



Impact of Participative Leadership on Job Commitment in Diverse Organizational Cultures: Mediating Role of Job Satisfaction

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ABSTRACT

Purpose: The focus of this research is to examine the effects of organisational culture and leadership behaviour on employee job satisfaction and organisational commitment in a firm. The first research question is to examine the correlation between the organizational culture and leadership style and the findings show that these aspects have a strong impact on the employees and lead to the deterioration of their commitment level and the feeling of dissatisfaction.

Methodology: The study adopts a non-contrived setting with a cross-sectional time horizon. A total of 370 respondents, comprising 210 men and 160 women employed by Season Food in the study. Convenience sampling technique was used with minimal interference from the researcher.

Findings: Findings indicated that cultivating an innovative and supportive culture fosters higher productivity and commitment among employees, while a participative leadership style empowers employees, enhancing satisfaction and commitment to their work, job, and the organization.

Conclusion: The factors discussed will positively impact the employees and it will help the organization increasing its productivity. Employees are more productive and committed when innovative and supportive culture is adopted, furthermore, participative leadership will empowers them in increasing job satisfaction and commitment.

Keywords: Corporate Culture, Employee Commitment, Employee Satisfaction, Innovation Culture, Participatory Leadership Style, Season Food, Supportive Environment.

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1. INTRODUCTION

Human capital is intricately tied to competitiveness and growth, making it a crucial resource that impacts both employee productivity and the organization's long-term viability (Faggian *et al.*, 2019). It encompasses processes such as training, education, and professional development aimed at enriching employees' knowledge,

skills, abilities, and values, thereby fostering satisfaction, commitment, and ultimately, firm performance (Ahmad *et al.*, 2024).

Ineffective leadership styles and power distance can negatively impact culture, leading to employee dissatisfaction and reduced commitment, thereby hindering retention (Riaza *et al.*, 2020). Furthermore, rapid changes and globalization significantly influence organizational culture (OC) (Cambalikova, 2021). Given the uncertainties and cultural differences, there is an increasing need to explore effective cultural practices to improve organizations' outcomes (Kyove *et al.*, 2021). Leadership and OC are gaining prominence among all sectors (Lasrado & Kassem, 2021).

Existing literature demonstrates the interaction between participative leadership (PL), job satisfaction (JS), and job commitment (JC) (Paais & Sui, 2018). Research consistently shows that employees with a good OC will experience high level of JS (Nwosu *et al.*, 2020). Therefore, leadership and OC play pivotal roles in fostering employee engagement and commitment. The frozen food industry in Pakistan is undergoing rapid growth necessitating an investigation into these trends within the industry.

Previous research has provided insights into leadership, JS and commitment. However, in today's dynamic business environment, there is a pressing need to examine the impact of these factors in the current context, particularly within the frozen food industry of Pakistan. This study aims to fill this gap by offering valuable insights to managers and organizations in the frozen food industry, aiding them in enhancing organizational culture strategies.

To achieve this objective, the study will focus on well-known MENU Company in the frozen food industry of Pakistan. It is hypothesized that, in MENU's cooperative culture helps to increase employee satisfaction and trust, thus making the company eligible to maintain its competitive advantage

Purpose of the Study

This study aims to investigate the impact of OC and leadership on employees' JS and commitment in the frozen food industry of Pakistan. By thoroughly examining these variables, the study seeks to gain a deeper understanding of their influence and relationship with employee commitment and satisfaction. The findings will provide valuable insights related into the determinants of employee performance and organization's ability to achieve optimal output (Jumady & Lilla, 2021).

This study will specifically focus on MENU Company, a renowned brand in the frozen food industry of Pakistan. It is hypothesized that MENU's leadership and effective corporate cultures contribute to employee satisfaction and commitment. This in turn helps the company establish a strong market position and gain a competitive advantage over its rivals.

