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Organizational culture as a moderator between affective commitment and job satisfaction

Empirical evidence from Indian public sector enterprises

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Abstract

Purpose – The purpose of this paper is to investigate the moderating role of organizational culture in affective commitment and job satisfaction relationship.

Design/methodology/approach – Responses were collected from 712 employees working in nine different Indian central public sector enterprises /state-owned enterprises (SOEs) by using a questionnaire-based survey. Theoretical analysis is based on social exchange theory and managerial grid theory. Data were analyzed by using partial least squares structural equation modeling.

Findings – The establishment of organizational culture as a moderator in Indian organizations is unique. This study has utilized data from employees working in different departments of organizations to provide unbiased responses. The results demonstrate that impact of affective commitment on employees' job satisfaction is moderated by supportive and innovative cultures. Additionally, this research also proves that bureaucratic culture does not play a crucial role in moderating the relationship between organizational commitment and employees' job satisfaction.

Research limitations/implications – Results are relevant to top-level and middle-level management in which people are involved in the governance of the organization, both directly and indirectly. There should be fixed working hours and optimum time management. Due to growing pressure, few employees who have personal obligations toward their families, such as nursing mothers and stressed individuals, should be provided with flexible working hours. In this way, culture can become supportive to cater to different needs of employees.

Originality/value – Till date, organizational culture as moderator has received very less attention in India. The establishment of organizational culture as a moderator in Indian SOEs is unique. The results add to the growing literature of commitment from non-western context as this study is based on Indian samples. This study has utilized data from employees working in different departments of organizations to provide unbiased responses.

Keywords India, Organizational culture, Employees, Job satisfaction, Affective commitment, Central public sector enterprises

Paper type Research paper

1. Introduction

One of the biggest challenges for the organizations is getting work done from employees. There is a willingness of the employees to exert a lot of effort in the organization's activities and to be a part of the organization (Mowday *et al.*, 1982). Employees tend to develop organizational commitment when they witness their managers exhibiting commitment toward the organization. Affective commitment is known to be the one of the most significant factors among both top performing companies and companies with average performance (Grossi *et al.*, 2015). Employees and work groups who are strongly committed toward their organization have high morale and are highly satisfied with their job (Cohen, 2015; Mowday *et al.*, 1982).

An organization's effectiveness and success crucially depend on the employees' job satisfaction. Thus, managers need to be specifically concerned with this factor.

Job satisfaction refers to the positive emotional response of an employee toward his or her job and the work performed individually or as a part of a group (Bigliardi *et al.*, 2012). In the recent research works, employees' job satisfaction has witnessed significant attention because it is important for a workplace. For example, the employees who are highly satisfied with their job tend to be committed not only to their organization but also to their colleagues (Kwantes, 2009).

One of the factors that can influence organizational commitment-job satisfaction relationship is organizational culture (Bigliardi *et al.*, 2012; Jain, 2015; Pathardikar and Sahu, 2011). Yiing and Ahmad (2009) suggested that there could be intervening variables like organizational culture that explains this relationship. However, organizational culture differs from one organization to another. It determines the level of job satisfaction (Sophia *et al.*, 2012). Individuals of western countries mostly have individualistic cultures in which they do not prefer to bring relationship in workplaces (Mayfield *et al.*, 1997). Unlike in western culture sphere, Indians often prefer to work in groups. Collectivist tendencies exist among Indians (Awasthy and Gupta, 2015) when there is good relationship among employees (Randall and Cote, 1991).

Kalsi and Kiran (2013) had suggested that quality, coordination and mindset of employees have to be looked after in order to improve the performance of enterprises. Based on these suggestions, the research finds out different ways of benefiting employees so that their performance and productivity of Indian state-owned enterprises (SOEs) increase. We assume that Indian employees will show high levels of job satisfaction as employees from collectivistic culture tend to help each other (Wagner, 1994). This suggests the presence of culture being supportive of employees' growth. In particular, studies in various industries and countries showed that innovative and supportive cultures had strong positive effects on commitment and job satisfaction, while bureaucratic cultures had a negative impact (Bigliardi *et al.*, 2012; Kaufman, 2002; Schraeder *et al.*, 2005). Till date, there is no study that has been conducted precisely to identify the moderating role of organizational culture on the relationship between affective commitment and job satisfaction in India. The main aim of this paper is to study if organizational culture moderates the relationship between affective commitment and job satisfaction of employees. This study intends to contribute to the existing knowledge base from an Indian perspective.

This paper is organized in three parts. First, a brief review of the literature is presented which locates about the context of the study, the meaning and relevance of the variables organizational culture, job satisfaction and affective commitment and different studies incorporating these variables. Second, the methods adopted are detailed, leading to the presentation of the findings of the study. The study concludes with a discussion of the findings and an evaluation of the contributions and implications that these findings may have for theory and practice.

2. Theoretical background and literature review

Organizations or firms that are (wholly or partially) owned and controlled by the state (government) are referred to as public sector undertakings (PSUs) or SOEs or central public sector enterprises (CPSEs) in India. In a PSU, majority (51 percent or more) of the paid up share capital is held by central government or by any state government or partly by the central governments and partly by one or more state governments (Public Sector Undertakings in India, 2017). The rationale of PSUs is rapid economic development, reduction of concentration of economic powers, balanced regional development, generating employment opportunities, import-substitution, export-promotion and resource-mobilization. Government orders for PSUs generally aim at betterment of the society (Peng *et al.*, 2016). Arms and ammunition, defence equipments, defence aircrafts, warships, atomic energy, railways

transport, heavy metals, aircraft, ships, petroleum, coal, natural gas and power generation come under PSUs in India.

The reasons for selecting these SOEs as empirical setting are many, considering personal and business fronts. First, they are renowned to be people centric and dynamic (Gupta and Pannu, 2013). Second, these organizations continue to attract millions of job seekers mainly because of job security and stability (Ahmad, 2013). Third, these organizations are growing in importance: nationally and internationally. Fourth, government orders for SOEs generally aim at betterment of the society. Finally, PSUs have a direct impact on foreign exchange earnings of the country because their focus is mainly on international trade in goods and services (Public Enterprises Survey, 2016). These above stated reasons only highlight the potential economic significance of the PSUs in determining the Indian business growth.

According to Performance Report (2015) in India, "all public sector undertakings collectively accounted for 23.2 percent of the total market capitalization" and "9 percent of India's total export earnings was contributed by these organisations." A report by the Government of India has stated that flexibility and autonomy in the PSUs have enabled them to operate effectively in the competitive market with outstanding results (Public Enterprises Survey, 2016). Some of them have engaged in significant worldwide presence and expansion (Bass and Chakrabarty, 2014; Chen and Young, 2010; Peng *et al.*, 2016). PSUs, despite their large impact to the Indian economy, have not seen theory contextualized in a manner that addresses their uniqueness (Srivastava, 2012).

