THE INTERACTIVE INFLUENCE OF ORGANIZATIONAL CULTURE AND SUPPORT ON EMPLOYEE ATTITUDES THROUGH THEIR NORMATIVE ORGANIZATIONAL COMMITMENT: A FIELD INVESTIGATION IN INDIA

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ABSTRACT

This research examines how employees' perceptions of organizational culture and their perceived organizational support intensify their job satisfaction positively and dampen their frustration with work through their levels of organizationally-directed normative commitment. This research formulates and tests an integrated latent variable model with data from 819 Indian managerial workers employed in manufacturing and service firms. Results confirm that employees' perceptions of organizational culture interact with perceived organizational support and positively impacts their normative commitment and further, normative commitment completely mediates their impacts on job satisfaction and frustration with work.

Keywords: Employees' Organizational culture Perceptions, Perceived Organizational Support, Normative Commitment, Job Satisfaction, Frustration with work, Latent variable Model.

INTRODUCTION

Firms compete today less on balance sheets, patents, or factories than on the elusive stock of meanings and emotions they succeed in creating in workers' minds. Invoking the resource-based view (RBV) of resources as valuable, rare, inimitable, and non-substitutable (Barney, 1991), researchers have repeatedly demonstrated that intangible resources based on shared understanding among people are the most difficult for competitors to appropriate. Employees' perceptions of organizational culture (EPOC), shared sense of how things get done are an example. When consistently embodied in daily practices, these perceptions are part of a path-dependent cognitive infrastructure that separates ostensibly similar firms. Research suggests that organizational benevolence, as measured by perceived organizational support (POS), influence the obligations workers experience toward the organization (Nazir *et al*., 2019). Collectively, they infuse downstream attitudes, such as normative commitment (NC), job satisfaction (JS), and attenuate the darker experiences of frustration with work (FwW). Studies to date, however, have infrequently captured these interconnected elements within a single explanatory model, least of all in emerging-economy contexts where social and institutional cues diverge starkly from Western contexts (Arif et al., 2017).

Accordingly, the purpose of this research is threefold. First, the study responds to calls for combined analyses of intangible assets by empirically validating a combined model that links EPOC with POS, NC, JS, and FwW within one analysis (Kalitanyi, 2022). Second, it extends the RBV in demonstrating that the value of culture is partially conveyed through attitudinal processes

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based on social exchange and self-regulation. Third, by collecting employee data in an under-researched emerging-market setting, it attempts to provide evidence as to whether theorized relationships, mainly predicated on Anglo-Western samples, continue to explain when confronted with alternative institutional realities.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

EPOC and POS

Literature highlights that EPOC impacts employees' psychological responses to work through avenues like POS. POS is, thus, a supportive counterpart of EPOC, that is, employees who are subjected to inclusive and supportive cultural contexts have higher trust, reduced cynicism, and a higher likelihood of going beyond contractual duties (Du *et al*., 2019). Ergo, culture is a symbolic and functional capital, bringing not only affective attachments but also instrumental advantages like enhanced productivity and retention.

Organizational theorists have long assumed that the norm of exchange governs such reciprocity where when employees believe that their socioemotional needs are fulfilled by the organization, they repay the same with enhanced identification, trust, and attachment (Jabid *et al*., 2023). In this system, POS is a central psychological process that mediates contextual organizational inputs, such as leadership, innovation, and fairness, to consequential attitudinal and behavioral outcomes, such as job satisfaction, organizational commitment, and citizenship behavior.

Consistent with the above discussion, POS, along with EPOC acts as an antecedent of employee attitudes like NC, JS, and FwW. These interactions are supported by evidence that positive culture and support perceptions lead to enhanced attitudinal and emotional outcomes (Kanwal et al., 2019).

From the above discussion, the following research hypotheses are formulated.

Hypothesis 1 (H1). Employee perceptions of organizational culture are positively associated with their normative commitment to the organization.

Hypothesis 2 (H2). Employees' perceived organizational support is positively related to their normative commitment to the organization.

POS as a Moderator

EPOC reflects the extent to which employees feel and identify with common values, norms, and beliefs acted out in an organizational environment (Viera-dos Santos & Goncalves, 2018). As such, the conceptual model for the current research positions NC, perceived need to remain with the organization, as a downstream attitudinal effect motivated by EPOC, with POS as boundary-enhancing moderator (Garcia-Fernandez et al., 2018).