Research Questions

- What is the impact of OC on employees' JS?
- How does OC influence employees' JC?
- In what ways does PL affect employees' JS?
- How does participative leadership influence employees' JC?
- Is there a correlation between JS and JC?

Significance of the Study

The significance of human capital in organizational performance hinges on a multitude of factors. These factors, whether direct or indirect, can significantly impact employee performance, enhancing their capabilities and facilitating the effective achievement of company goals (Paais & Pattiruhu, 2020). Both OC and leadership style are intricately linked to these factors, serving not only to foster employee satisfaction but also to bolster

overall organizational performance. With global competition on the rise, resource constraints, and other challenges, leaders and managers are compelled to adopt strategic and intuitive approaches to motivate and satisfy their human capital (employees), thereby fostering long-term retention, desired outcomes, and organizational goal attainment (Hamadamin & Atan, 2019).

To delve into the facets of leadership style and OC that contribute to employee satisfaction and JC, ultimately driving productivity and organizational success, it appears that employees at MENU exhibit a degree of dissatisfaction and reduced commitment to the organization. Some studies suggest that leadership, OC, and organizational climate significantly influence employee JS, while others indicate that OC positively impacts job performance but not JS, and leadership style solidly impacts JS but not performance (Paais & Sui., 2018).

2. LITERATURE REVIEW

Theoretical Underpinnings

Social Exchange Theory

Social exchange theory (SET) was first proposed by (George Homans, 1958) Peter Blau, and Richard Emerson in 1957. This theory postulates that top management should provide special bonuses to those employees who invest extra time in completing tasks thereby, motivated them and increasing their commitment to their tasks. A higher number of committed employees can lead to greater prosperity and progress for an organization (Chang & Stansbie, 2018).

Path-Goal Theory

Path-goal theory was developed by (Robert House, 1996). According to this theory organizations can enhance their employees' performance by adopting participative leadership style. Participative leaders involve their subordinates in the decision-making process and policy-making process, which can increase employee motivation, satisfaction, alignment, with the exception of top management. When employees are satisfied, they are generally more productive in their work. Conversely, if employees are dissatisfied, their productivity may decrease.

Theory of Conservation of Resources and Job satisfaction Model of Hackman and Oldham

(Dr. Steven E. Hobfoll, 1989) introduced the theory of conservation of resources in 1989. This theory suggests that organizations should invest considerable effort in maintaining a balance between work and personal life, fostering a productive work environment, and providing employees and their families with various benefits such as medical and housing facilities. These amenities enhance employee's psychological well-being, leading to greater satisfaction and ultimately stronger commitment to organizational goals. According to the (Hackman and Oldham, 1974) JS model, satisfied employees are more likely to exhibit positive attitudes, which can result in higher productivity compared to those with negative attitudes.

Organizational Culture (OC)

Organizational Culture (OC) is a fundamental and influential aspect of any organization, shaping its core values and guiding its policies and procedures (Paais & Pattiruhu, 2020). While some researchers offer comprehensive definitions of OC, which include its values, models, levels, and dimensions. These values are primarily upheld and nurtured by the individuals within organization (Schein, 1993).

Innovative Organizational Culture (IOC)

This type of culture emphasizes and fosters innovation by promoting a proactive, stimulating, risk-taking, and challenging approach. Innovative cultures prioritize organizational structures that support competition and encourage openness to innovation and creativity (Malek *et al.*, 2024).

Supportive Organizational Culture (SOC)

This dimension of OC focuses on trust, sociability, and relationship-building. Environments characterized by supportive cultures foster collaboration, trust, and a sense of safety among employees (Bah *et al.*, 2024).

Participative Leadership

During the COVID-19 pandemic, researchers investigated how leaders' ethical behavior could impact the relationship between PL and the success and support offered by frontline staff. Findings indicated that a leader's behavioral integrity strengthened the positive correlation between PL and employee success while also reducing the impact of PL's supportive actions on employee success (Usman *et al.*, 2021).

