

Impact of Organizational Culture on Organizational Commitment: Mediating Role of Job Satisfaction

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ABSTRACT

The relationship between organizational culture and organizational commitment, with job satisfaction acting as a mediator, is a crucial area of study in organizational behavior and management. Studies in this field continue to investigate the intricacies of these connections and their impact on organizational behavior and performance. This study examines how job satisfaction influences the connection between organizational culture and commitment. Data was obtained from 229 participants using structured questionnaires and analyzed using structural equation modeling (SEM). The study revealed that job satisfaction partially mediates the relationship between organizational culture and organizational commitment, as the direct effect of organizational culture on organizational commitment is significant. Therefore, it is advisable to implement design interventions and practices that foster a favorable corporate culture, elevate job satisfaction, and nurture a dedicated academic workforce.

Keywords: Job satisfaction, organizational commitment, organizational culture, structural equation modeling.

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1. INTRODUCTION

Organizational culture has become a critical factor that influences diverse organizational outcomes in the rapidly evolving corporate environment of the present day (Siswanti et al., 2024). In an organization, culture is the set of shared values, beliefs, and practices that influence the mentality and behavior of employees (Azeem et al., 2021; Shahriari et al., 2022; Yngson & Paulino, 2023). It serves as the foundation for the organization's identity and functioning. Not only does this culture dictate the completion of activities, but it also has a significant impact on the attitudes and behaviors of employees, which are essential for the successful realization of company objectives (Aranki et al., 2019; Yngson & Paulino, 2023). Organizational commitment is a critical domain that influences corporate culture significantly (Aranki et al., 2019). An employee's psychological attachment and devotion to their organization are called organizational commitment (Aranki et al., 2019; Shahriari et al., 2022). The willingness to connect personal ambitions with business objectives, sustaining a long-term relationship with the organization, and going above and

beyond in one's work are all indicators of this. Better production, lower attrition, and higher staff morale are frequently associated with high levels of organizational commitment. Nevertheless, it is imperative to establish a clear connection between organizational culture and organizational commitment. This relationship is significantly moderated by job satisfaction, defined as the degree of contentment employees experience with their job responsibilities, work environment, and organizational regulations (Shahriari et al., 2022). The impact of corporate culture on organizational commitment is influenced or dampened by job satisfaction, which functions as an intermediary variable. A supportive and empowering organizational culture is a significant factor in developing solid commitment to a company, as individuals are more likely to be satisfied with their jobs.

Previous research (e.g., Alicante-Marte, 2024; Manalo & de Castro, 2020) has investigated the links between organizational culture, job satisfaction, and organizational commitment in private colleges and universities in the Philippines. However, in public colleges and universities, the links require deeper investigation. Public colleges and universities are government institutions; hence, employees have better job security compared to private college and university employees (Oducado et al., 2024). A sense of public service and community development also motivates many state institution employees, influencing their job happiness and participation. This study investigates how job satisfaction affects the relationship between organizational culture and commitment among employees at state colleges and universities in the Philippines. This research contributes empirical evidence to the literature on organizational culture, job satisfaction, and organizational commitment, as well as their managerial consequences. Even after considering for wide range of job, workplace, and individual characteristics, there are significant cross-country disparities in the determinants of organizational culture, job satisfaction, and organizational commitment that researchers and human resource managers should consider. These global, national, and local issues highlight the need for recognizing and addressing the factors that influence employee commitment to improving their performances.

2. CONCEPTUAL FRAMEWORK AND HYPOTHESES

An influential factor in several organizational outcomes, such as job happiness, employee retention, and overall performance, is often attributed to a robust and inclusive corporate culture. Organizational culture refers to a shared system of beliefs and principles that dictate the behavior and relationships among members of an organization, both internally and externally. It is regarded as a crucial factor in influencing job happiness. Various research has demonstrated that culture significantly influences job satisfaction (e.g., Chipunza & Malo, 2017; Olynich & Li, 2020; Sharma, 2017; Wuisan et al., 2020). Moreover, existing literature clearly shows a substantial correlation between company culture and behavioral outcomes, such as job satisfaction. Sharma (2017) examined the correlation between organizational culture and job satisfaction. The findings indicated that corporate cultural values favorably influenced job satisfaction. Yu and Wang (2018) found that previous studies have demonstrated a substantial influence of business culture on employee job satisfaction. Olynich and Li (2020) established a correlation between business culture and work happiness. The employees' subjective judgments of the management style and physical environment directly affect their workplace satisfaction, determining their overall happiness and job satisfaction. Batugal and Tindowen (2019) found that among higher education institutions in the Philippines, clan culture has a

