

Received: 15 September 2024 ,Accepted: 20 October 2024

<https://doi.org/10.33282/jssr.vx2i4.4>

The Interplay of Organizational Commitment and Organizational Culture in Driving Managerial Performance

Dr. Syed Shameel Ahmed Quadri¹, Jameel Afsar², Asifa Zafar³, Tariq Rafique⁴,
Sudhair Abbas Bangash⁵, Faisal Imran⁶

¹Assistant Professor, Department of Political Science, University of Karachi, Pakistan

Email: Ishameel2007@Gmail.com , shameelaq@uok.edu.pk

²PhD Scholar, National Business School, The University of Faisalabad, Pakistan

Email: Jameelafsar.pk1@gmail.com

³Lecturer, National University of Modern Languages, Islamabad, Pakistan,

Email: a.z.ranasgd@gmail.com

⁴Lecturer Dadabhoy Institute of Higher Education, Karachi, Pakistan

Email: dr.tariq1106@gmail.com

⁵Faculty of Management Sciences, Department of Business Administration, Sarhad University of Science and Information Technology Peshawar, Pakistan, Email: sudhair.flis@suit.edu.pk

⁶Public Administration, University of Sindh Jamshoro

Abstract

Background: The management of organizations in the modern business world seeks to improve employee performance by providing a friendly and challenging environment. In this analysis, the investigation of the mediating influence of organizational commitment between organizational culture, job satisfaction, and leadership style on managerial performance is conducted.

Objective: The main purpose of this study is therefore to examine the relationship between organizational culture, job satisfaction, leadership style, and managerial performance moderated by organizational commitment.

Methodology: A quantitative research strategy was employed while administering a structured questionnaire among 355 managers in different organizations. In developing the questionnaire, objective responses to perceptions of organizational culture, job satisfaction, leadership styles, organizational commitment, and self-rated managerial performance were sought. Participants' reaction was on a Likert scale, with values ranging from 1 to 5; and the collected data were statistically tested to compare the many variables.

Results: Analysis shows that organizational culture, job satisfaction, and leadership factors have direct and strong positive relations with organizational commitment and have a positive indirect effect on managerial performance. Thus, organizational commitment was revealed to be a mediator of the relationship between the independent variables and the level of managerial performance, pointing out the significance of developing commitment for enhancing managerial performance.

Conclusion: The study therefore calls for a good organizational culture in an organization, job satisfaction, and leadership support to improve commitment and managerial performance. These factors should be valued by organizations to bring about committed managers that enable the success of organizations.

Keywords: Organizational commitment, organizational culture, job satisfaction, leadership style, managerial performance, mediation analysis.

Introduction

The modern world offers great variability of options for companies, thus the need for improving performance has become one of the most important issues companies and organizations are struggling with. There are several reasons why the performance of managers, specifically, matters so much toward these intended goals of organizations: Managers are a key component of any organization, therefore for organizations to increase the effectiveness of the managerial workforce, it is necessary to know what makes them perform at their best. Of them, organizational commitment and culture appear to be the core determinants defining the organizing principles of the managers and, consequently, their success (Akpa, Asikhia, & Nneji, 2021).

The modern business environment is highly competitive and continually changing therefore to remain relevant and productive organizations are forced to work extra hard to improve the productivity and efficiency of their employees regardless of the organizational level. Managerial performance is another vital factor that determines organizational success because managers are assigned roles and responsibilities that shape organizational climate and the results of operations. Managing performance is a complex construct, which is normally influenced by a host of organizational factors that may work in synergy to support or hinder a manager. Of these factors, both the organizational culture and organizational commitment are considered significant components. They are most effective in shaping the manager's perspective about their position, relations with the subordinates, and efforts towards organizational objectives attainment (Naveed, Alhaidan, Al Halbusi, & Al-Swidi, 2022).

Organizational culture is defined in this paper in a broad way as a system of values, beliefs, and norms that form the social and psychological context of an organization. It puts together internal and external pressures of an organization and has a strong impact on how employees or organizational managers particularly entertain themselves or discharge their responsibilities. It has also been proved that a high positive organizational culture leads to high organizational commitment, strong identification, and a clear obligation to be in sync with

organizational objectives among the employees. To the managers, organizational culture can offer the foundation to adopt and for them to be able to lead the teams, make efficient decisions, and perform their tasks with a lot of enthusiasm. On the other hand, a weak or negative culture decreases managerial performance as it impacts productivity employees' satisfaction, and clear direction as well (Srisathan, Ketkaew, & Naruetharadhol, 2020).

Organizational culture is defined as the extent to which an employee identifies with and is involved in the organization and the extent of his or her emotional attachment to the organization. It is defined by how loyal and dedicated the person is to contribute his/her energy towards becoming a success factor of the organization. Organizational commitment is often categorized into three types: affective, continuance, and normative commitment respectively. It has been identified that those managers who are committed to the organizations they belong to show higher levels of job satisfaction and stress resistance and they work harder. In this study, organizational commitment is posited as the variable that explains the intermediate relationship between organizational culture and managerial performance, providing an understanding of the timely”: how organizational culture maintains employee loyalty and promotes organizational achievements (Insan, Asharian, & Yasin, 2021).