POS reflects employees' general perceptions of how much the organization cares about their contributions and their well-being (McConnell, 2003). It is relational and attitudinal, relying on the social exchange mechanism under which employees reciprocate organizational treatment with affective and behavioral commitment (Ozag, 2006). As such, POS serves as contextual enhancer of the relationship between EPOC and NC (Bekmezci et al., 2022). Accordingly, the following hypothesis is advanced.

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Hypothesis 3 (H3). Employees' perception of organizational support interacts with organizational culture perceptions to enhance employees' normative commitment to their organization.

NC, JS, and FwW

NC refers to an individual's internalized sense of obligation to remain with his/her organization, founded on a sense of moral commitment and/or sense of obligation (Meyer & Allen, 1997). Because NC stems from good organizational policies and leadership behaviors, it invokes a sense of purpose as well as belongingness, thus the desire to improve job satisfaction perceptions (Nelson & Smith, 2024).

There is a body of research to stand behind the theoretical argument that individuals with strong NC are less prone to symptoms of frustration, like emotional exhaustion and disengagement (Stefanidis & Strogilos, 2021). Thus, employees who internalize organizational objectives as personal, broadly one of the prominent characteristics of strong NC, are likely to exhibit greater resilience and endurance and lesser disenchantment and frustration (Hemme et al., 2018).

Together, these results from the literature as developed above give rise to the following study hypotheses.

Hypothesis 4 (H4). Employees with high levels of normative commitment display hogh levels of job satisfaction.

Hypothesis 5 (H5). Normative commitment to the organization is negatively related to workers' frustrations with work.

Hypothesis 6 (H6). Employees' normative commitment serves as a mediator between the perceptions of organizational culture by the employees, their perceived organizational support and, the two interacting with each other, and the resultant consequences in the form of employees' job satisfaction and their frustration with work.

All the hypotheses posited above are embedded in an LVM as presented in Figure 1 below, and are subjected to further empirical investigations.

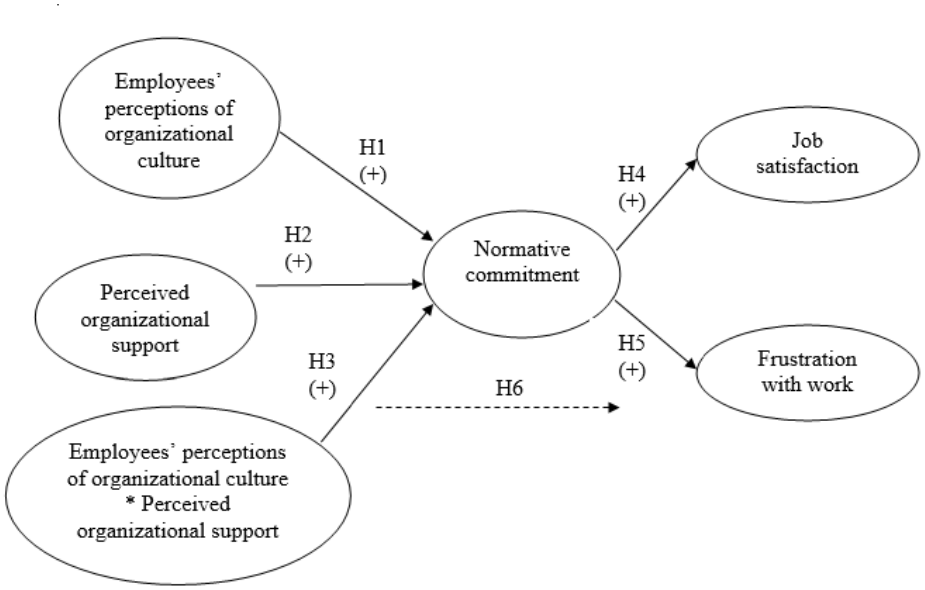

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FIGURE 1
THE CONCEPTUAL LATENT VARIABLE MODEL AND THE HYPOTHESIZED LINKS

METHOD

Sample and Procedures

Data for this study were collected through a random survey conducted in multiple organizations spread across India.

Nine organizations agreed to allow their employees to participate in the survey. Of these, five were from the manufacturing sector and the rest belonged to the services sector. A list of voluntary participants, all of whom were managerial cadre executives, from each organization was drawn up. Before the commencement of the survey, each participant was assured of the anonymity of their responses and that the data were being collected for research and were to serve no commercial purpose. Based on this list, 819 filled and usable questionnaires were collected and considered for data analysis procedures.

