

Relationship Between Organizational Culture and Organizational Commitment: Moderation Effect of Job Satisfaction Among SME in Beijing, China

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ABSTRACT

This conceptual paper examines the relationship between organizational culture, organizational commitment, and the moderating effect of job satisfaction in Small and Medium Enterprises (SMEs) located in Beijing, China. Drawing on relevant theoretical perspectives and empirical studies, the paper provides a comprehensive analysis of these constructs and their interconnections. The findings highlight the significance of a positive and supportive organizational culture in fostering higher levels of organizational commitment. Additionally, the paper explores the moderating role of job satisfaction in strengthening the relationship between organizational culture and organizational commitment. The conclusions emphasize the importance of prioritizing employee satisfaction and cultivating a positive organizational culture to enhance commitment in SMEs. The limitations of the study are discussed, and future research directions are proposed, including empirical studies, cross-cultural comparisons, longitudinal research, and intervention studies. Overall, this conceptual paper contributes to the understanding of organizational behavior in the specific context of SMEs in Beijing and offers valuable insights for stakeholders aiming to promote organizational commitment and sustainable growth.

KEYWORDS: Organizational Culture, Organizational Commitment, Job Satisfaction, Small and Medium Enterprises, China

I. INTRODUCTION

Organizational culture refers to the shared values, beliefs, assumptions, and behaviors that shape the social and psychological environment within an organization (Mowday et al., 1979). It influences the way employees interact, make decisions, and perceive their work environment. Organizational culture encompasses various aspects such as communication patterns, leadership styles, teamwork, and the overall organizational climate. It is considered a critical element that shapes employee attitudes, behaviors, and organizational outcomes. Numerous studies have highlighted the significance of organizational culture in influencing various aspects of organizational performance, including employee satisfaction, productivity, innovation, and commitment (Allen & Meyer, 1990; Meyer & Allen, 1997). Different types of cultures, such as hierarchical, clan, adhocracy, and market-oriented cultures, have been identified and linked to specific organizational outcomes.

Organizational commitment refers to an individual's psychological attachment and identification with the goals, values, and objectives of an organization (Meyer & Allen, 1997). It represents the extent to which employees are loyal, dedicated, and willing to exert effort for the benefit of the organization. High levels of organizational commitment are associated with lower turnover rates, increased job satisfaction, better performance, and reduced absenteeism. Organizational commitment is crucial for SMEs (Small and Medium Enterprises) as it can positively impact their sustainability and success. In SMEs, where resources and capacities are often limited, committed employees play a vital role in achieving organizational goals, building a positive organizational culture, and fostering long-term relationships with customers and stakeholders (Zhu et al., 2016).

Furthermore, studying the relationship between organizational culture, organizational commitment, and job satisfaction in Beijing's SMEs can uncover the factors that influence employee satisfaction and, in turn, their commitment to the organization. Job satisfaction is a critical factor that influences employee motivation, engagement, and commitment. Exploring the moderating effect of job satisfaction can provide a comprehensive understanding of how organizational culture interacts with job satisfaction to shape organizational commitment. This knowledge can guide managers and practitioners in designing interventions that enhance job satisfaction, thereby strengthening organizational commitment in SMEs.

The purpose of this conceptual research is to investigate the relationship between organizational culture, organizational commitment, and the moderating effect of job satisfaction among SMEs in Beijing, China. By examining these variables, the study aims to provide a deeper understanding of how organizational culture influences employee commitment and how job satisfaction may moderate this relationship. The research seeks to contribute to the existing body of knowledge on organizational behavior, specifically in the context of SMEs in Beijing. The research focuses specifically on SMEs in Beijing, China, recognizing the unique cultural, political, and economic factors that shape the organizational landscape in this context. The study will involve collecting and analyzing data from a sample of SMEs operating in Beijing to examine the relationship between organizational culture and organizational commitment. Additionally, the research will explore the moderating effect of job satisfaction on this relationship, providing insights into how job satisfaction influences the strength and nature of the link between organizational culture and organizational commitment.

The research holds significant implications for various stakeholders, including SMEs, policymakers, managers, and practitioners. Firstly, SMEs in Beijing can benefit from the findings of this research by gaining insights into the influence of organizational culture on employee commitment. Understanding the specific aspects of organizational culture that promote or hinder commitment can guide SMEs in designing and implementing strategies to enhance employee engagement, retention, and productivity. Moreover, policymakers can utilize the research findings to develop targeted policies and support mechanisms that promote a positive organizational culture and foster commitment within SMEs. By understanding the dynamics of organizational culture and its impact on organizational commitment, policymakers can create an enabling environment for SMEs to thrive, contributing to the overall economic development of Beijing.

Managers and practitioners working in SMEs can gain practical insights from this research to improve their management practices. By recognizing the importance of job satisfaction as a potential moderator, managers can

focus on fostering a satisfying work environment that aligns with the organizational culture, ultimately enhancing employee commitment. This research can guide managers in implementing strategies and interventions aimed at creating a positive organizational culture, promoting job satisfaction, and fostering a committed workforce.