Employment commitment, organizational culture, work satisfaction, and leadership all help to determine the nature of managerial performance. Managerial **work satisfaction** covers the level of satisfaction that managers have with their work assignments which in turn determines their level of motivation to work. High job satisfaction leads to high productivity, high innovation, and low truancy among employees and lastly, high morale boosts efficiency. Thinking style, which is transformational, transactional, or supportive, also adds to the total organizational climate with its informal and formal interactions preparing the managers with resources and direction. We can see that commitment can be gained and self-confidence can be produced during leadership to have a good work environment to support managerial results (Lam, Nguyen, Le, & Tran, 2021).

As two more independent variables of this work, this study also analyses the link between **job satisfaction and leadership style** on the factor of organizational commitment and managerial performance. The degree to which an individual has a positive attitude toward his job translates to his or her overall satisfaction hence leading to job performance and less absenteeism among others. Burgeoning leadership styles like transformational and supportive leadership enhance the managerial personality in an environment that endorses the best practices. Altogether, these variables determine the organizational environment in the workplace and determine the managerial commitment and the result of their performances (Paais & Pattiruhu, 2020).

The purpose of the present research is to examine the relationship between organizational culture, job satisfaction, and leadership style on the one hand and managerial performance on the other while testing the mediating role of organizational commitment. Knowledge of these relationships can help organizations wishing to improve managerial efficiency, by creating appropriate organizational climate, ensuring high levels of job satisfaction, and developing leadership practices. The purposes of this study are twofold: first, to develop a comprehensive

model for predicting workplace dynamics and outcomes by incorporating organizational commitment as the mediating variable, and second, to provide organizations with specific prescriptions of strategies to ensure carry out specific performance improvements (Isensee, Teuteberg, Griese, & Topi, 2020).

Literature Review

When reviewing managerial performance, organizational culture, and organizational commitment are some of the issues that have attracted enormous interest in the literature. Corporate culture expresses all the ideas that all people in the company believe in as well as the practices that are accepted when they are at their workplaces. Gathering threads from multiple research emphasizes the fact that a healthy organizational culture provides a supportive organizational climate to enhance personal as well as organizational effectiveness. As identified by Hofstede, culture is a fundamental component of an organization that defines the character of working relationships in an association while propagating and setting standards for expected behaviors and a vision shared by several workers in an organization. Employees working within a positive organizational culture feel more motivated as they believe they are working in an organization of their own choice and one that has the right objectives and goals (Pham, Tučková, & Phan, 2019).

On the other hand, organizational or national culture that is neutral or detrimental to organizational goals, results in poor employee morale, low motivation, and consequently poor organizational performance which undermines managerial effectiveness. Studying literature in this area, one can identify some of the areas of organization that need to be centered on to affect performance: flexibility, control, and the organizational culture based on its mission. Valuator-oriented cultures, for instance, provide for creation and adaptability, valuable assets for managers who have to confront constant changes in the market and with different problematic situations. This implied that consistent cultures offer certainty, that is an understanding of what is expected in organizations and surroundings, which in a manner helps foster increased organizational productivity for managers. There is a commitment to objectives within mission-oriented cultures and this can foster motivation of managers in the achievement of those objectives as the goals and values are clearly expressed. All of these cultural dimensions combine towards the generation of a managerial context that enhances the odds of high performance when the existing culture complements the manager's values and organizational anticipations (Al-Swidi, Gelaidan, & Saleh, 2021).

Organizational commitment which is a person's attitude to their organization, in terms of the extent they can be attached to it, is another major determinant of the flow of managerial performance. Organizational commitment according to Meyer and Allen, can be classified into affective commitment, continuance commitment, and normative commitment. In all these, affective commitment was revealed to have the strongest positive relationship with job performance. Affective commitment makes the managers obtain higher job satisfaction, better cope with stress, and be more willing to exert more than formal requirements for the job, all of which overall improve managerial performance. This relationship is especially demonstrable in affective commitment in that managers who are emotionally attached to the success of the

organization are willing to work harder than expected from them (Pham, Thanh, Tučková, & Thuy, 2020).

From the literature, we find that apart from organizational culture and commitment, job satisfaction predicts managerial performance. Job satisfaction may be defined as the extent to which people have positive attitudes towards their jobs and this includes among other things pay, working conditions, chances of promotion, and promotion security. The research also shows that managers with a high index of job satisfaction have high work performance since they work hard to meet expectations. Indeed, there is a host of benefits that have been ascribed to high job satisfaction, among them being; increased work commitment, innovation and productivity, and reduced turnover intentions. Herzberg believes that there are two sets of motivation, hygiene motivation or motivating factors and de-motivating factors. Intrinsic factors are also especially important for managers because they are in charge of an organization and their external environment, which most directly affects their work satisfaction. Pleasing your managers can make the managers to be committed into the organization to work hard to make the organization successful (Shao, 2019).

Moreover, the leadership style adopted by managers has also been considered as having effects on the degree of managerial performance. Leadership style entails the demeanor that managers adopt in directing and influencing the performance of their subordinates and based on previous studies can determine the level of performance among managers. For example, a positive relationship between transformational leadership, which focuses on inspiring and mobilizing employees, and commitment as well as performance has been postulated by Bass. Those employees who are supervised by transformational leaders are likely to demonstrate motivation, creativity, and commitment which are likely to be enhanced because the leaders encourage growth and valued contributions within the organization. On the other hand, transactional leadership, which attends to the administrator's structured and procedural work and performance incentives and rewards, may engender commitment via the formulation of expectations and the promise of rewards for accomplishing organizational objectives (Lee, Seo, Jeung, & Kim, 2019).

