"The Impact of Organizational Learning Culture on Organizational Commitment" (Case Study: Hikma Pharmaceutical Company in Jordan)

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Abstract

This study aims at examining the impact of organizational learning culture in the organizational commitment at Hikma Pharmaceutical Company of Jordan. The study relied on a seven dimensions model for the organizational learning culture, namely: creation of opportunities for continued learning, encouragement of dialogue and inquiry, encouragement of learning as a team, learning through exchange systems by utilizing the integrated systems, empowering members of the team to work according to a collective vision, linking the organization by its environment, provide a supportive leadership for development of learning in all organizational levels. The study adopted the scanning method where the researchers have compiled the particulars necessary for the study through a questionnaire wherein the particulars were collected from (84) managers of all administrative levels. The study concluded that there are good levels for applying all dimensions of the organizational learning culture, in addition that there is a good level for organizational commitment of managers in Hikma Pharmaceutical Company of Jordan. The study has also concluded that there is a significant impact for all dimensions of the organizational learning culture in the organizational commitment for the managers in the company targeted by the study.

In the light of the results concluded by the study, the researchers submitted a set of recommendations which would consolidate attention to the organizational culture and Managers organizational commitment.

Keywords: Organizational learning culture, Organizational Commitment, Employees commitment, Hikma Pharmaceutical Company.
1. Introduction

The organizational commitment is considered of the basic components so that the business organizations would achieve their organizational objects. It is also considered of the factors which would lead to stepping up confidence, functional stability and continued growth. Therefore, this concept has received much of the researchers attention in the field of business organizations in the last three decades (Ortega-Parra & Sastere-Castillo 2013), in the Arab environment researchers were interested in studying and examining the organizational commitment trying to identify its relationship to different regulatory and environmental factors (Al-Otaibi 1993), (Almeer 1995), (Al-Adayleh 1995), (Altagm 1996), (Al-Fadhli 1997), (Al-Aajami 1998), (Al-Omari 1999). However, this concept still needs further studies through which it would be possible to identify its relationship with the organizational and environmental variables as well as the extent of positive and negative reaction thereof on the business organizations. This study will focus on examining the extent of impact of one of the concepts which began to catch attention by the researchers namely the concept of organizational learning culture in that it leads to reaching to the educated organization and consequently investing in the human race which are considered of the important production elements for any organization.

Whereas Hikma Pharmaceutical Company of Jordan is looked upon as one of the pioneer companies in the field of drug industry in Jordan and is one of Jordan's economic pillars which was able through the efforts of its management to penetrate the international markets particularly the American and British markets. Consequently, it has become necessary upon it to look for all prerequisites for the continuity of excellence. For all of the foregoing, the researchers choose this company to be a community for conducting this study.

1.1 Study Problem

In view of the tremendous technological development which took place in the last two decades as well as in all fields, coupled with the economic openness that led to confronting the business organizations in general of multi challenges particularly the Arab ones due to the big gap in this technological development for the interest of economies of advanced countries. Whereas, the business organizations in the Hashemite Kingdom of Jordan exercise its activity in a developed economy and consequently it will inevitably suffer from the hard competition and of remaining in the business market as a result of change of the economic work requisites. Hikma Pharmaceutical Company of Jordan is considered one of the pioneer companies which is looked at with pride in Jordan as it was able, with the efforts of its management, to move from the locality to universality passing through regional market. However, Hikma Pharmaceutical company- similar to other Jordanian Companies- is suffering from fierce Competition. The Researchers believe that the enhancement of its managers commitment at all organizational levels may help in its build up and steadfastness before the challenges encountered by it. All of the foregoing requires a great deal of administrative work which would contribute in augmenting the managers sense of affiliation to their company by resorting to the culture of organizational learning which would endeavour to merge the objects and interests of its Managers with the objects and interests of the company. This may be accomplished if there is a leadership which is capable to encourage the single team work and create the suitable circumstances for dialogue and discussion by utilizing the most modern technological systems as well as link the organization continuously with its environment. The researchers believe also that this may assist the company in unifying the vision of its managers and make them more committed and adherents to work in it. From the foregoing, it can be said that this study attempts to answer the following question:

Is there a significant impact for the organizational learning culture in the managers' organizational commitment and the various organizational levels in Hikma Pharmaceutical Company of Jordan?
1.2 Study Importance
From the theoretical aspect, the importance of this study springs out from the fact that it tackles the organizational learning culture which is considered from the contemporary concepts which are still in the research and investigation phase by the researchers. The theoretical overview of this concept represents a simple addition in the field of business organizations study field. As to the applicability aspect, the study should presumably show the extent of the actual effect of the organizational learning culture of managers commitment in one of the important companies in the Jordanian economy, the results of which can be taken into consideration by the company's management in order to strengthen its competitive abilities and draw on such results by the other companies which are active in the same environment.