noteworthy positive effect on teachers' job satisfaction in Catholic schools compared to other cultural kinds. Hence, the business culture directly impacts employment happiness. Consistent research demonstrates that a favorable organizational culture has the potential to enhance job satisfaction. Cultures that exhibit helpfulness, inclusivity, and a focus on employee well-being tend to result in greater job satisfaction.

The organizational culture substantially influences various outcomes, such as productivity, performance, employee loyalty, confidence, and ethical behavior, all of which ultimately affect the company's overall performance. Organizational culture cultivates individual loyalty and stimulates innovative activities. Organizational commitment is crucial since it is believed that involving individuals results in improved organizational performance (Paramita et al., 2020; Shahriari et al., 2022). The correlation between organizational culture and commitment is a common subject in organizational literature. Multiple researchers have examined the correlation between these subjects and noted noteworthy resemblances. Aranki et al. (2019) examined the correlation between organizational culture and organizational commitment in information technology firms in Jordan. A strong and significant connection between organizational culture and commitment was established, indicating a positive association. In a similar vein, Yu and Wang (2018) noted that prior studies have established a significant correlation between organizational culture and employee commitment to their job. Higher levels of organizational commitment are linked to a more favorable company culture (Kawian et al., 2018). Kirimanop et al. (2020) identified a substantial and favorable correlation between organizational culture and organizational commitment. Studies indicate that corporate culture significantly influences the level of commitment inside an organization. Employees cultivate a profound sense of affiliation and involvement when their company fosters a constructive and encouraging culture that advocates for collaboration, transparent communication, and the welfare of its employees. Consequently, this enhances their dedication to the organization.

According to research by Paramita et al. from 2020, organizational commitment ensures the continuation of an organization. Because of this, the members' dedication is directly proportional to the success and competitive power of the organizations. In contrast, employees with low commitment to the business tend to view themselves as outsiders. In contrast, employees with a high level of commitment tend to regard themselves as a faithful member of the organization. An employee's morale is high, and he or she is highly content with their job when the individual is firmly dedicated to the organization they work for (see Saha & Kumar, 2018)). According to prior research (see Batugal, 2019; Bhatti et al., 2017; Eliyana et al., 2019; Kawiana et al., 2018; Soomro & Shah, 2019), there is a correlation between job satisfaction and positive work values, job performance, and organizational commitment. Positive work values are associated with job satisfaction. According to Kawiana et al. (2018), the level of organizational commitment is directly proportional to the level of employee happiness. The organization's members need to be content with their work to feel a sense of commitment to the organization (Cherif, 2020). For instance, an employee who is content with the people with whom he or she works is more likely to continue to be a member of the company in which they are employed. According to Masouleh and Allahyari (2017), organizational commitment is a factor associated with employee attitudes toward an organization and specific actions exhibited while working for that organization. As a result, it is considered a predictor of greater job satisfaction. An employee is deemed to have a high level of commitment to an organization if, for instance, they have a strong faith in the values and beliefs of the organization, quickly embrace the organization's aims

and objectives, and are willing to put in additional effort for or on behalf of the organization. The relationship between loyalty to one's organization and contentment in one's work has been debated. Although there was a general agreement among researchers that a linkage takes place, there still needs to be more clarity regarding the nature of the relationship between the two (see Culibrk et al., 2019).