Luckily, several of these Indian public sector enterprises have experienced a turnaround with change in management practices such as taking care of employee needs to boost their commitment levels. A recent report highlights that the measures taken by the state for improving performance and commitment of the CPSEs reflects in their robust growth and development (KPMG, 2012). This has led to advancement in their products and services. So much have the services improved that the profits of certain institutions have been remarkable enough for competing neck to neck with other players. This has been ably supported by Government of India report which states that enough flexibility and autonomy are provided to the public sector enterprises to operate effectively in a competitive environment and match the global players in their field (Public Enterprises Survey, 2016).

2.1 Organizational culture

The term organizational culture is used as an umbrella concept for a way of thinking that takes place in organizations. It refers to shared orientation to social reality created through the social interactions. Potter (2003) has defined organizational culture as the values, beliefs and norms expressed in actual practices and behavior of the organization's members. Organizational culture is often explained as way of doing things (Bower, 1966) and things that go and that do not go (Messner, 2013). It is reinforced by artifacts, such as icons, stories, heroes, rites and rituals reminding people what an organization stands for. This is supported by efforts to measure behavior and corrective actions in case certain employee behaviors become unacceptable to the organization (Heskett, 2011).

An organizational culture comprises of shared, articulated, or non-articulated values, beliefs and behaviors that contribute to the unique social and psychological environment of an organization (Haberberg and Rieple, 2008). It acts like glue that guides our behavior and shapes organizational decision making. Thus, an employee would work for the organization, can foster trust, facilitate communication and can build organizational commitment. According to Wallach (1983), an organizational culture can be a combination of three categories – bureaucratic, innovative and supportive to various degrees. The bureaucratic culture is characterized by hierarchical, clear authority lines, organized, compartmentalized and systematic work. Flow of information and authority is hierarchical based on control and power. The various adjectives used for bureaucratic culture are power oriented, solid,

cautious, regulated, established, ordered, structured, procedural and cultural-hierarchical. The innovative culture is known for creative and dynamic work environment. People are always under stress to perform better. The various adjectives that are used to describe innovative culture are result oriented, risk taking, creative, pressurized, challenging, stimulating, enterprising and driving. The supportive culture is characterized by confidence, encouraging, trusting, people oriented and friendly work culture. Adjectives used for this culture are supportive, trusting, equitable, safe, social, encouraging, relationships oriented and collaborative.

Morris *et al.* (1998) indicated that different cultures cause different management behaviors. Wallach's (1983) model of organizational culture obtains support from the managerial grid theory. The managerial grid model developed by Robert R. Blake and Jane Mouton (1964) is a behavioral leadership model. It is represented as a grid with concern for production (job oriented or result oriented) and concern for people (employee oriented). Concern for employees is the degree to which the management considers the needs of employees, their interests and areas of personal development when deciding to accomplish a task (Robbins, 2001). Concern for production or being result oriented is the degree to which a leader emphasizes concrete objectives, organizational efficiency and high productivity when deciding to accomplish a task (Blake and Mouton, 1964).

Few studies describe the corporate culture of Indian enterprises as competitive and fast growing. Offices of SOEs have a culture which is considered to be very good for employees to work, employees have the responsibility to take decisions related to work that require excellence. This is visible in a study done by Performance Report (2016), where organizations were found to be predominantly competitive, risk taking, ambitious and market superiority. Another study by Public Sector (2016) showed that many organizations emphasize on being thoughtful about strategy so that they stand out in the marketplace. To stabilize this, there has to be some amount of loyalty, teamwork, supportive culture and commitment among some of the values prevalent in Indian organizations.

2.2 Affective commitment

Organizational commitment of employees is defined as the relationship between the individual and the organization for which he or she works (Allen and Grisaffe, 2001). Commitment is viewed as an attitude that reflects feelings like attachment, identification or loyalty to the subject of commitment (Morrow, 1993). Evidence from organizational behavior research suggest that organizational commitment has remained a topic of interest ever since it was introduced in the early 1950s (Aryee and Heng, 1990; Baruch, 1998; Goulet and Frank, 2002). A model was conceptualized by Allen and Meyer (1990) that has identified three components: normative, continuance and affective.

Normative commitment is the obligation on the part of the employee to continue working for his or her organization (Meyer and Allen, 1991). It mainly arises out of societal pressures. Continuance commitment is the attachment of the employee with his or her organization because of the perceived costs associated with leaving the organization (Meyer and Allen, 1991). These are the side bets such as excellent allowance and pension schemes that an employee would have to forego in the event of leaving the organization. Our focus for this study is loyalty and attachment of the employee with his/her organization for generating adequate job satisfaction. Hence, we have selected affective commitment. Affective commitment is regarded as identifying with the organization and hence being committed to retaining membership to pursue his or her goals (Meyer and Allen, 1991). It is defined as positive feelings of identification, attachment and involvement with the work organization (Meyer and Allen, 1991). An individual who is affectively committed to his or her organization might be more likely to be attached to his or her organization to join and be active in relevant work-related decisions.

2.3 Job satisfaction

The concept of job satisfaction has been broadly studied in literature, due to the fact that many experts, managers as well as researchers, believe that its trends can affect and influence productivity at work and retention of employees. According to Rainey (1997), job satisfaction is a very widely studied variable in organizational behavior research. Job satisfaction has been defined as a feeling about a job that is determined by the difference between the valued outcome that an individual receives and the outcome he/she feels he/she should receive (Porter *et al.*, 1975). It is also defined as the degree to which people like their jobs (Abdulla *et al.*, 2011). It is an important attribute that every organization expects its employees to develop. This is due to the fact that primary antecedent of job satisfaction is within the ability of the management to influence. In addition, job satisfaction is an explicit and potential determinant of absenteeism, turnover and in-role job performance within the organization.

The relationship between job satisfaction and organizational culture is an issue of continuing debate and difficult to measure objectively as both concepts consist of a number of separate dimensions without a theoretical framework (Woolliams and Moseley, 1999). Employees form an overall subjective perception of the organization based on such factors as degree of position power, interdependency and support for people (Appelbaum *et al.*, 2004). This overall perception becomes the organization's culture or personality in effect. These favorable or unfavorable perceptions then affect performance of employee and job satisfaction, with the impact being greater for stronger cultures.

A viable theory of job satisfaction should support the validity of employee perceptions which are initiated from an organizational culture (Fraser *et al.*, 2002). Organizational culture and structure determine job satisfaction as a work-related outcome. Recognition, involvement and a feeling of being empowered by management are the effective ingredients of any organizational culture that can help an employee be satisfied with his or her job and perform effectively (Yadav and Rangnekar, 2015). There is evidence that a good organizational culture accompanied with strong affective commitment gives rise to good job satisfaction levels (Wasti and Onder, 2009).

