The job satisfaction and organizational commitment differed significantly depending on the work experience of the workers.

2- Study by Boon and Arumugam (2006)

"The Influence of Corporate Culture on Organizational Commitment: Case Study of Semiconductor Organizations in Malaysia"

This study aims at investigate the impact the four dimensions of the Institutional culture (working staff, communication, recognition and reward, and training & development) has on the organizational commitment of the workers within the main six Malasian organizations for the demarcation of semiconductors. The study showed that communication, training and development, recognition and reward, and teamwork positively correlated with the commitment of employees.

3- Study by McMurray, Scott and Pace (2004)

"The Relationship between Organizational Commitment and Organizational Climate in Manufacturing".

This study aimed to explore the relationship between organizational commitment and organizational climate (creativity, independence, confidence, justice, support, cohesion, appreciation, and work pressure) for workers in the Australian automotive components manufacturing companies. The study found a significant association between organizational commitment and organizational climate.

#### 4- Study by Shalawi (2005)

"Organizational culture and its relation with organizational affiliation: a field study on the staff of King Khalid Military College, civilians and military personnel."

This study aimed to identify the level of the organizational culture of the college, as well as identify the level of organizational affiliation for its employees, and determine the relationship between the organizational culture and the organizational affiliation. In order to achieve these goals, the study reached the following conclusions that: The dominant level of the organizational culture was relatively high. It also showed a high level of organizational affiliation of the college employees. No statistically significant differences in the level of organizational culture according to different personal characteristics and functional. There were statistically significant differences in the level of organizational affiliation, according to the variable nature of the work in favor of the military.

#### 5- Study by Wafe (2005)

"Organizational culture and its relationship with organizational commitment"

This study aimed to identify the constituent values prevailing organizational culture, and identify the level of organizational commitment, in addition to stand on how different are the values of the organizational culture and organizational level of commitment depending on personal characteristics. The study reached the following conclusions that: All the organizational culture values prevail in the Control and Investigation Board moderately. There is a strong positive correlation between the overall organizational culture and organizational commitment. There is a consensus on the presence of a regulatory obligation.

#### **The distinguishes this study**

I've dealt with previous studies and topics related to the internal environment and organizational commitment under the slogan of many such as: organizational climate, job satisfaction, job loyalty, organizational commitment, and researchers present a great efforts contributed to the enrichment of the study subject. Our study has benefited from previous studies in the stages of variable definition and determination of study problem and study tool development. There were similarities between this study and the previous studies, as there was differences which made this study differ from previous studies in different aspects.

One of the similarities is that this study, like all previous studies dealt with both internal environment and organizational commitment as variables study, it is true that some of the previous studies addressed the variables partly, as some of them addressed the institutional culture and others addressed the centralization and the official as the characteristics of the organizational structure, which is one of the elements of the internal environment. Some studies have linked these elements with the organizational commitment, organizational loyalty or job satisfaction but the common thing between this study and other studies is a subject that has been addressed, in addition to the similarity of some of the findings of the studies (see the results of the study).

As for the differences which differentiate this study from other studies, they can be summarized as follows:

- Some previous studies dealt with partial elements of internal environment and linked them to abide by the organizational commitment, where those studies addressed both Bonn and Aaromujam (Boon and Arumugan, 2006) and a study by Shalawi (2005) and a study by Awfi (2005), the impact of institutional culture (part of the internal environment) on organizational commitment. My study has also addressed both Lambert and Hogan 2006 "The impact of official and centralization (part of organizational structure characteristics) on the organizational commitment. As for this study, it addressed the internal environment topic with its two elements; the organizational structure and organizational culture and that's what differentiates it from some of the previous studies.

#### **Hypotheses**

First: the first major hypothesis

There is statistical evidence (at the level of significance  $\alpha=0.05$ ,  $m=3.5$ ) of the existence of an acceptable level of organizational commitment of employees in the Social Security in KSA

Second: The second major hypothesis:

There is a statistically significant effect (at the level of significance  $0.05 = \alpha$ ) to the internal elements of the environment combined (organizational structure and organizational culture) at the level of organizational commitment of workers in the Social Security in KSA . The following sub-hypotheses derived from this main hypotheses:

1. - There is a statistically significant effect (at the level of significance  $0.05 = \alpha$ ) of the nature of the organizational structure at the level of organizational commitment of employees in the General Organization for Social Security in KSA.

