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## The impact of constructive digitization on enhancing organizational commitment among decision-makers a survey study of the opinions of a sample of decision-makers in the Ministry of Culture, Tourism and Antiquities

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أثر التحول الرقمي البناء على تعزيز الالتزام التنظيمي لدى صناع القرار: دراسة استقصائية لأراء عينة من صناع القرار في

وزارة الثقافة والسياحة والآثار

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### ABSTRACT

The practical reality of digitization and its increasing dominance in all intellectual and applied aspects of the behavior of the individual, the organization and the society greatly affects the current and future reality of business organizations. Thus, the importance of the digitization system of devices, equipment and software is increasing in saving time, effort and costs, which will reflect positively on the organization's performance. The need to identify The relationship, the influence, and the intensity of each of them in directing and changing organizational features, including organizational commitment, and achieving this after a careful analysis of the dimension of digitization to present the outcome of a distinct philosophical accumulation according to a digital approach and perspective. In order to contain the research problem and achieve its objectives, a hypothesis was formulated that was subjected to many statistical tests, and the researcher used the method of the exploratory study of the opinions of a sample of workers in the Tourism Authority, which consisted of (125) respondents, and the adoption of a questionnaire, nonparametric values and many statistical measures and analysis using the (SPSS) program, and the research ended His scientific path came with a set of conclusions, most notably: There is a relationship and impact between digitization and organizational commitment Keywords: Digitization, Organizational Commitment

### Introduction

Business organizations are constantly competing with various intellectual and practical facts and interactions, and they live in a turbulent and rapidly changing environment, including digitization as a scientific method that has imposed itself forcefully on business organizations, which pushes and confirms the need to determine the

relationship and impact between digitization and organizational commitment to take paramount importance as it relates to the present and future of the organization Organizations have enhanced their performance in line with this development through the gradual transition from paper work to digital by using new tools for technology and information systems The Theoretical Side Of The Research

First - Digitization

1-The concept and importance of digitization: Studies related to digitization indicate that it means taking advantage of information and communication technology to improve administrative performance and change working methods and ways of providing services to those concerned using computers, information systems and local networks (LAN) to manage work (Cuban, 2001,3). And defined (Yaghoubi & Sargaz, 2014:369) that it means the use of electronic devices to improve performance through the development of information exchange between offices and the surrounding environment ) Kitana, 2013: 47) pointed out the overall benefits of digitization, which reflect the importance of digitization, including:

- A. Accuracy and speed in work.
- B. Reducing time, effort and cost.
- C. Reduce paper usage.
- D. Raising the morale of the workers.
- E. Raising the efficiency and effectiveness of administrative work.
- F. Freedom of communication between departments and branches of the organization.

2- Obstacles To The Application Of Digitization: These obstacles are as follows: (Munawwar et al., 2010: 39).

- A - The high prices of some modern hardware and software.
- B - The difference in measurement and specifications of the devices used within the organization.
- C - The lack of awareness of officials in senior management of the importance of digitization and its effective role in developing the tasks and work of the organization.
- D- Workers fear of replacing information technology in accomplishing their tasks, and consequently abandoning them

3- Components Of Digitization: The researcher relied on (O'brien, J., 2002: 8) in determining the components of digitization, which were produced by theoretical literature and previous studies and later adopted by many researchers as follows:

A- Devices And Equipment: It includes the physical entity of the devices that are used in the input, processing and output of information systems, which contain the central processing unit and storage devices, as well as the physical media for the purpose of linking the parts together.

B- Software: In order for the computer to function properly, it needs the software components, which include all the instructions and commands that control the computer, as well as the information systems that support the administrative, service and production processes.

C- Databases: They are a large group of organized data for the purpose of efficiently serving a number of applications by storing and managing data to appear as if they are in one location.

D- Communication System: It represents the telecommunications system that helps in the transmission of signals in all its forms over certain distances for the purpose of achieving communication.

E- Individuals: The individuals who deal with information and technology, including technicians, knowledge makers, or users of its outputs from the administration, and dealing with technology requires individuals with highly specialized skills to use it

Second - The Concept And Importance Of Organizational Commitment: According to (Al-Sakarneh, 2011: 448), organizational commitment is firmness in organizing matters and technical attention to all systems in the profession and maintaining them, whether commitment in times, behavior, form or dealing with all levels. He referred to it (2012, Hunt & elt 81) as the psychological association of individuals with the organization to work in ways consistent with the interests of the organization. It was also expressed by (Jamil, 2019: 35) that it is all the inner feelings that the working individual possesses towards work, through which he can achieve the goals and interests of the organization. Therefore, organizational commitment has received great attention from the management of organizations in general, because it reflects the positive effects of the success of the organization and its continuity in the competitive business environment and the achievement of the goals it seeks. The importance of organizational commitment for individuals has a multi-level impact (Jamil, 2019: 61

1-At The Level Of The Organization: It is represented in increasing the level of belonging and loyalty to the organization, increasing productivity, reducing costs resulting from work turnover, and from not performing the work and duties required of them efficiently and effectively.

- 2- At The Individual Level: It is represented in the high level of job satisfaction, low turnover rate, a sense of organizational stability, and a sense of psychological stability as it is a source of comfort and happiness for workers.
- 3- On The Social Level: It is represented in confirming the social relations between the working individuals, and the desire for social interaction.
- 4- At The National Level: it is represented in increasing the national production, increasing the gross domestic product. Figure 1 illustrates this



Figure No. (1) The importance of building organizational commitment Source: Al-Tai, Rana Nasser Saber (2007), leadership styles and organizational trust and their impact on achieving organizational commitment: An applied study of the opinions of a sample of managers in mixed industrial sector companies, unpublished master’s thesis, College of Administration and Economics, University of Baghdad, p. 85

2- Dimensions Of Organizational Commitment: The dimensions of organizational commitment can be clarified in three according to the model (Meyer & Allen, 1991: 68) and modified by (Kreitner & Kinicki, 2007: 317) shown in Figure (2).