2.4 Affective commitment and job satisfaction

There are many forms of commitment like affective commitment, normative commitment and continuance commitment. Affective commitment is the attachment of the employees with their organization. The social exchange theory has been employed to explain the role of supervisors in motivating employees so that they are satisfied with their job. The social exchange theory posits that two entities (e.g. the organization and employee) form and maintain an interpersonal relationship involving reciprocation of valued resources between the two parties (Gouldner, 1960; Blau, 1964). The social exchange theory provides the general theoretical framework within which relations in the workplace are explained. Therefore, the present study's conceptual analysis is rooted in the social exchange theory.

Job satisfaction is considered a desirable outcome of employment. Hence, it is of interest to the employers and continues to be studied. The ability of an employee to identify with his or her organization in order to help retain their membership is called affective commitment (Kumar and Giri, 2012). This would help the employee to pursue his or her goals. In India, organizational factors like management policies and work environment have been cited as the important reasons behind affective commitment and alienation of employees (Sinha, 1990). PSUs are complex because of multiple goals with conflicting interests of different stakeholders (Narayan, 2016). Affective commitment may have an impact on job satisfaction. Affective commitment and job satisfaction are two different and varied concepts. While affective commitment emphasizes on attachment with the organization; job satisfaction emphasizes on the specific work environment in which employees perform their duties (Mowday *et al.*, 1982; Saha and Kumar, 2015).

Employees whose work and goals match with that of their organization exhibit higher levels of performance and productivity (Yiing and Ahmad, 2009). Such employees will also show a high level of commitment toward their organizations. Moreover, their level of job satisfaction is expected to be high. As a result, employees who exhibit strong commitment toward their organizations will tend to have a high level of job satisfaction. The social exchange relations theory posits that when an employee in an exchange interaction with a key factor in the workplace (in this case, affective commitment) evaluates the relationship as being fair and satisfactory, he or she is likely to reciprocate based on Gouldner's (1960) norm of reciprocity through positive work attitudes like job satisfaction.

Ahmad (2013) had claimed that employees of organizations are not satisfied though they are committed to their organizations. However, Gupta and Pannu (2013) opined that CPSEs have employees who are very satisfied with their jobs considering their long-term commitment with the organizations. To clear the ambiguity in the relationship, the following hypothesis is proposed:

H1. Affective commitment will be positively related to job satisfaction.

2.5 Organizational culture as a moderator between affective commitment and job satisfaction relationship

Organizational culture is social glue that expresses shared assumptions, values and beliefs of the employees and their organization and binds them together (Trevino and Nelson, 1999). A good culture is a system of rules that spells out how people should behave (Deal and Kennedy, 2000). A study conducted by Wasti and Onder (2009) found that nature of culture can have a crucial impact on organizational commitment. Supportive culture is characterized by confidence, motivation, trust, cordial and a people-oriented work culture. The adjectives associated for this kind of culture are trusting, equitable, safe, social, encouraging, relationships oriented and collaborative. Mutual trust, loyalty and support help strengthen the ties among individuals (Meyer *et al.*, 2012). Employees working in collectivistic work cultures, for example, India, are generally found to have favorable attitudes toward their job (Bigliardi *et al.*, 2012). Hence, it is expected that employees having little to strong affective commitment may exhibit high level of job satisfaction if there is supportive culture within organizations. Job satisfaction can be achieved when employees successfully accomplish their assigned work-related tasks. Accordingly, these arguments help in developing the following hypothesis:

H2. Supportive culture moderates the relationship between affective commitment and job satisfaction in such a way that affective commitment has high impact on job satisfaction in the presence of high supportive culture and low impact on job satisfaction in the presence of low supportive culture.

In addition to supportive culture, innovative culture may also influence job satisfaction among employees. For instance, employees who want to acquire new skills and gain knowledge prefer to have their personal freedom for task accomplishment at the workplace (Yiing and Ahmad, 2009). They dislike hindrances because it limits their innovative capabilities (Bigliardi *et al.*, 2012). The innovative culture fosters a creative and dynamic work environment. Thus, innovative culture can influence the relationship between organizational commitment and job satisfaction. Various adjectives that describe innovative culture are result oriented, risk taking, creative, pressurized, challenging, stimulating, enterprising and driving. Hence, these arguments suggest the following hypothesis:

H3. Innovative culture moderates the relationship between affective commitment and job satisfaction in such a way that affective commitment has high impact on job satisfaction in the presence of high innovative culture and low impact on job satisfaction in the presence of low innovative culture.

A workplace culture that is characterized by deep-seated hierarchies and an authoritative set-up may be of less interest to employees and can also decrease overall job satisfaction (Fock *et al.*, 2013). Such a culture is called the bureaucratic culture. This culture is associated with adjectives such as power oriented, solid, cautious, regulated, established, ordered, structured, procedural and hierarchical. In a bureaucratic culture, employees are constantly under pressure to perform better (Kalsi and Kiran, 2013). Research suggests that this kind of culture diminishes the strength of commitment on job satisfaction (Fischer and Mansell, 2009). Madlock (2012) had shown that bureaucratic culture is associated with increasing use of negative forms of commitment for work-related matters, which indicates employees experience a fairly low level of job satisfaction. Bigliardi *et al.* (2012) explained that employees who are committed to their organization and ambitious want less explicit rules and regulations. Thus, in light of the above arguments, it is expected that presence of bureaucratic culture may result in an employee being less satisfied with his or her job. To examine this expectation, the following hypothesis is proposed:

> *H4.* Bureaucratic culture moderates the relationship between affective commitment and job satisfaction in such a way that affective commitment has high impact on job satisfaction in the presence of low bureaucratic culture and low impact on job satisfaction in the presence of high bureaucratic culture.

Based on the arguments and hypotheses in the preceding section, the following theoretical framework (Figure 1) was formed.

3. Methodology

3.1 Sample and data collection

The sample consisted of respondents belonging to managerial cadre from PSUs located in various parts of India. Data were collected by visiting the organizations in person. The convenience sampling technique was adopted to identify the organizations for this study. However, care was taken to include samples from all regions across India. The sample includes managerial employees from different departments such as electrical, mechanical, instrumentation, finance, chemical, civil, information technology, legal, drilling, laboratory, materials, logistics, marketing and sales, tender and contract, research and development, control and instrumentation, finance, process, security and environment.