2 - There is a statistically significant effect (at the level of  $0.05 = \alpha$ ) of the nature of the prevailing organizational culture at the level of organizational commitment of employees in the General Organization for Social Security in KSA.

Third: The third major hypothesis:

There is a statistically significant relationship (at the level of significance  $0.05 = \alpha$ ) between the personal variables for employees in the General Organization for Social Insurance and organizational level of commitment they have.

### Study Methodology

#### The study population and sample

Study population Consists of all employees in the Social Security in KSA at the time this study was initiated (April 1433 AH), sample size was 2324 workers spread over 22 branch (according to records of human resources management in the organization.). Random stratified sample has been selected to ensure the inclusion of all administrative levels in the organization. Sample size, according to the size of the sample schedule for a known society as stated in the (Uma Sekran 2007, 294), equals to 291 members as shown in Table (1)

**Table 1**

#### Identify the elements of the stratified random sample

Responsive sample members	sample n	Percentage in society	Amount in society N	Job category	Serial #
3	4	1.07%	13	Assistant General Manager or equivalent	1
5	6	2.06%	25	Director or its equivalent	2
12	15	4.95%	60	Director or equivalent	3
29	31	10.33%	125	Head of department or its equivalent	4
146	237	81.57%	987	Employee in all business	5
195	291	100%	1210	Total	

291 questionnaires were distributed to different levels of workers, 195 valid questionnaires have been recovered with proportion of = 67%. After conducting descriptive statistics for the study sample, the following characteristics of the study sample has emerged:

**Table (2)**

#### Characteristics of the study sample

percentage	frequency	variable	
80.5%	157	Male	gender
19.5	38	Female	
100%	195	Total	
7.2	14	Less than 25 years of age	age
26.2	51	25 – 35 years	
44.6	87	36 – 45 Years	
18.5	36	46 – 55 Years	
3.6	7	Over 55 Years	
100%	195	Total	
1.5	3	Assistant general manager	
2.5	5	General Director	
6.2	12	Director	
14.9	29	Team Leader	
74.9	146	Employee	
100%	195	Total	
41.5	81	Lower than Bachelor's Degree	Qualification
45.6	89	Bachelor's Degree	
10.3	20	Master's degree	
2.6	5	PhD	
100%	195	Total	
13.3	26	5 years and below	Years of Experience
31.3	61	6 – 15 Years	
45.1	88	16 – 25 Years	
10.3	20	Above 25 years	
100%	195	Total	

It is clear from the results of the analysis listed in the table above that % 80.5 of the members of the sample were male, and that % 44.6 under the age of 45 years, and 46.6% of the sample size respondents to this study are from senior and middle management, and % 45.6 of the members of the sample have a bachelor's degree, and 45.1% of the sample have 16 -25 years of experience in the General Organization for Social Security in KSA.

The study boundaries

1 - Spatial border: Saudi Arabia.

2 - Objectivity border: staff at the Social Security

3 – Time boundaries of this study was prepared in the period between April and December of the year 2012/1433 AH

4 - Methodology boundaries: accuracy of the results that have been reached is exclusive for the degree of objectivity and accuracy of respondents response to the questions contained in the data collection tool, and the accuracy of the figures and quantitative data that has been presented for the purposes of the work of the statistical study.

Information gathering tools

In order to collect the data necessary for the completion of the study in all its parts, two types of data and information sources have been adopted:

1. Secondary sources: these sources have been adopted for access to further explore and clarify the problem of the study, and write the theoretical side and look at the literature of the study, such as books, publications, periodicals, research published and unpublished, manuals and documents of the Social Security in KSA, in addition to some of the websites available on the World Wide Web , Internet.