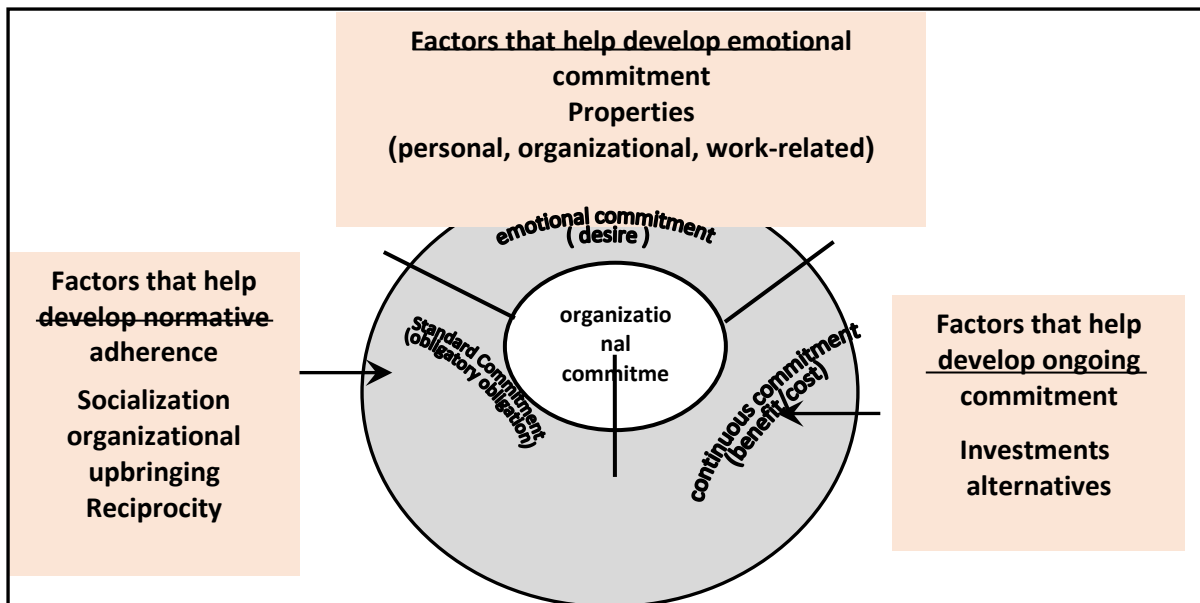


Figure (2) The three dimensions of organizational commitment Source: Kreitner, Robert. & Kinicki, Angelo., (2007), “Organizational Behavior”, Mc Graw-Hill, Inc., 7th ed., New York., P. 189. At the disposal of the researcher A- Continuous Commitment: It is a calculated commitment through which the worker realizes or estimates the costs related to leaving the organization, and that the worker, according to this type of commitment, seeks to stay in the organization because of his need for material and immaterial benefits (Jaja & Okpu, 2013: 45 B- Emotional Commitment: It was mentioned (Taglaw, 2006: 35) that the working individual who loves to work in a particular job and has a desire to continue with it is emotionally committed to this job and this is reflected in his interest in elevating himself in the job through commitment to it, and building a knowledge of it C- Normative

Commitment: The feeling of the working individual of the obligation to remain in the organization stems from personal values and principles, and normative pressures exerted on him before entering the organization (such as socialization, culture, family, religion, etc.) or even after entering the organization (organizational upbringing). (Meyer & Allen, 1991: 72 The Practical Aspect Of Research:First: Exploratory Construct Validity By Exploratory Factor Analysis:1-Exploratory Structural Validity Of The Independent Variable (Digitization): The researcher used the exploratory factor analysis method to show that the paragraphs (35) assigned to the independent variable in the questionnaire represent the best representation and constitute statistical importance, especially that the factor analysis method is characterized by collecting the paragraphs in several factors arranged from the most important to the least, according to the ratio of the factor's interpretation For the variable that includes it, which is reflected by the value of the variance explained for each factor. In order to apply the factorial analysis method so that the results of the analysis are highly credible, there must be five conditions in the data (Tegha, 2012: 78), as follows A. It is required that the size of the sample subject to analysis be sufficient for the application of factor analysis, exclusively if the value of the (KMO) scale (The Kaiser - Meyer - Olkin Measure) is more than (0.500 B. It is required that there be significant correlations between the factors within one variable, in the event that the result of the Bartlett test is significant, based on the calculated Chi-Square value c. The cumulative percentage of the explained variance of all the factors within each main variable must be more than 60% in order to give more significance. D- The Eigen values for each factor must be more than the integer one, in order for the factor to have a significant effect within the variable it contains E. It is required that the value of the correlation coefficient between the paragraphs and the factor that contains them be equal to (0.50) or more so that the value of the correlation coefficient is statistically significant For the purpose of making sure that the sample size is suitable for applying the factor analysis method, which indicates the selection of factors was of high quality, the researcher will depend on the value of the (KMO) scale in the first step of applying the exploratory factor analysis method, as the sample size will be acceptable to apply this statistical analysis in the event that The value of the (KMO) scale was more than (0.500), as Table (1) shows the results of the KMO and Bartlett Test for the (independent) variable expressing digitization and the (dependent) variable expressing organizational commitment Table (1) Results of the (KMO and Bartlett) Test

Variables		The Tests		
		Scale value KMO	Bartlett Test	
	Calculated Square Value		Chi-	probability value (Indication level) Sig.
independent	Digitization	0.908	1361.51	0.00
subordinate	organizational commitment	0.918	3208.07	0.00