Lastly, the research has broader academic significance. By exploring the relationship between organizational culture, organizational commitment, and job satisfaction in the context of SMEs in Beijing, it contributes to the theoretical understanding of organizational behavior. The findings of this research can add to the existing body of knowledge on these constructs, expanding the understanding of their dynamics and interactions within the specific context of SMEs in Beijing, China. Overall, the research has practical implications for SMEs, provides insights for policymakers, and contributes to academic knowledge. By exploring the relationship between organizational culture, organizational commitment, and the moderating effect of job satisfaction, the study aims to contribute to the enhancement of organizational commitment and the sustainable growth of SMEs in Beijing.

II. DISCUSSION

Studying SMEs in Beijing, China, holds substantial significance due to several reasons. Beijing, being the capital city and a major economic hub, has a thriving SME sector that contributes significantly to the local and national economy. Understanding the dynamics of organizational culture and organizational commitment in this context can provide valuable insights into the challenges and opportunities faced by SMEs in a rapidly evolving business environment (Lu et al., 2018; Wang et al., 2019). China's unique cultural, political, and economic factors have a profound impact on the organizational landscape and shape the attitudes and behaviors of employees. Understanding the relationship between organizational culture and organizational commitment in Beijing's SMEs provides valuable insights into the cultural nuances and management practices that are specific to the Chinese context.

China has a rich history and a collectivist orientation, which emphasizes harmony, loyalty, and respect for authority. These cultural values significantly influence organizational dynamics and employee behaviors. Exploring the relationship between organizational culture and organizational commitment in Beijing's SMEs allows us to delve deeper into how these cultural values manifest within the organizational context. For instance, it can shed light on the importance of harmonious relationships, *guanxi* (social connections), and hierarchy in shaping employee commitment. This understanding can help SMEs align their organizational culture with cultural values to foster stronger commitment among employees.

Politically, China's unique political system and policies also shape the organizational environment. The Chinese government's initiatives to support SMEs and promote entrepreneurship have resulted in a dynamic SME sector in Beijing. However, navigating the political landscape and complying with regulations can present challenges for SMEs. Examining the relationship between organizational culture and organizational commitment in Beijing's SMEs provides insights into how organizations adapt to the political context, foster trust, and encourage commitment among employees. This understanding can inform policymakers about the specific needs and challenges faced by SMEs, enabling them to design policies that support organizational commitment and sustainable growth.

Economically, Beijing's SMEs operate in a rapidly evolving and highly competitive business environment. Exploring the relationship between organizational culture and organizational commitment in this context can reveal strategies and practices that enhance commitment and contribute to sustainable growth. For instance, understanding the role of innovation, adaptability, and entrepreneurial orientation in organizational culture can help SMEs in Beijing stay competitive and encourage employee commitment. Policymakers, managers, and practitioners can draw upon these insights to develop effective strategies and interventions that enhance organizational commitment, foster innovation, and drive the growth of SMEs in Beijing.

To understand the relationship between organizational culture, organizational commitment, and job satisfaction, it is essential to examine the theoretical perspectives that underpin these constructs. Organizational culture theory emphasizes that organizational culture shapes employee behavior, attitudes, and performance. It suggests that a strong and positive organizational culture fosters a sense of belonging, shared values, and a supportive work environment, which in turn enhance organizational commitment (Mowday et al., 1979).

Organizational commitment theory focuses on the psychological attachment and identification of employees with their organization. It posits that commitment consists of affective, continuance, and normative components. Affective commitment refers to an emotional attachment to the organization, while continuance commitment is driven by perceived costs of leaving. Normative commitment stems from a sense of obligation towards the organization (Allen & Meyer, 1990).

Job satisfaction theory explores the factors that contribute to individuals' satisfaction with their job. It suggests that job satisfaction arises from the alignment between an individual's expectations, needs, and experiences in the workplace. When employees experience satisfaction in their job, they are more likely to exhibit higher levels of commitment and engagement (Yang et al., 2020).

The conceptual research is the interrelationships between organizational culture, organizational commitment, and job satisfaction. It posits that organizational culture influences both job satisfaction and organizational commitment. Specifically, a positive and supportive organizational culture fosters job satisfaction, leading to increased organizational commitment. Simultaneously, job satisfaction acts as a moderator, influencing the strength of the relationship between organizational culture and organizational commitment. When job satisfaction is high, the impact of organizational culture on commitment is strengthened (Li & Zhang, 2021).

The literature review reveals a significant body of research that supports a positive relationship between organizational culture and organizational commitment. Studies have shown that a strong and positive organizational culture, characterized by shared values, supportive leadership, employee empowerment, and a sense of belonging, enhances employee commitment (Lu et al., 2018). In contrast, negative or toxic organizational cultures, such as those characterized by conflict, lack of trust, and unfairness, are associated with lower levels of organizational commitment (Wang et al., 2019).

Empirical evidence supports the positive relationship between organizational culture and organizational commitment. For example, a study conducted by Lu et al. (2018) found that organizational culture factors such as employee involvement, innovation, and supportive supervision positively influenced organizational commitment.