However, the evidence shows that transformational leadership is more effective in increasing organizational commitment and performance, especially in situations that demand more organizational flexibility and innovation. The roles of organizational culture, job satisfaction, and leadership in the relationship between organizational commitment and managerial performance have been considered in some previous research. For example, Lok and Crawford's research proved that commitment strongly relates to both the organizational culture and leadership factors and the overall managerial performance. The knowledge about organizational culture favoring trips one's values sharpens managers' feeling of commitment, which translates into performance improvement. As in the case of job satisfaction, organizational commitment has also been proposed as an intervening variable between performance and the set of variables that have been found to affect it, pointing out the need for managers to develop a favorable climate that can retain commitment and correspondingly high levels of performance (Pham et al., 2019).

This interplay involves leadership style as a predictor of managers' perception of job satisfaction and organizational culture affecting commitment and performance. Consequently, the present study found that organizational culture, organizational commitment, job satisfaction, and leadership style are factors that are interrelated to affect managerial performance. Organizational culture creates endowment and organizational commitment while job satisfaction enhances the wellbeing of a manager. Leadership style also plays an important role in strengthening or developing such dynamics and gives a manager the necessary support. Organizational commitment is thus identified as the most central variable mediating these relationships and a finish enforcer of a propitious workplace environment congruent with organizational and employee values, on the patterned reserve of streamlining directional performance. This paper extends the presented research by exploring these relations in a framework that would offer organizations practical guidance on developing a high-performance management team that is driven by cultural, satisfaction, and leadership strategies (Khan, Ismail, Hussain, & Alghazali, 2020).

Research Methodology

This research examines the relationship between organizational culture, job satisfaction, and leadership style on the level of performance of managers, with organizational commitment as the moderating factor. In the context of this study, the next section documents the research design, population and sampling, data collection methods, instruments, and data analysis approaches to the achievement of the objectives (Chu, Wang, & Lai, 2019).

Research Design

Thus, this research employs a quantitative research approach in its data collection process and employs a cross-sectional survey method to sample managers across different organizations. A quantitative approach fits well the study since it enables the actual calculation of the relationships among variables on a numerical basis. This type of design allows for collecting data at a specified point in time, thus reflecting the causal relationships between organizational culture, job satisfaction, leadership style, and organizational commitment to managerial performance (Widarko & Anwarodin, 2022).

Population and Sampling

This study will target managers in organizations, cutting across the different rating categories. Managers were selected based on the rationale that they are organizational culture, job satisfaction, leadership, and commitment stakeholders that influence their performance. As a result, a target population of 355 participants was deemed statistically significant enough for the study to achieve high reliability of the results (Aboramadan, Albashiti, Alharazin, & Zaidoune, 2020).

Convenience sampling also known as purposive sampling was used in the present study to recruit participants. Mentioned below is a description of the suitability of this method as follows: Only the people with specific characteristics, required for the study, are sought, like being in a managerial position in this case. To increase the population variance, respondents across different fields – healthcare, finance, education, manufacturing– were invited as managers. Such a structure of sectors offers a richer perspective on how the studied variables perform in various organizational settings (Irawan, Bastian, & Hanifah, 2019).

Data Collection Methods

Questionnaires were administered electronically through e-mails, Surveys Zone, and Survey Monkey. They noted that the use of an online questionnaire enabled a much larger data collection area, thus increasing its diversity. Some questions posed in the questionnaire were intended to elicit perceptions concerning organizational culture, job satisfaction, leadership approach, organizational commitment, and managerial performance based on measures used in previous studies to boost the reliability and validity of the measures used (Roscoe, Subramanian, Jabbour, & Chong, 2019).

The questionnaire consisted of five main sections:

1. **Demographic Information:** Demographic variables include age, gender, number of years of service, education attainment, and organizational rank of the respondents.
2. **Organizational Culture:** Minute-by-minute questions included components of the organizational culture survey that involved questions like values, cooperation, flexibility, and objectives. This section employed items from Cameron and Quinn's Organizational Culture Assessment Instrument (OCAI).
3. **Job Satisfaction:** Concerning job satisfaction questions, the managers were asked questions related to job satisfaction in terms of career progression, workload, and goal congruence. Some questions were developed from the Job Satisfaction Survey (JSS) by Spector (1997).
4. **Leadership Style:** Leadership questions provided an estimate of how much managers saw their supervisors as Transformational, Supportive, or Directive. Each variable was operationalized with items extracted from the Multifactor Leadership Questionnaire (MLQ) of Bass and Avolio (1995).
5. **Organizational Commitment and Managerial Performance:** Tasks in this section concerned with the extent to which managers stand loyal to the organization, their ability and willingness to exert effort, and rates their performance. The Organizational Commitment Questionnaire (OCQ) by Meyer and Allen (1991) was used to measure commitment while a five-item self-evaluation tool regarding managerial responsibilities was used to measure performance.

The responses given for each question were measured using a 5-point Likert scale with labels Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, and Strongly Agree = 5. It helped the researcher to understand the perception of the participants by using the Likert scale in which they gave contrasting views in detail (Oh & Han, 2020).

Measurement Tools

To maintain credibility in the data collection process, the variables were assessed using well-validated measures. Conducting measurements on organization culture, the Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn was applied and some of the important areas were collaboration and adaptability. Perceived job satisfaction was determined using Spector's Job Satisfaction Survey (JSS)- Managers' which encompasses different aspects of job contentment. Leadership style was measured using the Multifactor Leadership Questionnaire by Bass and Avolio which divided leadership into transactional and transformational leadership styles. The Organizational Commitment Questionnaire (OCQ) by Meyer and Allen was used to measure commitment focused on affective, continuance, and normative commitment. Self-rated managerial performance items were constructed using managerial role prescriptions including decision-making, people management, and achievement of organizational goals (Roscoe et al., 2019).