2. Primary sources: The study was adopted questionnaire approach in the collection of data and information necessary to conduct preliminary statistical analysis and selection of hypotheses, and then evolve it to achieve this purpose, and it consists of the following parts:

- The first part includes a speech directed to respondents to identify the subject and encourage them to answer objectively.
- The second part: includes the demographic characteristics of the sample, such as: sex, age, educational level, and years of experience, and job site.
- The third part: included multiple choice questions, five sub-answers to each question in order to measure the independent variable which is the internal environment and its components as follows:

**Table (3)**

**Questions independent variable**

Questions	Variable
1-5 From one to five	Level of complexity Centralization
Total of questions above From six to ten	Organizational structure Organizational Culture
All the questions above	Internal Environment

Five-Likert scale has been adopted to measure the answers as follows:

**Table (4)**

**Likert scale to measure the organizational structure**

	1	2	3	4	5
Complexity	Simple	—————▶			Complex
Centralization	Centralized	—————▶			Decentralized
Culture	Province	—————▶			Contemporary
structure	Automatic	—————▶			Oblate

- The fourth Part: This section was designed to measure the level of organizational commitment as follows:

**Table (5)**

**Dependent variable Questions**

Questions	Type of commitment
1-5	Affective
6-10	Normative
11-15	Continuous

Answers have been adopted in accordance with the Likert scale quintet.

Validity

Researcher has met with specialists and exchange multiple ideas aim to enrich and develop data collection tool (questionnaire) and the contact number of managers and advisers in the Social Security in KSA to modify some of the paragraphs so that they are easier addressed from respondents, in addition to display this resolution on a group of arbitrators and experienced academics in order to improve and develop standards of this resolution to become more capable and convenient in measuring things which were designed for it.

**Reliability**

**Table (6)**

**Measuring reliability**

Cronbach's alpha	Questions
0,737	Questions on the regulatory environment
0.763	Questions on organizational commitment

Statistical analysis and hypothesis testing

This study was carried using the Statistical Package for Social Sciences, SPSS in conducting descriptive statistics and inferential statistics and test hypotheses as follows: Descriptive Statistics

Census results have emerged in the paragraph relating to a sample study and related data collection tool as it provided all the required statistics, and it also appeared in their positions.

Analysis of the normal distribution of the data

The aim of this analysis is to know the nature of the distribution of the data and how it approached normal distribution using the test (Smirnov Kolmokarov). Results were as follows:

**Table (7)**

**Measurement of the normal distribution of the data**

p-value	K-S	Data
0.056	1.337	Internal Environment
0.687	0.72	Organizational Commitment

The test shows the presence of a normal distribution of data under the curve where the P-value higher than 0.05 in the two variables.

Characteristics of the internal environment 1. Organizational Structure

The data contained in the statistical table (8) shows that the organizational structure characterized by a high degree of complexity ( $3.8=\mu$ ) As the number of management levels (9-12) administrative levels, which indicates a high vertical differentiation. The organizational structure is characterized by a high degree of negative bureaucracy, as the percentage of those who hold supervisory jobs to the total workforce are between 21% - 50%, and the organizational structure is characterized by high horizontal differentiation, because the number of functional departments ranges from 9-12 functional management and the number of branches exceeds 30 branches. Organizational structure also features high degree of centralized and high degree of formal ( $2.24 = \mu$ ) where the decision is made according to the regulations ( $2.02 = \mu$ ) without giving flexibility to workers innovation or dispose of flex in customer service, and the training of the employee is done individually under the supervision his direct supervisor ( $2.87=\mu$ ), And disciplinary actions were taken if they are exceeded and violated official instructions ( $1.98=\mu$ ).

**Table (8)**

**Characteristics of the organizational structure**

Interpretation	The arithmetic mean	Variable
A high degree of complexity	3.8	1.Complexity
9-12 administrative level	4	• The number of administrative levels
50% -21% ratio of administrators to staff	3	• Percentage of staff supervisors
9-12 functional management	4	• The number of administrative disciplines
More than 30 branch	5	• Number of branches
A high degree of centralized	2.24	2. Central
According to official regulations, decisions	2.02	• Decision
According to the job description	2.13	• perform tasks
Solo under the direct supervision of responsible.	2.87	• Training
Follow the system of staff and the institution.	2.22	• Performance Evaluation
Violation of official instructions.	1.98	• disciplinary action

1. Organizational culture

statistical data contained in the table (9) Indicate that the culture of the Social Security in KSA, ranging from traditional culture Classic Culture and culture of change ( $3.01 = \mu$ ), where the relationship between managers and staff are good but during work ( $3.2 = \mu$ ), and bonuses are being awarded when employee follows instructions ( $2.3 = \mu$ ). Employee are not allowed to implement his own suggestions unless he obtains the approval of his immediate superior ( $3.4 = \mu$ ), and the relationship between departments is a competitive one ( $3.07 = \mu$ ) and motivation to work is by being with his colleagues in the department and not individually or with other departments ( $3.38 = \mu$ ).