Job Commitment

JC refers to the attitude or behavior exhibited by organizational employees towards their work. The impact of JS on employee performance varies depending on whether the outcomes are positive. High satisfaction tends to increase JC, whereas low satisfaction may lead to the opposite effect. Essentially, JC can be described as a state of pleasure or positive emotion resulting from the assessment of one's job experiences (Locke, 1976). It is a psychological state that varies from individual to individual due to differences in mental maps and thought patterns. JC primarily yields favorable psychological outcomes rather than physical ones, as it typically results in contented employees (Herzberg *et al.*, 2011).

Job Satisfaction

According to Prami *et al.* (2022), employees are valuable assets of the company and they need to be managed appropriately to contribute towards the well-being of the company. According to the research conducted by Subagja and Safrianto (2020), employees who are satisfied with their jobs will create satisfaction and loyalty towards the company and constantly improve their performance. Employee engagement can increase JS in the employees (Qalati *et al.*, 2022). JS can maintain the company's high profits, and employees who are satisfied with the job will help in the profitable running of the business (Susanto *et al.*, 2023). To improve employee performance, management must implement such policies which encourage the JS and employee engagement to get significant and appropriate outcomes from the business (Febrian *et al.*, 2023).

Variables Relationship

Conceptual Model

Figure 1, the conceptual model presents the integrated relationship between the independent variable and dependent variables. This section explains the relationship between different variables for different theories.

Organizational Culture and Job Satisfaction

According to the study conducted by (Wallach, 1983). individual performance and satisfaction are contingent upon the compatibility between OC and employee traits. Employees tend to embrace the work environment more readily when it resonates with their characteristics. Studies have consistently demonstrated a favorable relationship between corporate culture and JS. According to a recent research and analysis, although supportive working environment and OC have a significant and positive impact on performance but they do not always affect employees' JS. In contrast, leadership plays an important role in influencing employees' JS but may not have a direct impact on performance (Paais & Pattiruhu, 2020).

H1: *Innovative Culture (IC) has a positive impact on JS in the frozen food sector.*

H2: *Supportive Culture (SC) has a positive impact on JS in the frozen food sector.*

Participative Leadership and Job Satisfaction

The purpose of this cross-sectional research was to establish the correlation between the leadership behavior and employee satisfaction in Pakistan. It looks at how general performance, attentiveness, and four types of leadership (directive, encouraging, participative, and task) are connected. In the last few years, new management approaches and tools have been developed to enhance the level of motivation, commitment and satisfaction of employees. The effect of participatory decision-making on JS and trust is the subject of this particular research. Research evidence indicates that decision making can positively influence JS by increasing organizational self-determination (Guinot *et al.*, 2021). Thus, although the respect for employees did not reveal the correlation between the organizational commitment and JS, the partial mediation was established by the equitable treatment of employees, which met the purpose of the study (Ghaffari *et al.*, 2017).

The implementation of the Path-Goal leadership theory is crucial for enhancing employee JS. This theory posits that when employees are involved in decision-making processes, they perceive themselves as integral to the organization, leading to JS. Additionally, the theory suggests that employees are motivated when leaders engage them in significant decisions, resulting in heightened satisfaction and improved task performance.

H3: *PL has a positive impact on JS in the frozen food sector.*

Organizational Culture and Job Commitment

Central to this study is the challenge of enhancing employees' commitment and responsibility by creating work conditions that align with their professional self-concepts, values, needs, and desires. The innovative ideas introduced by top management and appreciated by subordinates play a crucial role in this regard. The perceptions, self-identities, career goals, motivations, and positions of individuals all contribute to their internal work lives and ultimately impact their commitment and responsibility towards their jobs and the organization (Coetzee *et al.*, 2014). An innovative organizational culture further encourages employees to not only participate in decision-making processes but also prioritize the success of the project over their own interests. By implementing these supportive and innovative cultures, employees are motivated to become committed to their projects.