Recent research has illuminated job satisfaction's role in the relationship between organizational culture and organizational commitment to other constructs. In Paramita et al. (2020), job satisfaction was unable to mitigate the relationship between organizational culture and employee performance; however, it was able to moderate the relationship between organizational commitment and employee performance. Additionally, Wahjoedi (2021) demonstrates that the impact of organizational culture on employee performance is mediated by job satisfaction. In contrast, Irwan et al. (2020) demonstrate that job satisfaction cannot mediate the impact of organizational culture on employee performance. Job satisfaction positively affected performance when the organizational commitment was managed in Loan (2020). Although prior research has established the correlation between organizational culture and organizational commitment, as well as between job satisfaction and organizational commitment, the mediating role of job satisfaction in the connection between organizational culture and organizational commitment still needs to be explored. This investigation implies that the correlation between organizational commitment and job performance is mediated by job satisfaction. This research suggests that cultures prioritizing creativity, support, and respect increase job satisfaction, strengthening employees' loyalty to the organization. Increased job satisfaction directly results from a supportive culture, leading to increased organizational commitment. Additionally, the level of job satisfaction and dedication employees experience is significantly influenced by cultures promoting continuous education and innovation.

Based on a literature review, the present study was designed to test the following research hypotheses and conceptual model (see Figure 1).

- H1: Job satisfaction is significantly affected by the organizational culture.
- H2: Organizational culture significantly affects organizational commitment.
- H3: Organizational commitment is significantly influenced by job satisfaction.
- H4: Job satisfaction mediates the relationship between organizational culture and organizational commitment.

3. METHODOLOGY

3.1 Participants and Procedures

A quantitative survey was conducted among 229 employees of state colleges and universities in the Philippines (62.45% females and 37.55% males). The majority of the respondents were aged from 26 to 30 years old (53.28%), married (55.02%), and faculty members (78.60%) of these educational institutions. The study examines the relationship between organizational culture and organizational commitment, with job satisfaction as a mediator. Online surveys through structured questionnaires were conducted and the gathered data were evaluated using several approaches in SPSS and WarpPLS, including reliability analysis, confirmatory factor analysis, and correlation analysis. Structural Equation Modelling (SEM) was used to examine the proposed relationship of each component, either directly or indirectly, using a moderator (see Paulino et al., 2021).

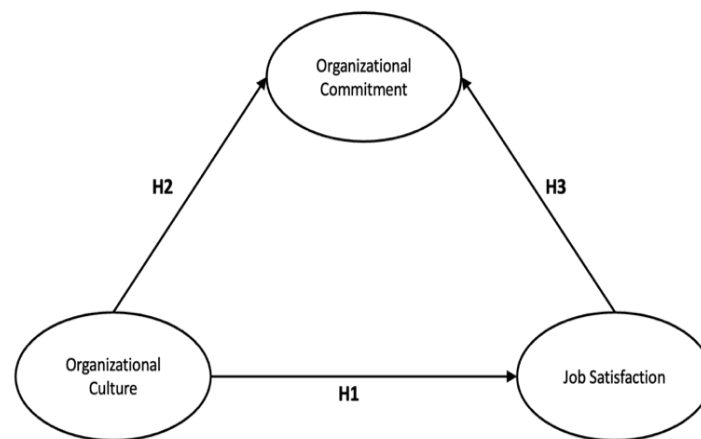


Table 1.1. Demographic Information of Participants (N=229)

Demographics		N	%
Gender	Female	143	62.45
	Male	86	37.55
Age	26-30	122	53.28
Marital Status	Married	126	55.02
Position	Faculty	180	78.60
	Member		

3.2 Measurements

2.2.1 Organizational Culture Assessment Instrument (OCAI)

The Organizational Culture Assessment Instrument (OCAI), established by Cameron and Quinn in 1999, evaluated the organization's culture. According to Cameron and Quinn (2000), the instrument comprises of six different dimensions: characteristics that dominate, organizational leadership, staff management, organizational glue, strategic emphases, and success criteria. A clan, a hierarchy, an adhocracy, and a market are the four possibilities available to each organization. A total of twenty-four components makes up the scale (Huy et al., 2020). A scale with four points was utilized to evaluate the organization's culture, with one representing significant disagreement and four representing strong agreement.

2.2.2 Organizational Commitment Scale (OCS)

Abdullah (2011) reviewed the Organizational Commitment Scale (OCS), initially developed by Meyer and Allen in 1991 and modified three years later in 1996. The survey questionnaire is a frequent tool utilized in organizational research to examine workplace contributions. Affective, normative, and continuance are the three instruments that are included in the scale. First, 18 things are scored on a seven-point scale, with 1 being strongly disagreed with and 7 being highly agreed with. These items are then separated into three categories: emotional (6 items), continuance (6 items), and normative (2 items). The dependability of the ranking was improved by removing specific elements that were eliminated earlier. New affective (three items), new continuity (five items), and new

normative (five items) are the new names that Abdullah (2011) gave to the three components that make up the Organizational Commitment Questionnaire.

