



MODERATING ROLE OF LEADERSHIP IN RELATIONSHIPS BETWEEN ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES IN MASHHAD PRIVATE COMPANIES BASIS FOR ENHANCING OF POLICY

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ABSTRACT

Despite its phenomenal success, Iran and Khorasan industries face numerous challenges, including low employee commitment and productivity, sub-par social compliance, and low worker commitment, compared to competitors such as China, India, and Turkey. The primary goal of this study was the relationship between organizational culture and organizational commitment, as well as two leadership styles (despotic and transactional) identified as moderating roles. The study was conducted using a quantitative explanatory research design. 138 samples were collected from the target population using a questionnaire survey and systematic probability sampling. The study's findings were used to develop an organizational culture relationship model and the role of leadership. These results will aid Mashhad-based private companies, factory owners, managers, and others in developing policies and practices to increase productivity and employee commitment.

Keywords: Organizational Culture, Despotic Leadership, transactional leadership, organizational commitment

INTRODUCTION

The Iranian economy's main problem recently has been growth productivity stagnation. Economic sanctions, future uncertainty, a sharp drop in productivity growth, and higher oil resources do not promote non-oil sector efficiency. Managers, sociologists, and organizational theorists used business and organizational culture perspectives in the early 1980s. Sanctions allow Iran to boost its textiles and electronics industries. Imports of intermediate products are hampered by restrictions, reducing openness in an oil-dependent economy. Iran's productive sectors will suffer as a result of sanctions. Private businesses are primarily to blame. Import-dependent sector

production and employment will be hampered by restrictions.

Economic restraints and the critical role of private enterprises in Iran's industry and economy impede progress. This research investigates organizational culture, employee engagement, the moderating influence of leadership style, and private firms in MASHHAD, Khorasan Razavi, Iran's second-largest province after Tehran, with 82,000 registered companies and non-commercial institutions.

Iranian management is researching organizational culture to achieve success, and the organization emphasizes these goals. Leadership fosters culture and establishes standards.

This study investigates four components of corporate culture (Adhocracy culture, Hierarchy

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culture, Market culture, and Clan culture). This four-legged table is helpful for storage. Business culture is self-contained, whereas organizational commitment is not. This model was developed by the researcher using data from several investigations. A comparable leadership development approach is used by leaders to construct an organization's cultural profile (Cameron & Quinn, 1999).

Figure 1 shows the conceptual framework for explaining the study's objective.

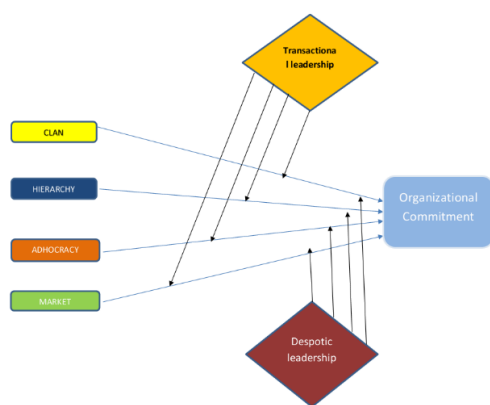


Figure 1. Conceptual Model

Hypotheses

- H1:** There is a significant relationship between clan culture to organizational commitment.
- H2:** There is a significant relationship between adhocracy culture to organizational commitment.
- H3:** There is a significant relationship between market culture to organizational commitment.
- H4:** There is a significant relationship between hierarchy culture to organizational commitment.
- H5:** Transactional Leadership positively moderates the relationship between clan culture and organizational commitment.
- H6:** Transactional Leadership positively moderates the relationship between adhocracy culture and organizational commitment.
- H7:** Transactional Leadership positively moderates the relationship between market culture and organizational commitment.

H8: Transactional Leadership positively moderates the relationship between hierarchy culture and organizational commitment.

H9: Despotism leadership negatively moderates the relationship between clan culture and organizational commitment.

H10: Despotism leadership negatively moderates the relationship between adhocracy culture and organizational commitment.

H11: Despotism leadership negatively moderates the relationship between market culture to organizational commitment.

H12: Despotism leadership negatively moderates the relationship between hierarchy culture and organizational commitment.

OBJECTIVES OF THE STUDY

The study aimed to:

1. To investigate and identify the dominant organizational culture type on Organizational Culture in MASHHAD private companies.
2. To examine the impact of Organizational culture type on organizational commitment.
3. To analyze despotic and Transactional leadership's moderating role on organizational culture and commitment.
4. To develop an enhanced policy for private companies in Mashhad."