Participation for this study was on voluntary basis and respondents were asked not to disclose their identities so that their identities are kept anonymous. It took them a maximum of 45 minutes to complete the entire questionnaire. Out of the 1,200 survey questionnaires distributed, 780 (i.e. 65 percent) filled questionnaires were received.
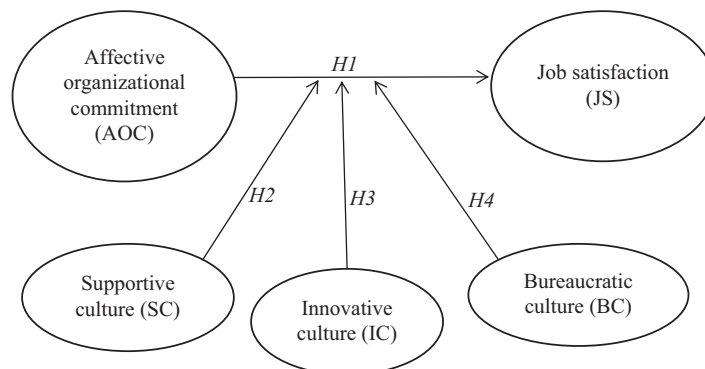

Figure 1.
Theoretical framework for the study

The rest of the questionnaires were returned unfilled. Out of the 780 filled questionnaires, incomplete questionnaires were rejected. Consequently, 712 (i.e. 59.33 percent) questionnaires were retained for the study. Out of these 712 questionnaires, 95.6 percent were male respondents and the rest were female respondents; 85 percent were reported to be married and the rest were single. In total, 13.3 percent correspond to the age group of 51-60 years, 27.9 percent to the age group of 41-50 years, 39.3 percent to the age group of 31-40 years and 19.4 percent to the age group of 21-30 years. While 44 percent respondents each belonged to entry-level management and middle-level management, 12.1 percent were in senior-level management. The average year of work experience across all levels of management was 14.14 years. In the overall sample, 61.3 percent respondents were qualified as BE/BTech graduates, 36.2 percent were qualified as ME/MTech/MBA and 2.5 percent had a PhD as highest qualification. Among all the respondents, the maximum work tenure was found to be 33 years. Table I presents the characteristics of demographic variables.

3.2 Measures

The survey instrument consisted of three sections, namely, sections A-C. The total number of items in the survey instrument is 47. The demographic items were presented on the first page. All items were measured on a five-point likert scale. Items in affective commitment section range from strongly agree (5) to strongly disagree (1). Items in "Job satisfaction" section range from I am extremely satisfied (5) to I am extremely dissatisfied (1). Items in "Organizational culture" were measured from describes my organization most of the time (5) to does not describe my organization (1).

Items	Frequency (n)	Percentage
Gender		
Male	680	95.6
Female	32	4.4
Age group (years)		
21-30	138	19.4
31-40	280	39.3
41-50	200	27.9
51-60	94	13.3
Marital status		
Single	107	15
Married	605	85
Qualification		
BE/BTech	436	61.3
ME/MTech	258	36.2
PhD	18	2.5
Level of management		
Entry	313	44
Middle	313	44
Senior	86	12.1
Maximum tenure		
With present employer	33 years	
Total work life of employee	37 years	
Note: $n = 712$		

Table I.
Characteristics of demographic variables

Affective commitment was drawn from the three factor model proposed by Meyer and Allen (1997). It is measured based on Meyer and Allen's (1991) Organizational Commitment Scale. It consists of eight items (e.g. "I would be very happy to spend the rest of my career with this organisation"). Table III shows Cronbach's α for this scale is found to be 0.84.

To assess job satisfaction, a scale developed by Warr *et al.*'s (1979) was used which has a total of 15 items. It has two dimensions: intrinsic job satisfaction consisting of seven items (e.g. satisfaction with freedom to choose your own method of working) and extrinsic job satisfaction consisting of eight items (e.g. satisfaction with fellow workers). The Cronbach's α for this scale is found to be 0.90 (Table III).

Wallach's (1983) Organizational Culture Index was used to measure the three dimensions: bureaucratic, innovative and supportive. Each dimension has 8 items, thus a total of 24 items. Based on the reliability analysis, one item from bureaucratic culture is removed. Cronbach's α is found to be 0.80 for supportive culture and 0.85 for innovative culture, mentioned in Table III.

As the values for Cronbach's α are well above the recommended threshold of 0.70, the reliability of the measurements is considered valid (Fornell and Larcker, 1981).

3.3 Data analysis technique

The Statistical Package for Social Sciences (SPSS) and WarpPLS were used to analyze the data. Structural equation modeling (SEM) is done by using the partial least squares (PLS) approach for this study. PLS is a widely used technique in business management domain (Garces-Ayerbe *et al.*, 2012; Workman, 2012). It is used for analysis where the relationships are complex with limited support from existing literature. Since the present study tries to explore an area which is relatively less researched in India, so it was decided to use PLS-SEM for testing theoretical framework.

4. Results

Data were entered into SPSS for analyses. The data were subjected to advanced statistical analyses in WarpPLS. Table II presents the mean and standard deviation for all the variables. The table also presents composite reliability (CR) and average variance extracted values which are needed to establish convergent and discriminant validity of all variables. The table contains correlation among the variables with square root of average variance extracted shown on diagonals. Correlation analysis was employed to examine the relationship among affective commitment, job satisfaction, supportive culture, bureaucratic culture and innovative culture.

Indicator reliability, construct reliability and construct validity (convergent and discriminant validity) are examined. Indicator reliability is established when the indicator (factor) loading is greater than 0.50 (Hair *et al.*, 1998). Construct validity is established by CR values of the variable. CR is considered to be a superior alternative to Cronbach's α (Chin, 1998).

Variable	Mean	SD	AOC	JS	SC	BC	IC
AOC	3.77	0.70	*0.94*				
JS	4.00	0.58	0.54*	*0.90*			
SC	4.08	0.57	0.46*	0.58*	*0.92*		
BC	4.03	0.59	0.19*	0.27*	0.46*	*0.90*	
IC	3.95	0.66	0.42*	0.57*	0.46*	0.41*	*0.93*

Notes: AVE, average variance extracted (the diagonal elements represented in italic are square root of AVE the respective latent variables); AOC, affective commitment; JS, job satisfaction; SC, supportive culture; BC, bureaucratic culture; IC, innovative culture. All correlations are significant at $p < 0.001$

Table II.
Mean, standard deviation, reliability coefficients and correlations among important variables with square root of AVE shown on diagonals

CR measures the sum of a variable's factor loadings relative to the sum of the factor loadings plus error variance. This value ranges from 0 to 1. This value should be greater than 0.60 for the validity of a construct. CR values above the threshold of 0.70 indicate strong convergent validity (Nunnally and Bernstein, 1994).