**Table (9)**  
**Characteristics of the organizational culture**

Interpretation	The arithmetic mean	Variable
A good relationship, but only during work	3.20	• manager - staff relationship
To Those who follow the formal procedures and laws	2.30	• Bonuses
Approval of the Director on any suggestion	3.40	• Quality
Competitive relationship	3.07	• The relationship between departments
Joint action within the same section	3.38	• motivation to work

**One Sample T-test**, to test the first main hypothesis: test the presence of an acceptable level of organizational commitment:

**Table (10)**  
**One Sample T-Test**

P-value	t	Mean	Hypothesis
0.000	7.532	3.768	Test the level of organizational commitment
0.000	7.066	3.922	Test the level of commitment to the influential
0.662	0.438	3.527	Standard test the level of commitment
0.000	7.937	3.853	Test the level of ongoing commitment

With reference to the above table and when the degree of freedom  $df = 194$ , and the level of significance = 0.05, then the value of t tabular = 1.965, hence the null hypothesis, which says that there is no commitment to organizational is being rejected, and accept the hypothesis that is in favor of the existence of a level of organizational commitment. When testing the sub-commitment levels (normative, influential and ongoing), study showed the presence of effective and continuous commitment, but the study showed a lack of normative commitment as it appears in the same table.

**Linear Regression testing:** to study the effect of the internal environment and the elements of organizational commitment (testing the second main hypothesis, and the other two associated sub-hypotheses).

**Table (11)**  
**Linear Regression Testing**

p-value	t	R2	R	Hypotheses
0.000	11.058	0.12	0.131	Internal environment impact on organizational commitment
0.000	9.662	0.003	0.049	Impact of organizational structure on organizational commitment
0.000	24.39	0.017	0.147	The impact of organizational culture on organizational commitment

According to the agenda t at  $df = 194$ , and the level of significance = 0.05, the value of t tabular 1.965; Therefore, for the null hypothesis to be accepted, the calculated value of t must range between 1.965 + to 1.965-, and P-value should be higher than 0.05, and by reference to the table selection above, we find that the three zero assumptions are rejected because the calculated value of t are higher than +1.96, and the value of P-value less than 0.05 and that's why the three zero hypotheses are rejected, and the alternative hypotheses are accepted, which favors the presence of impact for the internal environmental on the organizational commitment, and the presence of impact of the organizational structure on organizational commitment and the presence of traces of organizational culture on organizational commitment.

**(Correlation Factor "R") Test:** To test the relationship between personal variables and the level of organizational commitment, "Test of the third main hypothesis."

This part of the statistical analysis, examines whether there is a correlation between personal variables (gender, age, educational level, job site, and practical experience) and between organizational commitments as it's stated in the third main hypotheses. After conducting a linkage analysis by using the (Pearson correlation), the results were as in the following table:

**Table (12)**  
**Correlation Factor "R"**

Nature of the relation	"Pearson Correlate R"	Personal Variable
Very weak and negative	-0.013	Gender
Very weak and positive	+0.036	Age
Very weak and negative	-0.061	Educational Level
Very weak and positive	+0.061	Job Site
Very weak and positive	+0.063	Experience

According to the test results in the table above, the relationship between personal variables and between organizational commitment is very weak, hence the organizational commitment may be due to other factors that need to be further studied beside these factors, and despite the weakness of the relationship between personal variables and between organizational commitment, this relationship varied in nature so, we find that the relationship between the job site and organizational commitment are the least vulnerable (positive correlation of \$ 0.061, then the practical experience which shown a positive correlation in the amount of (0.043), and then age, which showed a correlation (positive rate of 0.03).