METHODOLOGY

Methods of Research. This study uses quantitative methodologies. Moderation requires a survey-based questionnaire. The research purpose and data-collection method are various. This is "applied research." Based on data collecting, this research method is a descriptive correlation survey. Data-wise, this study is small.

Population. This study comprises full-time workers from private enterprises that worked for Dena Electric 140, TASVIR ARA 40, and Ramtin Copper Industries 40 by 2022. Cronbach's sample size formula yields eight people. The statistical units of the design were selected using a random



stratified random sampling procedure. Each class of responses was considered for this. Dena Electric, TASVER ARA, and Ramtin Copper Industries make up 58%, 21%, and 21% of the population, respectively. Form. The sample will include 74 workers from Dena Electric, 27 from TASVIR ARA, and 27 from Ramtin Copper Industries.

Sample Size. Sample size. It consists of engineers, technicians, finance officers, assembly line laborers, senior managers, and the DENA ELECTRIC IRANIAN administrative staff. Target populations consist of the people who wish to describe using. Our sample. This study targeted organization employees. The study's sample was chosen partly because of the vast array of professional and cultural experiences represented by the various tiers of the workforce.

Table 1
Distribution of Respondents

Unit	Total	%
Management Staff and assemble line labor technical Staff(DENA. (Management Engineer Assistant, Specialist, Draftsman, Secretary, Community Relation Officers) Administrative Staffs 〇.Copper Ramtin& Tasvir ARA) (Administrative Officer, Clerk Processor, Administrative Services Aide, financial, Driver Mechanic)	74	58
	54	42
Total	128	100

Sampling Technique and Sample Size. This study used four field-tested questionnaires. Firstly, Organizational culture adopted questions from Petrock (1990); Roh et al. (2008); Tseng (2010); Wiewiora et al. (2013), organizational commitment questionnaire Adopted from MOetY et al.(1997) (OCQ) was adopted to assess how employees rate their organizational commitment. The transactional Leadership(MOV) questionnaire is adapted from Bass and Avolio's (1991) multi-factor leadership questionnaire. Five-question

Despotic leadership(moderator) Despotic leadership was also measured using a scale adapted from the MCLQ (Hanges & Dick Son, 20 04) consisting of five questions.

Validity of a measuring instrument. The final survey questionnaire has 49 questions. All variables were assessed on a five-point Likert scale ordering from 1 (strongly disagree) to 5 (strongly agree).

Table 2
Pilot Test

	Reliability Statistics	
	Cronbach's Alpha	N of Items
Organizational culture	0.725	4
Transactional Leadership (MOV)	0.734	5
Despotic Leadership	0.910	5
The Organizational Commitment	0.914	9

Statistical Treatment of Data. After collecting the research data in the final stage, the information is first processed based on the data collection method, and different statistical scales code the qualitative variables. The information is processed in SPSS 26 statistical software.

RESULTS AND DISCUSSION

1. Moderating Role of Leadership in Relationships between Organizational Culture and Organizational Commitment among Employees in Mashhad Private Companies Basis for Enhancing Policy

1.1. Demographics

The table of demographic characteristics shows that 84.8% of the respondents in this plan were women, and 15.2% were men. Most of the respondents, 44.2%, had a high school education. Also, the education level of 13.6% of people participating in the program was an associate degree, 32.7% were college graduates, 8.8% had a Master's degree, and 0.7% had doctoral degree graduates. 8% of the sample people were working in the production line. 21.7% held the position of



Administrative Officer, 7.2% held the Manager position, and 7.2% held the Supervisor position.

Table 3
Profile of the respondents

Variable	Frequency	Percent	
Gender	Female	117	84.8
	Male	21	15.2
years of experience	0-5	107	77.5
	6-10	25	18.1
	11-15	4	2.9
	16+	2	1.4
Age	17-27	55	39.9
	28-38	64	46.4
	39-49	16	11.6
	50-69	3	2.2
Education Level	High school	65	44.2
	Associate Degree	20	13.6
	College Graduate	48	32.7
	Master's degree	13	8.8
	Doctoral degree graduate	1	0.7
Position	Production line	88	63.8
	Administrative Officer	30	21.7
	Manager	10	7.2
	Supervisor	10	7.2

Note: * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Hypothesis One

The H1 tests the existence of a significant relationship between Clan culture and Organizational Commitment. The first hypothesis is confirmed, and it can be claimed at the 5% error level that there is a positive and significant relationship between Clan culture and Organizational Commitment. Overall, the amount of R Square, estimated at 0.415, can be said that 41.5% of the changes in Organizational Commitment are explained by Clan culture.