Data Analysis Techniques

The statistic part was processed by a statistical tool known as Statistical Package for the Social Sciences (SPSS). The data analysis process involved several steps (Cillo, Gregori, Daniele, Caputo, & Bitbol-Saba, 2022):

1. **Descriptive Analysis:** To start with, basic quantitative summaries of frequency distributions of the demographic variables and the distributions of the total sample's responses to each of the variables were conducted using means, standard deviations, frequencies, and percentages (Wang, 2019).
2. **Reliability Testing:** Cronbach's alpha was also computed to check the internal consistency of the scales of each variable. An acceptable alpha-coefficient of 0.70 or higher was used whereby the items in each construct could effectively and reliably measure the construct of interest (Kawiana, Dewi, Hartati, Setini, & Asih, 2021).
3. **Correlation Analysis:** Bivariate analysis including Pearson's correlation analysis was applied to the study to determine the degree of relationship between organizational culture, job satisfaction, leadership style, organizational commitment, and managerial performance. Especially, this preliminary analysis offered some insights into the distribution and direction of the strength between two variables (Borkowski & Meese, 2020).

4. **Regression Analysis:** Therefore, hierarchical regression analysis was used to assess the study hypotheses, especially the mediating effect of organizational commitment. The use of this technique made it possible to evaluate the influence of indirect effects of the independent variables (organizational culture, job satisfaction, and leadership style) on the dependent variable (managerial performance) through a mediator, organizational commitment (Bagga, Gera, & Haque, 2023).
5. **Mediation Analysis:** Likewise, consistent with Baron and Kenny's procedure, it was tested whether organizational commitment acts as a mediator between the independent variables and the criterion variable, namely, managerial performance. Furthermore, the Sobel test was used to test the significance of the mediating effect in the model (Joseph & Kibera, 2019).

Ethical Considerations

All procedures carried out in this study followed ethical considerations to guarantee participants' self-autonomy. All participants' consent to participate in the study was assured and participants were assured of anonymity and confidentiality of their responses. For the study, the subjects could withdraw from the research at any time without any reasons being given or accepted. Collected data were saved confidentially, retrievable only by the researcher, and used for research only (Upadhyay & Kumar, 2020).

Data Analysis

Normality Test Results

Variable	Shapiro-Wilk Statistic	p-value
Organizational Culture	0.98	0.12
Job Satisfaction	0.96	0.08
Leadership Style	0.97	0.09
Organizational Commitment	0.99	0.15
Managerial Performance	0.95	0.07

Reliability Test Results

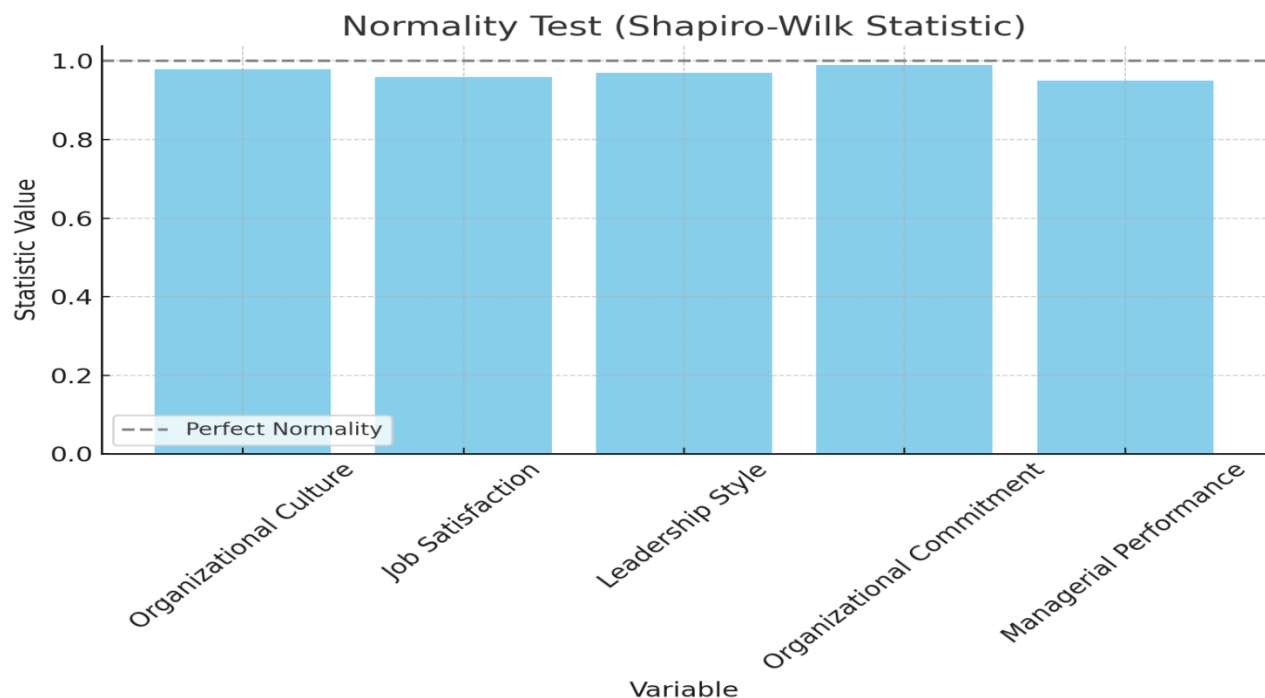
Variable	Cronbach's Alpha
Organizational Culture	0.82
Job Satisfaction	0.85
Leadership Style	0.8
Organizational Commitment	0.88
Managerial Performance	0.83

