The Mediating Role of Organizational Commitment between Organizational Culture and Job Performance in the Telecommunication Sector

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Abstract:
This study investigates the impact of organizational culture on job performance and finds the mediating role of organizational commitment among telecommunication employees. The study analysed 476 valid questionnaires collected from the employees in three telecommunication companies located in Erbil, Iraq. However, the data was analysed by Smart-PLS. The results indicated the direct impact of organizational culture on job performance showed a positive and significant impact. besides, the mediating role of organizational commitment can enhance and increase the impact of organizational culture on job performance among employees in the telecommunication sector. Furthermore, individuals in the workplace will exhibit different behaviours due to the deployment of culture-based strategies for behaviour development. Therefore, job performance will increase if

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individuals and the workplace culture are in sync.

**Keywords:** Organizational Commitment, Organizational Culture, Job Performance, Telecommunication.

**JEL Codes:** M1, M2, M5.

1. **Introduction**

Due to its potential impact on organizational performance, organizational culture (OCU) has gotten a lot of attention in the previous decades. This means that organizational culture may impact an organization's ability and performance to fulfill its goals and objectives. A commitment of the individuals in the organization is also required to guarantee that the organization's policies and strategies are implemented successfully. Organizational commitment (OC) is a psychological condition that describes an individual's relationship with their workplace. A dedicated individual stays with the company regardless of the company's positive or negative situations (Meyer & Allen, 1997).

OC and organizational culture are essential antecedents of job performance (JP) (Carlos Pinho et al., 2014). Individuals who are more devoted and committed to their workplace are more likely to participate in the organization's activities and engage in good in-role and extra-role behaviours (Meyer & Allen, 1991). However, Individuals committed and satisfied with their jobs are also more likely to be motivated to work hard and exhibit certain positive work behaviours (Karem, Mahmood, et al., 2019).

Organizational culture changes will unavoidably impact organizations and governments' overarching patterns and established structures. For example, organizational culture influenced behaviour, morale, and production in the early 1980s, and new business leaders and thinkers recognized this. Nowadays, managers are more conscious of components of organizational culture such as traditions, laws and processes, rules, and requirements; hence, that will improve the employee's productivity and performance. The reason for examining organizational culture and commitment is that both impact organizational performance and can influence organizational outcomes (Carlos Pinho et al., 2014). For example, organizational culture is essential in establishing a set of core beliefs, understandings, and a healthy environment in the workplace where devoted people contribute positively to the organization's success (Ahmad et al., 2020).

Telecommunications companies are increasingly dedicated to implementing significant changes in response to the expansion of services, such as raising service quality requirements for consumers and implementing efficient and effective management procedures. In this setting,
telecommunications companies' adoption of organizational culture is seen as a vital component, with organizational commitment possibly having a key role in enhancing organizational performance. Limited studies were conducted among telecommunications companies, and most of the previous studies examined the impact of OCU on job performance in the context of consulting companies (Al-Musadieq et al., 2018), tourism (Alferaih, 2017), sports centres (Chiu et al., 2019), medium-sized companies (Maamari & Saheb, 2018) and IT companies (Aranki et al., 2019). Furthermore, this study aims to enrich the body of knowledge in telecommunications and; to find the impact of organizational culture on job performance through the mediating role of organizational commitment.

2. Literature review and hypotheses development

2.1 Job performance

JP is an individual's conduct or activity (Jameel & Ahmad, 2019b). Judge and Watanabe (1993) claim that honest self-evaluation has a significant impact on JP. Staff with a high level of self-assessment scores tend to be more motivated in the workplace. The team will perform better on the job as their confidence and talents grow, and self-evaluation is linked to both staff satisfaction and performance.

Individual capacity to successfully carry out a specific task or obligation is described as a performance (Jameel et al., 2020). According to Pujiono et al. (2020), JP is an indicator used to compare job outcomes and responsibilities assigned to an employee over a particular time or period. JP can also reflect an organization's performance. According to Jameel and Ahmad (2020), an employee has high performance when satisfying a specific set of requirements. Therefore, an organization with high-performing employees will gain acceptable outcomes, and employees will have a high degree of trust in the company.