2.2.3 Multidimensional Job Satisfaction Scale

Ozpehlivan and Acar's (2016) multidimensional job satisfaction scale was utilized to evaluate the level of contentment experienced by workers in their jobs. Using a four-point scale, the instrument comprises thirty items divided into five (5) components. These components are as follows: satisfaction with “job and working conditions” (five items), satisfaction with “management skill” (five items), satisfaction with “co-workers” (five items), satisfaction with “external environment” (five items), satisfaction with “promotion” (five items), and satisfaction with “pay” (five items).

4. RESULTS

4.1 The Measurement Model

The measurement model's internal consistency reliability, convergent validity, and discriminant validity were assessed. Table 1.2 presents the descriptive statistics and relationships between the study variables.

Table 1.2. Descriptive Statistics and Correlations among the Variables of the Study

Variables	Mean	SD	Skewness	OrgCult	OrgCom	JobSat
OrgCult	3.32	.53	-1.75	1.00		
OrgCom	5.00	1.03	-0.39	.422	1.00	
JobSat	3.31	0.41	-1.27	.488	.490	1.00

Note: OrgCult = Organizational Culture, OrgCom = Organizational Commitment, JobSat = Job Satisfaction

Table 2. Reliability Coefficients of the Latent Variables

Variables	Cronbach's Alpha	Composite Reliability	Full Collinearity VIF
OrgCult	.938	.947	1.393
OrgCom	.701	.767	1.397
JobSat	.848	.892	1.507

Note: OrgCult = Organizational Culture, OrgCom = Organizational Commitment, JobSat = Job Satisfaction

Table 3. Convergent Validity Statistics: Indicator Loadings, Cross-Loadings, and AVEs

Variables	Indicator Loadings	Range of absolute cross-loadings	P-value of Indicator Loadings	Average Variance Extracted
Organizational Culture (OrgCult)				.825
DC	.870	.002-.118	.000	
OL	.912	.006-.010	.000	
ME	.915	.040-.109	.000	
OG	.918	.005-.011	.000	
OG	.918	.005-.011	.000	
SE	.935	.003-.042	.000	
CS	.900	.020-.068	.000	
Organizational Commitment (OrgCom)				.531
NAC	.550	.223-.272	.000	

NCC	.846	.093-.111	.000	
NNC	.575	.059-.321	.000	
Job Satisfaction (JobSat)				.624
SJWC	.847	.051-.062	.000	
SC	.813	.038-.131	.000	
SMS	.781	.006-.099	.000	
SEE	.816	.002-.054	.000	
SP	.682	.193-.209	.000	

Note: DC=Dominance Characteristics, OL=Organizational Leadership, ME=Management of Employees, OG=Organization Glue, SE=Strategic Emphases, CS=Criteria of Success, NAC=New Affective Commitment, NCC=New Continuance Commitment, NNC=New Normative Commitment; SJWC=Satisfaction on Job and Working Conditions, SC=Satisfaction on Co-workers, SMS=Satisfaction on Management Skills, SEE=Satisfaction on External Environment, SP=Satisfaction on Promotion

Table 4. Discriminant Validity Statistics

	OrgCult	OrgCom	JobSat
OrgCult	.909		
OrgCom	.422	.728	
JobSat	.488	.490	.790

Note: OrgCult = Organizational Culture, OrgCom = Organizational Commitment, JobSat = Job Satisfaction

All the integers that are located on the diagonal of the correlation matrix are equal to one hundred, and they are used to represent the Pearson correlations of the variables. The variables were validated by Cronbach's alpha, composite reliability, and full collinearity VIF (see Table 2 for further clarification). According to Kock (2020), a conservative criterion is presented, requiring composite reliability or Cronbach's alpha coefficients that are at least 0.70. Using VIF in conjunction with comprehensive collinearity allows for evaluating common technique bias. The absence of common technique bias can be inferred from entire collinearity VIFs that are equal to or lower than 3.3 (Kock, 2015; Kock & Lynn, 2012). To determine whether the variables under investigation possess sufficient convergent validity, the loadings-approach criteria mentioned in Amora (2021) were utilized. The following are some of the criteria that are considered: a) indicator loadings that are equal to or greater than fifty percent (Kock, 2020; Kock, 2014); b) P-values that are related to indicator loadings that are less than five percent (Kock, 2020; Kock, 2014); and c) low cross-loadings in comparison to indicator loadings. Indicators that do not satisfy the criteria that have been provided will not be included in the study. In this piece of literature, all the variables, except for the one that pertains to the level of contentment with the income, agree with the criteria; hence, they were included in the analysis.