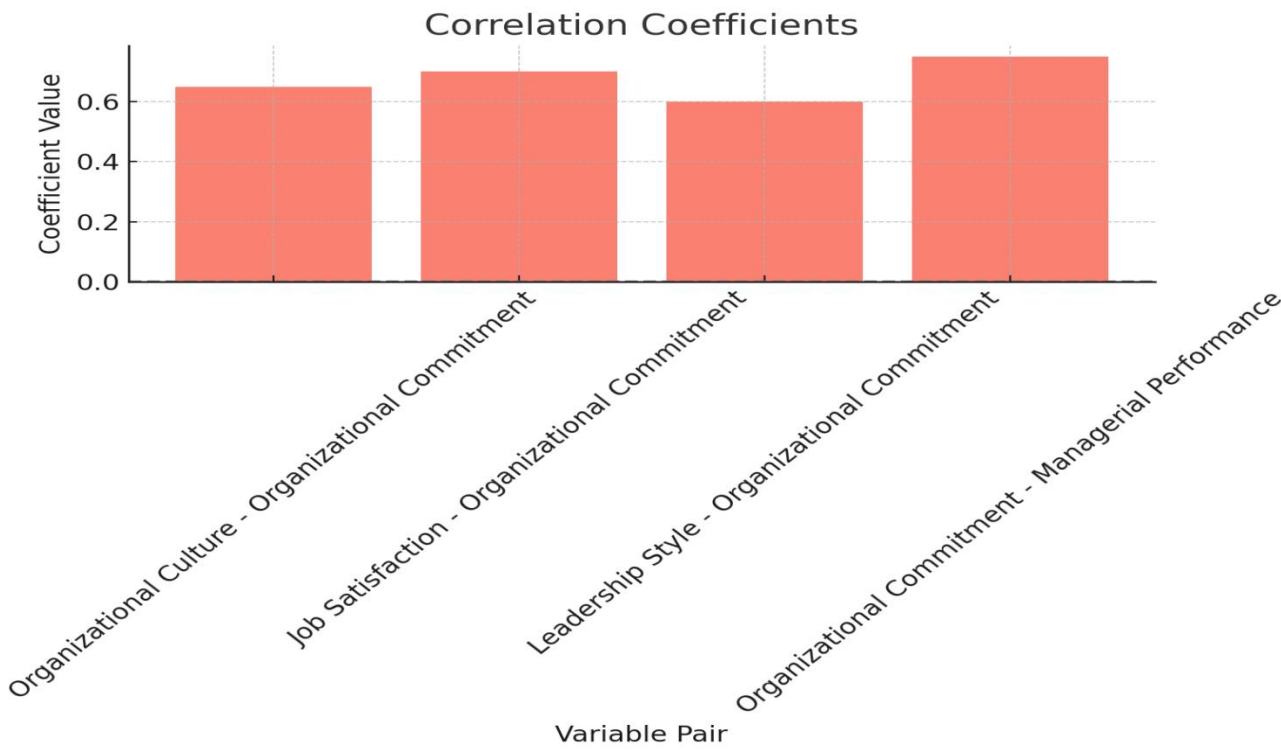
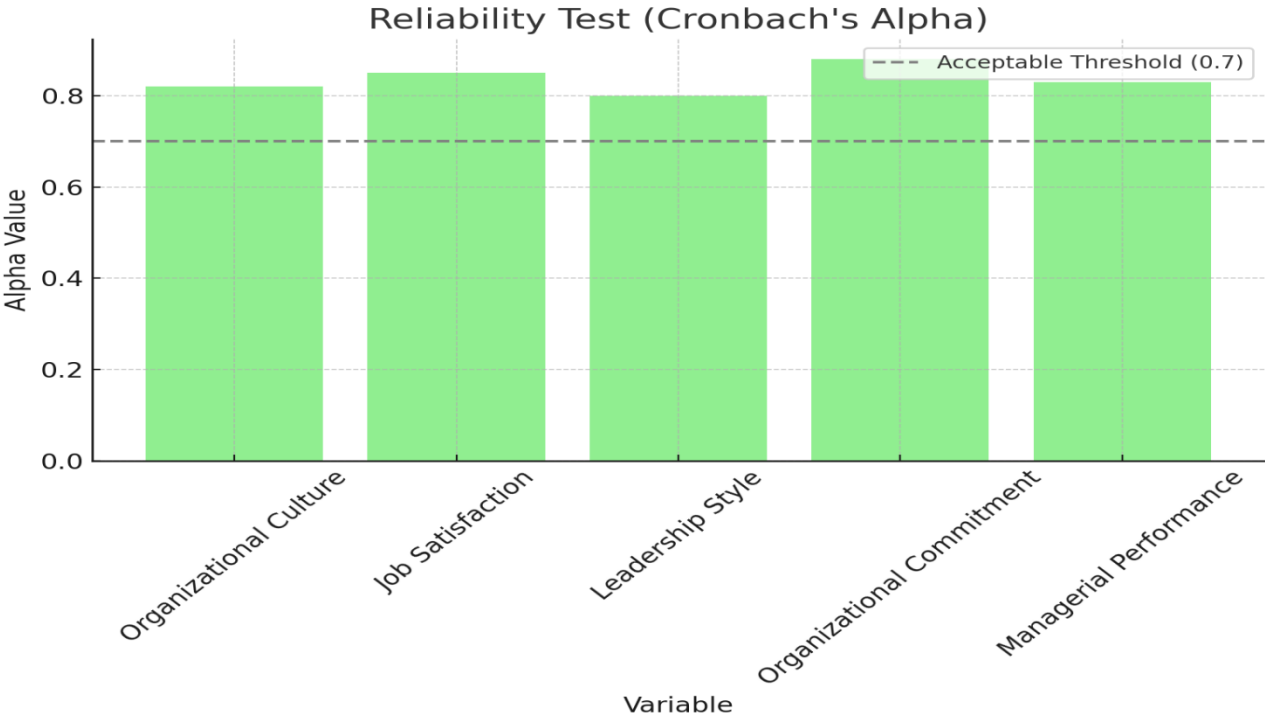
Correlation Analysis Results