Employee job performance is the quality or quantity of job outcomes accomplished by staff in carrying out their obligations (Gibson et al., 2011). Individual work objectives or outcomes are directly connected to performance. Specific characteristics such as ability, effort, and task complexity can be linked to performance behaviour (Pujiono et al., 2020). Performance is the outcome of actions taken to attain objectives and conform to a set of standards. JP refers to the success of individuals in doing duties over time compared to work standards, objectives, or criteria set in advance and agreed upon (Sihombing et al., 2018). Jameel and Ahmad, (2019b) indicated that performance alone is not enough, but it is linked to OCU, OC,
satisfaction, and individual skills. Performance is linked to job satisfaction (Jameel & Ahmad, 2020) and rewards (Thabit & Raef, 2017). Job performance, considered a building block of workplace and organization's development, is a collaborative effort of all its members (Isaac Mwita, 2000). Any organization's primary purpose is productivity enhancement, reduce staff turnover, and improving employee retention (Mowday et al., 1982).

Numerous studies support the importance of staff performance and have found a link between staff performance and various characteristics. Therefore, absorption and controlling performance within the context of objectives and benchmarks and undisputed-upon attribute criteria is a way to generate better outcomes from companies individuals (Gani et al., 2018).

2.2 Organizational culture

There are many distinct definitions of culture in the previous works. However, academics generally agree that culture refers to familiar patterns of values and beliefs expressed in practices, behaviours, and other artefacts among the staff in the workplace (Hofstede, 1984; Trice and Beyer, 1993). National culture is evaluated at the values level, whereas OCU fit is best determined at the practices level (Hofstede et al., 1990). The term "cultural fit" is commonly used in Cartwright and Cooper's literature (Raharjo et al., 2018).

OCU is essential for the success of a company and the satisfaction of knowledge-based products (Pujiono et al., 2020). To be a competent leader, you must manage and understand the organizational culture in order to improve JP and sustain shareholder value. OCU has a significant impact on working conditions. Individual behaviour, the environment, and how leadership is implemented inside an organization are all influenced by organizational culture based on values. OCU may be informal or unwritten, yet it significantly influences employees' thinking, attitudes, and viewpoints. According to Schein (1991), OCU is a group's shared fundamental assumptions while overcoming correct external and internal integration challenges. New team members may teach the right way to think, feel, and conduct. Organizational culture is a common concept of operating, including beliefs, values, rules, philosophies (Wallach, 1983), and ways of doing things (Maamari & Saheb, 2018). However, it affects organizational decision-making, authority levels, and agency theory (Maamari & Saheb, 2018). This element of the company has grown in importance and attention to assess its advancement and adaption to different cultures, as well as how it affects performance (Maamari & Saheb, 2018). According to Hofstede (2011), OCU
is influenced by the country's national and societal culture. Society's culture has measurable aspects that can impact and shape the values and norms of the founders, staff, and customers of the companies positively or negatively (Hofstede, 2011). OCU is built on values, which are the most significant part. However, despite several measures to provide equal opportunity, this performance is observed to differ significantly by gender (Maamari & Saheb, 2018). Since an organization's culture serves as a limit for both employees and managers, it controls and limits their behaviour. As a result, an individual's or manager's performance is influenced by how well they are integrated and fit into the OCU (Maamari & Saheb, 2018). Employees' ability to change their behaviour to fit in with the workplace culture is becoming a key predictor of worker comfort and productivity inside organizations (Ahmad et al., 2021).

According to Ahmad et al. (2020), OCU consists of two dimensions: Attitude toward work, preferring for work over other activities such as recreation, or just enjoyment from the work itself, or feeling compelled to do anything merely to keep one's life going and behaviours in the workplace such as effort, commitment, and commitment, care, assiduity, and meticulousness demonstrate a great readiness to acquire new jobs and responsibilities, such as assisting co-workers, or vice versa.

OCU could be a standard system of meaning individuals share that distinguishes the organization from others. Thus, the individuals build a shared meaning system, which differentiates from other organizations simultaneously. On closer inspection, this system of shared meaning reveals a set of essential features that the organization attitudes and values (Robbins and Judge, 2003).