The p-values, indicator loadings, and cross-loadings of all three variables are within permissible limits, indicating good convergent validity. Convergent validity may be assessed by calculating the average variance extracted (AVE). Convergent validity is indicated by an AVE of .50 or higher (Fornell & Larcker, 1981; Kock & Lynn, 2012; Kock, 2020) (refer to Table 3). The discriminant validity statistics are presented in Table 4. The values on the diagonal reflect the square roots of the variable's AVEs, whereas those on the off-diagonal represent correlations between variables. Convergent validity is defined by Fornell and Larcker (1981) as the square roots of the AVEs being greater than the correlations.

4.2 The Structural Model

The hypothesized theoretical relationships in the proposed conceptual framework were tested using structural model assessment (refer to Figures 1 and 2). The model fit and quality indices of the structural model generated by the WarpPLS 7.0 software are presented in Table 5. It provides compelling evidence that the structural equation model's estimates are reliable and acceptable. The PLS-SEM model's model fit and quality indices are within the permissible range per the criteria outlined in Kock (2020). The structural model was evaluated, and the hypotheses were tested by calculating path coefficients (β) (refer to Table 6). The hypotheses were verified, as indicated in the table.

The results indicate that job satisfaction is significantly and positively influenced by organizational culture ($\beta=.488$, $SE=.049$, $p<.05$). The effect of organizational culture ($f^2=.238$) on job satisfaction is of medium extent (H1), as per Cohen's (1988) rule of thumb regarding effect size. The results also indicate that organizational commitment is significantly and positively influenced by organizational culture ($\beta=.240$, $SE=.051$, $p<.05$), and the effects of organizational culture ($f^2=.101$) on job satisfaction are moderate (H2). The results also indicate that job satisfaction has a moderate impact on organizational commitment ($f^2=.183$) and that it has a positive and significant impact on job satisfaction ($\beta=.373$, $SE=.050$, $p<.05$). The results also indicate that job satisfaction partially mediates the relationship between organizational culture and organizational commitment, as the direct effect of organizational culture on job satisfaction is statistically significant (OrgCult \diamond JobSat: $\beta=.240$, $p<.05$) (H4). The structural research model is illustrated in Figure 2.

Table 5. Model Fit and Quality Indices

	Model		Criteria	Remark
	Value	P-value		
Average path coefficient (APC)	.261	.000	P should be less than .05	Ok. P values are significant.
Average R-squared (ARS)	.258	.000	P should be less than .05	Ok. P values are significant.
Average adjusted R-squared (AARS)	1.312	.000	P should be less than .05	Ok. P values are significant.
Average block VIF (AVIF)	1.432		Acceptable if ≤ 5 ; ideally ≤ 3.3	Ideal
Average full collinearity VIF (AFVIF)	.415		Acceptable if ≤ 5 ; ideally ≤ 3.3	Ideal
Tenenhaus GoF (GoF)	.021		small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36	Large
Standardized Root Mean Squared Residual (SRMR)	.094		Acceptable if ≤ 0.1	Acceptable
Standardized Mean Absolute Residual (SMAR)	.261		Acceptable if ≤ 0.1	Acceptable

Table 6. Relationships among Organizational Culture, Organizational Commitment, and Job Satisfaction

Hypotheses	β	SE	p-value	f^2	Remarks
H1: OrgCult \rightarrow JobSat	.488	.049	.000	.238	Supported
H2: OrgCult \rightarrow OrgCom	.240	.051	.000	.101	Supported
H3: JobSat \rightarrow OrgCom	.373	.050	.000	.183	Supported
H4: OrgCult \rightarrow JobSat \rightarrow OrgCom	.182	.036	.000	.077	Supported