Source: Prepared by the researcher according to the output of the electronic It is clear from Table (1) that the value of the KMO scale for the independent variable expressing digitization was significant (0.908), and this confirms the availability of the sample size sufficiency condition in the data of the digitization variable. The sample size in the data of the dependent variable. To ensure the availability of a condition and the existence of significant correlations between the factors within the independent and dependent variable, the researcher relied on the application of the Test Bartlett, where the condition will be available if the probabilistic value (the level of significance) corresponding to the value of the chi-square ( The calculated Chi-Square is equal to or less than the level of morale used, which is (0.05) and vice versa, and by returning to Table (1), we find that the value of the (Chi-Square) scale calculated for the digitization variable and for the organizational commitment variable were recorded (1361.51), 3208.07), which are Significant because the corresponding probability value was recorded (0.00), which is less than (0.05), which confirms the fulfillment of the condition for the existence of significant correlations between factors within the independent and dependent variable. Followed by the application of the Principal Components method, the most common among the factor analysis methods, to show the availability of the rest of the conditions of factor analysis. (2) As the cumulative percentage of the explained variance of the factors included in the independent variable digitization combined recorded (86.1%), which is more than (60%), which confirms the fulfillment of the third condition of the factors of the factor analysis in the data of the digitization variable, as shown in Table (2). The values of the latent root (Eigen values) for each factor (dimensions) of digitization formed values more than the correct one, as Table (2) achieved the value of the correlation coefficient of the paragraphs with the factor in it was more than (0.50), which confirms the

existence of a strong correlation between each paragraph and the factor that includes it, and thus make sure that the items belonging to the independent variable actually measure the digitization variable with high honesty Table (2) The results of the factor analysis of the independent variable digitization

Factors	The First		Second		Third		The Fourth		Fifth	
The factors are ranked from most important to least	Communication System		Databases		Individuals		Software		Equipment And Tools	
	No.	sat	N	saturation	N	saturation	N	sat	N	saturation
	22	0.	1	0.68	2	0.74	8	0.	1	0.60
	23	0.	1	0.50	3	0.69	9	0.	2	0.64
	24	0.	1	0.59	3	0.63	1	0.	3	0.67
	25	0.	1	0.70	3	0.54	1	0.	4	0.70
	26	0.	1	0.80	3	0.55	1	0.	5	0.74
	27	0.	2	0.81	3	0.50	1	0.	6	0.50
	28	0.	2	0.54	3	0.71	1	0.	7	0.50
	latent root	3.434		3.005		2.142		1.560		1.052
The percentage of the explained variance %	26.42%		23.11%		16.48%		12%		8.09%	
Cumulative percentage variance %	78.71									

Saturation means the strength of the paragraph's association with the factor it contains

Source: Prepared by the researcher according to the output of the electronic calculator Table (2) shows the dimension within the first factor that was more important than the rest of the dimensions included in the independent variable Especially that the explanatory variance of this dimension is higher than the rest of the variances that explain the other dimensions within the digitization variable. Also, the value of the latent root (Eigenvalues) for the first factor (communication system) is the largest, as the percentage of the explained variance amounted to (26.42%), and for the second factor ( Databases) amounted to (23.11%), for the third factor (individuals) the percentage reached (16.48%), for the fourth factor (software) with a percentage of (12%), and finally in terms of importance the fifth factor (hardware and equipment) with a percentage of (8.09%). Thus, the researcher showed the validity of the paragraphs of the independent variable in the representation of digitization Table (3) Results of the exploratory factor analysis of the dependent variable organizational commitment

Factors	The First Factor		The Second Factor		The Third Factor	
The Factors Are Ranked From Most Important To Least	Normative Commitment		Continuous Commitment		Emotional Commitment	
	N	saturation	N	saturation	No.	saturation
	5	0.56	3	0.54	43	0.81
	5	0.59	3	0.57	44	0.67
	5	0.65	3	0.65	45	0.78

	5	0.69	3	0.64	46	0.70
	5	0.80	4	0.72	47	0.51
	5	0.67	4	0.61	48	0.82
	5	0.87	4	0.84	49	0.67
Latent Root	10.55		5.76		2.02	
The Percentage Of The Explained Variance %	37.67%		20.55%		7.21	
Cumulative Percentage Variance %	65.43%					

2- Exploratory Structural Validity Of The Dependent Variable (Organizational Commitment);

Table (3) shows that the cumulative percentage of the explanatory variance of the factors included in the dependent variable organizational commitment combined recorded (65.43%), which is more than (60%), which confirms the fulfillment of the third condition of the factor analysis conditions in the data of the organizational commitment variable, as shown in the table (3) The latent root values (Eigenvalues) for each factor (dimensions) of organizational commitment formed values more than the correct one, which indicates the fulfillment of the third condition of the conditions for applying factor analysis in the data of the dependent variable represented by organizational commitment, as shown in Table (3) that Paragraphs belonging to the dependent variable actually measure the organizational commitment variable with high honesty, as the percentage of the explained variance of the first factor that includes (standard commitment) was (37.67%), then followed in terms of importance by the dimension (continuous commitment) that includes the second factor, recording a percentage of A percentage of the explained variance by (20.55%), and finally, in terms of importance, the dimension (emotional commitment) that is included in the third factor, recording a percentage of the explained variance at (7.21%). Thus, the researcher demonstrated the validity of the paragraphs of the dependent variable in representing organizational commitment.

Second: Confirmative Structural Validity

1-Confirmative Structural Validity Of The Independent Variable (Digitization).

The researcher applied the confirmatory structural validity method on the paragraphs of the independent variable digitization to establish that the seven paragraphs that are within each of its five dimensions (hardware and equipment, software, databases, communication system, individual) digitization is the best representation, especially that confirmatory factor analysis is used to ensure the availability of The condition of honesty in the study scale, as well as ensuring the validity and validity of the model and its conformity with the data of the study. As for evaluating the quality of the model matching, the researcher used some indicators of the quality of model matching, and the purpose of that is to test the matching of the model that the researcher developed for the data obtained from the distribution of questionnaires on the study sample, that is, the thirty-five paragraphs that were placed within the independent variable in the questionnaire represent digitization is the best representation. The results of applying the statistical analysis program (Amos,25)), as in Table (4) and Figure (3), were as follows Table (4) Results of model quality indicators to measure the validity of paragraphs (digitization)