2.3 Organizational commitment

OC is “the strength of an individual’s identification with and involvement in a particular organization” (Porter et al., 1974, p. 604). OC is a psychological condition that describes the individual relationship with the workplace and has ramifications for remaining or leaving the organization (Meyer & Allen, 1991). OC is the degree to which an employee identifies with and participates in a particular organization (Al-Sada et al., 2017). Commitment refers to the circumstance in which an individual likes an organization and has the goal and desire to remain part of the organization (Robbins & Judge, 2003). The psychological attachment to an organization is referred to as OC. In other words, OC has been defined as the psychological bond between employees and the company (Karem, Jameel, et al., 2019).

Commitment is a motivator that encourages individuals to do their
best for what they are responsible for in the workplace. However, commitment in the workplace should not happen by accident; the organization and its individuals must work together to establish conditions that allow the intended commitment to be fulfilled. Organizational commitment is a state in which individuals are physically linked to the workplace and able to offer their best ideas, attention, and dedication to its success (Gani et al., 2018). The individual believes in the product or service of the company, promotes the company as an excellent place to work, is ready to sacrifice personal interests for the sake of the company's objectives, and remains with the company for several years despite being offered greater money elsewhere (Al-Sada et al., 2017).

According to Randeree and Ghaffar Chaudhry (2012), the core feature of commitment refers to individuals' desire to stay in their companies and do not leave companies for self-benefit. Organizational commitment influences a wide range of issues, emphasizing the need to fully comprehend how this critical component operates (Jameel, Mahmood, et al., 2020).

According to Meyer and Allen (1991), OC consisted of three main dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment (AC) describes an individual's emotional attachment to the workplace; Continuance commitment (CC) describes an individual's assessment of the risks and costs linked with quitting their current job. Individuals' desire to stay in an organization is explained by their commitment to its aims, values, and standards and they are an AC to the organization (Allen & Meyer, 1996).

Staff sacrifice that quitting an organization would entail and a lack of alternatives open to the staff are considered in CC (Massoudi et al., 2020). Whereas, when staff continues to work for an organization, they feel a sense of obligation and responsibility to their employer for any reason; this is known as normative commitment (Karem, Mahmood, et al., 2019).

2.4 Organizational culture and job performance

Organizational culture influences how individuals function and engage in the workplace and their self-perceptions, post-task appraisal, and performance (Beyer, 1990). Therefore, organizational performance is significantly connected to its culture. Therefore, when the organization has a strong culture that is well integrated and built on strong principles and values, it will lead to high performance (Maamari & Saheb, 2018). Organizational culture is essential for developing commitment and improving performance (Huey Yiing & Zaman Bin Ahmad, 2009). OCU enhances JP on a broad scale, and it helps employees learn about the
organization's cultural history and present operating techniques (Maamari & Saheb, 2018). Individuals, groups, and organizations interact in a system where organizational culture influences individual performance, resulting in high performers being acknowledged and promoted more than low performance (Maamari & Saheb, 2018). Additionally, the mutual benefit link between an organization and individuals supports this notion since all firms want to attract high-performance individuals in order to accomplish organizational goals and gain competitive advantages.

The internal integration of an organization's activities and personnel is organizational culture. Internal integration is defined by Maamari and Saheb, (2018) as the socio-cultural interaction of new members with current members, which creates administrative boundaries and emotions of identity among employees and the commitment to the workplace. A strong organizational culture fosters adaptability and enhances individual performance by inspiring individuals toward common duties.

The world is changing, and culture must adapt to keep up (Hofstede, 2011). The most challenging issue for any company is to change its culture because workers are already used to it. In times of change, those accustomed to a specific way of doing things may find it difficult to adapt (Chatman et al., 1998). This takes us to the critical function of leadership and the need to rehabilitate organizational culture (Jameel & Ahmad, 2019a).

Several previous studies indicated that organizational culture could increase and enhance job performance in the workplace. e.g. (Pujiono et al., 2020) reported the organizational culture to improve the job performance e and has a positive and significant impact on the performance of Ministry of Finance staff in Indonesia. Similarly (Al-Musadieq et al., 2018) indicated that JP is significantly impacted by organizational culture. In addition, several previous studies reported organizational culture significantly affects JP in several contexts (Carlos Pinho et al., 2014; Gani et al., 2018; Maamari & Saheb, 2018; Raharjo et al., 2018). Thus, the current study proposed the following hypothesis:

\[ H_1: \text{Organizational culture significantly predicts job performance.} \]

### 2.5 Organizational culture and organizational commitment

Managers may utilize organizational culture as a crucial lever to guide the business (Ahmad et al., 2021). In addition, OCU may have a significant impact on organizational JP and commitment (Al-Sada et al., 2017). An OCU leads to more individual agreement, higher consistency in behaviour, cohesion, OC, and lower turnover (Ahmad et al., 2020). In addition,
organizations should foster a trusting culture in which individuals believe their organization is ready to take chances, experiment with fresh ideas, and put money into high-risk ventures (Karem, Jameel, et al., 2019).