**Results of the study**

In light of the statistical analysis and hypothesis testing, the study found the following results:

1. The statistical results of the study in (Table 8) showed that the organizational structure of the Social Security in KSA is a kind of automated Mechanistic Structure because it features high complex characteristics, and extreme centralization and high official, and this means that this organizational structure reduces the organization's ability to respond to the changes that occur in the business environment, it also does not provide the flexibility needed by workers to make decisions in confronting these variables, and hinders the organization's ability to service customers in a way that achieve their satisfaction. As a result, the organizational structure of the institution-cum-quo will be hampering for change and development and raise the level of performance and quality of the work.
2. The statistical results of the study (Table 9) also showed that the culture of the Social Security in KSA evolving but still ranging from Classic Culture to the culture of change, or as it is called a culture of quality, as the relationship between superiors and subordinates are good but during the period of work only, and staff offer suggestions, but are not being implemented unless consent of superiors are obtained, and the relationship between the departments are still competitive one, and not participatory As a result, this culture as it now stands hinder the progress of the institution and access to excellence which requires a culture of change, innovation and attention to quality and teamwork.
3. The study showed the presence of an acceptable level and has a connotation of organizational commitment among employees in the Social Security in KSA, the study also showed in its selection of the type and nature of this commitment that the affective commitment is the strongest within the institution, followed by the continuous commitment, while There is no acceptable level of commitment to the Normative commitment within the Social Security in KSA.
4. The study also showed the presence of the impact of a statistically significant elements of the internal environment that has been dealt with (the organizational structure and organizational culture) at the level of organizational commitment. Also, it showed the presence of the impact of each of these factors independently on the regulatory environment, which means a presence of the impact of the nature of the organizational structure on the organizational commitment, and the presence of impact of the pattern of organizational culture on organizational commitment in the General Organization for Social Insurance in Saudi Arabia.
5. The study also showed that there is no correlation between the personal variables such as: gender, age, educational level, job site, and practical experience, and between organizational commitment.

These findings attributed to the answering of the questions contained in the problem of the study, as it showed characteristics of the organizational structure and the nature of the organizational culture and the level of organizational commitment of the General Organization for Social Security and the impact of the internal environment of the institution at the level of organizational commitment. We hope that these results would help make recommendations provided by the study of interest and value to decision-makers in the organization for the

development of the internal environment, including raising the level of organizational commitment, which helps in improving the performance of employees and to achieve the desired change by the Department of public Institution for social Security.

The results of this study were also compatible with some previous studies, as the results of this study did match the results of a study of (2006 Boon and Arumugam,) and with the results of the study by (Shalawi, 2005) on the existence of traces of organizational culture on organizational commitment, and it came also in agreement with the results of studies done by Lambert et al (Lumbert, et.al, 2005) on the existence of the effect of the central and official organizational commitment, and that the study came in agreement with a study made by (Al-Qahtani, 2001) that there is no relationship between personal variables (gender, age, educational level, functional level and experience) and the degree of organizational commitment in the General Organization for Social Security in KSA.

### Recommendations

The study gives the following recommendation for decision-makers in the Social Security in KSA

#### 1. Restructuring for the General Organization for Social Insurance

The results of this study showed that the organizational structure of the Social Security in KSA characterized by high levels of complexity and centralized and official, hence the study recommends that restructuring be conducted through which to reduce the number of management levels so that no more than 5 administrative levels, and to conduct re-adjustment to the official working procedures so as to convert some of the authorities in decision-making to the lower administrative levels, the study also recommends that the Director General of the Corporation has to reduce the number of advisers and the House of Representatives and the people associated with the Office of the General Director ..

2. Adopt the culture of quality and implement continuous improvement philosophy in the General Organization for Social Security and the excellence in performance and obtain quality certificates (which is what the Foundation seeks to reach), as the organization did not use statistical monitoring tools in addressing issues, therefore, we must create an internal climate and environment capable of promoting a culture of change and push for continuous improvement that will help reduce errors and improve staff motivation and encourage innovation, creativity and deepens organizational commitment within this institution.

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