From Table III, the composite reliabilities of all variables range from 0.85 to 0.91. Moreover, both composite reliabilities and Cronbach's α values are above the threshold value of 0.70. Also, average variance extracted of all variables is greater than 0.50. Hence, measurements have a strong convergent validity. All item loadings that were considered for the present study were measured to be above 0.50. This suggests that all the item loadings are significant. BC_8 was removed because it had low item loading. The average variances extracted of all the variables are above 0.50. Moreover, square root of average variance extracted for a variable is greater than the correlation of the variable with all other variables. This proves the establishment of discriminant validity (Chin, 1998). In addition to the above, all variance inflation factor (VIF) values were found to be less than 3.3. In the past, a rule of thumb embedded in the use of WarpPLS for SEM analysis, as well as the methodological research, suggests that VIFs of 3.3 or less avoid the issues of multicollinearity and high inter-associations among variables (Kock and Lynn, 2012).

The proposed hypothetical model is prepared in a recursive manner to avoid any kind of problems associated with statistical identification (Hair *et al.*, 2006). Figure 2 shows the results of SEM. In the figure, full arrows represent statistically significant effects; the dotted arrows represent statistically insignificant paths. The β coefficients for each link are shown near the arrows, and they represent the standardized regression path coefficients associated with statistically significant effects.

The model fit indices are compared with the model fit criteria as displayed in Table IV.

The strength of each path of the structural model and the variance (R^2 coefficients) of dependent variables should be greater than 0.1 (Falk and Miller, 1992). Figure 2 shows that the R^2 coefficient of job satisfaction is 0.37 which is greater than 0.15 (good amount of variance is explained by the hypothesized variables). The *t*-statistics of significant paths were above 2.57 as mentioned in Table V. Any value for *t*-statistics above 2.57 is considered to be significant being above 0.01 level (Hair *et al.*, 2014). Hence, the structural model is validated.

5. Discussion

5.1 Testing H1
H1 anticipated a positive relationship between affective commitment and job satisfaction. This was tested while testing the structural model. It can be seen from Table V that affective commitment has a significant positive impact on job satisfaction ($\beta = 0.46^*$, $p < 0.01$) with *t*-statistic value 11.50. Hence, *H1* is confirmed and affective commitment has a significant positive impact on job satisfaction.

5.2 Testing H2
H2 anticipated that supportive culture moderates the relationship between affective commitment and job satisfaction in such a way that affective commitment has high impact on job satisfaction in the presence of high supportive culture and low impact on job satisfaction in the presence of low supportive culture. The moderation hypothesis is confirmed if the product term of the predictor and moderator (interaction term) is significant (Baron and Kenny, 1986). Affective commitment has a significant positive impact on job satisfaction as expected ($\beta = 0.46^*$, $p < 0.01$). The interaction effect of AOC and JS generates the values $\beta = -0.14^*$, $p < 0.01$. Further, *t*-statistic value of 3.50 was obtained. Hence, *H2* is confirmed. This indicates that an employee who is strongly committed toward his/her organization will have a high level of job satisfaction when supportive culture is high. Also,

Variable	Outer loadings	Cronbach's α	CR	VIF	AVE
AOC		0.84	0.87	1.54	0.89
AOC_1	0.74				
AOC_2	0.86				
AOC_3	0.94				
AOC_4	0.96				
AOC_5	0.97				
AOC_6	0.97				
AOC_7	0.72				
AOC_8	0.95				
JS		0.90	0.91	1.90	0.81
JS_1	0.99				
JS_2	0.96				
JS_3	0.91				
JS_4	0.99				
JS_5	0.95				
JS_6	0.97				
JS_7	0.96				
JS_8	0.95				
JS_9	0.91				
JS_10	0.98				
JS_11	0.94				
JS_12	0.95				
JS_13	0.97				
JS_14	0.98				
JS_15	0.89				
SC		0.80	0.85	2.74	0.84
SC_1	0.97				
SC_2	0.83				
SC_3	0.94				
SC_4	0.89				
SC_5	0.96				
SC_6	0.97				
SC_7	0.50				
SC_8	0.99				
BC		0.82	0.85	1.30	0.81
BC_1	0.95				
BC_2	0.97				
BC_3	0.95				
BC_4	0.97				
BC_5	0.90				
BC_6	0.94				
BC_7	0.99				
IC		0.85	0.88	2.31	0.87
IC_1	0.98				
IC_2	0.96				
IC_3	0.86				
IC_4	0.92				
IC_5	0.96				
IC_6	0.99				
IC_7	0.99				
IC_8	0.96				

Notes: AOC, affective commitment; JS, job satisfaction; SC, supportive culture; BC, bureaucratic culture; IC, innovative culture

Table III.
Factor loading, reliability and validity results of important variables for structural model
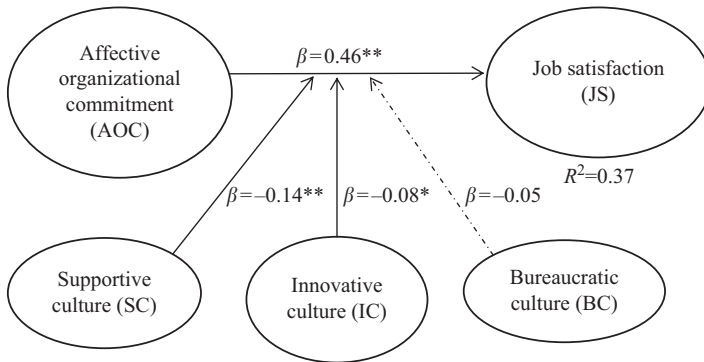
Notes: AOC, affective commitment; JS, job satisfaction; SC, supportive
culture; IC, innovative culture; BC, bureaucratic culture. $\beta=$ standardized
path coefficients associated with a causal link in the model; $R^2=$ variance
explained by the model for a particular endogenous latent variable.
*,**Significant at the 0.05 and 0.01 level, respectively

Figure 2.
Structural equation
model with
standardized
estimated parameters

an employee who shows low affective commitment toward his or her organization will be
less satisfied with his or her job. Figure 3 shows the interaction effects of AOC and JS for
different levels of supportive culture.