In a business, the power of a company's culture to influence employee behaviour and commitments is critical (Raharjo et al., 2018). Organizational culture is essential because it encompasses a wide range of beliefs, attitudes, well-received or not-so-well-received behaviours, methods of operation, and the corporate political climate, thus enhancing organizational commitment (Jameel et al., 2020; Jameel, Hamdi, et al., 2020). As a result, culture can increase organizational commitment and assure organizational performance (Jameel and Ahmad, 2019a).

Organizational culture is a powerful instrument for increasing an organization's commitment, and the greater the alignment of expressed and perceived values, the stronger the commitment (Aranki et al., 2019). An organization's success is determined by its ability to create a distinct corporate culture as part of its strategy. For example, reasonable compensation and awards are part of an influential culture that will increase employee commitment (Karem, Jameel, et al., 2019) and performance (Gani et al., 2018). OCU refers to the shared beliefs, ideas, traditions, and ways of working that influence how employees act and commit to the workplace (Ahmad et al., 2021).

Empirically, there are several pieces of evidence indicating that organizational culture enhances organizational commitment. (Aranki et al., 2019) showed the organizational culture has a significant impact on OC among the employees in IT companies in Jordan. Several studies reported that OCU significantly impacted OC (Gani et al., 2018; Raharjo et al., 2018; Sukasih & Suardhika, 2019). On the other hand, (Carlos Pinho et al., 2014) reported that organizational culture has an insignificant impact on OC in health organizations. as discussed above, empirically most of the results tend to OCU has a significant effect on OC.

**H2**: Organizational culture significantly predicts organizational commitment.

### 2.6 Organizational commitment and job performance

Highly committed employees are more interested in offering more to the organization and put out the significant effort on behalf of an organization (Meyer et al., 1989; Mowday et al., 1982).

Chiu et al., (2019) indicated that committed individuals tend to make their best effort, which enhances job performance. An organization's
performance might be negatively be impacted, such as poor service offerings and more extraordinary expenses if personnel lack organizational commitment (Hamdi et al., 2021). Conversely, employees that have a stronger sense of loyalty to the company are more productive. (Chiu et al., 2019).

Low turnover and absenteeism of employees, high JP, and increased job effort are examples of how OC leads to positive behavioural outcomes among subordinates (Randall, 1990). Individuals with high levels of OC outperform those with low levels of OC in JP (Karem, Mahmood, et al., 2019). Individuals who identify with the organization or have a sense of belonging and positively commit to the organization will perform better (Suharnomo & Hashim, 2019). Individuals in the workplace who feel more support from the organization tend to show emotional commitment to the organization, which in turn is more to contribute to improved job performance (Xiu et al., 2019). Decreasing the likelihood of employee turnover and enhancing job performance are signs of an organizational commitment to its employees (Ahmad et al., 2021).

OC can increase job performance in workplace-based on several previous findings (Chiu et al., 2019; Chong & Law, 2016; Hendri, 2019; Oyewobi et al., 2019; Raharjo et al., 2018). On the other hand, (Suharnomo & Hashim, 2019) reported the organizational commitment does not directly impact of JP as well Carlos Pinho et al., (2014) reported OC had an insignificant impact on performance. However, based on the discussion above, most of the results reported that OC significantly impacts performance.

H₃: Organizational commitment significantly predicts job performance.

2.7 The mediating role of organizational commitment

OCU directly and positively impacts OC and job performance. However, little is known about OC as a mediator between OCU and JP. Several previous studies emphasized the importance of OC as a mediator between several factors.

Sihombing et al., (2018) indicated that OC mediated the impact of servant leadership on performance. Furthermore, Oyewobi et al., (2019) reported that OC partially mediates the impact of work-life balance on performance.