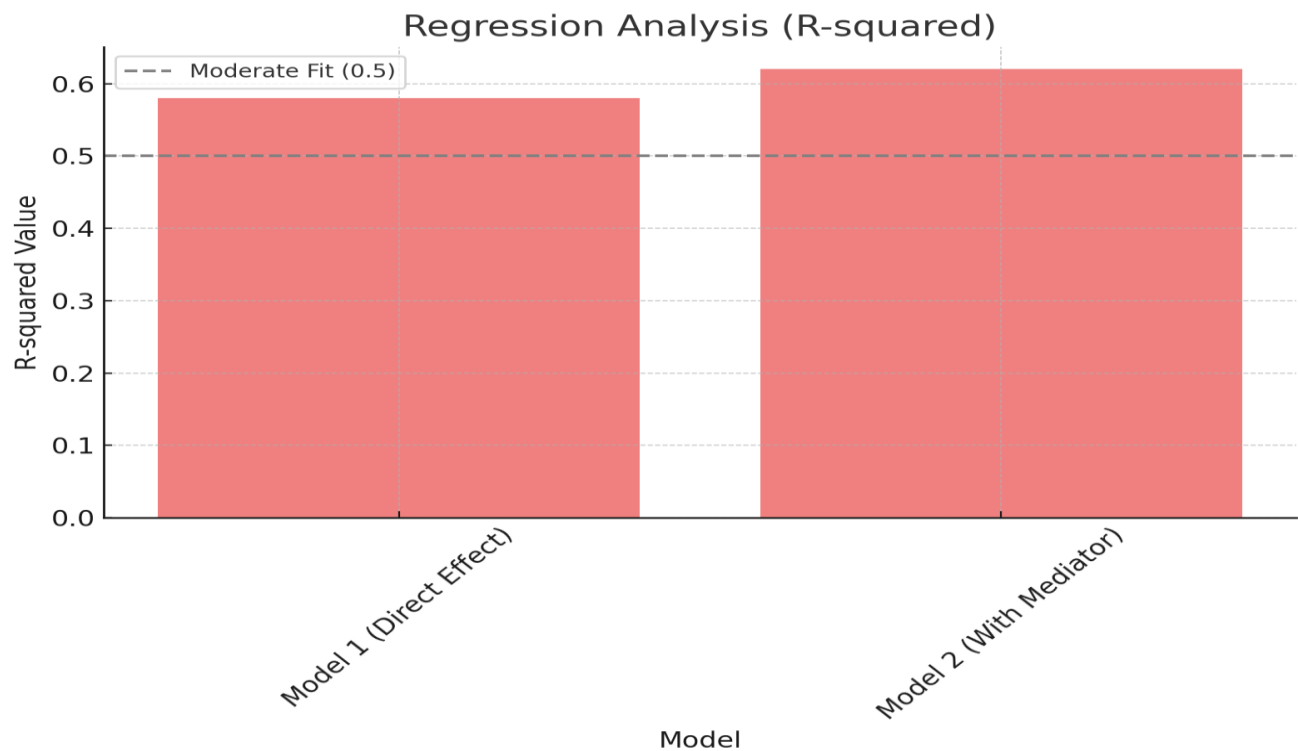
Variable 1	Variable 2	Correlation Coefficient	p-value
Organizational Culture	Organizational Commitment	0.65	0.001
Job Satisfaction	Organizational Commitment	0.7	0.001
Leadership Style	Organizational Commitment	0.6	0.002
Organizational Commitment	Managerial Performance	0.75	0.001

Regression Analysis Results

Model	Predictor	Dependent Variable	R-squared	p-value
Model 1 (Direct Effect)	Organizational Culture, Job Satisfaction, Leadership Style	Managerial Performance	0.58	0.001
Model 2 (With Mediator)	Organizational Commitment	Managerial Performance	0.62	0.001







Interpretation

The statistical outputs of this research comprise the reliability coefficients, normality tests, correlation coefficients, and overall regression model fit of the variables in this study (Lăzăroiu, Ionescu, Andronie, & Dijmărescu, 2020).