H4: *Innovative Culture (IC) positively influences JC in the frozen food sector.*

H5: *Supportive Culture (IC) positively influences JC in the frozen food sector.*

Participative Leadership and Job Commitment

According to research, JC is affected by many factors, including the job and personal characteristics such as gender, marital status, family responsibilities and education. Factors such as manager support, peer support, clarity related to roles, responsibilities and allocation of resources, along with JC factors such as tenure, part time jobs, and post graduate study at the employing university (Zalsos *et al.*, 2024). This study also reveals the relationship between the leader's leadership style, JC and JS, and shows the positive relationship between JC and JS.

Drawing from the principles of transformational leadership theory, which advocates for collaborative problem-solving between leaders and employees, it is posited that when leaders and subordinates approach challenges with mutual understanding, employees become more deeply engaged in the process, leading to heightened JC.

H6: *PL has a positive impact on JC in the frozen food sector.*

Mediating Role of Job Satisfaction

Research suggests that JC tends to be consistently more crucial than intense JS over time, particularly once an individual has reached a level of complete satisfaction with their work environment (Zhang *et al.*, 2024). Zhang *et al.* (2024) examined the influence of JS on JC among restaurant employees and found that the level of JS could predict the level of JC towards the organization. The Theory of Conservation of Resources and (Hackman and Oldham's, 1974) JS model posit that employees who are satisfied and adequately equipped with resources are more likely to exhibit commitment to their jobs.

It has been established that job satisfaction plays a mediating role in the relationship between OC and JC in adhocratic and clan culture (Lindomar Pinto da Silva *et al.*, 2018). In food sector, the type of communication within the organization and leadership style that involves the employees have a positive impact on the level of JC and JS among the employees (Taha *et al.*, 2024). Ariani, (2023) found positive correlations between IC, JS, and employee performance in food industry and he suggested that IC is very important for enhancing the JC and JS among employees. In the same way, an agricultural sector study showed that OC has a partial mediating role in the relationship between JS and JC (Pena *et al.*, 2024). Based on these results, it is possible to state that the proper culture and communication support, as well as the encouragement of the leadership's participative approach, can improve JS and, therefore, JC in different industries.

H7: *There is a significant association between JS and JC.*

H8: *JS positively mediates the relationship of IC and JC in the frozen food sector.*

H9: *JS positively mediates the relationship between SC and JC in the frozen food sector.*

H10: *JS positively mediates the relationship PL and JC in the frozen food sector.*