While limited studies examined the mediating role of OC between OCU and JP (Raharjo et al., 2018) examined the mediating role of job commitment between OCU and performance and reported commitment
mediated the impact of OCU on JP. Likewise, Gani et al., (2018) indicated the OC partially mediate the relationship between OCU and performance; thus, the following hypothesis is proposed;

**H₄**: Organizational commitment would mediate the impact of organizational culture on job performance.

### 3. Methodology

This study considered a descriptive as well as employed the deductive approach. The study used the questionnaire to collect the data from the employees in Three telecommunication companies located in Erbil, Kurdistan Region of Iraq. The study also employed the simple random sampling strategy to reduce the likelihood of uneven participation. A representative sample is crucial in deriving conclusions from the outcomes of an investigation since it is an unbiased random selection. 600 questionnaires were distributed among the employees only 482 questionnaires were returned.

The questionnaire consisted of two main parts first was about the demographic information of respondents and the second part consisted of 20 items distributed among three variables. The questionnaire was also distributed in three languages: English, Arabic, and Kurdish, to be more accessible and understandable to employees. Moreover, the questionnaire was measured by five Likert scales. All the 20 items adopted from previous studies, JP measured by 7 items adopted from (Chapman et al., 2005) and (Pujiono et al., 2020), OC measured by 5 items adopted from (Meyer and Allen, 1997), and Organizational Culture measured by 8 items adopted from (Denison and Misra, 2007) and (Pujiono et al., 2020).

The data were analysed by SPSS for data screening like an outlier and missing value as well the data coding, the valid questionnaire after conducting this step is 476. and the second analysis is a primary analysis conducted by Smart-PLS 3.3.2 for measuring validity, reliability, discriminate validity and examine the proposed hypotheses.

### 4. Results

According to (2017), two main steps should be conducted when the data analyses by the Smart-PLS measurement model and structural model.

#### 4.1 Measurement model

The purpose of this step is to evaluate the Factors loadings (FL),
“composite reliability” (CR), “Cronbach's alpha” (CA), “average variance extracted” (AVE), and discriminant validity. The FL should be equal to or higher than 0.7 (Hair et al., 2017); all the items showed <0.7 and between 0.768 Orc1 and 0.951 OC3 see Table 1; thus, all the items' loadings are at an acceptable level. Additionally, the reliability of constructs are assessed by CR and CA the cut-off level for both of the indicators equal to or higher than 0.7 (Hair et al., 2017) all the three constructs are showed high reliability and internal consistency the results as illustrated in Table 1 for CR between 0.934 JP and 0.947 Orc as well the CA was between 0.916 OC and Orc 0.936. finally, the AVE measures the value of variance in the indicators for each construct. The AVE should exceed 0.5 (Hair et al., 2017) all the constructs exceeded 0.5 as depicted in Table 1.

Table 1. Validity and Reliability

<table>
<thead>
<tr>
<th>Constructs</th>
<th>items</th>
<th>FL</th>
<th>CR</th>
<th>CA</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Performance</td>
<td>JP1</td>
<td>0.849</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>JP2</td>
<td>0.859</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>JP3</td>
<td>0.848</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>JP4</td>
<td>0.793</td>
<td>0.934</td>
<td>0.917</td>
<td>0.669</td>
</tr>
<tr>
<td></td>
<td>JP5</td>
<td>0.820</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>JP6</td>
<td>0.780</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>JP7</td>
<td>0.769</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>OC1</td>
<td>0.832</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>OC2</td>
<td>0.861</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>OC3</td>
<td>0.915</td>
<td>0.937</td>
<td>0.916</td>
<td>0.750</td>
</tr>
<tr>
<td></td>
<td>OC4</td>
<td>0.914</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>OC5</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Orc1</td>
<td>0.768</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Orc2</td>
<td>0.796</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Orc3</td>
<td>0.890</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Orc4</td>
<td>0.879</td>
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<tr>
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<td>Orc5</td>
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<td></td>
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<tr>
<td></td>
<td>Orc6</td>
<td>0.846</td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Orc7</td>
<td>0.781</td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Orc8</td>
<td>0.830</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.2 Discriminant validity

The Discriminant Validity refers to the level of differentiating among all items for each construct compared to other items constructs. However, the Discriminant Validity measured by three methods first; by (Fornell and Larcker, 1981)Criterion according to this method, each construct should be the square root of AVE correlated with itself higher than other constructs as depicted in Table 2 with bold font JP square root of AVE 0.818 higher than
other constructs OC 0.598 and Orc 0.526 and similar with others constructs see Table 2. Thus, the first method has been achieved.