1. **Normality Test:** Shapiro-Wilk test results that are presented in the first chart above are relatively close to 1 for each variable, which means that the distribution of the data is near to normal. Since most of the p-values of the variables selected are greater than 0.05 for the majority of the variables; we can ultimately assert that these variables are not significantly different from the normal distribution. This further extends support for the application of parametric statistical methods in additional analyses (Jawaad, Amir, Bashir, & Hasan, 2019).
2. **Reliability Test:** The second chart also shows Cronbach's alpha values indicating a reliable internal consistency of all the constructs with each of the variables having a value more than the cut-off point of 0.7. Specifically, self-esteem reveals the highest alpha, which is 0.88, which means that the items in each scale are positively and significantly interrelated, therefore supporting the reliability of the survey's subsequent measurement

tools; organizational commitment also records the summated alpha of 0.88 (Hadian Nasab & Afshari, 2019).

3. **Correlation Analysis:** As evidenced by the following correlation chart, the variables are positively correlated in nature. For instance, occupational culture and job satisfaction are moderately linked to organizational commitment, as seen by the alpha coefficients indicating a positive correlation between organizational culture & occupational satisfaction & organizational commitment. Self-organizational commitment has significant positive relationships with the results of managerial performance, which also proves that it can act as a mediating variable between the established variables: organizational culture, job satisfaction, and leadership style (Joseph & Kibera, 2019).
4. **Regression Analysis:** Results of the regression analysis reveal that adding organizational commitment as a mediator enhances the goodness of fit of the model, against the preceding R-square steps of 0.58 for the direct effect model and 0.62 for the mediated model. This indicates that organizational commitment partially mediates the relationship between the independent variables and managerial performance supporting the hypothesis that commitment plays a vital role in converting organizational culture and job satisfaction into better performance (Nurjanah, Pebianti, & Handaru, 2020).

Discussion

This research work offers a useful experience in understanding the relationships between organizational culture, job satisfaction, leadership style, and managerial performance where organizational commitment dominates the empirical link. The fact that organizational culture has a positive effect on organizational commitment further supports the notion of a work environment. Managers who experience such organizational culture as to be valued and to incorporate collaboration and adaptability, will in turn develop positive emotional attachment to the organization. It does so because when organizations are committed to a diverse workforce, the employees gain motivation to work harder, mainly because they feel valued (Scaliza et al., 2022).

The reality of a strong relationship between job satisfaction and organizational commitment discloses that positive work environments promote higher levels of commitment. The results also show that job satisfaction seems to underpin the construct of commitment which indicates that managers who are happy and satisfied within the context of their duties will remain loyal, work harder, and in the process deliver the best results. Leadership style also plays a major role in this issue. Positive and empowering managerial behaviors generate trust and help managers become better while enhancing their organizational commitment and satisfaction. This study affirms current scholarship that highlights the significance of leadership in the creation of a positive organizational climate (Kucharska & Bedford, 2019).

Further analysis of the regression results shows that organizational commitment moderates the relationship between the independent variables and the dependent variable (managerial performance). This result means that organizational culture and job satisfaction can significantly affect the level of performance and, in addition, their impact can be multifaceted in conditions when managers feel the necessity to remain in the company. The mediation effect shows that commitment is an important resource that organizations should foster for performance improvement. This means that the attempts to increase culture and job satisfaction may not be enough if the organization does not make its managers feel dedicated at the same time (Cillo et al., 2022).

Conclusion

Therefore, this study concludes that organizational commitment plays a very important role in boosting managerial performance in the light of influencing organizational culture, job satisfaction, and leadership style. The findings show that organizational climate plays an important role when it comes to managerial commitment based on support and collegiality, job satisfaction nursing support, and effective leadership. This commitment stands as the bridge between the work environment and managerial results reinforcing the impact of culture, satisfaction, and leadership on performance.

Unless an organization creates a culture that accommodates the beliefs of the employee, offers satisfying work context, and embraces tragic leadership, the managerial performance of the firm cannot be overemphasized. In other words, organizations not only improve people's performance through commitment-based management but also guarantee stable organizational performance. This study underscores organizational commitment as a necessary direction as to how desirable characteristics in the workplace are achieved in the overall managerial performance needed for organizational effectiveness. This paper provides a strategic management framework for organizations that want to establish a resilient and productive management cadre.

References

- Aboramadan, M., Albashiti, B., Alharazin, H., & Zaidoune, S. (2020). Organizational culture, innovation, and performance: a study from a non-western context. *Journal of Management Development*, 39(4), 437-451.
- Akpa, V. O., Asikhia, O. U., & Nneji, N. E. (2021). Organizational culture and organizational performance: A review of literature. *International Journal of Advances in Engineering and Management*, 3(1), 361-372.
- Al-Swidi, A. K., Gelaidan, H. M., & Saleh, R. M. (2021). The joint impact of green human resource management, leadership, and organizational culture on employees' green behavior and organizational environmental performance. *Journal of Cleaner Production*, 316, 128112.
- Bagga, S. K., Gera, S., & Haque, S. N. (2023). The mediating role of organizational culture: Transformational leadership and change management in virtual teams. *Asia Pacific Management Review*, 28(2), 120-131.