5.3 Testing H3
As mentioned earlier, *H3* anticipated that innovative culture moderates the relationship
between affective commitment and job satisfaction in such a way that affective
commitment has high impact on job satisfaction in the presence of high innovative culture
and low impact on job satisfaction in the presence of low innovative culture. As mentioned

Index	Model results	Model fit criteria
Average path coefficient (APC)	0.18, $p < 0.001$	$p < 0.001$
Average adjusted R^2 (AARS)	0.37, $p < 0.001$	$p < 0.001$
Simpson's paradox ratio (SPR)	1.00	$\geqslant 0.7$, ideally $= 1$
Average full collinearity VIF (AFVIF)	1.90	$\leqslant 3.3$
R^2 contribution ratio (RSCR)	1.00	$\geqslant 0.9$, ideally $= 1$
Statistical suppression ratio (SSR)	1.00	$\geqslant 0.7$
Nonlinear bivariate causality direction ratio (NLBCDR)	1.00	$\geqslant 0.7$

Notes: AOC, affective commitment; JS, job satisfaction; SC, supportive culture; IC, innovative culture; BC,
bureaucratic culture

Table IV.
Model fit indices
results of structural
model

S. no. of hypothesis	Paths	Path coefficients (β)	t-statistics	Result
H1	AOC $\rightarrow$ JS	0.46**	11.50	Accepted
H2	SC $\times$ AOC $\rightarrow$ JS (SC moderator)	−0.14**	3.50	Accepted
H3	IC $\times$ AOC $\rightarrow$ JS (IC moderator)	−0.08*	2.00	Accepted
H4	BC $\times$ AOC $\rightarrow$ JS (BC moderator)	−0.05	1.25	Refuted

Notes: AOC, affective commitment; JS, job satisfaction; SC, supportive culture; IC, innovative culture; BC,
bureaucratic culture. *,**Significant at the $p < 0.05$ and $p < 0.01$ levels, respectively

Table V.
Path coefficients,
t-statistics and
inferences drawn
on hypotheses

earlier, affective organizational commitment has a significant positive impact on job satisfaction ($\beta = 0.46^*$, $p < 0.01$), the interaction effect of affective commitment and job satisfaction generated the standardized values $\beta = -0.08$, $p < 0.05$. In addition, t-statistic value of 2.00 indicates that this hypothesis is significant (since t-statistic value > 1.96 is considered significant at $p < 0.05$ level). This indicates that innovative culture had a weak moderating impact on the relationship among affective commitment and job satisfaction. Thus, H3 was confirmed. Figure 4 shows the interaction effects of affective commitment and job satisfaction for different levels of innovative culture. This indicates that an employee who is strongly committed toward his/her organization will have a high level of job satisfaction when innovative culture is low. In the presence of high innovative culture, an employee who shows low affective commitment would still by fairly satisfied with his or her job.

5.4 Testing H4
H4 stated that bureaucratic culture moderates the relationship between affective commitment and job satisfaction in such a way that affective commitment has high impact on job satisfaction in the presence of low bureaucratic culture and low impact on job satisfaction in the presence of high bureaucratic culture. The interaction effect of affective commitment and job satisfaction generates the values $\beta = -0.05$, $p > 0.05$. Figure 5 shows the interaction effects of affective commitment and job satisfaction for different levels of bureaucratic culture. To our surprise, results disapprove the proposed hypothesis. Thus, H4 was refuted. The possible reasons for this are discussed in the following section.
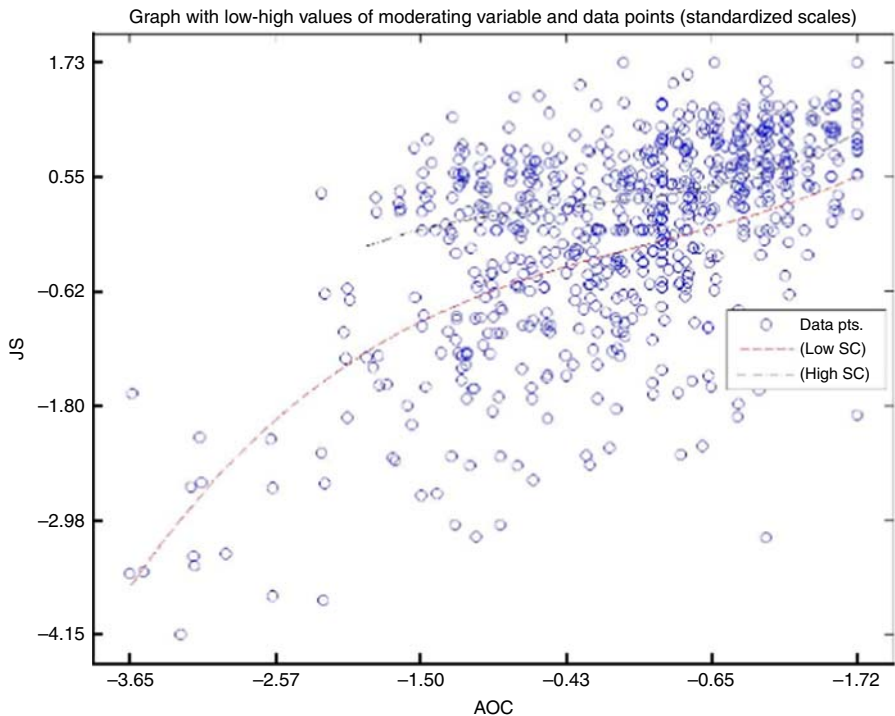

Graph with low-high values of moderating variable and data points (standardized scales)

Figure 3.
Graphical representation of affective commitment on job satisfaction with supportive culture as moderator

Graph with low-high values of moderating variable and data points (standardized scales)
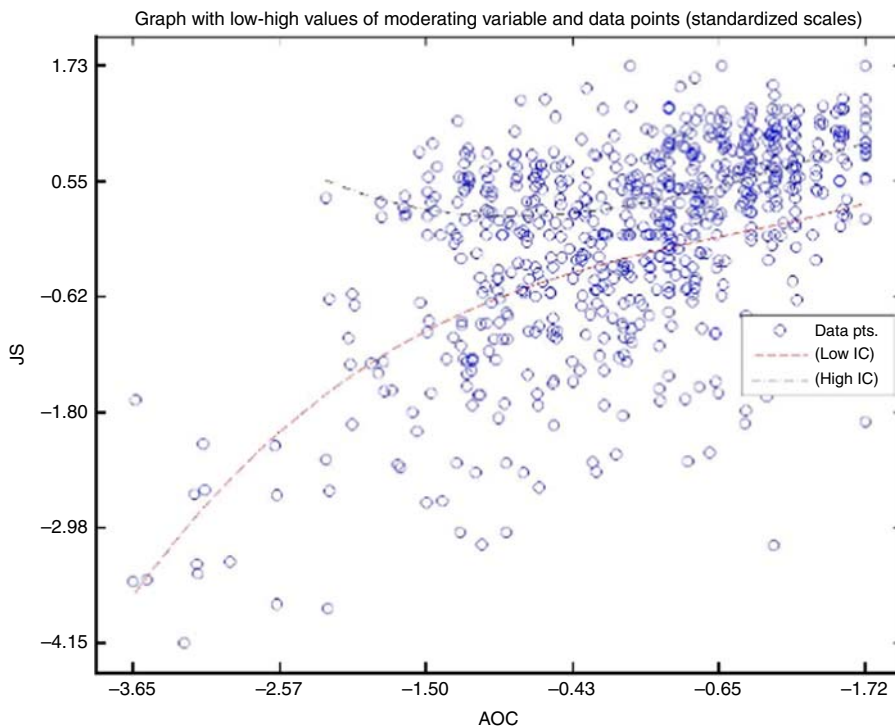

Figure 4.
Graphical
representation of
affective commitment
on job satisfaction
with innovative
culture as moderator

5.5 Theoretical implications

The results from this study support existing theory on the effects of organizational commitment (Appelbaum *et al.*, 2013; Saha and Kumar, 2015) on job satisfaction. In addition, supportive and innovative cultures were found to complement existing literature (Meyer *et al.*, 2012; Yiing and Ahmad, 2009) by moderating the relationship between affective commitment and job satisfaction. On the other hand, bureaucratic culture was not found to moderate the relationship between affective commitment and job satisfaction.

