

Moderation and Mediation Effects of Organizational Culture: A Systematic Review for Higher Education Institutions in India

*Dr. Sudhir Chandra Das

Professor of OB and HR, Faculty of Commerce, Banaras Hindu University, Varanasi (U.P.) INDIA

ABSTRACT

The purpose of this study is to overview the moderating and mediating effects of 'Organizational Culture' across countries in the context of western, Asian and African culture related to higher education institutes. This paper examines the indirect effects of Organizational Culture and proposed a base for the empirical study on the basis of conceptual ground. Though this study follows the method of exploring comprehensive literature survey and vindicates the selective mediation and moderation effects of Organizational Culture in various industries.; the findings of this study revealed that the direct relationship between independent variables and Dependent Variables have been practiced by various Practioners; neglecting the aspect of indirect effects of Organizational Culture in Higher Education Sector nationally as well as internationally despite the fact, the mediation and moderation effects of Organizational Culture has been consistently studying in different sectors. Relatively the indirect effects such as Justice Perception, Leadership Competencies, Strategic Improvisation, Justice and Charismatic leadership have been identified as independent factors in Higher Education Sector and Organizational Citizenship Behavior, Job Role performance, HEIs performance, Leader member exchange and Job satisfaction have been identified casually as dependent factors in Higher educational institutions. The conceptual prospective model will enlighten a theoretical structure which shed light for the future scholars to opt the study and to explore the connected variables through mediation and moderation effects in Higher education sector, subsequently leading to promote in developing world class institutions. Apparently, it is highly important for all the stakeholders to extend the study on HEIs which will ultimately drive into a well-developed education structure for the next decades.

Keywords: *Organizational culture, Moderation, Mediation, Dependent and Independent Variable, Higher education, World-class institutions.*

Article Publication

Published Online: 15-Jun-2021

*Author's Correspondence

Dr. Sudhir Chandra Das

 Professor of OB and HR, Faculty of Commerce, Banaras Hindu University, Varanasi (U.P.) INDIA

 [scdas\[at\]bhu.ac.in](mailto:scdas[at]bhu.ac.in)

© 2021The Authors. Published by *Research Review Journals*

This is an  open access article under the

CC BY-NC-ND license 
(<https://creativecommons.org/licenses/by-nc-nd/4.0/>)

1. Scientific Review and Problem Formulation

To understand the origin and genesis of organizational culture, the foremost need is to learn about organizational learning **Abdi and Senin (2014)**. The creation of organizational culture and justice plays an important role in shaping the behavior of organizational members (**Ouyang et al., 2015**). Justice and organizational culture are of the most important factors affecting the organizations' survival and maintaining their health in long-term **Greenberg (2000)**. Due to the widespread efforts for, not only soliciting organizational justice for employees but also sustaining it throughout the organization resulted in vigorous importance of organizational justice in organizational structure and culture (**Karkoulian et.al., 2016**). Organizational culture is among the most important elements impacting universities' effectiveness as educational institutions performing a prominent role, there exists a long history of studies on organizational culture and effectiveness in universities (**Bergquist & Pawlak, 2007; Cameron & Freeman, 1991; Clark, 1983; Dill, 1982; Sporn, 1996; Tierney, 1988**). Existing researches also suggested that organizational culture considered to be a significant factor for organizational learning and organizational capability. Prior studies also discovered the sub dimensions of organizational culture i.e., Hierarchical (Bureaucratic) Culture, Adhocracy Culture, market Culture and Clan Culture **Cameron and Quinn (2011)** and **Wallach's (1983)** defined three dimensions; supportive culture, innovative culture and bureaucratic

culture. **Al-Ansari et al., (2013)** concluded that organizational culture has a significant and positive relationship with effectiveness. According to the study of **Arora and Singh (2017)**, India the occurrence of hierarchy culture is hovering on government universities despite the fact, clan culture governs in private universities comparatively to other dimensions of culture. The results indicate government owned universities are bureaucratic and organized in nature with a set of established rules and procedures whereas private universities turned out to be a bit friendly environment to work; leading to institutional building; similar to the Ege University, Turkey where hierarchy culture dominates the scenario; following to the second most leading dominant is market culture (**Beytekin et al., 2010**). Several studies have reported the positive and significant relationship between organizational culture and type of dependent variables namely organizational commitment (**Aranki et al., 2019**); (**Azadi et al., 2013**); (**Awan et al., 2009**); (**Azizollah et al., 2015**); (**Momeni et al., 2012**), HR practices **Botelho (2019)**, Product Innovation (**Abdullah et al., 2014**), Knowledge activities **Lai and Lee (2007)** Job satisfaction **Zavyalova and Kucharov (2019)** and Organizational Performance **Uzkurt et al., (2013)**; contradictory to one of the study of negative relationship between organizational culture and Innovation. However, through the theoretical review the current study analyses that there is a need for further exploration of empirical researches in Indian education sector along with the link of indirect effects. Higher Education System has always been challenging in India to bring out the best out of it for the institutional growth and thus, culture plays an imperative role to it. Organizational culture is communicated and promoted through besieged training, coaching, rewarding, recruitment, selection and promotion, and other instruments (**Hosseini et al., 2020**).