Matching Indicators	pointer value	Admission Standard	Researcher's comment
The ratio between the chi-square value and the degree of freedom	2.476	less than 5	The overall results of the confirmatory factor analysis were significant, and therefore the validity of the representation of the thirty-five items
The Relative Chi-Square	0.902	Whenever the value of this indicator is greater than 0.9, this indicates the quality of the model	
good match index	0.092	If the value of the indicator is less than or equal to 0.05, this indicates that the model completely matches the data, but if the value of the indicator is limited between 0.05 and 0.08, this indicates that the model matches to a large extent the	

		sample data. Otherwise, the model is rejected	devoted to digitization was confirmed.
Good of Fit Index ( GFI )	0.703	The value of the index is between zero and one. The closer to one, the higher the match	
rms approx. error	0.797	The value of the index is between zero and one. The closer to one, the greater the match	
Root Mean Square Error Of Approximation ( RMSEA )	0.799	The value of the index is between zero and one. The closer to one, the higher the match	
	0.780	The value of the index is between zero and one, the closer to one, the higher the match	

Source: Prepared by the researcher according to electronic calculator data

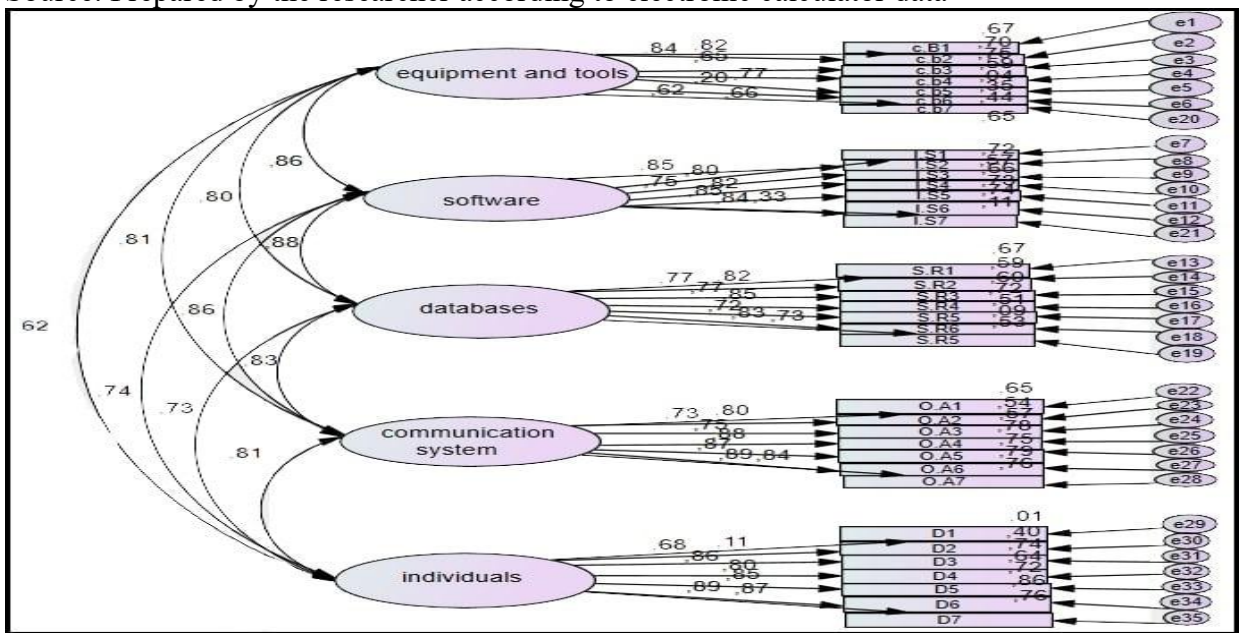


Figure (3) Scheme of confirmatory factor analysis of the digitization scale model. Source: According to the outputs of the (AMOS) program. It is clear from the results of the statistical analysis of the confirmatory structural validity method and the data of Table (4) and Figure (3) that the condition of validity in the paragraphs and dimensions of the independent variable expressing digitization has been achieved, indicating that (hardware, equipment, software, databases, communication system, individuals) represent digitization. Good representation 2-The Confirmatory Structural Validity Of The Dependent Variable (Organizational Commitment). The researcher used the application of the confirmatory constructivist honesty method on the paragraphs of the dependent variable organizational commitment to confirm that the seven paragraphs that exist within each dimension of organizational commitment, represented by (continuous commitment, emotional commitment, normative commitment) represent organizational commitment the best representation, especially that the confirmatory factor analysis is used to confirm From the availability of honesty in the scale of the study, as well as to ensure the validity and validity of the model and its conformity with the data of the study. 21) which was placed within the dependent variable in the questionnaire, represents the best representation of organizational commitment. The results of applying the statistical analysis program (Amos-v25)) on the paragraphs of the dependent variable, as in Table (5) and Figure (4), were as follows Table (5) Results of the model quality indicators to measure the validity of the organizational commitment clauses

Matching Indicators	pointer value	Admission Standard	Researcher's Comment
The ratio between the chi-square value and the degree of freedom	30259	less than 5	The overall results of the

The Relative Chi-Square	0.911	Whenever the value of this indicator is greater than 0.9, this indicates the quality of the model	confirmatory factor analysis were significant, and therefore the validity of the representation of the twenty-one items assigned to regulatory compliance was confirmed.
good match index	0.112	If the value of the indicator is less than or equal to 0.05, this indicates that the model completely matches the data, but if the value of the indicator is limited between 0.05 and 0.08, this indicates that the model matches to a large extent the sample data, otherwise the model is rejected	
Good of Fit Index ( GFI )	0.761	The value of the index is between zero and one. The closer to one, the higher the match	
rms approx. error	0.819	The value of the index is between zero and one. The closer to one, the greater the match	
Root Mean Square Error Of Approximation ( RMSEA )	0.821	The value of the index is between zero and one. The closer to one, the higher the match	
	0.796	The value of the index is between zero and one, the closer to one, the higher the match	