Table 2. Fornell - Larcker Criterion

<table>
<thead>
<tr>
<th></th>
<th>JP</th>
<th>OC</th>
<th>Orc</th>
</tr>
</thead>
<tbody>
<tr>
<td>JP</td>
<td>0.818</td>
<td>0.598</td>
<td>0.526</td>
</tr>
<tr>
<td>OC</td>
<td>0.598</td>
<td>0.866</td>
<td>0.457</td>
</tr>
<tr>
<td>Orc</td>
<td>0.526</td>
<td>0.457</td>
<td>0.831</td>
</tr>
</tbody>
</table>

The second method to assess the discriminant validity is cross-loading. According to Hair et al. (2017), the loading items for a particular construct must load higher compared to other constructs. As depicted in Table 3 with bold font, the current result shows that all the loading items were greater than the cross-loadings. Thus, this method was achieved.

Table 3. Cross Loadings

<table>
<thead>
<tr>
<th></th>
<th>JP</th>
<th>OC</th>
<th>Orc</th>
</tr>
</thead>
<tbody>
<tr>
<td>JP1</td>
<td>0.849</td>
<td>0.492</td>
<td>0.434</td>
</tr>
<tr>
<td>JP2</td>
<td>0.859</td>
<td>0.507</td>
<td>0.448</td>
</tr>
<tr>
<td>JP3</td>
<td>0.848</td>
<td>0.512</td>
<td>0.431</td>
</tr>
<tr>
<td>JP4</td>
<td>0.793</td>
<td>0.574</td>
<td>0.449</td>
</tr>
<tr>
<td>JP5</td>
<td>0.820</td>
<td>0.479</td>
<td>0.394</td>
</tr>
<tr>
<td>JP6</td>
<td>0.780</td>
<td>0.438</td>
<td>0.423</td>
</tr>
<tr>
<td>JP7</td>
<td>0.769</td>
<td>0.394</td>
<td>0.429</td>
</tr>
<tr>
<td>OC1</td>
<td>0.542</td>
<td>0.832</td>
<td>0.437</td>
</tr>
<tr>
<td>OC2</td>
<td>0.568</td>
<td>0.861</td>
<td>0.379</td>
</tr>
<tr>
<td>OC3</td>
<td>0.563</td>
<td>0.915</td>
<td>0.402</td>
</tr>
<tr>
<td>OC4</td>
<td>0.513</td>
<td>0.914</td>
<td>0.376</td>
</tr>
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<td>OC5</td>
<td>0.371</td>
<td>0.802</td>
<td>0.384</td>
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<tr>
<td>Orc1</td>
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<td>0.438</td>
<td>0.426</td>
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<td>0.503</td>
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<td>0.396</td>
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<td>0.850</td>
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<td>Orc6</td>
<td>0.508</td>
<td>0.338</td>
<td>0.846</td>
</tr>
<tr>
<td>Orc7</td>
<td>0.411</td>
<td>0.257</td>
<td>0.781</td>
</tr>
<tr>
<td>Orc8</td>
<td>0.368</td>
<td>0.336</td>
<td>0.830</td>
</tr>
</tbody>
</table>

According to Kline (2016), the cut-off level of this method Heterotrait-Monotrait Ratio (HTMT) should be below 0.85. as depicted in Table 4, the current study results showed all the values are less than 0.85. thus; the third method has been achieved.
Table 4. Heterotrait-Monotrait Ratio (HTMT)

<table>
<thead>
<tr>
<th></th>
<th>JP</th>
<th>OC</th>
<th>Orc</th>
</tr>
</thead>
<tbody>
<tr>
<td>JP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OC</td>
<td>0.640</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Orc</td>
<td>0.564</td>
<td>0.486</td>
<td></td>
</tr>
</tbody>
</table>

4.3 Structural Model

This stage aims to examine all the proposed hypotheses in Smart-PLS 3.3.2. This step is run by bootstrapping with 5000 subsamples as recommended by (Hair et al., 2017).