2. Research Questions and Methods

As the existing literature vindicates the mediation and moderation effects; the current study emphasizes:

- What are the mediation and moderation effects of organizational culture that interlinked between the various variables in case higher learning institutions?
- What are the Dependent and Independent variables which can be further studies for the association of variables?

The main objective of this study is to trace/explore the role of organizational culture as intervening construct in the OB and HR researches to offer critical exploration for further studies on organizational culture as moderator and mediator and to address the theoretical gaps in the literature. Apparently, the direction of study is purely based on the comprehensive literature survey which have been gathered from prior studies that will help in emerging hypotheses to be, tested in future statistical study. In addition, the sources of literatures are being assembled collectively from the several leading databases such as Google Scholars, SCOPUS, Emerald Insight, Web of Science, Elsevier, and Sage Journals. The researcher has subsequently presented the mediation and moderation effects of organizational culture distinctly; name of the author, year of publication, types & link between dependent and independent variables, country of research, area of study, sample size, statistical tools used and measures adopted.

3. Role of Organizational Culture as Moderator

OC has been considered a well-established construct as dependent and independent variable **Turker and Altuntas (2015)**. It has been good empirical referents with other factors such as leadership **Ogbonna and Harris (2000)**; **Schein (1984)**, employee turnover, job satisfaction (**Uzkurt et al., 2013**) and organizational performance **Parry and Proctor-Thomson (2003)**; **Scottetal (2003)** to mention a few. Table:1 shows the moderating effect of organizational culture on the relationships between several independent and dependent variable across industries namely justice perceptions and OCB; virtuousness and effectiveness; intellectual capital and business performance; affective commitment and job satisfaction; knowledge management and organizational effectiveness; CSR and firm performance etc., across industries. A study by **Hamzah et al., (2013)** in higher education sector found that moderating effect of Developmental Culture on the relationship between Workforce and Job Role, Meanwhile, the Development Culture focuses on the organization's flexibility to change by becoming innovative, creative and risk-inclined (**Gregory et al., 2009**), which are nearly similar in nature to Charbonnier-(**Voirin's et al., 2010**) climate for innovation construct. Another benchmark study by (**Ibrahim et al., 2018**), in higher education institutions indicate that both strategic improvisation and organizational culture dimensions have direct relationship with HEIs performance. However, only innovative culture (IC) moderates the relationship between strategic improvisation and HEIs, while bureaucratic culture (BC) and supportive culture fail to support the proposed hypothesis. This is in line with the argument of **O'Cass and Viet Ngo (2007)** that IC is very vital because it deals with the ability to read, predict and develop a unique way of providing superior customer satisfaction. The postulation that BC positively moderates the relationship between SI and HEIs performance was insignificant and thus rejected. The finding is in line with **Brewer and Clippard (2002)** and **Yiing and Ahmad (2009)** where empirical evidences revealed that organizational culture where BC is the dominant usually affects innovation and performance.

Table 1: Moderation Effect of Organizational Culture

Asian Context:

S.N	Author and Year	Link	Country	Industry	Methodology		
					Sample	Statistics	Measures
1	Erkutlu (2011)	Justice perception and OCB	Turkey	Education	68	SEM	(O'Reilly et al.,1991)
2	Hamzah et al., (2013)	Leadership Competencies and Job Role Performance	Malaysia	Education	530	Hierarchical multiple regression.	Quinn and Spreitzer's (1991)
3	Ibrahim et al., (2018)	Strategic improvisation and HEIs performance	Nigeria	Education	229	SEM	Wallach (1983)
4	(Khorakian et al., 2016)	Virtuousness and effectiveness	Iran	Health care	300	Multiple Moderate Regression	Denison (2000).
5	Mushref (2014)	Intellectual capital =Business performance	Iraq	Multi-Industries	320	Multiple regression analysis	Multiple sources
6	Lee et al., (2013)	Emotional Intelligence-Job Performance	South Korea	Manufacturing Industry	600	Multiple regression analysis	Denison and Spreitzer (1991)
7	Saha and Kumar (2018)	Affective commitment and Job satisfaction	India	PSU	1200	SEM-PLS	Wallach's (1983)
8	Danish et al., (2012)	Knowledge Management and Organizational Effectiveness	Pakistan	Service sector	256	Multiple regression analysis	Wallach's (1983)
9	Lee and Kim (2017)	CSR and Firm Performance	Korea	Multi-Industries	4269	SEM	Deshpandé et al.,)1993)
10	Abbas et al., (2017)	Knowledge Management and Organizational effectiveness	Malaysia	Health sector	450	SEM	Nguyen (2010)
11	Hon and Leung (2011)	Employee Creativity and Motivation	China	MNCs	265	Hierarchical Linear Modeling (HLM)	Zhou and George's (2001); Fahr et al., (1997); Podsakoff, Ahearne, & MacKenzie's, 1997)
12	Naqvi et al., (2013)	Job Autonomy, Organizational Commitment & Job Satisfaction	Pakistan	Food Sector	200	Correlation & Regression Analysis	Vadi et al., (2002)
13	Erkutlu (2010)	Organizational Justice and Organizational Citizenship Behaviors	Turkey	HEIs	618	Multiple Hierarchical Regression	O'Reilly et al., (1991)
14	Khorakian et al., (2016)	Virtuousness and Effectiveness	Iran	Hospitals	67	Multiple Moderate Regression	Denison (2000)
15	Joo (2012)	LMX Quality & In- Role Job Performance	Korea	Multi- Industries	900	Hierarchical multiple regression analysis	Yang et al., (2004)
16	Erdogan et al., (2006)	Justice and Leader-Member Exchange	Turkey	Education	516	Hierarchical Linear Modeling (HLM)	O'Reilly et al., (1991)