Source: Prepared by the researcher according to electronic calculator data

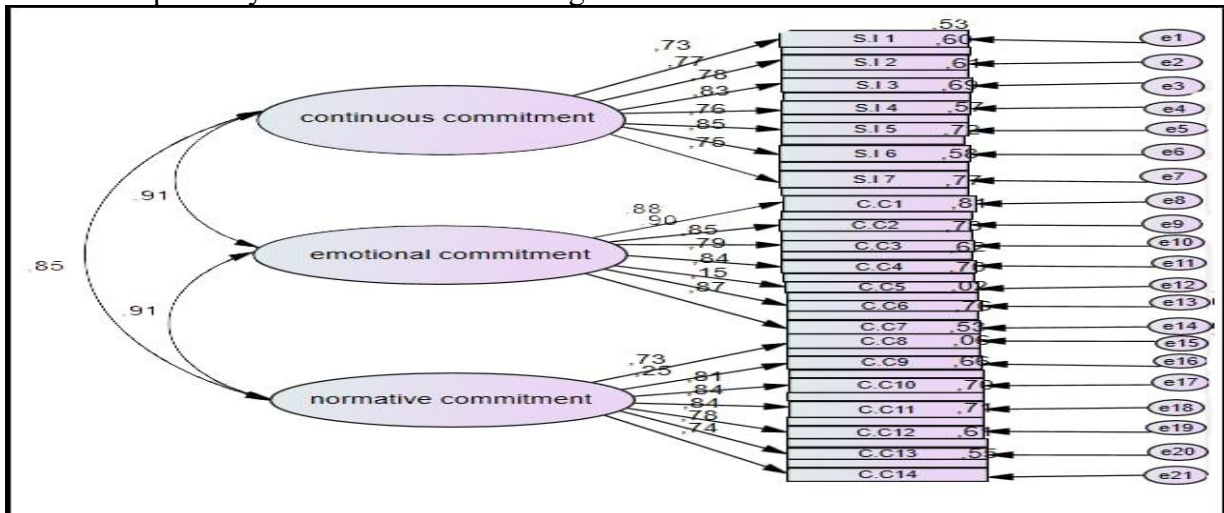


Figure (4) Scheme of the confirmatory factor analysis of the organizational commitment scale modelSource: AMOS outputsOne of the results of the statistical analysis of the constructivist honesty method by means of confirmatory factor analysis and the data of Table (5) and Figure (4) is that the condition of honesty in the paragraphs and dimensions of the dependant variable expressing organizational commitment was achieved, indicating that (continuous commitment, emotional commitment, normative commitment) represent organizational commitment. The best representation, as indicated by the validity tests that the questionnaire in all its fifty-six paragraphs confirmed the availability of the validity condition successfully, which confirms the validity of the questionnaire paragraphs in expressing the variables of the study whose title is (digitization, organizational commitment) is the best representation 3- Reliability: It means the consistency of the study scale and the stability of the results that can be obtained from the scale over different time periods. The stability also reflects the extent of consistency in the measurement results, as it gives the same results after applying it twice in two different times on the same individuals. The stability was calculated by the internal consistency method, as follows Alfa cronpach coefficient of internal consistency: To ensure the reliability of the data that the researcher will obtain from distributing the questionnaires to the respondents, the researcher used a statistical method represented by the (reliability) test by means of the reliability coefficient method (Cronbach's Alpha), and the results of the reliability test for the paragraphs of the questionnaire were (56) As shown in Table (6). The table proved that the value of the stability coefficient (Cronbach's Alpha) for the entire digitization paragraphs (0.910), which indicates the presence of high stability in the thirty-five independent variable paragraphs because it is more than (0.700). The value Successfully skipping the paragraphs of the dependant variable of the stability test because it is more than (0.700), and from this we infer that there is high stability in

the twenty-first organizational commitment paragraphs. The value of the stability coefficient (Cronbach's Alpha) for the entirety of the resolution paragraphs reached (0.962), which is more than (0.700), which proves that the fifty-six paragraphs of the resolution have been successfully skipped to test the stability test, and thus confirmed the presence of high stability in the total paragraphs of the resolution, and figure (5) confirms that all dimensions of the resolution have been skipped. The independent variable expressing digitization, especially that all the values of the stability coefficient (Cronbach's Alpha) for it were more than (0.700).

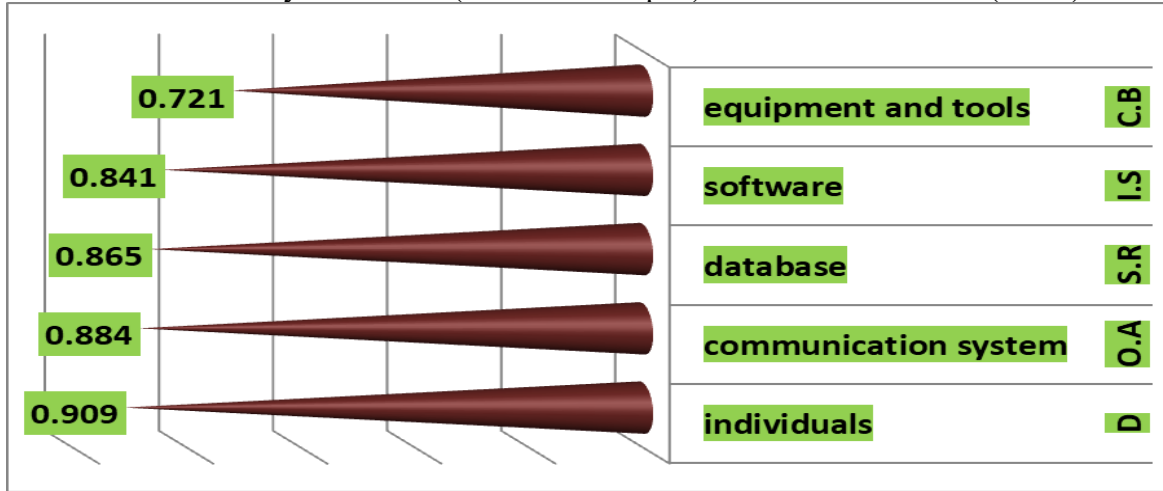


Figure (5) Results of the stability test for the five dimensions of digitizationSource: Prepared by the researcher according to the output of the electronic calculator. Table (6) Results of stability test according to (Cronbach's Alpha) method