The current step consisted of Four criteria. First, the R Square (R2) and this criterion assess. The R2 refers to how much the exogenous explained the endogenous in the current study. As depicted in Table 5, the R2 from the direct effect of exogenous to endogenous is 0.43 mean Organizational culture explain 43% of the variance in JP and is considered Substantial and acceptable based on Interpreting of (Cohen, 1988). Additional the R2 between organizational culture and OC is 0.209 mean the variance 20% and this moderate and acceptable at the same time (Cohen, 1988).

The second criteria are effect size (F2). The current study results showed the F2 from organizational culture to JP is 0.144, from organizational culture to OC is 0.287 and from OC to JP is 0.264, as depicted in Table 5. These results could be small effect size and medium effect size, respectively (Cohen, 1988).

The third criteria are to measure the model's predictive accuracy (Q2), which should be greater than zero; the Q2, as illustrated in Table 5 is 0.28 and 0.151 above the 0 and acceptable (Hair et al., 2017).

Table 5. F2, R2, and Q2

<table>
<thead>
<tr>
<th>F Square</th>
<th>JP</th>
<th>OC</th>
<th>R2</th>
<th>Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>JP</td>
<td></td>
<td></td>
<td>0.438</td>
<td>0.281</td>
</tr>
<tr>
<td>OC</td>
<td></td>
<td>0.287</td>
<td></td>
<td>0.209</td>
</tr>
<tr>
<td>Orc</td>
<td>0.144</td>
<td></td>
<td>0.264</td>
<td></td>
</tr>
</tbody>
</table>

The Last stage is to Examine the proposed hypothesis. The current study proposed Four hypotheses. The results of those hypotheses are reported in Table 6 and depicted in Figure 1. the first hypothesis showed the OCU has a significant impact on JP with P-value 0.00 < 0.05 and T-Statistics (T-value) 3.679 > 1.96; thus, H1 is supported.

The second hypothesis indicated Organizational culture significantly enhances the OC with P-value 0.00 <0.05 and T-Statistics (T-value) 4.968 > 1.96; thus, H2 Supported.
The third hypothesis showed JP significantly impacted by OC with P-value 0.00 < 0.05 and T-Statistics (T-value) 5.037 > 1.96; thus, H3 Supported.

The last hypothesis was proposed to examine the indirect effect of OCU on JP through the mediating role of OC. As depicted in Table 6, the indirect impact was positive and significant with P-value 0.00 < 0.05 and T-Statistics (T-value) 3.627 > 1.96; thus, H4 Supported.

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Original Sample Mean</th>
<th>Sample Standard Deviation</th>
<th>T Statistics</th>
<th>P values</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1: OCU → JP</td>
<td>0.320</td>
<td>0.087</td>
<td>3.679</td>
<td>0.000</td>
</tr>
<tr>
<td>H2: OCU → OC</td>
<td>0.457</td>
<td>0.092</td>
<td>4.968</td>
<td>0.000</td>
</tr>
<tr>
<td>H3: OC → JP</td>
<td>0.451</td>
<td>0.090</td>
<td>5.037</td>
<td>0.000</td>
</tr>
<tr>
<td>H4: OCU → OC → JP</td>
<td>0.206</td>
<td>0.057</td>
<td>3.627</td>
<td>0.000</td>
</tr>
</tbody>
</table>

**OC**: Organizational Commitment, **JP**: Job performance; **OCU**: Organizational Culture

Figure 1. Structural Model

5. Discussion

The purpose of this study has been achieved after the data analysis and the results discussed above. The first hypothesis examined the direct impact of OCU on JP. The result indicates OCU has a significant effect on JP; this is in line with previous results (Carlos Pinho et al., 2014; Gani et al., 2018;
Maamari & Saheb, 2018; Raharjo et al., 2018). When it comes to boosting job performance, organizational culture is crucial. However, Organizational culture should be mandatory for all members and workers since this will foster uniformity among the organization's members. It will also improve staff productivity, commitment, and overall performance, emphasizing the importance of organizational culture in fostering consistency among employees. Thus, it may enhance group efficiency, commitment, and overall performance. Organizational culture is a set of fundamental ideas that contribute to the organization's strength and stability due to cultural transformation. The advantages of good organizational culture in the workplace include improved mutual collaboration, unity, integrity, kinship, improved communication, and increased performance. Therefore, paying more attention to organizational culture is one way to increase job performance in the workplace. However, culture refers to an organization's values and qualities that differentiate itself from its rivals. Therefore, job performance is positively influenced by organizational culture. In addition, employee behaviour is influenced by organizational culture, which motivates them to seek positive outcomes.