1.3 Study Objectives
The study endeavours to realize the following objectives:
1. Identify the level of application of the organizational learning culture and level of the organizational commitment of managers in service at Hikma Pharmaceutical Company of Jordan.
2. Identify the extent of effect of the organizational learning culture in the organizational commitment of Managers in Hikma Pharmaceutical Company of Jordan.
3. Submit some of the recommendations to the Management of Hikma Pharmaceutical Company of Jordan in the light of the produced result of the study.

2. Theoretical Background
2.1 Organizational Learning Culture
The organizational learning is considered a relatively new concept in the management field which emerged in the late sixties and early seventies of the twentieth century as a result of the increased attention in the change operations and organizational development which is known as the process that takes place at the level of individual, group and organization as a whole, through which the organization obtain new knowledge, tools, behaviour and values (Rowe 2010). Also, the organizational learning is known as the process which lends the institutional pattern on the knowledge and change in the cognitive structures and individuals behaviour in the organizations so as to enable it to increase its innovative and adaptation ability with its surroundings, together with the necessity of providing an organizational culture which would support learning and innovation as well as create what is called the educated organizations (Paunkovic et al. 2014).

(Paunkovic et al. 2014) indicated that the relation between the organizational culture and organizational learning is of dual direction, as the culture may be a result of the organizational learning in the form of beliefs, values and standards of conduct in the organizations which are developed in the suitable shape through the learning process. On the other hand, the organizational culture is considered one of the most important factors which determine the capability of the organizations to learn and acquire new cultures from the milieu of its field of work.

(Skerlavaj et al. 2010) also added that the organizations which were able to implant its culture of learning are characterized by the ability to create, gain and transfer knowledge as well as modify the behaviour to reflect the new knowledge and vision.

Also, under the shadow of the work environment which is characterized by intensive and fast change, the organizations must generate quick responses to the changes and be able to adapt continuously therewith for the purpose of perpetuity and thriving in that the learned organizations are the ones which have the opportunity to survive in the fluctuating environments (Mbassana2014).

The organizational learning can be viewed to be a multi-lateral process where it endeavours to develop new knowledge in addition to the ability to change the behaviour. The general framework for
the organizational learning refers to seven basic dimensions which should inevitably exist in the organization's culture as represented in: creating opportunities for continued learning, encouragement of dialogue and inquiry, encourage cooperation and learning as a team, set up systems for the exchange of learning, empower individuals to strive towards a collective vision, linking the organization with the environment and provide the leadership which is capable to support and develop learning at all organizational levels (Kalyaran and Rafi 2013). The following is a clarification of these dimensions according to (Mbassana 2014).

Create Opportunities for Continued Learning
In the contemporary business environment which is characterized by dynamism and turmoil, the organizations must make the continued learning an integral part of the daily work and in the core of the routine functions and workers are expected to learn the skills of third parties who work in their units in addition to the skills relating to their own works together with the necessity of learning how their units are linked with the other operations and units as well as the objectives of the work as an integrated single unit.

Encouragement of Dialogue and Inquiry
The learning organizations encourage their workers to acquire the skills of thinking and expression of opinions, listening to others, inquiring about their views through the culture of learning which in turn supports dialogue and inquiry as well as encourage the constructive feedback thereby contributing to the development of new ideas which would serve as a leverage to the organization and increase its competitive capacity.

Encouragement of Team Cooperation and Learning
The culture of organizational learning supports cooperation and learning as a team through designing the works which stand on utilization of groups and work teams as well as expected to learn from each other and work together in order to attain variable pattern of thinking that form the basic support for creativity and innovation under the shadow of organizational culture that appreciate and remunerate team cooperation and work.

Establishment of Systems for Exchange of Learning
In addition to supporting the organizational learning through learning at the individual level, the organization which is endeavouring to consolidate the culture of organizational learning from the establishment of technological systems which would enable its workers to transfer and exchange information and knowledge easily and smoothly through the utilization of compact and integrated systems with the work.