4. Role of Organizational Culture as Mediator

Limited literatures are available on organizational culture as mediator expect the case of perceived ethics and performance of SMEs; ethical leadership and personal internet use; Transformational Leadership and Organizational Commitment; Transformational Leadership & Job satisfaction; Lean Practices and Organizational Performance; HR-Performance, CEO values & Organizational Performance, Isomorphic influences & Voluntary disclosure, Stake holder pressure & CSR adoption, Police Transformational Leadership & Organizational commitment, Transformational Leadership & Psychological Empowerment, Transformation leadership & sustainability etc., across industries in different nations; vindicating intervening effects of Organizational Culture between the dependent and independent variables (Table:2).Early literature reveals that humanistic orientation and achievement orientation sub-set of organization culture partially mediates the relationship between charismatic leadership and job satisfaction in education sector

Kipkoech (2016). Building on Charismatic leadership theory (**House, 1977**), Equity theory (**Adams, 1965**) and Theory of organizational culture and effectiveness (**Denison and Mishra, 1995**), the study therefore submits that organizational culture mediates the relationship between charismatic leadership and job satisfaction at Kenya in education sector. In a study by **Duyar et al., (2013)**, argue that supportive and participative leadership styles are indirectly and positively related to performance via the innovative and competitive cultures. Further, in the recent study of **Hosseini et al., (2020)**, the results indicated that organizational culture significantly mediated in the relationship between leadership style and organizational learning.

Table 2: Mediation Effect of Organizational Culture

Asian Context:

S.N.	Author and Year	Link	Country	Industry	Methodology		
					Sample	Techniques Used	Measurement Tool
1	Hassan et al., (2016)	Perceived Ethics-Performance of SMEs	Malaysia	SME	514	SEM-PLS	Wallach (1983)
2	Abdullah et al., (2015)	Transformational leadership - organizational commitment	Malaysia	Manufacturing	449	SEM-PLS	Denison's organizational culture survey
3	Upadhyay and Kumar (2020)	Big data analytics capability and Firm's Performance	India	IT	----	SEM	----
4	Abbas and Bakri (2019).	Transformational leadership & sustainability	Malaysia	Real Estate	100 Property development companies	SEM-PLS	Wallach (1983)
5	Irene and Siu (2012)	HR-Performance	China	Multi-Industry	300	hierarchical regression analysis	Wallach (1983)
6	Yanni and Yongrok (2016)	Stakeholder Pressure and CSR Adoption	China	Manufacturing	-----	SEM	-----
7	Sahoo (2021)	Lean Practices and Organizational Performance	India	SMEs	215	SEM	Multiple Sources
8	Pradhan et al., (2016)	Transformational Leadership and Psychological Empowerment	India	Indian Retail Organizations	310	Descriptive Statistics	Udai Pareek (2002)
9	Shim et al., (2015)	Police Transformational Leadership and Organizational Commitment	Korea	Police Officers	358	SEM	Quinn's (1988)

Western Context:

10	Lara and Armas (2017)	Ethical Leadership -Personal Internet Use	UK	Banking	300	SEM	Cameron and Quinn's (1999)
11	Emmanuel et al., (2000)	Transformational Leadership- Job satisfaction	USA	Multi-Industry	1000 units	SEM	Deshpande et al., (1993)
12	Maria and Athena (2010)	Transformational leadership- Organizational commitment	Greece	Greek Service Company	300	hierarchical regression analysis	OCI (Cooke and Lafferty, 1989).

African Context:

13	Zahari et al., (2012).	Transformational Leadership- Job satisfaction	Libya	Petroleum	50	Inferential Statistics	Cameron and Quinn (2006)
14	Kipkoech (2016).	Charismatic leadership-Job satisfaction	Kenya	Education	367	hierarchical regression analysis	OCI Cooke and Lafferty (1989).
15	Nyahas et al., (2017)	Isomorphic influences and voluntary disclosure	Nigeria	Public and Private companies	92 Companies	SEM-PLS	Hofstede et al., (1990) and Gibbins et al., (1990)

5. Conclusions and Future Research Directions

Through the critical examining of comprehensive literature survey, the prime motive of this study is to explore the prior studies of organizational culture as a mediator and moderator nationally and internationally in Higher Education Sector as well as across industries despite the fact, that role of Organizational Culture as a mediator in education sector has been done less comparatively to the moderation. In a country like India cultural norms, dominating culture and patriarchal hierarchy plays a vital role in Indian organizations for taking major influencing decisions **Jain (2015)**. Even though India is rich in diversity in culture and second world highest population, seldom studies have been found in Higher Education sector of India with the linked of various variables. For the sound institutional building in our nation; this could be a research framework/ base for the practitioner to carry out the empirical research based on the observed dependent and independent variables along with the indirect effects i.e., mediation and moderation.