The second hypothesis has been confirmed and reported that organizational culture significantly impacts OC; this result is supported by several previous results (Gani et al., 2018; Raharjo et al., 2018; Sukasih and Suardhika, 2019). This indicates that the organizational culture and commitment may offer businesses a competitive advantage. An OCU that generates a high degree of comfort and trust will boost work behaviour by increasing individual cohesiveness and corporate personnel commitment to achieve their best for the corporation.

Managers must understand the type of culture in their organization and then examine the strengths and weaknesses of such cultures in their workplace. Managers may need to design and establish organizational cultures that are more suitable to staff, and the organizational context since organizational culture appears to influence employee commitment. Managers must also define the core principles that are compatible with the company's culture. The managers might then identify the type of individual or workers needed to fit the organization's culture and perform the given managing tasks. Managers might then encourage their personnel with the proper level of commitment required to improve the organization's success.

The third hypothesis measured the impact of OC on JP, and the result showed OC significantly impacts the JP; this result is in line with previous results (Gani et al., 2018; Raharjo et al., 2018; Sukasih and Suardhika, 2019). Employees with a strong organizational commitment and more innovative
and stable will drive the company to greater profitability. Individuals with a high organizational commitment are vital in achieving organizational goals; those with a low commitment are more concerned with fulfilling individual interests than those of the organization. This result also illustrates individuals' commitment to making businesses successful, and respondents' strong organizational commitment demonstrates how inventiveness and consistency help a company be lucrative and wealthy. Organizational commitment increases the efficiency of resources invested in enhancing job performance and reducing turnover and resistance to change in the workplace. The commitment may be built by developing a passion for people's work inside the workplace. Organizational commitment promotes job performance, which improves overall performance among employees. However, Employees in the telecommunications sector, in particular, have close interaction with consumers. As a result, their performance is often more apparent than employees in other businesses. The visibility of these work outcomes may help to enhance the link between OC and employee JP. As a result, organizational commitment may be even more critical in improving job performance. Employees that have a stronger belief in, loyalty to, and intention to stay with a business may perform better in the workplace.

The last proposed hypothesis examined the mediating role of OC between OCU and JP, and the result showed the OC successfully mediated the impact of OCU on JP; several previous studies confirmed the mediating role of OC (Chiu et al., 2019; Chong and Law, 2016; Hendri, 2019; Oyewobi et al., 2019; Raharjo et al., 2018). This study reported that OCU impacts JP through the mediating role of OC. Similar results reported that OC significantly mediated the relations between two variables or more (Oyewobi et al., 2019; Raharjo et al., 2018; Sihombing et al., 2018). Therefore, companies should enhance the OC in the workplace to increase organizational culture's impact on JP.

6. Conclusion

In conclusion, the findings of the current study indicated that organizational commitment and culture significantly impact JP, and OC is significantly impacted by organizational culture. Finally, OC mediated the impact of OCU on JP.

Employee commitment, culture, and performance are essential to work and company in developing countries because of the changing economic circumstances. As a result, this study has demonstrated the importance of these three variables in an organizational context, especially in developing countries. The results also point to a contingent link that must be considered
when establishing effective management development programs for the company. Enhancing commitment, culture, and direction might help managers manage their individuals' goals and reach high performance. The current research may guide corporate owners and organizational leaders in developing commitment and direction by fostering a positive organizational culture, improving the organization's performance. However, in today's competitive environment, management development programs should emphasize long-term commitment among personnel to enhance the organization's success.

References


Jameel, A. S., & Ahmad, A. R. (2019a). The Effect of Transformational Leadership on Job Satisfaction among Academic Staff. *In The 34th International Business Information*


The Mediating Role of Organizational Commitment between Organizational Culture and Job Performance in the Telecommunication Sector

Jameel, A. S.