Note: OrgCult = Organizational Culture, OrgCom = Organizational Commitment, JobSat = Job Satisfaction

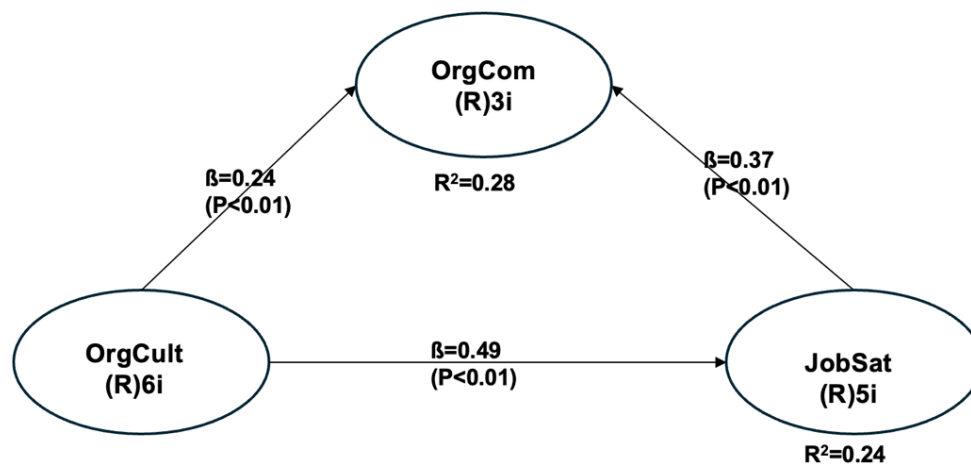


Figure 2. The Structural Model

Note: OrgCult = Organizational Culture, OrgCom = Organizational Commitment, JobSat = Job Satisfaction

5. DISCUSSION

The results of the study indicate that there is a positive and substantial relationship between organizational culture and job satisfaction ($p < .05$, $\beta = .488$, $SE = .049$, $p < .05$). By the rule of thumb that Cohen (1988) developed about the magnitude of effects, the impacts of organizational culture ($f^2 = .238$) on job satisfaction are both of medium extent. The findings indicate that there is a connection between the respondents' assessments of corporate culture and their responses regarding their level of job satisfaction. This indicates that the relationship between the variables is either direct or linear, as indicated by the positive path coefficients. The fact that there is a positive correlation between organizational culture and job satisfaction suggests that individuals who have a high perception of the culture of their organization are more likely to report feeling content in their work environment. This study lends credence to the assertions made by other researchers (for example, Chipunza and Malo (2017), Olynich and Li (2020), Sharma (2017), and Wuisan et al. (2020)) that the culture of an organization is a significant factor in determining the level of job satisfaction that individual has. This study, which was conducted in conjunction with earlier research, such as that conducted by Sharma (2017) and Yu and Wang (2018), provides more evidence that the culture of a company has a positive and significant impact on the level of job satisfaction that an individual

experiences. It is a key determinant of job satisfaction that the culture of the organization is important. The findings of this study also provide further evidence that there is a significant connection between organizational culture and job satisfaction. According to the findings, the hypothesis that job satisfaction is greatly influenced by organizational culture is supported. This hypothesis is based on the observations made regarding organizational culture's effect on job satisfaction.

The study's results indicate that an organization's culture has a highly favorable and substantial impact on the level of commitment to the company ($p < .05$, $\beta = .240$, $SE = .051$). In accordance with the rule of thumb that Cohen (1988) developed about the magnitude of effects, the impact of organizational culture on job satisfaction ($f^2 = .101$) is of a moderate degree. The findings presented above provide evidence that respondents' perceptions of organizational culture are connected to their perceptions of their level of commitment to the organization. Given that the path coefficients are positive, it can be inferred that the relationship between the two variables is either vertical or horizontal. The fact that there is a positive correlation between organizational culture and organizational commitment indicates that respondents who have a favorable impression of their organization's culture are more likely to feel a strong sense of commitment to their organization. Previous research, such as those conducted by Aranki et al. (2019), Paramita et al. (2020), and Yu and Wang (2018), have found that organizational culture influences a variety of outcomes, including employee commitment. The findings of the current study provide further evidence that supports these assertions. Based on the findings of the study, it appears that the norms and values that are prevalent inside the business have an impact on the way people gladly work or participate in the accomplishment of shared outcomes or goals. According to appearances, the culture of an organization has the potential to foster devotion among its members. This study demonstrated a positive and significant association between organizational culture and organizational commitment. This finding lends credence to the findings of the most recent studies (for example, Kirimanop et al., 2020). According to the findings, the hypothesis that organizational culture has a major impact on organizational commitment is supported. This hypothesis is based on the findings about the effect of organizational culture on organizational commitment.