Similarly, Wang et al. (2019) demonstrated that organizational culture, including values, trust, and communication, significantly predicted organizational commitment. These findings highlight the importance of cultivating a positive and supportive organizational culture to enhance employee commitment.

The literature review reveals that job satisfaction plays a significant moderating role in the relationship between organizational culture and organizational commitment. Job satisfaction acts as a buffer or amplifier, influencing the strength and direction of this relationship. When employees experience high job satisfaction, they are more likely to exhibit higher levels of commitment, even in the presence of a weaker organizational culture (Yang et al., 2020).

Research has shown that job satisfaction strengthens the relationship between organizational culture and organizational commitment. For instance, a meta-analysis conducted by Yang et al. (2020) found that job satisfaction significantly amplified the positive relationship between organizational culture and organizational commitment. This suggests that when employees are satisfied with their job, the positive impact of a supportive organizational culture on commitment is enhanced. On the other hand, low job satisfaction may weaken the relationship between organizational culture and commitment, emphasizing the importance of addressing job satisfaction to foster stronger commitment (Li & Zhang, 2021).

In conclusion, the relevant theoretical perspectives of organizational culture theory, organizational commitment theory, and job satisfaction theory provide a foundation for understanding the relationship between organizational culture, organizational commitment, and job satisfaction. The conceptual model highlights the interplay between these constructs, with organizational culture influencing both job satisfaction and organizational commitment, while job satisfaction acts as a moderating factor. The literature review and examination of previous studies support the positive relationship between organizational culture and organizational commitment, emphasizing the significance of a positive and supportive organizational culture. Moreover, the moderating effect of job satisfaction emphasizes the importance of addressing job satisfaction to strengthen the relationship between organizational culture and organizational commitment.

III. CONCLUSION

The conceptual paper explored the relationship between organizational culture, organizational commitment, and the moderating effect of job satisfaction in SMEs in Beijing, China. Through a comprehensive analysis of relevant theoretical perspectives and empirical studies, the following findings are emerged. The literature review revealed a strong and positive relationship between organizational culture and organizational commitment. A supportive and positive organizational culture, characterized by shared values, employee empowerment, and supportive leadership, was found to significantly enhance employee commitment. Conversely, negative or toxic organizational cultures, characterized by conflict, lack of trust, and unfairness, were associated with lower levels of organizational commitment. The review demonstrated the moderating effect of job satisfaction on the relationship between organizational culture and organizational commitment. Job satisfaction was found to amplify the positive impact of a supportive organizational culture on employee commitment. When employees experience high job satisfaction, the relationship between organizational culture and organizational commitment is strengthened.

Based on the findings, it can be concluded that organizational culture plays a crucial role in fostering organizational commitment in SMEs in Beijing, China. A positive and supportive organizational culture that aligns with cultural values and promotes employee satisfaction contributes to higher levels of commitment. Job satisfaction acts as a critical factor that amplifies the impact of organizational culture on organizational commitment, emphasizing the need for organizations to prioritize employee satisfaction.

It is important to acknowledge the limitations of this conceptual paper. First, the analysis relied on existing literature and theoretical perspectives, which may not capture the entirety of the organizational culture-commitment relationship in SMEs in Beijing. Second, the paper did not involve primary data collection and empirical analysis, limiting the ability to draw definitive causal conclusions. Additionally, the scope was limited to SMEs in Beijing, which may limit the generalizability of the findings to other contexts. To further advance the understanding of the relationship between organizational culture, organizational commitment, and job satisfaction in SMEs, future research should consider the following directions:

- **Empirical Research:** Conducting empirical studies using primary data collection methods, such as surveys or interviews, would provide a more robust understanding of the relationships explored in this conceptual paper. Quantitative analyses could establish causal relationships and identify specific dimensions of organizational culture that have the most significant impact on organizational commitment.
- **Cross-Cultural Studies:** Comparing the relationship between organizational culture and organizational commitment across different cultural contexts would shed light on the cultural variations in these relationships. Examining SMEs in other regions of China or in different countries would contribute to a more comprehensive understanding of the dynamics at play.
- **Longitudinal Studies:** Longitudinal research designs would enable the examination of how organizational culture, organizational commitment, and job satisfaction evolve over time. Such studies would provide insights into the stability and dynamics of these constructs and offer a more nuanced understanding of their relationships.
- **Intervention Studies:** Implementing interventions aimed at enhancing organizational culture and job satisfaction in SMEs could offer practical insights into improving organizational commitment. Experimental studies could assess the effectiveness of specific interventions and strategies in promoting positive organizational cultures and job satisfaction.

In conclusion, this conceptual paper elucidated the relationship between organizational culture, organizational commitment, and job satisfaction in SMEs in Beijing, China. The findings highlighted the importance of a positive and supportive organizational culture in fostering employee commitment and the moderating effect of job satisfaction. While acknowledging the limitations, the paper provides a foundation for future empirical research and offers valuable insights for SMEs, policymakers, managers, and practitioners seeking to enhance organizational commitment and promote sustainable growth in this context.

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