To pursue world class institutions, it is highly important for the stakeholders to understand the organizational culture for organizational effectiveness to accomplish the desired goals. clan, adhocracy, and market culture are positively correlated to knowledge management to the contrast of hierarchy culture i.e., negatively correlated **Chidambaranathan and Rani (2015)**. A sound organizational culture in HEIs can be considered as a huge revival/transformation for our education system. Notwithstanding, organizational justice is a multidimensional construct, it has several predictors and outcomes, so it's an opportunity for conducting researches through indirect effects which is very sporadic in higher education sector. In fact, relations between variables namely causal factors and outcomes of organizational culture are often more complex than simple bivariate relations between a dependent and an independent variable. Sometimes, these relations may be modified by, or informed by, the addition of a third variable in the research design. Prior to the review of literature, the future practitioners can also approach the future study of moderation effects in terms of western context and African context. For a revolutionary role in education sector and on the basis of above backdrop, organizational culture plays a huge role in organizational learning and organizational success. In fact, globally organizational culture had been one of the popular research topics in last two decades on its impact on organizational commitment, organizational performance, job satisfaction etc. According to the latest data,

Since the number of institutes are growing with each passing day, direct and indirect effects of organizational culture with the various interlinked variables should be taken as an opportunity for further research in HEIs. The below prospective model will help the scholars to carry out to check the association between variables in HEIs. When the relationship between DV and IDV does not define accurately, mediation analysis eases to understand for the deeper understanding between the variables.