Study variables	Stability Coefficient Cronbach's Alpha	stability level	Researcher's comment
C.B equipment and tools	0.721	high	The presence of high stability in the paragraphs of the first dimension within digitization
I.S software	0.841	high	The presence of high stability in the paragraphs of the second dimension within digitization
S.R Databases	0.865	high	The presence of high stability in the paragraphs of the third dimension within digitization
O.A communication system	0.884	high	The presence of high stability in the paragraphs of the fourth dimension within digitization
D individual	0.909	high	The presence of high stability in the paragraphs of the fifth dimension within digitization
S.T Digitization	0.910	high	The presence of high stability in the paragraphs of the independent variable digitization
S.I continuous commitment	0.860	high	The presence of high stability in the paragraphs of the first dimension within the organizational commitment
C.C1 emotional commitment	0.960	high	The presence of high stability in the paragraphs of the second dimension within the organizational commitment

C.C2	normative commitment	0.900	high	The presence of high stability in the paragraphs of the third dimension within the organizational commitment
S.S	organizational commitment	0.921	high	The presence of high stability in the paragraphs of the dependent variable, organizational commitment
All paragraphs of the questionnaire		0.962	high	The presence of high stability in all paragraphs of the questionnaire

Source: Prepared by the researcher according to the output of the electronic calculator. Figure (6) is likely to skip all dimensions of the dependent variable that expresses organizational commitment, especially since all values of its (Cronbach's Alpha) stability coefficient were more than (0.700).

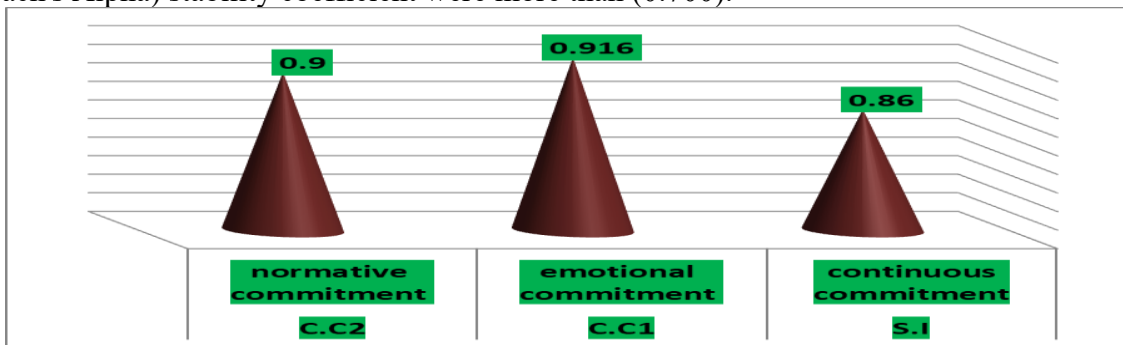


Figure (6) The results of the stability test for the three dimensions of organizational commitment  
 Source: Prepared by the researcher according to the output of the electronic calculator.  
 Third: Description And Diagnosis Of The Research Variables, Analysis Of The Sample Answers, And Interpretation Of The Results  
 The researcher reviewed the results of the descriptive statistical analysis of the research variables in this axis, as the research shows the level of the sample response through the respondent response strength matrix, which represents an estimated scale according to the Likert five-way scale, as shown in detail in Table (7). The weighted arithmetic mean ranged (from 1 to less than 1.8), the response strength means complete disagreement, but if the weighted arithmetic mean value ranged between (1.8 to less than 2.6), the response strength means disagreement, while if the weighted arithmetic mean value ranges (from 2.6 to less than 3.4), the response strength means neutral, while if the weighted mean value was recorded within the category (from 3.4 to less than 4.2), the response strength means agreement, and we also deduce from the response strength matrix that if the weighted mean value ranges) from 4.2 to 5) The strength of the answer means complete agreement. Especially that the length of the category in the matrix of response strength was calculated according to the equation that is equal to dividing (the highest value taken by the scale used in the research, minus one integer) by (the highest value taken by the scale), which is equal to (0.8) when adopting the five-point Likert scale in the research. Table (7) the respondent response strength matrix on the items of the questionnaire

Category	The Weighted Average Value Is Included Within The Period	The Strength Of The Response On The Paragraphs Of The Questionnaire	The Level Of Response By The Respondent
first	1 to less than 1.8	Completely disagree	very low
the second	1.8 to less than 2.6	Lack of agreement	low
the third	From 2.6 to less than 3.4	neutral	Moderate
the fourth	3.4 to less than 4.2	the agreement	high
Fifth	4.2 to 5	Totally agree	very high

Source: Karnilev ,Sergey Sergeyege , (2002), Multiple Regression , 1<sup>st</sup> Ed. , Publishing Honse Statistic Science Library , Moscow , Russian Federation , P :27 In the process of descriptive analysis of the data, the researcher relied on the measures of weighted arithmetic means, standard deviations, and the relative importance applied to the dimensions of digitization (the independent variable and its dimensions) and organizational commitment

(the dependent variable). The results of the analysis were as shown in Table (8) as follows  
Statistical measures for study variables and dimensions. 125= n

Table (8)

code	variables	Weighted Mean	Std. Deviation	The relative importance	
C.B	Dimensions Of The Independent Variable	equipment and tools	3,7543	0,97493	75,09%
I.S		software	3,7840	0,90906	75,68%
S.R		Databases	3,8206	0,91548	76,41%
O.A		communication system	3,8594	0,92233	77,19%
D		individual	3,8057	0,88243	76,11%
S.T	Independent Variable	Digitization	3,8048	0,63396	76,1%
S.T	Dependent Variable	organizational commitment	3,6270	0,69584	72,54%