Empowerment of Individuals to Work towards Collective Vision
The learning organization rely on the empowerment of individuals and sharing with them in formulating and possessing a joint collective vision and thence direct the learning towards such vision through motivating individuals to identify the contribution and responsibility of each individual towards its realization.

Linking the Organization with the Environment
The learning organizations acknowledge their reliance on the physical, social, cultural, technological and other environment as well as of the necessity to tie in with the environment and community through continued interaction which is standing on examining and diagnosing the environment and utilizing such information in controlling and adapting the practices and methods of work.
Provide the Leadership which is Capable to Support and Develop Learning in All Organizational Levels

The leadership plays a basic and fundamental role in consolidating the learning culture through role modelling and supporting learning as well as utilizing it as a strategy for the realization of work outcomes.

2.2 Organizational Commitment

The organizational commitment shows the desire of the individual to remain in his organization due to the merger and positive feeling towards his organization. (Hareem2004, 99) refers to the organizational commitment concept that: The individual's strong desire to continue as a member in a given organization.

Preparedness to exert a high effort for the organization. In other words, it is a tendency about the loyalty and affiliation of employees towards the organization thereby reflecting their care towards it and its continued success and existence.

(Habib et al. 2014, 217) agree with him in that as the workers commitment means the loyalty of employees to the organization. The drop of the degree of commitment leads to higher average of employees' turnover in the organization.

The organizational commitment is a power determined by the individual and points to a strong desire to retain membership in the organization due to the existence of three factors, namely: belief, acceptance of goals and values (Hsiu 2009, 14).

(Khairueddin and Najjar 2010, 11) indicates that the commitment is the yield of interaction of three elements:

- **Conformity**: adoption of objects and values of the organization as being the goals and values of the individual working in it.
- **Involvement**: which purports preoccupation or the individual's psychological involvement in the organization's activities.
- **Loyalty**: which purports the individual's strong sentimental engagement towards the organization.

(Al-Jumaili 2012, 296) indicates that the organizational commitment explains the level of positive feeling generated by the individual towards his organization, commitment to its values, loyalty to its goals, the perpetual feeling of linkage with it and taking pride in being affiliated to it.

The organizational commitment is considered of the basic parameters for the organization's performance, because workers with high commitment perform their work better than those of low commitment. (Shawabki and Ta'ani 2013, 183) explained that the individuals of high commitment towards their organization are the ones who have sufficient preparedness to devote further efforts and devotion in their work and incessantly endeavour to maintain their continued linkage and affiliation in their organizations. This conforms to what (Porter et al. 1974, 604) referred to which considered the individuals commitment towards the organizations an indicator stronger than the job satisfaction for the employees stay and continued service in their places of work.

The organizational commitment culture contributes to the improvement of employee's ethical conduct and the possibility of receiving good performance from them thereby contributing in the realization of better results for the organizational goals. Therefore, the organizational Commitment culture is considered of vital importance for obtaining better results, accomplishments and revenues to the organization.

2.2.1 Organizational Commitment Model

The methods of individuals' commitment towards the organizations differ by the variation of the stimulant power and motivator thereof (Khairuddin and Alnajjar 2010, 12). The commitment occurs as seen by (Hsiu 2009, 42) in three dimensions and each one has an impact on the behaviour of employees, namely job commitment and organizational commitment.
Also, it is possible to observe three models of the organizational commitment (Hsiu 2009) (Alshawabkeh and Ta'ani 2013) (Khairuddin and Alnajjar 2010):

1. **Affective Commitment**
   This commitment is due to the feeling of affiliation and psychological coherence with the organization (Hsiu 2009, 42). It is possible to strengthen it through job enrichment and finding a case of compatibility between the interest of the organization and interests of employees in addition to selecting the employees whose values fall in line with the values of the organization.

2. **Normative Commitment**
   It is meant to be the feeling of the individual's undertaking to remain in the organization may not be through positive interaction in the implementation processes only, but rather through contribution in formulating the objects, plans and measures necessary to access them (Hsiu 2009, 42). The holders of this course are the conscientious employees who work according to the per-requisites of the conscience and public interest (Khairuddin and Alnajjar 2010, 12).