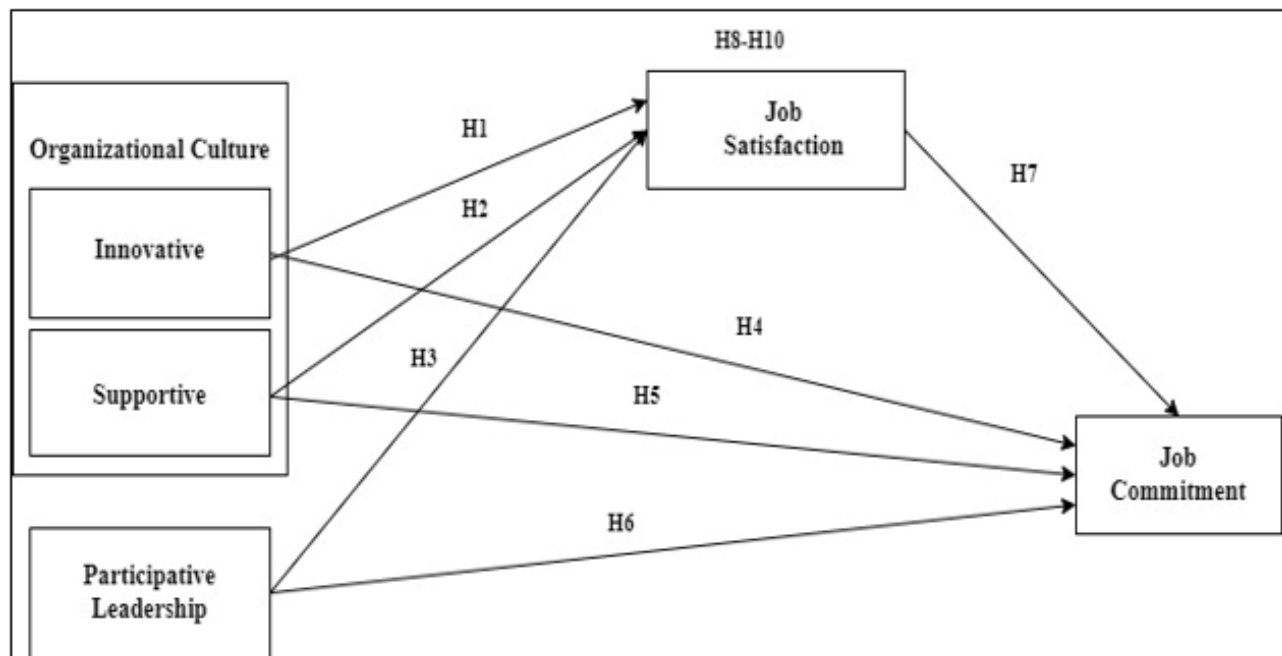


Figure 1. Theoretical Model.

3. METHODOLOGY

Research Design

This research aims to investigate the impact of Participative Leadership (PL) and Organizational Culture (OC) on employee Job Satisfaction (JS) and commitment within Pakistan's frozen food industry, with a specific focus on Season Food Private Limited's renowned frozen brand, Menu. The majority of the data is derived from qualitative methodologies such as interviews, focus groups, and other informal discussions with respondents including employees and customers (Sekaran & Bougie, 2016).

Data Collection

Population

The primary aim of this study is to assess how OC and PL influence JS and commitment. To accomplish this goal, the study focuses on the food sector as its population, as previous literature suggests that the food sector in Pakistan encounters challenges related to employee satisfaction and commitment. Consequently, the study views employees as authentic representatives and utilizes a survey-based questionnaire to gather data.

Sample and Procedure

The researchers employ convenience sampling, a type of non-probability sampling, to select participants. This method facilitates easy selection of samples from the employees of Season Food Company (Menu). Convenience sampling is chosen because it simplifies the process of selecting samples from the population, which would otherwise be challenging and time-consuming. Moreover, this sampling technique is cost-effective and efficient, providing an added advantage to the research process.

Study Design Instruments

The questionnaire comprises four sections.

Section 1 introduces the OC Index (OCI), which measures OC through the three dimensions: participative, innovative, and supportive identified by Cummings *et al.* (2018). This section contains six items measured on a Likert scale ranging from zero (it does not concern my organization) to three (I care very much about my organization). In particular, this questionnaire consists of three items related to innovative culture, while the remaining three items to supportive culture.

Section 2 is about the Leader Behavior Survey, which includes four items related to PL style, adapted from Cortellazzo's (2019) study of leadership in the digital context. The survey has been validated by previous researchers such as Michael (1994) and Warr *et al.* (1979) responded to five items ranging from "not at all" (1) to "to a great extent" (5).

Section 3 is about the JS and the questions related to JS are derived from the study conducted by Gray *et al.* (2021). The respondents have to fulfill the answer of 5 questions which are used to analyze the employees' level of satisfaction from the working environment and culture of the organization. Seven-point Likert scale is used in this section ranging from "dissatisfied" (1) to "very satisfied" (7).

Section 4 has questions related to the JC and this section is derived from the study conducted by Hoch *et al.* (2018) Likewise section 3 this section has also a seven-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (7) to access the level of commitment among employees.