The results of the analysis suggest that organizational commitment had a significant and positive relationship with job satisfaction. The findings are supported by literature support from extant studies in Blau's (1964) social exchange theory and Blake and Mouton's (1964) managerial grid theory. An employee seeks a certain level of satisfaction in the job that he/she performs. This is only possible when he/she develops trust in the management and commitment toward the organization (Peng *et al.*, 2016). Appreciation from the managers bestows a great amount of satisfaction to the employee. This will foster positive emotional feeling about one's job.

Supportive culture is found to moderate the relation between affective commitment and job satisfaction. This indicates that an employee who is strongly committed toward his/her organization will have a high level of job satisfaction when the supportive culture is high. This result is supported by past research (Meyer *et al.*, 2012). On the other hand, an employee with low commitment will be less satisfied with the job when supportive culture is low. This may be because of the fact that supportive culture not only enhances the positive impact of affective commitment on job satisfaction, but it also mitigates the negative influence of commitment on job satisfaction (Madlock, 2012). Allowing employees to participate and become involved in making the changes in the culture can have a profound impact on their
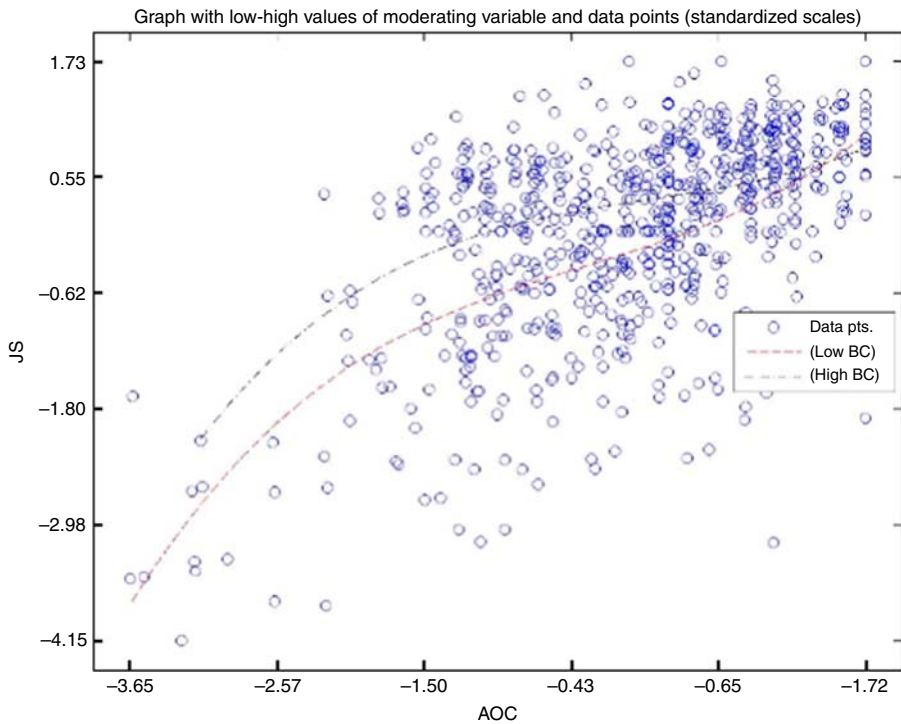
Figure 5.
Graphical
representation of
affective commitment
on job satisfaction
with bureaucratic
culture as moderator

willingness to adapt to the changes taking place in the organization (Schraeder *et al.*, 2005). This willingness denotes that they are committing to the changes and they are satisfied with their job. This is quite evident in the present study that supportive culture moderates the relation between affective commitment and job satisfaction.

Innovative culture was found to have weak moderating effect on the relation between affective commitment and job satisfaction, such that, employees with less commitment will have high job satisfaction in the presence of high innovative culture. This is suggested in previous studies (Bigliardi *et al.*, 2012). In the presence of low innovative culture, an employee with low affective commitment will have low job satisfaction. This is because innovative culture mitigates the negative influence of low affective commitment levels on job satisfaction.

Results disapprove the role of bureaucratic culture as a moderator on the relationship between affective commitment and job satisfaction. This could be due to the reason that job satisfaction is dependent on other factors apart from commitment, for example, job stability, security and pay are two such factors. Good pay and low job stress exist in PSUs (Gupta and Pannu, 2013). These SOEs are known to provide high job security to the employees unlike private sectors. Attrition rate in these SOEs is very less (Teja, 2015). Time schedule and workload are considered to be fairly good in PSUs (Gupta and Pannu, 2013). Hence, productivity and efficiency of employees are not hampered. This is expected to generate job satisfaction. Certain other factors like medical, child education and retirement benefits are taken care of in a very well manner by the SOEs (Jain, 2015). Individuals from different state with diverse culture and linguistic differences come together to work on a common platform in the organizations (Gupta and Pannu, 2013). In India, individuals who are demographically distinct tend to cooperate more if they work in groups when collectivistic culture exists (Awasthy and Gupta, 2015). So, apart from

bureaucratic culture being the only variable, factors like diversity cum solidarity, flexibility, high job security, good pay and low stress as discussed above also have an influence on the relationship between commitment and job satisfaction.

5.6 Managerial implications

The results of this study offer practical implications for human resource management and organizational behavioral consultants and managers. Managers need to understand and characterize affective commitment depending on the type of organizational culture that is prevalent in a particular work environment within an organization. There are many studies on improving behavior of employees in private organizations in international literature but only a handful of studies are present for SOEs (Grossi *et al.*, 2015). It is for this reason that makes the present study relevant and interesting, which focuses on the moderating effects of organizational culture on employee behaviors. As mentioned in the review of literature, culture itself is an amalgamation of trust, transparency, participation and many motivational factors. The findings of this study are able to provide insight on the kind of organization behavior exhibited by employees of Indian SOEs.