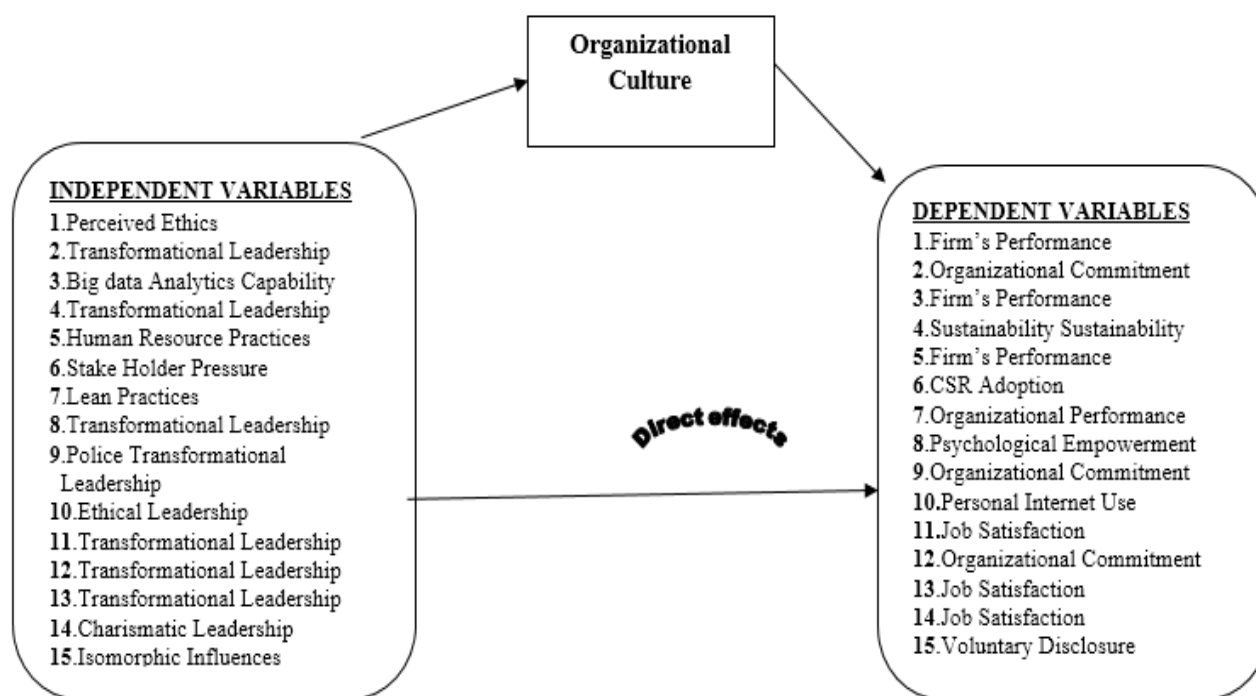


Fig. 1: Prospective Mediation Model

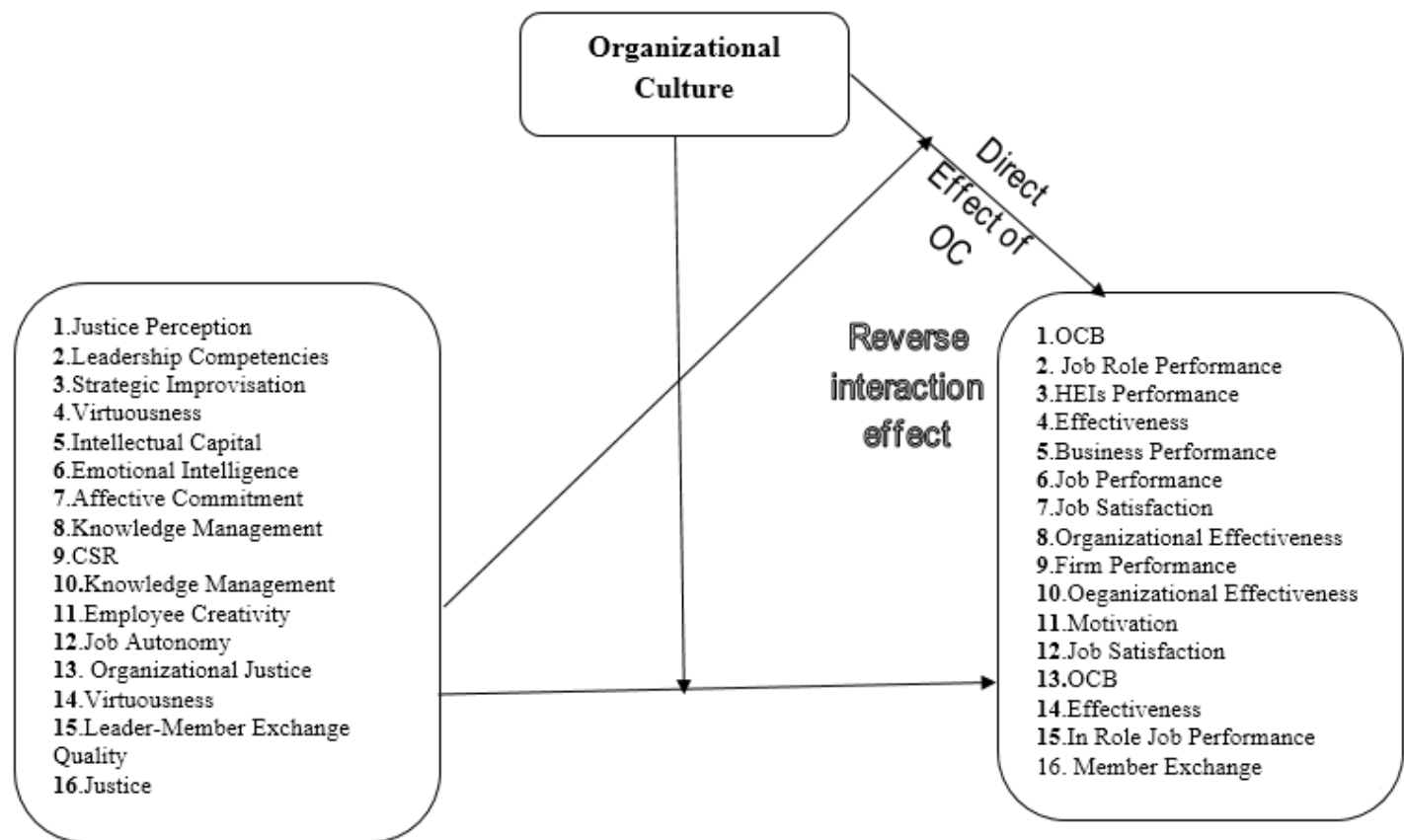


Fig. 2: Prospective Moderation Table

Turning the table on other side, Fig.- 2 presents the moderating role of organizational culture in relationship between DV and IV. Apparently, the various antecedents have been identified and tested in different sectors but in Higher education sector very few have been analytically done by the practitioners. Since the duty of the stakeholders are discussing a lot to promote world class institutions, the further research on higher education sector will nurture the institutions to walk towards the highway of world class institutions leading into the secure future of upcoming generation. A moderator is a variable that specifies whether the association between the DV and IV can strengthen, diminish or alter the relationship. The moderating effect usually occurs when a third variable changes the relationship between antecedents and consequences.

Acknowledgement: *The publication has been financially supported by the MHRD/ICSSR, New Delhi and responsibility for the facts stated, opinion expressed or conclusions reached is entirely that of the author and the MHRD/ICSSR accepts no responsibility for them.*

References

1. Abbas M. Azeem, Hayat Khizar, and Nisar Qasim Ali (2017). Moderating Role of Organizational Culture between the Relationship of Knowledge Management and Organizational Effectiveness, *International Journal for Research In Business, Management And Accounting*, 3(10), 1-10
2. Abbas S and Bakri N, (2019). Transformational Leadership, Organizational Culture and Sustainability at the Property Development Companies in Malaysia. *International Journal of Recent Technology and Engineering*, 8(3S2), 640-644. Doi: 10.35940/ijrte.C1209.1083S219.
3. Abdi, K., & Senin, A. A. (2014). Investigation on the impact of organizational culture on organization innovation. *Journal of Management Policies and Practices*, 2(2), 1-10.
4. Abdullah, N. H., Shamsuddin, A., Wahab, E., & Hamid, N. A. A. (2014). The relationship between organizational culture and product innovativeness. *Procedia-Social and Behavioral Sciences*, 129, 140-147.