3. **Continued Commitment**
   Refers to the individual's commitment in the organization due to the benefit link up from staying in it in consideration of what he may lose if he decides to quit and join another organization. Therefore, it is a benefit link up, as long as the organization in which he works provides to him better benefits and returns than the other organizations, he will continue in its service. However, if a possibility of getting better returns in any other organization appears, he will not hesitate to move to it and leave his current organization. The holders of such link up are the opportunists (Allen and Meyer 1990, 4).

3. **Literature Review**
   The researchers conducted an expanded survey of the previous studies whether in the paper magazines or in the databases of the specialized electronics, but no direct study was found relating to any study connected with the organizational learning culture and the organizational commitment. However, there is a clear interest for studying the organizational commitment and its relation with the demographic variables as well as with the various organizational variables such as leadership patterns, work pressure, organizational performance, employment satisfaction, organizational justice and the like.

   The study of (Al-Khashali 2003) concluded that there is a negative impact for the two autocratic and permissive leadership patterns as facilitated by the normative and affective organizational commitment dimensions. The study also revealed that there is a positive impact for the democratic leadership pattern in the normative and affective dimension for the organizational commitment. In the meantime, the study did not substantiate any significant impact for the autocrat, democratic, and permissive leadership in the continued dimension for the organizational commitment. In another study for the researcher (Joudeh 2008) concluded that there is an impact for the balanced performance measure system in the organizational commitment of the Jordanian aluminium companies and that the strength of impact in the organizational commitment in the companies in which the balanced performance measure system is applied was bigger than the organizational commitment of the employees. The findings of the study indicated that there are differences in the organizational commitment of employees due to the difference of age and level of income, whilst the findings did not show that there are differences due to employees diversity in their organizational commitment in view of different sex and level of education.

   The study of (Al Qasem 2012) aimed at knowing the impact of the organizational commitment in the quality of the banking service provided in the Jordanian banks. The study reached the conclusion that there is a positive impact for the organizational commitment role in the improvement of the quality of service in the Jordanian banking sector.
(BaniIssa and Aba Zaid 2014) study aimed at knowing the role of organizational commitment in the improvement of employee's performance in the Jordanian banking sector. The study revealed that the tendency of employees in the Jordanian banks towards the organizational commitment is highly positive. There is a highly positive relationship for the organizational commitment role in the improvement of employees performance in the Jordanian banking sector and that the affective commitment was the most effective organizational commitment patterns on employees performance, which is the prevailing pattern in the Jordanian banking sector.

(Lewicka and Krot 2015) study aimed at verifying the impact of the Human Resources Department Regulation and the organizational confidence on the employee's commitment. The study reached the conclusion that the base point and the start up in building the organizational confidence and commitment is the Human Resources Department Regulation and that the organizations should build confidence in the employees as a first step for making them affectively committed.

The study of (Arora and Rangnekar 2015) aimed at examining and testing the personal joint effects as represented (by acceptance and loyalty of individuals), their visualization and perception concerning the vocational supervision and guidance on the employment commitment, in addition to analysing the supportive role of the vocational supervision and guidance as one of the indicators of the employment commitment. The findings showed that the relation between the vocational supervision and employment commitment was the strongest in acceptability with high calibre employees, and it was also noticed that the vocational supervision and guidance is considered one of the important and fundamental indicators for the employment commitment as per the employee's visualization.

The study of (Ortega-Parra and Sastre-Castillo 2013) aimed at answering the latent inquisitiveness on the impact of visualization and perception of working employees to the values of the organization in which they work on their commitment towards such organizations, the study found that the adaptation between the perceived and declared values is tied with a positive relationship together with the commitment, particularly that the values directed to the individuals and the ethical behaviour play an important role in predicting the individuals commitment and emphasizing that perceiving such values will be through the appropriate practices of the Human Resources Department.

Whilst the study of (Martin et al., 2013) aimed at analysing and identifying the organizational commitment role and organizational culture as an intermediary variables for the capability of employees in their performance in the organizations. The finding of the study indicated that there is no connection between the study variables and improving employee's performance. However, the findings indicated that the organizational commitment could have an impact in raising the level of organizational culture and hiking the level of performance.

However, the study of (Aladwan, Bhanugopan and Fish 2012) was aimed at examining a conceptual model for the organizational commitment to verify the extent of the Arab workers commitment towards their organizations, evaluation of the latent factors behind the organizational commitment with the first line workers in the Jordanian organizations and the study concluded of the necessity to follow a practical approach and method in studying and examining the level of the organizational commitment as it is possible for the employers to control the visualizations and perception of the individuals in conformity with the framework.