The average age of the respondents was about 37 years and their average work experience was around 11 years. Of the 819 respondents, 594 were males and the remaining 225 were females. Further, 465 respondents belonged to organizations from the manufacturing sector and 354 were from the services sector organizations. Finally, 406 respondents were from the junior, 311 from the middle, and 102 from the senior levels of management.

Measures

All the five study variables that are, EPOC, POS, NC, JS, and FwW were measured on a five-point scale from 1 = strongly disagree to 5 = strongly agree.

EPOC. Eight items of the Organizational Culture Profile (OCP) scale developed and reported by O'Reilly *et al*. (1991) were adapted to measure EPOC. The Cronbach's alpha reliability index for this measure was .72.

POS. The eight-item scale reported by Rhoades *et al*. (2001) was used to measure POS. The reliability index for this item as per its Cronbach's alpha was computed as .74.

NC. Employees' NC was measured using the eight items of the organizational commitment scale reported by Meyer and Allen (1997). Cronbach's alpha for this measure was .82.

JS. Employees' JS was measured with the 11-item job satisfaction scale developed and reported by Schnake (1983). The Cronbach's alpha associated with this measure was .89.

FwW. Three items developed and reported by Peters *et al*. (1980) were used to measure FwW. The Cronbach's alpha index of internal consistency reliability for this measure was .75.

Control variables. In all analyses, respondents' age, work experience, gender, managerial position, and the sector to which their organization belonged were treated as control variables.

RESULTS

Common Method Bias

A single-latent factor approach was considered to test the presence of latent variable common method bias (CMB) (Podsakoff *et al*., 2003). A common latent variable model (CLVM) associated with the manifest variables of the six study variables was tested against the conceptual LVM proposed earlier (see Figure I) to check for differences in model fit. The comparative-fit-

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index (CFI) and the incremental-fit-index (IFI) of the proposed model were .92 and .92, respectively whereas, the same indices were .68 and .68, respectively for the CLVM. Therefore, the CLVM could not be accepted eliminating the risk of CMB in the proposed LVM.

Configural Invariance Tests

The results of configural invariance tests confirmed that the measures were invariant between the various groups, that is, sector ($\Delta\chi2 = 417.8$, $\Delta df = 380$, $p = .09$), gender ($\Delta\chi2 = 399.7$, $\Delta df = 380$, $p = .23$), and LoM ($\Delta\chi2 = 664.9$, $\Delta df = 680$, $p = .65$) and therefore, the results obtained applied consistently to all groups considered in the present study.

Evaluation of the Measurement Model

As per Table 1, the composite reliability values ranged from .71 to .85 establishing construct reliability while the average variance extracted (AVE) values varied between .54 and .64 demonstrating convergent validity. Additionally, the heterotrait-monotrait (HTMT) values spread from .13 to .38, thus providing substantiation of discriminant validity.

Table I
EVALUATION OF THE MEASUREMENT MODEL

Variables	C.R.	1	2	3	4	5
1. EPOC	.71	*.54*				
2. POS	.72	.36 (.26)	*.56*			
3. NC	.83	.18 (.38)	.12 (.30)	*.60*		
4. JS	.85	.35 (.36)	.20 (.21)	.09 (.20)	*.64*	
5. FwW	.74	.08 (.13)	.03 (.27)	.13 (.28)	.06 (.17)	*.58*

Note. $n = 819$; C.R. is 'Composite reliability'; The diagonal values of the matrix represent the average variance extracted while the off-diagonal values are the squares of the inter-correlations between the study variables; Off-diagonal values in parentheses are results of the heterotrait-monotrait (HTMT) analysis; 'EPOC' is 'Employees' perceptions of organizational culture', 'POS' is 'Perceived organizational support', 'NC' is 'Normative commitment', 'JS' is 'Job satisfaction' and 'FwW' is 'Frustration with work'.

Descriptive Statistics, Intercorrelations, and Internal Reliabilities

Table 2 presents the means, standard deviations, inter-correlations, and internal reliability indices denoted by the respective Cronbach's alpha values of the study variables. As anticipated, EPOC and POS correlated positively and significantly with NC ($r = .42$, $p \leq .01$; $r = .35$, $p \leq .01$). Further, NC correlated significantly and positively with JS ($r = .30$, $p \leq .01$) and negatively with FwW ($r = -.36$, $p \leq .01$).