5. Abdullah, Nor Hazana & Shamsuddin, Alina & Wahab, Eta. (2015). Does organizational culture mediate the relationship between transformational leadership and organizational commitment? *International Journal of Organizational Leadership*. 4 (1). 18-32. DOI: 10.33844/ijol.2015.60344.
6. Alnasser N, Osborne A and Steel G (2013). Organizational culture, leadership style and effectiveness: a case study of Middle Eastern construction clients. In: Proceedings of 29th Annual ARCOM Conference, 2-4 September, edited by Smith SD and Ahiaga-Dagbui DD, Reading, UK, Association of Researchers in Construction Management 393-403.
7. Aranki, D., Suifan, T., & Sweis, R. (2019). The relationship between organizational culture and organizational commitment. *Modern Applied Science*, 13(4), 137-154.
8. Awan, M. R., & Mahmood, K. (2010). Relationship among leadership style, organizational culture and employee commitment in university libraries. *Library management*. 31(4/5):253-266
9. Azadi, A., Farsani, S. B., Farsani, M. E., & Aroufzad, S. (2013). Relationship between organizational culture and organizational commitment among woman physical education teachers. *European Journal of Experimental Biology*, 3(1), 531-535.
10. Azizollah, A., Abolghasem, F., & Amin, D. M. (2016). The relationship between organizational culture and organizational commitment in Zahedan University of Medical Sciences. *Global Journal of Health Science*, 8(7), 195.
11. Baron, R.M., & Kenny, D.A. (1986). The Moderator–Mediator Distinction in Social Psychological Research.” *Journal of Personality and Social Psychology*, 53: 237–248.
12. Bergquist, W. H., & Pawlak, K. (2007). Engaging the six cultures of the academy: Revised and expanded edition of the four cultures of the academy. John Wiley & Sons.
13. Berson Yair, Oreg Shaul and Dvir Taly (2005). Organizational Culture as a Mediator Of Ceo Values And Organizational Performance. *Proceedings*, FF1–FF6, <https://doi.org/10.5465/ambpp.2005.18778424>
14. Beytekin, O. F., Yalçinkaya, M., Doğan, M., & Karakoç, N. (2010). The organizational culture at the university. *The International Journal of Educational Researchers*, 2(1), 1-13.
15. Botelho, C. (2020). The influence of organizational culture and HRM on building innovative capability. *International Journal of Productivity and Performance Management*. 69(7), 1373-1393
16. Brewer, E.W. and Clippard, L.F. (2002), “Burnout and job satisfaction among student support services personnel”, *Human Resource Development Quarterly*, 13(2), 169-186, available at: <http://doi.org/10.1002/hrdq>.
17. Cameron, K. S., Freeman, S. J., & Mishra, A. K. (1991). Best practices in white-collar downsizing: Managing contradictions. *Academy of management perspectives*, 5(3), 57-73.
18. Charbonnier-Voirin, A., A. El Akremi and C. Vandenberghe, (2010). A multilevel model of transformational leadership and adaptive performance and the moderating role of climate for innovation. *Group and Organization Management*, 35(6): 699-726.
19. Chidambaranathan, K., & Rani, S. B. (2015). Knowledge management and organizational culture in higher educational libraries in Qatar: An empirical study. *Library & Information Science Research*, 37(4), 363-369.
20. Chow, I. H. S. (2012). The roles of implementation and organizational culture in the HR–performance link. *The International Journal of Human Resource Management*, 23(15), 3114-3132.
21. Clark, R. E. (1983). Reconsidering research on learning from media. *Review of educational research*, 53(4), 445-459.
22. Cooke, R. A., and Lafferty, J. C. (1989). Organizational Cultural Inventory (OCI). Plymouth MI: Human Synergistics
23. D.R. Denison (2020). "Organizational culture: Can it be a key lever for driving organizational change," In S. Cartwright & C. Cooper (Eds.), *The handbook of organizational culture*. John Wiley & Sons.
24. Daly, J. P. (1995). Explaining changes to employees: The influence of justifications and change outcomes on employees' fairness judgments. *The Journal of applied behavioral science*, 31(4), 415-428.
25. Danish, Rizwan & Munir, Yasin & Butt, Saleh. (2012). Moderating Role of Organizational Culture Between Knowledge Management and Organizational Effectiveness in Service Sector. *World Applied Sciences Journal*. 20. 45-53. DOI: 10.5829/idosi.wasj.2012.20.01.1740.
26. Denison DR, Spreitzer GM. (1991). “Organizational culture and organizational development: a competing values approach”, In: Woodman RW, Pasmore WA, editors. *Research in organizational change and development*, vol. 5. Greenwich, CT: JAI Press; p.1-21.
27. Denison, D. R. And A. K. Mishra (1995). Toward a Theory of Organizational Culture and Effectiveness. *Organization Science*, 6(2), 204-223.
28. Deshpandé, R.; Farley, J.U.; Webster, F.E., Jr. Corporate culture, customer orientation, and innovativeness in Japanese firms: A quadratic analysis. *J. Mark.* 1993, 57, 23–37.
29. Dill, D. D. (1982). The management of academic culture: Notes on the management of meaning and social integration. *Higher education*, 11(3), 303-320.
30. Duyar, I., Gumus, S. And Bellibas, M.S. (2013). Multilevel Analysis of Teacher Work Attitudes: The Influence of Principal Leadership and Teacher Collaboration. *International Journal of Educational Management*, 27: 766-788.
31. Emmanuel Ogbonna & Lloyd C. Harris (2000). Leadership style, organizational culture and performance: empirical evidence from UK companies, *The International Journal of Human Resource Management*, 11:4, 766-788, DOI: 10.1080/09585190050075114.
32. Erdogan, B., Liden, R. C., & Kraimer, M. L. (2006). Justice and leader-member exchange: The moderating role of organizational culture. *Academy of Management journal*, 49(2), 395-406.