4. Study Hypotheses
Main Hypothesis H1:
(There is a significant impact for the organizational learning culture in the organizational commitment.)

The following sub-hypothesis is branched therefrom:

H11: There is a significant impact for the continuing learning in the organizational commitment.
H12: There is a significant impact for the culture of promoting dialogue and inquiry in the organizational commitment.

H13: There is a significant impact for the encouragement of team cooperation and learning culture in the organizational commitment.

H14: There is a significant impact for the culture of establishing learning exchange systems through utilizing the integrated systems (technology) in the organizational commitment.

H15: There is a significant impact for the culture of empowerment of workers towards collective vision in the organizational commitment.

H16: There is a significant impact for the culture of linking the organization with the environment in the organizational commitment.

H17: There is a significant impact for the culture of availability of supportive leadership to develop learning at all organizational levels in the organizational commitment.

5. Methodology
The study consisted of two variables, the independent variable which is the organizational learning culture which will be measured pursuant to the measure utilized in the study of (Leufven et al. 2015) which is consisting of seven dimensions, namely: continuing learning, dialogue and discussion, cooperation and learning as a team, formulating of systems for the exchange of learning by utilizing the integrated systems, individuals empowerment culture, linking the organization with the environment and availability of learning supportive leadership. The dependent variable is the organizational commitment whose measurement will be according to the measure stated in (Hsiu 2009) study.

5.1 Data Collection Tool
For the purpose of collecting the data necessary for the study, the questionnaire was utilized, which comprised from an explanatory preamble of the persons to be researched, in addition to requesting some of the demographic and organizational particulars such as sex, age, educational qualification, number of years of service in the company and administrative level. As to the other part, it comprised request of particulars on the organizational learning culture with its seven dimensions at the rate of (3) phrases per dimension. However, the last part comprised the phrases which can show the extent of managers organizational commitment which are comprised of (16) phrases. Table (2) consists of the durability values of such measures upon using Cronbach alpha. The individuals to be subjected to research were requested to answer the phrases of organizational learning culture and organizational commitment pursuant to Likert fivefold measure, strongly acceptance (5), acceptance (4), neutral (3), not accepted (2), not accepted strongly (1).

5.2 Study Sample
The study community was comprised from the manager in service in Hikma pharmaceutical company and in all their administrative levels starting from top management up to supervisory administrative levels. The study sample was identified by 100 managers. The researchers, in cooperation with the Human Resources Division and quality department and personally by distributing the questionnaire to all such managers, returnees thereof and fit for analysis on which the study was made amounted to (84) questionnaires. Their distribution, in so far as the demographic and organizational characteristics according to what is shown in Table (1).
Table 1: Demographic and Organizational Characteristics of Managers Study sample

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male</th>
<th></th>
<th>Female</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>53</td>
<td>63</td>
<td>31</td>
<td>37</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Age</th>
<th>No.</th>
<th>%</th>
<th>No.</th>
<th>%</th>
<th>No.</th>
<th>%</th>
<th>No.</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 Years and below</td>
<td>48</td>
<td>57</td>
<td>19</td>
<td>23</td>
<td>13</td>
<td>15</td>
<td>4</td>
<td>5</td>
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</table>

<table>
<thead>
<tr>
<th>Educational Qualification</th>
<th>Intermediate Diploma and below</th>
<th>Bachelor Degree</th>
<th>Higher Diploma</th>
<th>M.A.</th>
<th>Ph.D</th>
</tr>
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<tbody>
<tr>
<td>No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
</tr>
<tr>
<td>7</td>
<td>8</td>
<td>63</td>
<td>75</td>
<td>8</td>
<td>10</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>No. of years of service in the company</th>
<th>5 years and below</th>
<th>6-10 years</th>
<th>11-15 years</th>
<th>16 years and Above</th>
</tr>
</thead>
<tbody>
<tr>
<td>No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
<td>No.</td>
</tr>
<tr>
<td>40</td>
<td>48</td>
<td>25</td>
<td>30</td>
<td>11</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Administrative Level</th>
<th>Supervisor</th>
<th>Division Head</th>
<th>Assistant Department Manager</th>
<th>Department Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
<td>No.</td>
</tr>
<tr>
<td>53</td>
<td>63</td>
<td>18</td>
<td>21</td>
<td>8</td>
</tr>
</tbody>
</table>

6. Results
The researchers used a set of statistical analysis tools which suit the study and its hypothesis namely: Percentages, repetition, mean, Cronbach Alpha and simple regression.