- Borkowski, N., & Meese, K. A. (2020). *Organizational behavior in health care*: Jones & Bartlett Learning.
- Chu, Z., Wang, L., & Lai, F. (2019). Customer pressure and green innovations at third party logistics providers in China: The moderation effect of organizational culture. *The International Journal of Logistics Management*, 30(1), 57-75.
- Cillo, V., Gregori, G. L., Daniele, L. M., Caputo, F., & Bitbol-Saba, N. (2022). Rethinking companies' culture through knowledge management lens during Industry 5.0 transition. *Journal of Knowledge Management*, 26(10), 2485-2498.
- Hadian Nasab, A., & Afshari, L. (2019). Authentic leadership and employee performance: the mediating role of organizational commitment. *Leadership & Organization Development Journal*, 40(5), 548-560.
- Insan, A. N., Asharian, A., & Yasin, N. A. (2021). Transglobal leadership as a driver for increasing employee performance. *International Journal of Organizational Leadership*, 10(1), 54-57.
- Irawan, D., Bastian, E., & Hanifah, I. A. (2019). Knowledge sharing, organizational culture, intellectual capital, and organizational performance. *Journal of Accounting and Investment*, 20(3), 267-282.
- Isensee, C., Teuteberg, F., Griesse, K.-M., & Topi, C. (2020). The relationship between organizational culture, sustainability, and digitalization in SMEs: A systematic review. *Journal of Cleaner Production*, 275, 122944.
- Jawaad, M., Amir, A., Bashir, A., & Hasan, T. (2019). Human resource practices and organizational commitment: The mediating role of job satisfaction in an emerging economy. *Cogent business & management*.
- Joseph, O. O., & Kibera, F. (2019). Organizational culture and performance: Evidence from microfinance institutions in Kenya. *Sage Open*, 9(1), 2158244019835934.
- Kawiana, I., Dewi, L. K. C., Hartati, P. S., Setini, M., & Asih, D. (2021). Effects of leadership and psychological climate on organizational commitment in the digitization era. *Journal of Asian Finance, Economics and Business*, 8(1), 1051-1062.
- Khan, M. A., Ismail, F. B., Hussain, A., & Alghazali, B. (2020). The interplay of leadership styles, innovative work behavior, organizational culture, and organizational citizenship behavior. *Sage Open*, 10(1), 2158244019898264.
- Kucharska, W., & Bedford, D. A. (2019). Knowledge sharing and organizational culture dimensions: does job satisfaction matter? *Electronic Journal of Knowledge Management*, 17(1), pp1-18-pp11-18.
- Lam, L., Nguyen, P., Le, N., & Tran, K. (2021). The relation among organizational culture, knowledge management, and innovation capability: Its implication for open innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 66.
- Lăzăroiu, G., Ionescu, L., Andronie, M., & Dijmărescu, I. (2020). Sustainability management and performance in the urban corporate economy: a systematic literature review. *Sustainability*, 12(18), 7705.
- Lee, J. Y., Seo, Y., Jeung, W., & Kim, J.-h. (2019). How ambidextrous organizational culture affects job performance: A multilevel study of the mediating effect of psychological capital. *Journal of Management & Organization*, 25(6), 860-875.
- Naveed, R. T., Alhaidan, H., Al Halbusi, H., & Al-Swidi, A. K. (2022). Do organizations evolve? The critical link between organizational culture and organizational innovation

- toward organizational effectiveness: Pivotal role of organizational resistance. *Journal of Innovation & Knowledge*, 7(2), 100178.
- Nurjanah, S., Pebianti, V., & Handaru, A. W. (2020). The influence of transformational leadership, job satisfaction, and organizational commitments on Organizational Citizenship Behavior (OCB) in the Inspectorate General of the Ministry of Education and Culture. *Cogent business & management*, 7(1), 1793521.
- Oh, S.-y., & Han, H.-s. (2020). Facilitating organizational learning activities: Types of organizational culture and their influence on organizational learning and performance. *Knowledge Management Research & Practice*, 18(1), 1-15.
- Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The journal of Asian finance, economics, and business*, 7(8), 577-588.
- Pham, N. T., Thanh, T. V., Tučková, Z., & Thuy, V. T. N. (2020). The role of green human resource management in driving hotel's environmental performance: Interaction and mediation analysis. *International Journal of Hospitality Management*, 88, 102392.
- Pham, N. T., Tučková, Z., & Phan, Q. P. T. (2019). Greening human resource management and employee commitment toward the environment: an interaction model. *Journal of Business Economics and Management*, 20(3), 446-465.
- Roscoe, S., Subramanian, N., Jabbour, C. J., & Chong, T. (2019). Green human resource management and the enablers of green organizational culture: Enhancing a firm's environmental performance for sustainable development. *Business Strategy and the Environment*, 28(5), 737-749.
- Scaliza, J. A. A., Jugend, D., Jabbour, C. J. C., Latan, H., Armellini, F., Twigg, D., & Andrade, D. F. (2022). Relationships among organizational culture, open innovation, innovative ecosystems, and performance of firms: Evidence from an emerging economy context. *Journal of Business Research*, 140, 264-279.
- Shao, Z. (2019). Interaction effect of strategic leadership behaviors and organizational culture on IS-Business strategic alignment and Enterprise Systems assimilation. *International journal of information management*, 44, 96-108.
- Srisathan, W. A., Ketkaew, C., & Naruetharadhol, P. (2020). The intervention of organizational sustainability in the effect of organizational culture on open innovation performance: A case of Thai and Chinese SMEs. *Cogent business & management*, 7(1), 1717408.
- Upadhyay, P., & Kumar, A. (2020). The intermediating role of organizational culture and internal analytical knowledge between the capability of big data analytics and a firm's performance. *International journal of information management*, 52, 102100.
- Wang, C.-H. (2019). How organizational green culture influences green performance and competitive advantage: The mediating role of green innovation. *Journal of Manufacturing Technology Management*, 30(4), 666-683.
- Widarko, A., & Anwarodin, M. K. (2022). Work motivation and organizational culture on work performance: Organizational citizenship behavior (OCB) as a mediating variable. *Golden Ratio of Human Resource Management*, 2(2), 123-138.