The current study determined the sample size through three different methods. Firstly, employing the rule of thumb, which suggests that 10 respondents per latent construct are adequate. Thus, based on this guideline, a sample of 50 is deemed sufficient for the current study. Secondly, the study utilized the G*power calculator, indicating that a sample size of 189 is necessary to validate its findings. Thirdly, the study consulted the Morgan table for sample size determination, which suggested a sample size of 384 to ensure the robustness of

the findings, irrespective of the population size. Consequently, the study opted for a sample size of 384. A total of 662 survey-based questionnaires were distributed, considering the response rate observed in prior literature from Pakistan. Consequently, the study received 370 responses in total. Demographic characteristics have been presented in Table 1.

Table 1. Demographic Characteristics of the Participants.

Demographics Variables	Response Categories	Frequency	%
Gender	Male	210	57
	Female	160	43
Age	Less than 25	50	14
	26-36	100	27
	37-48	150	40
	49-57	40	11
	57 and Above	30	8
Job Role	Non-Supervisory	118	32
	Supervisory	160	43
	Management	92	25
Years of service in the current Organization	1 till 3	82	22
	4 till 6	124	34
	7 till 9	90	24
	10 till 14	40	11
	More than 15 years	34	9

Notes: (Number of Subjects = 370) **Source:** Author's calculation

Employing a questionnaire survey, the present research assessed the proposed hypotheses, reflecting the appropriateness, acceptability, and popularity of this method among researchers. This study evaluated and measured the hypothesized hypotheses using the questionnaire survey method, in line with the recommendations of Davis *et al.* (1989), who suggested employing a Likert Scale in the questionnaire.

Measures

The questionnaire comprises four sections.

Section 1 introduces the OC Index (OCI), which measures OC through the three dimensions: participative, innovative, and supportive identified by Cummings *et al.* (2018). This section contains six items measured on a Likert scale ranging from zero (it does not concern my organization) to three (I care very much about my organization). In particular, this questionnaire consists of three items related to innovative culture, while the remaining three items to supportive culture.

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Analysis Techniques

A total of 370 valid responses were used for analysis. A total of 210 males and 160 females out of the total participants were in terms of gender status. Furthermore, Job role and years of service play a pivotal role as it describes JS and commitment towards a company and how it can help them to participate in an organization's goals. The hypothesized model was created and tested on SmartPLS 3 (Ringle *et al.*, 2015). Assessment of measurement model was completed in the first step to test the Reliability and validity of the study variables, whereas assessment of structural model was completed in second step for hypotheses testing (Sarstedt *et al.*, 2021). Assessment results of measurement model have been presented in table 2 and 3.

Table 2. Reliability and Convergent Validity of the Study Variables.

	Loading	Cronbach's Alpha	CR	AVE
IOC1	0.793	0.803	0.884	0.718
IOC2	0.877			
IOC3	0.870			
SOC1	0.818	0.832	0.888	0.664
SOC2	0.812			
SOC3	0.835			
SOC4	0.794			
PL1	0.798	0.804	0.872	0.63
PL2	0.765			
PL3	0.799			
PL4	0.812			
JS1	0.821	0.865	0.902	0.648
JS2	0.822			
JS3	0.785			
JS4	0.776			
JS5	0.820			
JC1	0.881	0.907	0.931	0.728
JC2	0.816			
JC3	0.844			
JC4	0.850			
JC5	0.874			

Source: Author's calculations

Convergent validity was evaluated by examining the average variance extracted (AVE) of the constructs and the factor loadings (Hair *et al.*, 2021). Discriminant validity was assessed by two methods; Fornell Larker Criterion and HTMT ratio. (Fornell & Larcker, 1981) Method involves comparing the square root values of AVE and the correlations among constructs. The values of factor loading > 0.707 , CR > 0.7 (Hair *et al.*, 2021), $\rho > 0.7$ (Dijkstra & Henseler, 2015), and AVE > 0.5 (Vinzi *et al.*, 2010).