Table (2) refers to the findings of the descriptive statistical analysis of study variables. As the findings of the descriptive analysis outlined that the managers of study sample were agreeable on the content of phrases from which the dimension of the organizational learning culture was formed, in varying degrees, as the value of the mean of the dimension of linking the company with the environment with the highest level compared with other dimensions and an mean of (3.90),

Which means that the Management of Hikma pharmaceutical Company focus on linking between the company and its environment in which it works. The second in importance and focus on the availability of suitable leadership to manage the company at a mean of (3.79). As to the remaining dimensions, notwithstanding the managers approval on giving attention thereto, its value, however, was lower than the two previous dimensions and at close values, but the lowest was for the dimension of empowerment of managers to formulate a joint vision and in an mean of (3.31).

As to the organizational commitment, the managers replied on its phrases by approval and in a mean with value amounting to (3.71).

Table 2: Findings of Descriptive Analysis of Phrases of Study

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>No. of Phrases</th>
<th>Cronbach Alpha</th>
<th>Mean</th>
<th>Order</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Out Dimensions of Organizational Learning Culture</td>
<td>21</td>
<td>0.90</td>
<td>3.62</td>
<td>-</td>
</tr>
<tr>
<td>Continuing learning</td>
<td>3</td>
<td>0.76</td>
<td>3.61</td>
<td>4</td>
</tr>
<tr>
<td>Dialogue and Inquiry</td>
<td>3</td>
<td>0.75</td>
<td>3.49</td>
<td>6</td>
</tr>
<tr>
<td>Cooperation and Learning as a Team</td>
<td>3</td>
<td>0.70</td>
<td>3.57</td>
<td>5</td>
</tr>
<tr>
<td>Learning Exchange Systems (Integrated Systems)</td>
<td>3</td>
<td>0.73</td>
<td>3.65</td>
<td>3</td>
</tr>
<tr>
<td>Empowerment of Workers</td>
<td>3</td>
<td>0.72</td>
<td>3.31</td>
<td>7</td>
</tr>
<tr>
<td>Linking Organization with the Environment</td>
<td>3</td>
<td>0.71</td>
<td>3.90</td>
<td>1</td>
</tr>
<tr>
<td>Availability of Supportive Leadership for Development of Learning</td>
<td>3</td>
<td>0.76</td>
<td>3.79</td>
<td>2</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>16</td>
<td>0.92</td>
<td>3.71</td>
<td>-</td>
</tr>
</tbody>
</table>
Table (3) refers to the findings of the regression analysis of the main hypothesis as well as the hypothesis emanating therefrom. The findings of the regression analysis have shown the presence of impact of the organizational learning culture by the collective dimensions thereof in the organizational commitment. The value of the determining factor $R^2$ (0.25) which means that 25% of the change in the organizational commitment of managers is due to the change in the organizational learning culture. The impact degree reached $B$ (0.66), and $F$ value confirmed the significance of this impact of value (26.68) and a sig. level of (0.00). However, with respect to the dimensions of the organizational learning culture and the extent of its impact in the organizational commitment, the findings of regression analysis indicated that all these dimensions affect significantly, but with varying rates, the most important of which is the availability of the supportive leadership for the development of learning which interpret the value of (0.22) of the variation in the organizational commitment of the managers is the study sample. As to the impact thereafter comes the dimension encouragement of dialogue and inquiry by an impact rate of (0.21) and then the continuing learning, linking the organization with the environment, cooperation and learning as a team and empowerment of employees, successively, and finally the integrated systems whose impact was (0.05).