Table 2
DESCRIPTIVE STATISTICS, INTER-CORRELATIONS, AND CRONBACH'S ALPHA RELIABILITY INDICES

	Mean	S.D.	1	2	3	4	5	6	7	8	9	10
1. Age	36.94	8.73	1.00									
2. Work Experience	10.62	7.75	.80**	1.00								

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3. Sector	1.43	.50	-.02	-.12**	1.00							
4. Sex	1.15	.36	-.13**	-.09**	.33**	1.00						
5. LoM	2.49	.62	-.02	-.01	.05	.04	1.00					
6. EPOC	3.49	.58	.03	.04	.14**	.03	.08	(.72)				
7. POS	3.51	.46	.04	.07*	-.06	.03	.09*	.60**	(.74)			
8. NC	3.32	.53	.18**	.14**	.07*	.08*	.04	.42**	.35**	(.82)		
9. JS	3.54	.73	.07*	.06	-.23**	-.07*	.06	.29*	.35**	.30**	(.89)	
10. FwW	2.93	.77	-.29**	-.28**	-.28**	-.14**	.06	-.39**	-.38*	-.36**	-.25*	(.75)

Note. n = 819; S.D. is Standard Deviation; **p ≤ .01, *p ≤ .05; Alpha reliabilities are reported in parentheses on the diagonal.

EPOC, POS, NC, and Moderator Analysis

In this section, the main effects of EPOC and POS and the moderator effects of EPOC and POS on NC were tested. For this purpose, competing models were tested which were labeled LVM1, LVM2, and LVM3. For both LVM1 as well as LVM3, NC regressed positively and significantly on EPOC (standardized $\beta = .39$, $p \leq .05$, LVM1; standardized $\beta = .40$, $p \leq .01$, LVM3) and POS (standardized $\beta = .34$, $p \leq .05$, LVM1; standardized $\beta = .32$, $p \leq .01$, LVM3). Thus, *H1* and *H2* were accepted. When NC was regressed on 'EPOC*POS', the standardized estimates were not significant (standardized $\beta = .33$, *NS*) for LVM2 but significant in the case of LVM3 (standardized $\beta = .38$, $p \leq .01$).

Apropos the absolute and comparative fit indices of the three LVMs, only those related to LVM3 were found to not only be above the recommended threshold levels but also had the best fit. The absolute fit indices represented by the normed χ^2 was 2.91, the GFI was .95, and the RMSEA was .05 while the comparative fit indices as denoted by the CFI and the IFI were both .94, the NFI was .93, and the RFI was .91. Since LVM3 represented *quasi*-moderation between EPOC and POS in their linkage with NC, *H3* of the present study was also accepted. Consequently, LVM3 was chosen over LVM1 and LVM2 as the model that could be studied and analyzed further.

The results are presented in Tables 3 and 4 below.

Table 3
REGRESSION ANALYSES OF LVM3

Paths(↓) / Values (→)	Unstandardized coefficients		Standardized estimates	C.R.†	Remarks
	b	Standard error			
EPOC → NC	.73	.07	.40	7.77	H1 accepted
POS → NC	.51	.09	.32	3.21	H2 accepted
EPOC*POS → EPJPs	.60	.07	.38	6.18	H3 accepted

Note. *n* = 819; †C.R. is 'Critical Ratios', a recommended basis for testing the statistical significance of SEM components. C.R. ≥ ± 1.96 indicates significance at the 95% level and C.R. ≥ ± 2.58 indicates significance at the 99% level Table 4.

Table 4
ANALYSIS OF MODERATOR

Values (→) / Models(↓)	Fit indices						
	Absolute fit indices			Comparative fit indices			
	Normed χ^2	GFI	RMSEA	CFI	IFI	NFI	RFI
LVM1 (*no* moderation)	6.01	.79	.12	.83	.83	.81	.78
LVM2 (*full* moderation)	3.89	.83	.08	.86	.86	.84	.83

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LVM3 (*quasi*-moderation)	2.91	.95	.05	.94	.94	.93	.91

Note. Minimum acceptable values are as mentioned in the text.

NC, JS, FwW, and Mediator Analysis

To continue, LVM3 from the previous analyses was further extended for analyses to three new LVMs namely, LVM4, LVM5, and LVM6. For statistical analyses, the paths between NC as the antecedent and JS and FwW as the consequent variables were tested through simultaneous regression analyses. Next, LVM4, LVM5, and LVM6 were compared using the same absolute and comparative fit indices that were applied earlier.