Hypothesis Two

The H2 tests the existence of a significant relationship between Adhocracy culture and Organizational Commitment. The second hypothesis is confirmed, and it can be claimed at the error level of 5% that there is a positive and significant relationship between Adhocracy culture and Organizational Commitment. Overall, the amount of R Square, estimated at 0.301, shows that 30.1% of the changes in Organizational Commitment are explained by Adhocracy culture.

Hypothesis Three

The H3 tests the existence of a significant relationship between market culture and organizational commitment. The third hypothesis is confirmed, and it can be claimed at the error level of 5% that there is a positive and significant relationship between Market culture and Organizational Commitment. According to the amount of R Square, estimated at 0.191, it can be said that 19.1% of the changes in Organizational Commitment are explained by Market culture.

Hypothesis Four

The H4 tests the existence of a significant relationship between Hierarchy culture and Organizational Commitment. The fourth hypothesis is confirmed, and it can be claimed at the 5% error level that there is a significant relationship between Hierarchy culture and Organizational Commitment. Overall, to the amount of R Square, estimated at 0.111, it can be said that 11.1% of the changes in Organizational Commitment are explained by Hierarchy culture.

1.2. Hypothesis Testing and Structural Model Assessment

Hypotheses one to four research examines the significant relationship between organizational cultures with the Organizational Commitment variable. The results of fitting the regression models to examine hypotheses one to four are reported in Table 4.

Table 4
Regression analysis of the main effect of organizational culture on Organizational Commitment

Variable	Model (step 1)			
	1	2	3	4
Clan culture	0.462***			
Hierarchy culture		0.270***		
Adhocracy culture			0.407***	
Market culture				0.324***
R	0.644	0.333	0.549	0.437
R Square	0.415	0.111	0.301	0.191
F	94.178**	16.619**	57.400**	31.422**
	*	*	*	*



2. Moderating Role of Transactional Leadership in Relationships between Organizational Culture and Organizational Commitment among Employees in Mashhad Private Companies Basis for Enhancing of Policy

Table 5
Regression Analysis of the moderating role of Transactional Leadership

Variable	Model							
	1		2		3		4	
	step2	step3	step2	step3	step2	step3	step2	step3
Clan culture (CC)	0.333***	0.292***						
Hierarchy culture (HC)			0.077	0.101				
Adhocracy culture (AC)					0.211**	0.171*		
Market culture (MC)							0.086	0.088
Transactional Leadership (MOV)	0.344***	0.394***	0.524***	0.578***	0.388***	0.452***	0.495***	0.496***
CC×MOV		0.133*						
HC×MOV			0.255***					
AC×MOV					0.148*			
MC×MOV								0.011
R	0.716	0.728	0.598	0.668	0.631	0.645	0.599	0.599
R Square	0.513	0.530	0.358	0.447	0.398	0.416	0.359	0.359
R Square Change	0.099***	0.017*	0.247***	0.089***	0.096***	0.018*	0.168***	0.000
F	69.592***	49.254***	36.798***	35.264***	43.621***	31.084***	36.960***	24.468***

Note: *p < 0.05 ** p < 0.01 *** p < 0.001

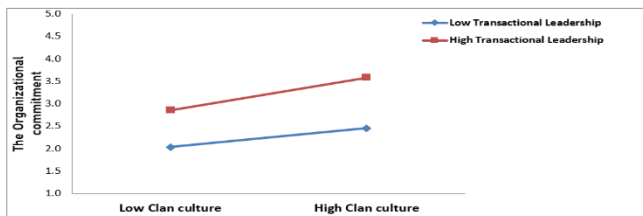


Figure 2. Moderation effect of Transactional Leadership on the relation between Clan culture and Organizational Commitment