Table 3. Discriminant Validity (HTMT).

S. No.		1	2	3	4	5
1	Innovative Culture	0.755	-	-	-	-
2	Supportive Culture	0.482	0.777	-	-	-
3	Job Satisfaction	0.575	0.656	0.803	-	-
4	Participative Leadership	0.621	0.455	0.543	0.856	-
5	Job Commitment	0.565	0.644	0.124	0.345	0.867

Source: Author’s Calculations

The present study also assesses the discriminant validity using HTMT technique. HTMT is relatively reliable and latest method of determining discriminant validity (Henseler *et al.*, 2016, Sarstedt *et al.*, 2021). According to the strict criteria of HTMT with the threshold value 0.85, all the corresponding values meet the criteria. Hence, there is no issue of discriminant validity (See Table 3).

It has been noticed that reliability, convergent validity, and discriminant validity of the current study is upto the mark. We can proceed with the assessment of structural paths.

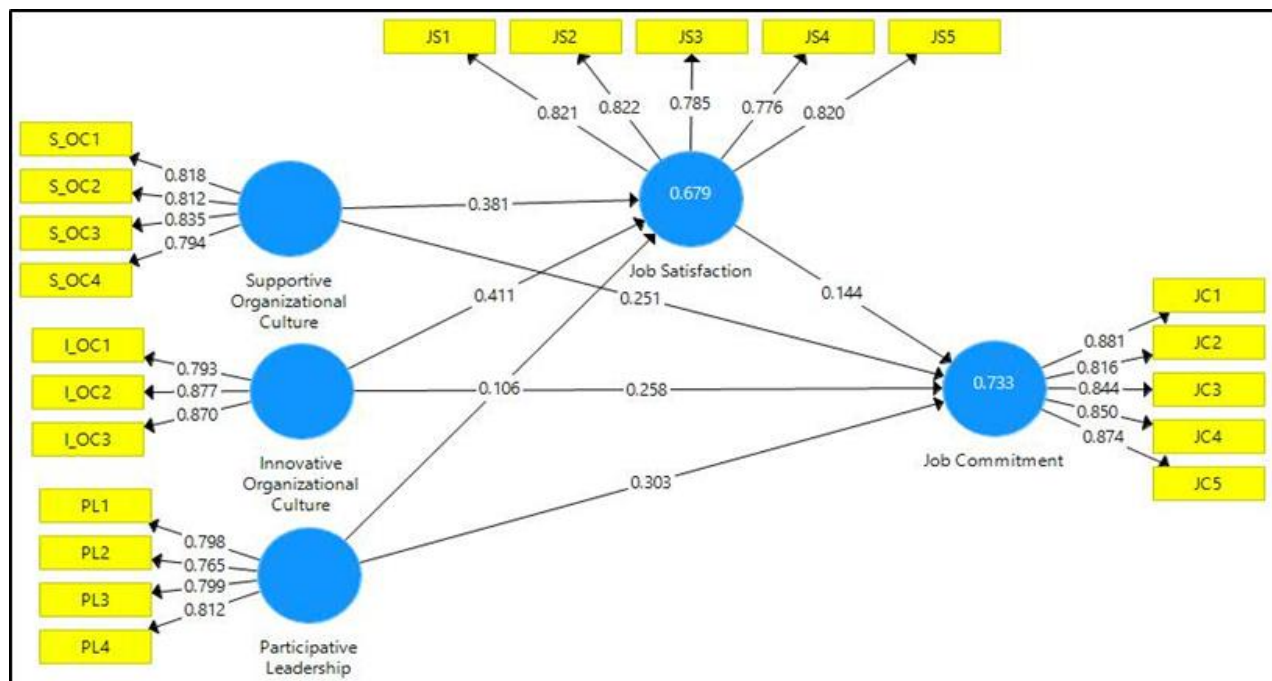


Figure 2. Assessment of Measurement Model.