Source: Prepared by the researcher according to electronic calculator data Table (8) confirmed the value of the weighted arithmetic mean of digitization as the independent variable recorded (3.8048), which is greater than the value of the hypothetical mean, which represents the boundary between agreement and disagreement, amounting to (3), which displays the direction of the study sample's answers regarding digitization, towards agreement, and the value of The weighted arithmetic mean of digitization within the category is between (from 3.4 to less than 4.2) in the respondent response strength matrix, which indicates that the response level of the respondent on most of the digitization paragraphs was at a high level, with a standard deviation of the independent variable whose value was (0.63396), which shows the extent of homogeneity The answers of the study sample regarding the digitization paragraphs, while the relative importance of the independent variable (76.1) was recorded, which shows the agreement of most of the study sample members on the digitization paragraphs, and from it it is clear that the surveyed tourism authority is remarkably interested in digitization in its five dimensions, but the interest was in varying proportions.

Table (8) also confirmed that the weighted arithmetic mean value of organizational commitment as the dependent variable was recorded (3.6270), which is greater than the value of the hypothetical mean, which represents the boundary between agreement and disagreement, which is (3), which displays the direction of the study sample's answers regarding organizational commitment. agreement, and the weighted arithmetic mean value of organizational commitment within the category stabilized between (from 3.4 to less than 4.2) in the respondent response strength matrix, which indicates that the respondent's response level on most of the paragraphs of organizational commitment was at a high level, and with a standard deviation of the dependent variable its value was (0.69584). ), which shows the extent of homogeneity of the answers of the study sample regarding the items of organizational commitment, while the relative importance of the dependent variable was recorded (72.54%), which shows the agreement of most of the study sample members on the items of organizational commitment.

Fourth: Testing The Research Hypotheses

Variables		Pearson's Correlation Coefficient	Z-TEST		The Strength Direction Of Relationship
independent	dependent		calculated	Indicated level	
Equipment And Tools	Organizational Commitment	0.385 **	2.695	0.007	Weak Direct
Software	Organizational Commitment	0.679 **	4.753	0.000	Centrifugal Med
Databases	Organizational Commitment	0.511 **	3.577	0.000	Centrifugal Med
Communication System	Organizational Commitment	0.544 **	3.808	0.000	Centrifugal Med
Individual	Organizational Commitment	0.657**	4.599	0.000	Strong Direct
Digitization	Organizational Commitment	0.731 **	5.117	0.000	Strong Direct

1-To Test The Hypotheses Of The Association Between The Variables

Table (9) Person rank correlation coefficients to examine the existence of the relationship between digitization and organizational commitment

Source: The results of the statistical analysis using the statistical program spss v.28 n=125 Note: The symbol \* means that the value of the correlation coefficient is significant at the level of significance (0.05), and the symbol \*\* means that the value of the correlation coefficient is significant at the level of significance (0.01). Table (9) shows the significance of the first main hypothesis with a confidence percentage of (95%), as the calculated Z value reached (5.117) because it is greater than the tabular Z value of (1.96) at a significant level (0.05), while the simple correlation coefficient value reached (spearman). Between digitization and organizational commitment (0.731\*\*), documenting the existence of a strong direct relationship between digitization and organizational commitment, and accordingly we accept the first main hypothesis, which states: There is a significant statistically significant correlation between digitization and organizational commitment. The following is an analysis of the sub-relationships between digitization and organizational commitment. On the sub-hypotheses level A - The Link Between Devices, Equipment And Organizational Commitment

Table (9) indicates the significance of the first sub-hypothesis emanating from the first main hypothesis with a confidence percentage of (95%), as the calculated Z value reached (2.695), which is greater than the tabular (Z) value of (1.96) at the level of significance (0.05), while the value of Z was recorded The simple correlation coefficient (correlation coefficient spearman) between devices, equipment and organizational commitment (0.385), to confirm that there is a relatively weak direct correlation between devices and equipment as one of the dimensions of digitization and organizational commitment according to the opinions of the research sample. Therefore, we accept the first sub-hypothesis.

B - The Link Between Software And Organizational Commitment Table (9) indicates the significance of the second sub-hypothesis emanating from the first main hypothesis with a confidence percentage of (95%), as the calculated Z value reached (4.753) as it is greater than the tabular Z value of (1.96) at the level of significance (0.05), while the value of the correlation coefficient reached The simple correlation coefficient spearman between software and organizational commitment (0.679\*\*) to confirm that there is a high average direct correlation between software and organizational commitment according to the opinions of the research sample members. Therefore, we accept the second sub-hypothesis C-The Link Between Databases And Organizational Commitment. Table (9) also showed the significance of the third sub-hypothesis emanating from the first main hypothesis with a confidence percentage of (95%), as the calculated Z value was (3.577) for being more than the tabular Z value of (1.96) at the level of significance (0.05), while the value of the correlation coefficient was The simple between databases and organizational commitment (0.511\*\*) to suggest that there is a direct average correlation between databases and organizational commitment according to the respondents' opinions. Therefore, we accept the third sub-hypothesis D-The Link Between The Communication System And Organizational Commitment. Table (9) documents the significance of the fourth sub-hypothesis emanating from the first main hypothesis with a confidence percentage of (95%), as the calculated Z value reached (3.808) as it

is greater than the tabular Z value of (1.96) at the level of significance (0.05), while the value of the simple correlation coefficient was recorded (correlation coefficient spearman) between cost reduction and administrative communications (0.544\*\*) to confirm that there is a direct average correlation between the