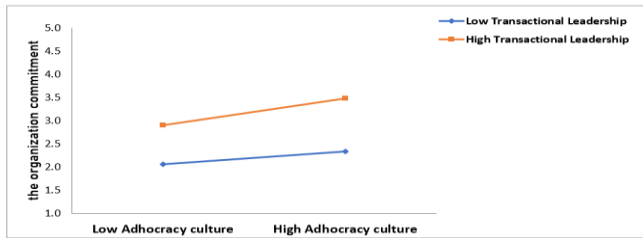


Figure 3. Moderation effect of Transactional Leadership on the relation between Hierarchy culture and Organizational Commitment

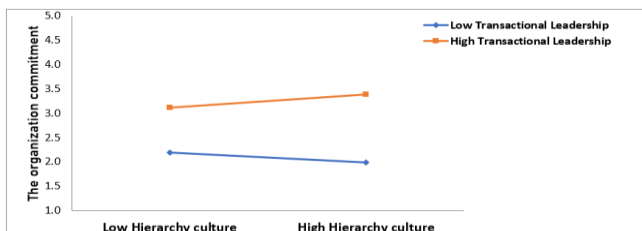


Figure 4. Moderation effect of Transactional Leadership on the relation between Adhocracy culture and Organizational Commitment

Hypothesis Five

The H5 states that Transactional Leadership positively moderates the relationship between Clan culture and Organizational Commitment. The moderation of Transactional Leadership in the relationship between Clan culture and Organizational Commitment is confirmed. The results indicate that Clan culture and Transactional Leadership explain 51.3% of changes in Organizational Commitment.

Hypothesis Six

The H6 states that Transactional Leadership positively moderates the relationship between Adhocracy culture and Organizational Commitment. The moderation of Transactional Leadership in the relationship between Adhocracy culture and Organizational Commitment is confirmed. It can also be seen in Figure 2 that at the high level of Transactional Leadership, an Adhocracy culture has a positive effect on Organizational Commitment more than.

Hypothesis Seven

The H7 states that Transactional Leadership positively moderates the relationship between Market culture and Organizational Commitment. The moderation of Transactional Leadership in the relationship between Market culture and Organizational Commitment is Not supported, and the seventh hypothesis is Not supported. Also, the results indicate that Market culture and Transactional Leadership explain 35.9 changes in Organizational Commitment.

Hypothesis Eight

The H8 states that Transactional Leadership positively moderates the relationship between Hierarchy culture and Organizational Commitment. The moderation of Transactional Leadership in the relationship between Hierarchy culture and Organizational Commitment is confirmed. It can also be seen in Figure 3 that only at the high Transactional level does, Leadership Hierarchy culture variable has a positive effect on Organizational Commitment. Therefore, the eighth



hypothesis is confirmed. Also, the results indicate that the hierarchy of culture and Transactional Leadership explains 35.8 percent of changes in Organizational Commitment.

3. Moderating Role of Despotic Leadership in Relationships between Organizational Culture and Organizational Commitment among Employees in Mashhad Private Companies Basis for Enhancing of Policy

Table 6
Regression Analysis of the moderating role of Despotic Leadership

Variable	Model							
	1		2		3		4	
	step2	step3	step2	step3	step2	step3	step2	step3
Clan culture (CC)	0.424***	0.420***						
Hierarchy culture (HC)			0.268***	0.251***				
Adhocracy culture (AC)					0.365***	0.365***		
Market culture (MC)							0.267***	0.236***
Despotic Leadership (DL)	-0.248***	-0.289***	-0.369***	-0.381***	-0.270***	-0.276***	-0.271***	-0.290***
CC×DL		0.248***						
HC×DL				0.083				
AC×DL						0.143*		
MC×DL								0.134
R	0.689	0.745	0.500	0.509	0.610	0.631	0.510	0.530
R Square	0.475	0.555	0.250	0.259	0.373	0.399	0.260	0.281
R Square Change	0.060***	0.081***	0.139***	0.009	0.071***	0.026*	0.069**	0.021
F	59.613***	54.529***	21.959***	15.258***	39.194***	28.953***	23.162***	17.089***

Note: *p < 0.05 ** p < 0.01 *** p < 0.001

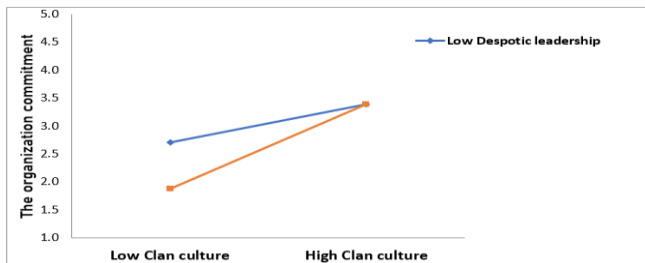


Figure 5. Moderation effect of Despotic leadership on the relation between Clan culture and Organizational Commitment