33. Erkutlu, H. (2011). The moderating role of organizational culture in the relationship between organizational justice and organizational citizenship behaviors. *Leadership & Organization Development Journal*, 32(6), 532-554.
34. Gregory, B.T., S.G. Harris, A.A. Armenakis and C.L. Shook, (2009). Organizational culture and effectiveness: A study of values, attitudes, and organizational outcomes. *Journal of Business Research*, 62(7): 673-679.
35. Guest D, Conway N (2002). Communicating the psychological contract: An employer perspective. *Human Resource Management Journal* 12(2): 22–38.
36. Hamzah, M. I., Othman, A. K., Hashim, N., Rashid, M. H. A., & Besir, S. M. (2013). Moderating effects of organizational culture on the link between leadership competencies and job role performance. *Australian Journal of Basic and Applied Sciences*, 7(10), 270-285.
37. Hassan Gorondutse, Abdullahi & Abdullah, Haim hilman. (2016). Mediation effect of organizational culture on the relationship between perceived ethics and SMEs performance. *Journal of Industrial Engineering and Management*. 9 (2). 505-529.
38. Hon, A. H., & Leung, A. S. (2011). Employee creativity and motivation in the Chinese context: The moderating role of organizational culture. *Cornell Hospitality Quarterly*, 52(2), 125-134.
39. Hosseini, S. H., Hajipour, E., Kaffashpoor, A., & Darikandeh, A. (2020). The mediating effect of organizational culture in the relationship of leadership style with organizational learning. *Journal of human Behavior in the social environment*, 30(3), 279-288.
40. House, R. J. (1977). A 1976 theory of charismatic leadership." In J. G. Hunt & L. L. Larson (Eds.), *Leadership: The cutting edge* (189–207).
41. Ibrahim, N. A., Mahmood, R., & Bakar, M. S. (2018). Strategic improvisation and HEIs performance: the moderating role of organizational culture. *PSU Research Review*. 2399-1747, DOI 10.1108/PRR-01-2017-000
42. Jain, A. K. (2015). An interpersonal perspective to study silence in Indian organizations. *Personnel Review*.
43. Joo, B. K. (2012). Leader–member exchange quality and in-role job performance: The moderating role of learning organization culture. *Journal of Leadership & Organizational Studies*, 19(1), 25-34.
44. Karkouljian, S., Assaker, G., & Hallak, R. (2016). An empirical study of 360-degree feedback, organizational justice, and firm sustainability. *Journal of business research*, 69(5), 1862-1867.
45. Khorakian, Alireza, Yaghoob Maharati, and Hanzaleh Zeydvand Lorestany (2016). Virtuousness and Effectiveness in Hospitals: The Moderating Role of Organizational Culture. *Advances in Management and Applied Economics*, 6(4): 45-66.
46. Kipkoeh, M.S. (2016). The mediating effect of organizational culture in the relationship between charismatic leadership and job satisfaction in National schools in Kenya. Retrieved from <http://ir.mu.ac.ke:8080/xmlui/handle/123456789/801>
47. Lai, M. F., & Lee, G. G. (2007). Relationships of organizational culture toward knowledge activities. *Business Process Management Journal*. DOI:10.1108/14637150710740518
48. Lee Sun-kyu, Kim Doo-yul , and Kim Eun-Gu Kang (2013). The moderating effect of organizational culture on the relationship between emotional intelligence and job performance, *International Journal of Digital Content Technology & its application*, 7 (13), 517-525
49. Lee, M., & Kim, H. (2017). Exploring the organizational culture's moderating role of effects of Corporate Social Responsibility (CSR) on firm performance: Focused on corporate contributions in Korea. *Sustainability*, 9(10), 1883.
50. Marginson, S., Kaur, S., & Sawir, E. (2011). Global, local, national in the Asia-Pacific. In S. Marginson, S. Kaur, & E. Sawir (eds.). *Higher education in the Asia-Pacific: Strategic responses to globalization*. Springer Netherlands.
51. Maria Simosi & Athena Xenikou (2010).The role of organizational culture in the relationship between leadership and organizational commitment: an empirical study in a Greek organization, *The International Journal of Human Resource Management*, 21:10, 1598-1616, DOI: 10.1080/09585192.2010.500485
52. Momeni, M., Marjani, A. B., & Saadat, V. (2012). *The relationship between organizational culture and organizational commitment in staff department of general prosecutors of Tehran*. *International Journal of Business and Social Science*, 3(13). 217-221.
53. Mushref, A.M. (2014). The moderator role of organizational culture between intellectual capital and business performance: An empirical study in Iraqi industry. *Net Journal of Social Sciences*, 2(3), 82-91
54. Naqvi, S. R., Ishtiaq, M., Kanwal, N., & Ali, M. (2013). Impact of job autonomy on organizational commitment and job satisfaction: The moderating role of organizational culture in fast food sector of Pakistan. *International Journal of Business and Management*, 8(17), 92.
55. Nguyen, T. N. Q. (2010). Knowledge management capability and competitive advantage: an empirical study of Vietnamese enterprises. PhD thesis, Southern Cross University, Lismore, NSW,
56. Nyahas, Samson Iliya; Munene, John C.; Orobia, Laura; Kaawaase, Twaha Kigongo (2017). Isomorphic influences and voluntary disclosure: The mediating role of organizational culture, *Cogent Business & Management*, ISSN 2331-1975, Taylor & Francis, Abingdon, 4(1) 1-18.
57. O'Cass, A., & Viet Ngo, L. (2007). Market orientation and innovation culture: Two ways to excellence in brand performance. *European Journal of Marketing*, 41, 868-887.
58. Ogbonna, E., & Harris, L. C. (2000). Leadership style, organizational culture and performance: empirical evidence from UK companies. *International Journal of human resource management*, 11(4), 766-788.
59. O'Reilly III, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of management journal*, 34(3), 487-516.
60. Ouyang, Z., Sang, J., Li, P., & Peng, J. (2015). Organizational justice and job insecurity as mediators of the effect of emotional intelligence on job satisfaction: A study from China. *Personality and Individual Differences*, 76, 147-152.