Employees begin to appreciate the values, the expected behavior and social knowledge that are essential for effective organizational behavior (Peng *et al.*, 2016). Since organizational culture serves many purposes including establishing the norms for employee behavior, it is advised to maintain a balance of all three dimensions of culture, that is, supportive, innovative and bureaucratic. However, supportive culture and innovative culture are favorable compared to bureaucratic culture since it acts as a predictor for job satisfaction. Workplaces think of ways to make the employees develop strong commitment toward the organization to improve effectiveness. Workplaces should devise several innovative methods to enhance affective commitment of their employees and the consequent productive effectiveness. One way in which effectiveness can be gauged is to let employees participate in certain job tasks so that they display enthusiasm and pride. This would help them display commitment and be satisfied with their job which was also opined by Schraeder *et al.* (2005). The goal of this research is to explore issues pertaining to the influence of culture on affective commitment and job satisfaction. This study has been able to identify culture as a moderator. Culture plays a significant role in determining the relationship between affective commitment and job satisfaction.

Results are relevant to top-level and middle-level management in which people are involved in the governance of the organization, both directly and indirectly. Affective commitment develops when an employee is motivated effectively (Grossi *et al.*, 2015). A good number of employees believe that working for extended hours increases productivity. However, it does not necessarily imply more productivity. Hence, there should be fixed working hours and optimum time management. This study supports the work of Madlock (2012) on the importance of less explicit rules and regulations by ambitious and innovative employees. Due to growing pressure, few employees who have personal obligation toward their families, such as nursing mothers and stressed individuals, should be provided with flexible working hours. In this way, culture can become supportive to cater to different needs of employees.

Organizations can work toward building a highly competitive workforce by adopting three strategies. First, a balance of innovative and supportive cultures should co-exist so that employees can perform efficiently. This would ensure employees' personal freedom to utilize their abilities. This is supported by the middle-of-the-road management style in Blake and Mouton's (1964) managerial grid theory that explains about balance between organization's goals and workers' needs. Second, the workplace should be dynamic enough to create employees with high affective commitment and high job satisfaction. Third, the organizations should ensure that all employees get the necessary support, recognition and guidance in the work they perform. This strategy potentially generates cordial relations. Such a nurturing environment is conducive to promote job satisfaction among employees.

6. Conclusion and limitations

6.1 Conclusion

The present study is the first of its kind to examine organizational culture as a moderator in India. A unique contribution of this study is that it has responses from employees working in different departments of public sector enterprises which are considered to be one of the significant contributors to foreign exchange earnings in India. It focuses on the importance of affective commitment which is considered very crucial for employees to continue working and not quit. All three types of culture (supportive, innovative and bureaucratic) co-exist in different departments within an organization in India. Finally, this study is innovative as its implications have contributed to research in non-western economies, where very limited literature support is available regarding measures that can be taken by managers to obtain desirable employee attitudes like job satisfaction.

6.2 Limitations and future scope of research

The study mainly includes Indian public sector enterprises. The sample consists of managerial cadre employees for this study. A diverse sample from different MNCs could lead to better understanding of the model. The scope of this research can be further extended to determine if any relationships exist between job satisfaction, organizational commitment, quality of work life and culture. More research using other moderating variables such as employee engagement and job performance is recommended.

Future research could look into extending the study population to include qualitative data and map the empirical findings with qualitative findings. Convenience sampling was used to collect samples for the present study. Moreover, different probability sampling methods can be used in further studies.

Another possible future research can explore the differences in responses toward the investigated variables among different groups of people of different demographics. For example, comparisons can be made between employees from private and public sector employees.

Another possible future direction is to use a more differentiated job satisfaction measure, such as overall job satisfaction measure which can provide a detailed analysis on job satisfaction facets which are affected by organization behavior constructs like organizational commitment.

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Appendix

Affective commitment (strongly disagree – 1 to strongly agree – 5)

(1) I would be very happy to spend the rest of my career with this organization.

(2) I enjoy discussing about my organization with people from outside.

(3) I really feel as if this organization's problems were my own.

(4) I think that I could easily become as attached to another organization as I am to this one.

(5) I do not feel like "part of the family" at my organization.

(6) I do not feel emotionally attached to this organization.

(7) This organization has a great deal of personal meaning to me.

(8) I do not feel a strong sense of belonging to my organization.

Job satisfaction (extremely dissatisfied – 1 to extremely dissatisfied – 5)

(1) How satisfied or dissatisfied are you with the physical working conditions?

(2) How satisfied or dissatisfied are you with the freedom to choose your own method of working?

(3) How satisfied or dissatisfied are you with your fellow workers?

(4) How satisfied or dissatisfied are you with the recognition you get for good work?

(5) How satisfied or dissatisfied are you with your immediate boss?

(6) How satisfied or dissatisfied are you with the amount of responsibility you are given?

(7) How satisfied or dissatisfied are you with your rate of pay?

(8) How satisfied or dissatisfied are you with your opportunity to use your abilities?

(9) How satisfied or dissatisfied are you with industrial relations between management and workers in your firm?

(10) How satisfied or dissatisfied are you with your chance of promotion?

(11) How satisfied or dissatisfied are you with the way the organization is managed?

(12) How satisfied or dissatisfied are you with the attention paid to suggestions you make?

(13) How satisfied or dissatisfied are you with your hours of work?

(14) How satisfied or dissatisfied are you with the amount of variety in your job?

(15) How satisfied or dissatisfied are you with your job security?

Supportive culture (does not describe my organization – 1 to describes my organization most of the time – 5)

(1) The management style is characterized by collaboration and teamwork.

(2) My organization is relationship oriented/like an extended family.

(3) Encouraging new things and prospecting for opportunities are valued.

(4) People are very sociable in my organization.

(5) The management style is characterized by personal freedom.

(6) My organization is nurturing and equitable for employees.

(7) My organization is a safe place.

(8) Mutual trust and loyalty is the glue that holds my organization together.

Bureaucratic culture (does not describe my organization – 1 to describes my organization most of the time – 5)

(1) Organization structure is hierarchical.

(2) In my organization, formal procedures generally govern what people do.

(3) My organization is a structured place.

(4) My organization is an ordered place.

(5) My organization is a regulated and controlled place.

(6) My organization is established with formal rules and policies.

(7) My organization is cautious (careful) about the work of employees.

(8) My organization has power-oriented structure.

Innovative culture (does not describe my organization – 1 to describes my organization most of the time – 5)

(1) The management style is characterized by risk taking and innovation.

(2) My organization is results oriented (getting the job done).

(3) My organization is characterized as creative.

(4) My organization is a pressurized place.

(5) My organization is a very stimulating and dynamic place.

(6) My organization creates new challenges. Being on cutting edge is emphasized.

(7) Enterprising – my organization emphasizes acquiring new resources.

(8) My organization is a competitive place.

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