As supported by the results, for LVM5 and LVM6, JS (standardized β = .32, $p \leq .01$, LVM5; standardized β = .23, $p \leq .01$, LVM6) regressed positively and FwW (standardized β = -.29, $p \leq .01$, LVM5; standardized β = -.34, $p \leq .01$, LVM6) regressed negatively and significantly on organizational trust. Accordingly, *H4* and *H5* were accepted.

Moreover, for LVM5, the absolute fit indices that are, the normed χ^2 was 2.64, the GFI was .95, and the RMSEA was .04 while the comparative fit indices that are, the CFI and the IFI were both .95, the NFI was .92, and the RFI was .91. Thus, when scrutinizing the absolute and comparative fit indices of the three LVMs, those related to LVM5 were found to not only be above the recommended threshold levels but also had the best fit.

These results are presented in Tables 5 and 6 below.

Table 5
REGRESSION ANALYSES OF LVM5

Values (→) / Paths(↓)	Unstandardized coefficients		Standardized estimates	C.R.†	Remarks
	b	Standard error			
NC → JS	.36	.06	.32	4.63	H4 accepted
NC → Fww	-.33	.04	-.29	-3.88	H5 accepted

Note. n = 819; †C.R. is 'Critical Ratios', a recommended basis for testing the statistical significance of SEM components. C.R .≥ ± 1.96 indicates significance at the 95% level and C.R.≥±2.58 indicates significance at the 99% level.

Table 6
ANALYSIS OF MEDIATION

Values (→) / Models(↓)	Fit indices						
	Absolute fit indices			Comparative fit indices			
	Normed χ^2	GFI	RMSEA	CFI	IFI	NFI	RFI
LVM4 (*no* mediation)	5.11	.81	.10	.86	.86	.84	.79
LVM5 (*full* mediation)	2.64	.95	.04	.95	.95	.92	.91
LVM6 (*quasi*-mediation)	3.07	.88	.07	.89	.89	.90	.87

Note. Minimum acceptable values are as mentioned in the text.

With NC as a mediator, two conditions of mediation were checked which were (i) whether the direct path from the primary antecedents to the final consequent variables was greater than the indirect path through the designated mediator variable and (ii) whether the direct path remained significant under conditions of mediation. Since only the second condition was fulfilled, NC was considered as a *full*-mediator in the proposed LVM, and *H6* of the present study was accepted.

Furthermore, tests were conducted to discount the possibilities of Type-I error while exploring the strength of mediation. The ratios of the indirect effects on the total effects of all the

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mediated paths were computed and expressed as percentages and labeled as 'percentage of mediation'. These results are presented in Table 7 below.

Table 7
ADDITIONAL ANALYSIS OF MEDIATION

Values (→) / Paths (↓)	Path analyses		Additional mediation tests				
	Whether regression estimate of (direct path) > (path under mediated condition)?	Whether regression estimate of (path under mediated condition) is significant?	Sobel's test	Aorian's test	Goodman's test	Percentage of mediation	Results of the additional mediation analyses
EPOC→NC→ JS	**NO**	**YES**	5.20**	5.18**	5.21**	16.71	Normative commitment is a *full* mediator
EPOC→NC→ FwW			-6.47**	-6.45**	-6.48**	14.16	
POS→ NC→ JS			4.11**	4.08**	4.13**	9.44	
POS → NC→ FwW			-4.67**	-4.64**	-4.69**	9.41	
EPOC*POS→ NC→ JS			4.91**	4.89**	4.93**	12.02	
EPOC*POS → NC→ FwW			-5.94**	-5.92**	-5.96**	12.23	

Note. n = 819; *p ≤ .01.

DISCUSSION

The results of this study provided adequate empirical corroboration for all the study hypotheses as well as the conceptual LVM presented in Figure 1. In this section, the theoretical and practical implications of the findings are discussed.

Theoretical Implications

The present study theoretically contributes to the intersection of strategic human resource management and organizational behavior by deriving an integrated LVM relating EPOC and POS, NC, JS, and FwW. By providing a linkage between EPOC and NC alongwith POS and demonstrating the impact of this on positive and negative employees' attitudinal outcomes that are JS and FwW, respectively, the study reiterates the viability of the SET, the OST, and the COR in explaining the translation of perceptions of culture into workplace behavior.