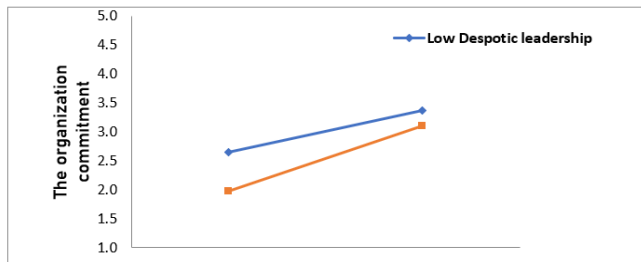


Figure 6. Moderation effect of Despotic leadership on the relation between Adhocracy culture and Organizational Commitment

Hypothesis Nine

The H9 Despotic leadership negatively moderates the Clan culture and Organizational Commitment relationship. The moderation of Despotic leadership in the relationship between Clan culture and Organizational Commitment is confirmed. Also, the results indicate that clan culture and Despotic leadership explain 47.5% of organizational commitment changes.

Hypothesis Ten

The H10 Despotic leadership negatively moderates the relationship between Adhocracy culture and Organizational Commitment. The moderation of Despotic leadership in the relationship between Adhocracy culture and Organizational Commitment is confirmed. It can also be seen in Figure 5 that at a high level of Despotic leadership, the number of positive relationships between.

Hypothesis Eleven

The H11 Despotic leadership negatively moderates the relationship between Market culture and Organizational Commitment. The moderation of Despotic leadership in the relationship between Market culture and Organizational Commitment is Not supported, and the 11th hypothesis is Not supported.

Hypothesis twelve

The H12 Despotic leadership negatively moderates the hierarchy culture and organizational commitment relationship. The moderation of Despotic leadership in the relationship between Hierarchy culture and Organizational Commitment is Not supported, and the twelfth hypothesis is Not supported. Also, t results indicate that Hierarchy culture and Despotic leadership explain 25% of changes in Organizational Commitment.

CONCLUSIONS



This study found a correlation between organizational commitment, organizational culture (Clan, Hierarchy, Adhocracy, and Market), and two styles of leadership.

Despotic executives lowered organizational commitment to job evaluations. The theory proposes four organizational culture types—clan, adhocracy, market, and hierarchy—consistent with a conceptual interpretation of the CVF. Quinn and Rohrbaugh's (1981, 1983) organizational culture framework (CVF) was validated by Mashhad's private enterprises. Organizational commitment influences job departure.

The favorable organizational culture-commitment associations have significant impacts. Despotic leadership does not moderate company culture and commitment, according to studies.

Nonetheless, positive moderating roles were found, but a combined examination of all four ideas is needed. Hence, Despotic Leadership and Commitment moderate Organizational Culture and Commitment, suggesting a strong link between them.

RECOMMENDATIONS

Leaders affect employee commitment. This analysis should help the corporation design cultural policies and practices that increase organizational commitment and performance. Strategies must increase organizational commitment. This study suggests culture and leadership improve company commitment.

1. HR advised knowing the function of each cultural profile they are working on in our study. Our market has an HR Strategic Business Partner. Next, teach new hires company values. This policy encourages work.
2. Clan-culture organizations have higher organizational commitment. Clan culture can make workers more critical and dedicated.
3. Commitment determined leadership's moderating role. Authorities advocated culture matching to improve performance. Employee

commitment prevents simple leadership from improving management performance.

4. This theoretical and applied work has drawbacks. Private-sector respondents dominated this poll. Temporal sequences from longitudinal data may reveal causal relationships in future research. We're testing relationships' strength and stability. Cameron and Quinn's theory and two leadership theories were used to understand this study. Future researchers may use alternative ways to acquire a different perspective. Ultimately, relationship development requires long-term investigations.
5. The previous study found extremely committed 6–15-year-old workers. Following protocols, Sujatha (2013) is a good date to evaluate devotion. National culture shapes labor values.

Hofstede's national culture isn't used in our research. Future studies must quantitatively measure culture to completely grasp how national culture influences such essential folks. Research is more accurate if these two elements affect organizational commitment and employee turnover intention. Study ex-members. Some research implies that commitment analysis and leadership improve after five years.

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