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>R2</th>
<th>B</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>All out Dimensions of Organizational Learning Culture</td>
<td>0.25</td>
<td>0.66</td>
<td>26.68</td>
<td>0.00</td>
</tr>
<tr>
<td>Continuing Learning</td>
<td>0.17</td>
<td>0.34</td>
<td>16.59</td>
<td>0.00</td>
</tr>
<tr>
<td>Dialogue and Inquiry</td>
<td>0.21</td>
<td>0.42</td>
<td>22.32</td>
<td>0.00</td>
</tr>
<tr>
<td>Cooperation and Learning as Team</td>
<td>0.13</td>
<td>0.39</td>
<td>11.68</td>
<td>0.001</td>
</tr>
<tr>
<td>Learning Exchange Systems (Integrated Systems)</td>
<td>0.05</td>
<td>0.27</td>
<td>4.50</td>
<td>0.04</td>
</tr>
<tr>
<td>Empowerment of Employees</td>
<td>0.08</td>
<td>0.29</td>
<td>7.30</td>
<td>0.001</td>
</tr>
<tr>
<td>Linking of Organization with the Environment</td>
<td>0.13</td>
<td>0.36</td>
<td>11.79</td>
<td>0.001</td>
</tr>
<tr>
<td>Availability of Supportive Leadership to Develop Learning</td>
<td>0.22</td>
<td>0.48</td>
<td>23.55</td>
<td>0.00</td>
</tr>
</tbody>
</table>

7. Discussion
The findings of the study showed the existence of good levels for applying all dimensions of the organizational learning culture, the focus is on the attention of managers in Hikma Pharmaceutical company of Jordan on linking the company with its environment in order to make use of the scientific advancement, where the managers believe that the company's ability on thinking according to the universal perspective for the purpose of fulfilling the needs of its clients and look for other clients through attempting to involve all in the solution of problems facing the company in addition to developing its work. In addition to looking for a capable and qualified leadership to play an exemplary role for the object of transforming their expertise to their subordinates. And the ability of this administration on continued research for new learning opportunities within the framework of values to be determined by management.

The findings showed also that there is a good level for the managers organizational commitment in Hikma Pharmaceutical of Jordan as the managers are happy and proud of their affiliation to this company and do not think much about quitting their company and feel that they are a part of one family.

The findings indicated that there is a clear impact for all dimensions of the organizational learning culture in the organizational commitment, and this indicates to the steadiness of the direct main hypothesis of the study at a confidence level of over 99%, steadiness of all subsidiary hypothesis emanating therefrom and at a confidence level of over 99% also excluding the subsidiary hypothesis H1d which relates to establishing systems for the exchange of learning by utilizing the integrated systems of a confidence level of 95%.

The highest level of such impact was due to the availability of supportive leadership for the development of the organizational learning. The presence of leaders who are able to train, develop,
solve problems of subordinates and make them gain new skills as the incessant thinking of this management in the search of learning will positively reflect on the organizational commitment and unwillingness of managers to quit the company as well as take pride in their affiliation to it despite the availability of work opportunities in other companies. What supports such commitment is the company's management attention in the culture of dialogue, inquiry and presentation of views and proposals as well as discussing them with third parties in an endeavour to obtain beneficial thoughts which may assist in the development of company's work thereby assist in the enhancement of mutual confidence and stay at a distance from the culture of reservation with third parties. The over trust between managers will impact their commitment towards their company and none willingness to quit its service. The over trust amongst managers will lead to willingness to the continuance of learning of everything new thus benefiting from the atmosphere of the realized cooperation and support.

8. Recommendations
In the light of findings of the study on the impact of the organizational learning culture on organizational commitment of Hikma Pharmaceutical Company of Jordan the researchers can submit some recommendations for the management of this company with the object of raising the level of the organizational commitment of such managers:

It is imperative for the company's management to make a good selection of the leaderships which have the capability to manage the dialogue and discussion as well as facilitate the communication process which would assist in discussing the thoughts of third parties as well as of building thereon in addition to enhancing confidence in presenting the ideas on others for the purpose of obtaining some of the feedback information which may assist in ripening of thoughts.

The company's leaders should share the updated information with its managers concerning the rival parties, trends of the industry, company's future course for supporting and maintaining the development of learning in all organizational levels.

The company's management should give greater attention for the utilization of the integrated (technological) systems which assists in facilitating the interconnection process, transforming and exchanging of ideas between managers of the various divisions as an assisting method in the dialogue, discussion process, presentation of inquiries to others, assist managers in utilizing the integrated systems in the transfer of information, and management may utilize this method by the managers as one of the standards of evaluation of performance in the light of which the managers obtain the incentives.

It is necessary for the company's management to acquire everything new and not restricted to daily work and solving the instant problems but rather enhance the skills of third parties who work with them. In addition to identifying the extent of relationship of their work with other employees work as well as the relationship of such clinic with others and the linkage of same in realizing the company's objects.

References