61. Parry, K., & Proctor-Thomson, S. (2002). Leadership, culture and performance: The case of the New Zealand public sector. *Journal of Change Management*, 3(4), 376-399.
62. Pradhan, R. K., Panda, M., & Jena, L. K. (2017). Transformational leadership and psychological empowerment. *Journal of Enterprise Information Management*.30(1), 82-95.
63. Preacher, K.J., Hayes, A.F., 2008. Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods* 40 (3), 879–891.
64. Price, J. L., & Mueller, C. W. (1986). Handbook of organizational measurement. Marshfield, MA: Pittman.
65. Saha, S., & Kumar, S. P. (2018). Organizational culture as a moderator between affective commitment and job satisfaction. *International Journal of Public Sector Management*.31(2), 184-206
66. Sahoo, S. (2021). Lean practices and operational performance: the role of organizational culture. *International Journal of Quality & Reliability Management*. Retrieved from <https://doi.org/10.1108/IJQRM-03-2020-0067>
67. Schein, E. H. (1984). Coming to a new awareness of organizational culture. *Sloan management review*, 25(2), 3-16.
68. Shim, H. S., Jo, Y., & Hoover, L. T. (2015). Police transformational leadership and organizational commitment. *Policing: An International Journal of Police Strategies & Management*.38(4), 754-774
69. Slotegraaf, R. J., & Dickson, P. R. (2004). The paradox of a marketing planning capability. *Journal of the Academy of Marketing Science*, 32(4), 371-385.
70. Sobel, M. E. (1982). Asymptotic confidence intervals for indirect effects in structural equation models. *Sociological methodology*, 13, 290-312.
71. Sporn, B. (1996). Managing university culture: an analysis of the relationship between institutional culture and management approaches. *Higher education*, 32(1), 41-61.
72. Tierney, W. G. (1988). Organizational culture in higher education: Defining the essentials. *The Journal of Higher Education*, 59(1), 2-21.
73. Turker, D., & Altuntas, C. (2015). A longitudinal study on newcomers' perception of organisational culture. *Education+ Training*. 57(2), 130-147.
74. Upadhyay P and Kumar A (2020). The intermediating role of organizational culture and internal analytical knowledge between the capability of big data analytics and a firm's performance 52, *International Journal of Management*. Retrieved from <https://doi.org/10.1016/j.ijinfomgt.2020.102100>
75. Uzokurt, C., Kumar, R., Kimzan, H. S., & Eminoğlu, G. (2013). Role of innovation in the relationship between organizational culture and firm performance. *European Journal of innovation management*. 16(1), 92-117
76. Yanni Yu & Yongrok Choi (2016) Stakeholder pressure and CSR adoption: The mediating role of organizational culture for Chinese companies, *The Social Science Journal*, 53(2), 226-234, DOI: 10.1016/j. soscij.2014.07.006
77. Yiing, L. H., & Ahmad, K. Z. B. (2009). The moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance. *Leadership & Organization Development Journal*. 30(1):53-86. DOI:10.1108/01437730910927106
78. Zahari, I. B., & Shurbagi, A. M. A. (2012). The effect of organizational culture and the relationship between transformational leadership and job satisfaction in petroleum sector of Libya. *International Business Research*, 5(9), 89.
79. Zavyalova, E., & Kuchеров, D. (2010). Relationship between organizational culture and job satisfaction in Russian business enterprises. *Human Resource Development International*, 13(2), 225-235.
80. Zoghbi-Manrique-de-Lara, P., & Viera-Armas, M. (2017). Corporate culture as a mediator in the relationship between ethical leadership and personal internet use. *Journal of Leadership & Organizational Studies*, 24(3), 357-371.