The study's results indicate that job satisfaction positively and significantly impacts organizational commitment ($p < .05$, $\beta = .373$, $SE = .050$). When considering the rule of thumb that Cohen (1988) developed about effect size, it can be concluded that the influence of work satisfaction ($f^2 = .183$) on organizational commitment is of a medium extent. The study's outcomes indicate that respondents' sense of commitment to their organizations is connected to their assessments of their satisfaction with their jobs. A direct or linear relationship between job satisfaction and organizational commitment is suggested by positive path coefficients, which indicate that this relationship exists. According to the positive relationship that exists between job satisfaction and organizational commitment, it may be inferred that respondents who have high perceptions regarding job satisfaction tend to have a higher level of commitment to these organizations. Previous studies (for example, Batugal, 2019; Bhatti et al., 2017; Eliyana et al., 2019; Kawiana et al., 2018; Soomro & Shah, 2019) have shown a correlation between job satisfaction and organizational commitment. The findings of this study provide further evidence that establishes this connection. Therefore, in order for the members to be dedicated to the organization, it is necessary for them to be content with the work that they are doing. The findings of this study, which validated the findings of Cherif (2020) and Kawiana et al. (2018), also indicated that job satisfaction is a predictor

of organizational commitment. For an employee to be dedicated to the organization, they must be content with their current position. The findings support the hypothesis that job satisfaction significantly impacts organizational commitment. This hypothesis is based on the notion that job satisfaction considerably influences organizational commitment.

The results of the study indicate that job satisfaction plays a role in mediating the relationship between organizational culture (OrgCult) and organizational commitment (OrgCom). This is because the direct impact of organizational culture on organizational commitment is statistically significant (OrgCult \neq OrgCom: $\beta=.240$, $p<.05$). A further finding of the study was the discovery of empirical evidence demonstrating the function that job satisfaction plays in the development of organizational culture and organizational commitment. The findings support the hypothesis that work satisfaction acts as a mediator in the relationship between organizational culture and organizational commitment. This hypothesis is based on the fact that job satisfaction mediates the relationship between organizational culture and organizational commitment.

6. CONCLUSION AND RECOMMENDATION

The conclusion of this article is based on the findings of the study, which indicate that because job satisfaction influences organizational commitment, the organization needs to discover strategies to sustain the positive attitudes and feelings that members have about their work. The educational institutions ought to make it a habit to look for activities that have the potential to elicit positive feelings and experiences for its staff members. Since job satisfaction is also a factor in the relationship between organizational culture and organizational commitment, the company must make certain that the values and beliefs held by the employees are congruent with those held by the organization. Fit between people and organizations is essential to prevent any kind of conflict or misunderstanding. A state of contentment will prevail when the culture of the members of the organization is identical to that of the organization. Culture will influence the employee's loyalty to the company since it will influence job satisfaction. In general, the findings of the study indicate that the relationship between organizational culture, commitment, and job satisfaction is rather complicated and involves several different aspects. In turn, higher levels of commitment are fostered by positive organizational cultures, which in turn leads to increased levels of job satisfaction. Since job satisfaction plays a role in mediating the connection between organizational culture and organizational commitment, it is recommended that design interventions and practices be put into place that cultivate a positive corporate culture, increase job satisfaction, and cultivate a committed academic workforce. The findings of this study help to a better understanding of managerial implications, organizational commitment, job satisfaction, and organizational culture. It is important for researchers and managers of human resources to know there are considerable disparities between countries in terms of the elements that influence organizational culture, job satisfaction, and organizational commitment. This remains the case even after considering a wide variety of factors related to the job, the workplace, and the individual. In light of the issues that are encountered on a global, national, and local scale, it is of the utmost importance to identify and address the elements that influence employee commitment to enhance their performance.

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