The full mediation finding underscores that attitudinal gains of organizational culture and support are not automatic. Instead, they are shaped by an employee's sense of moral obligation and internalized commitment. Such knowledge builds up an understanding of the operation of normative mechanisms in working environments where meaning-making is crucial.

Another theoretical implication is the integration of EPOC into the RBV model. It shows that culture is only a valuable, rare, inimitable, and non-substitutable (VRIN) asset if it is positively perceived and internalized by employees via mechanisms like NC and augmented by POS.

Finally, the empirical confirmation of the integrated model across organizational types, gender, and hierarchical levels presents some cross-contextual consistency. This finding suggests the universality of certain theoretical processes, particularly those grounded in social exchange and value-based commitment, while also requiring the exploration of context variables that may

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affect the strength and form of these relationships (Chernyak-Hai & Rabenu, 2018). The study thus not only advances theory-building but also theory-testing across a range of institutional contexts.

Practical Implications

The findings of this study are informative for managers of manufacturing and service companies who want to cultivate a committed and resilient workforce. First, the outcome of the study implies that managers must move beyond surface-level cultural symbols and instill coherent, inclusive, and values-based practices in everyday work. They must attempt to create organizational climates in which employees can observe cultural coherence, fairness, and alignment with their individual and professional values. Next, managers must tailor support methods to offer individualized flexibility, mentoring, and prompt feedback. In service settings, where interpersonal interaction is of the utmost priority, and in manufacturing firms, where operational pressures are strongest, this feeling of institutional concern can dissolve employees' detachment and turnover tendency.

Further, managers need to make certain that cultural values are not merely conveyed but realized through recurrent organizational support policies. In high-stress manufacturing environments, this can mean offering real-time supervisor assistance and appreciation, while in service companies, it can mean workload manageability and allowing for employee voice.

Findings linking NC to JS, have important practical implications for company internal engagement initiatives. Ethically bound employees consistently demonstrate higher job satisfaction. Managers should therefore invest in initiatives that develop ethical leadership, peer mentoring, and team identification, as these initiatives develop employees' identification with the company. Finally, with respect to the negative relationship between NC and FwW, managers, particularly those with dispersed or hierarchical work teams, can utilize this result by creating environments that facilitate organizational goal internalization with employees. Through such congruence, employees become better at withstanding short-term resource shortages, organizational inefficiencies, or leadership uncertainty. In manufacturing companies that are vulnerable to resource shortages or mechanistic routines, and in service organizations that are vulnerable to emotional labor, the development of NC can ensure the preservation of performance and emotional balance under stress.

Finally, the role of NC as a mediator implies that managers must make NC a strategic focus, rather than a passive add-on. Engagement programs, leadership training, and human resource processes must be intentionally crafted to produce long-term attachment and identification.

Indian businesses operating in rapidly changing institutional settings can use these results as ready-to-implement solutions to build sustainable commitment and reduce friction in managing their workforce.

Limitations of the Study

Despite the rigorous methodological and statistical design employed by this research, there are some limitations that need to be appreciated. The results, although accurate within the sample, cannot be applied directly to workforces globally. Furthermore, although the latent variable model and mediation tests suggest directional associations among EPOC, POS, NC, JS, and FwW, these are correlational, not causal, in nature. Longitudinal analyses would need to establish temporal

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order and causal persistence of these processes. Lastly, though NC mediated the effect of EPOC and POS, other psychological processes such as affective commitment or psychological empowerment were not examined and could be pertinent.

Future Research Scope

Follow-up studies can enrich the findings by testing the model across different institutional and cultural contexts. Further, expanding the sample from manufacturing and service industries to high-technology firms, education institutions, or public organizations would test the robustness of the model across a range of organizational sectors. Comparative sectoral analyses can indicate how structural and operational circumstances mediate the cultural-attitudinal dynamics investigated in this research.

CONCLUSION

This study makes theoretical and empirical contributions to understanding how intangible organizational resources, specifically EPOC and POS, interact to influence NC and other key employee attitudes like JS and FwW. By positioning NC as full mediator and POS as contextual moderator in an integrated LVM, the study substantiates that healthy work attitudes are not created in a vacuum but created through a system of social, cognitive, and moral transactions between the organization and the employee. The findings highlight the strategic value of cultivating a consistent and inclusive cultural context, supported by facilitating managerial practices.

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