Variables		Fixed Limit		The Coefficient Of Determination R2 % Interpretation Ratio	F- test	Researcher's Comment
Variables	Dependent	$\alpha$	Regression Coefficient $\beta$			
equipment and tools	Organizational Commitment	2.585	0.483	10.3%	6.657	Hypothesis Accepted With 95% Confidence.
software	Organizational Commitment	1.84	0.632	26.3%	20.343	Hypothesis Accepted With 95% Confidence.
Databases	Organizational Commitment	1.725	0.655	33.1%	28.214	Hypothesis Accepted With 95% Confidence.
communication system	Organizational Commitment	2.945	0.411	7.2%	4.428	Hypothesis Accepted With 95% Confidence.
individual	Organizational Commitment	2.01	0.598	17.1%	11.740	Hypothesis Accepted With 95% Confidence.
Digitization	Organizational Commitment	1.445	0.711	48.5%	53.737	Hypothesis Accepted With 95% Confidence.

communication system as one of the dimensions of digitization and organizational commitment according to the opinions of the research sample. Therefore, we accept the fourth sub-hypothesis E - The Relationship Between Individuals And Organizational Commitment Table (9) indicates the significance of the fifth sub-hypothesis emanating from the first main hypothesis with a confidence percentage of (95%), as the calculated Z value reached (4.599) as it is greater than the tabular Z value of (1.96) at the level of significance (0.05), while the value of the correlation coefficient reached The simple correlation coefficient spearman between individuals and organizational commitment (0.657\*\*) to confirm that there is a high average direct correlation between individuals and organizational commitment according to the opinions of the research sample members. Therefore, we accept the fifth sub-hypothesis 2-Testing The Effect Between The Variables: To test the validity of the second main hypothesis of the research whether there is a significant effect of digitization and its sub-dimensions on organizational commitment, simple linear regression analysis was used and the results were as in Table (10) below. Table (10) table of analysis of variance for an equation for digitization in organizational commitment n=125

Source: The results of the statistical analysis using the statistical program spss v.28

Table (10) confirmed the acceptance of the second main hypothesis, which states that "there is a significant statistically significant effect of digitization on organizational commitment" with a confidence percentage of (95%), as the calculated F value reached (53.737), which is significant, as it is greater than the tabular F value

of ( 4.0012 at a significant level (0.05), while the value of the coefficient of determination was (48.5%), indicating the percentage of interpretation of the digitization of the variable of organizational commitment, while the value of the regression coefficient of beta was recorded (0.711), to indicate the amount of the variable that occurred in the value of the dependent variable organizational commitment in the event of A change in the value of the independent variable represented by digitization by one unit The following is an analysis of the sub-effects of digitization, with its two dimensions, on organizational commitment at the level of sub-hypotheses.

A - Influence Between Devices, Equipment And Organizational Commitment Table (10) shows the acceptance of the first sub-hypothesis emanating from the second main hypothesis with a confidence percentage of 95%, as the calculated F value amounted to (6.6575) which is significant, due to the fact that the calculated value is greater than the tabular F value of (4.0012) at the level of significance (0.05), while The value of the coefficient of determination was (10.3%) to show the percentage of devices and equipment's interpretation of organizational commitment, while the value of the regression coefficient was recorded (0.483), to indicate the amount of the variable that occurred in the value of the dependent variable organizational commitment in the event of a change in the value of the dimension represented by devices and equipment by one unit.

B-The Effect Between Software And Organizational Commitment.

Table (10) person accepted the second sub-hypothesis emanating from the second main hypothesis with a confidence percentage of 95%, as the calculated F value reached (20.343) which is significant, because it is greater than the tabular F value of (4.0012) at the level of significance (0.05), while it reached The value of the coefficient of determination (26.3%) to show the percentage of software interpretation of organizational commitment, while the value of the regression coefficient was recorded (0.632), to indicate the amount of change in the value of the dependent variable of organizational commitment in the event of a change in the value of the dimension represented by software by one unit

C-The Impact Between Databases And Organizational Commitment Table (10) showed the acceptance of the third sub-hypothesis emanating from the second main hypothesis with a confidence percentage of 95%, as the calculated F value was (28.214), which is significant, because it is greater than the tabular F value of (4.0012) at the level of significance (0.05), while it reached The value of the coefficient of determination (33.1%) to show the percentage of databases' interpretation of organizational commitment, while the value of the regression coefficient (0.655) was recorded, to indicate the amount of the variable that occurred in the value of the dependent variable of organizational commitment in the event of a change in the value of the dimension represented by the databases by one unit.

D-The Effect Between The Communication System And Organizational Commitment Table (10) confirmed the acceptance of the fourth sub-hypothesis emanating from the main hypothesis with a confidence percentage of 95%. The coefficient of determination (7.2%) to show the percentage of the communication system's interpretation of organizational commitment, while the value of the regression coefficient was recorded (0.411), to indicate the amount of the variable that occurred in the value of the dependent variable organizational commitment in the event of a change in the value of the dimension represented by the communication system by a unit

E - Interpersonal Influence And Organizational Commitment Table (10) determined the acceptance of the fifth sub-hypothesis emanating from the second main hypothesis with a confidence rate of 95%, as the calculated F value reached (11.740), which is significant, because it is greater than the tabular F value of (4.0012) at the level of significance (0.05), while it reached The value of the coefficient of determination (17.1%) to show the percentage of individuals' interpretation of organizational commitment, while the value of the regression coefficient was recorded (0.598), to indicate the amount of the variable that occurred in the value of the dependent variable of organizational commitment in the event of a change in the value of the dimension represented by individuals by one unit.

#### Conclusions:

1-Both research variables (digitization, organizational commitment) for the research sample are clear and understandable with a sufficient level of awareness to accept its interactions and work according to the results of that interaction.

2- The effect of digitization sub-variables on the moral impact of organizational commitment In the research ministry.

3- There is a clear importance for the use of internal communications and building databases that contribute to retaining information and transferring it to the rest of the departments of the Ministry of Culture, Antiquities and Tourism, but there is a weakness in communicating with the external environment.

- 4- Adopting directives towards digitization and benefiting from its applications fall within the studied plans of the ministry and its strategic vision, but there is a clear weakness in achievement and application.
- 5- The Ministry of Culture, Antiquities and Tourism relies on a large part of the paper system in its daily work, and the workers adhere to traditional methods for fear of switching to the electronic system.

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