The Role of Organizational Culture in Reinforcing Organizational Loyalty: An Empirical Study in The Ministry of Housing in The Kingdom of Bahrain

By: Mohammed Yousif Saad Yousif Al Shomli

Supervised by: Professor Tariq Shareef Younis

Abstract

As the role of organizational culture recently Emerged in the Management literature particularly those of organizational loyalty, This study came as an attempts to explore the level of organizational culture in one of the most important ministries of the public sector in the Kingdom of Bahrain, namely the Ministry of Housing, and then measure the organizational loyalty in the ministry, in order to test the relationship between culture organizational dimensions based on the theory of the four systems, namely, (physical dimension, and intellectual, and emotional, and spiritual), and organizational loyalty. The study tried to examine the impact of demographic factors on the feedback from staff about organizational culture and organizational loyalty.

Through a questionnaire consisting of 67 statement were distributed to 60 staff occupying a supervisory positions representing the middle management in the Ministry of Housing (Chief, Head group, supervisor), the researcher found that the organizational culture dimensions of the above four, occupies moderate level, which means that there is an ample room for improvement and development of ministry’s culture. Organizational loyalty is relatively high although there is dissatisfaction with some material incentives offered by the ministry compared to other ministries. With regard to the relationship between organizational culture and organizational loyalty the study
only was successful in proving a relationship between the intellectual and emotional dimension with organizational loyalty, but couldn’t prove that the spiritual and physical dimensions have a relationship between them and organizational loyalty.

The study also found that only the educational level of the employee has an impact on the views on the organizational culture and organizational loyalty, and that there is also the influence of job level on organizational loyalty, where loyalty is higher among heads of groups, while is lower among department heads and supervisors.

The study recommends the need to bring this kind of studies on a larger scale of a single ministry, and to use in this type of studies the so-called gap analysis between what is and what should be.