Note: Values on the lines between variables indicate the value of coefficient

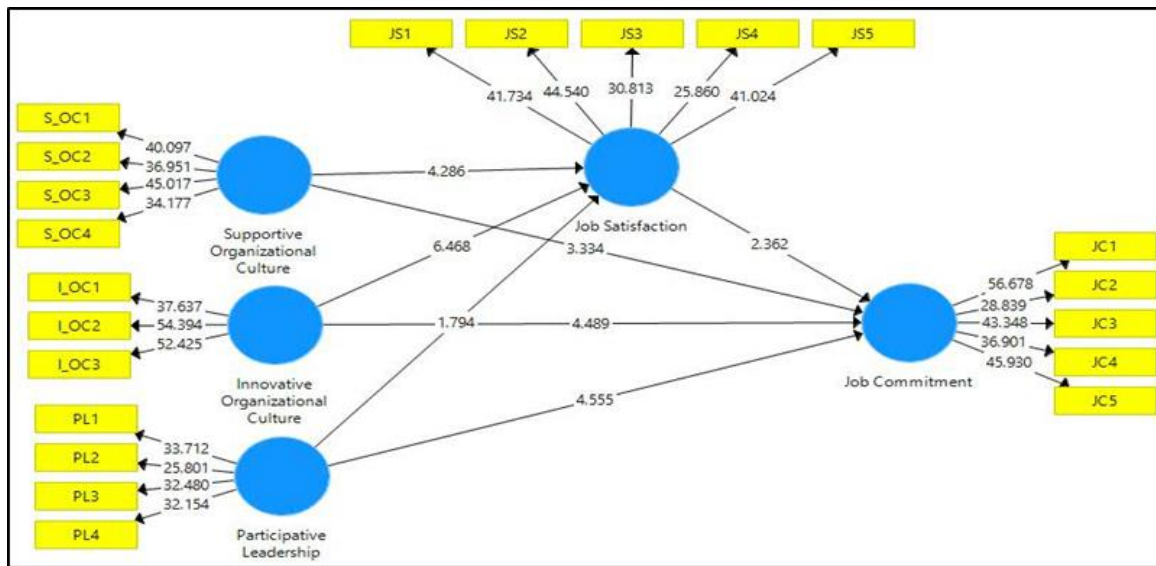


Figure 3. Assessment of Structural Model.

Source: Author’s Calculations.

Note: Values on the line between variables indicate the t-Values
 Values shown in the Figure 2 and 3 have been presented in Table 4.

Table 4. Structured Model.

	Coeff.	SD	t-values	p-values
IOC ->JS	0.411	0.064	6.468	0.000
SOC ->JS	0.381	0.089	4.286	0.000
PL ->JS	0.106	0.059	1.794	0.073
IOC ->JC	0.258	0.057	4.489	0.000
SOC ->JC	0.251	0.075	3.334	0.001
PL ->JC	0.303	0.067	4.555	0.000
JS ->JC	0.144	0.061	2.362	0.018
IOC->JS ->JC	0.059	0.027	2.225	0.026
SOC->JS ->JC	0.055	0.027	2.068	0.039
PL ->JS ->JV	0.015	0.013	1.216	0.224

Source: Author’s calculations

Note: IOC= Innovative Organizational Culture, SOC=Supportive Organizational Culture, PL=Participative Leadership JC =Job commitment, JS = Job Satisfaction

Table 4 presents the outcomes regarding the direct effects of the hypotheses. Specifically, innovative culture demonstrated a positive and significant predictive relationship with JS (Hypothesis 1: $\beta = 0.411$, $p < 0.05$, t -value = 6.468). Similarly, supportive culture significantly influenced JS (Hypothesis 2: $\beta = 0.381$, $p < 0.05$, t -

value = 4.286). Additionally, innovative culture exhibited a positive and significant impact on JC (Hypothesis 4: $\beta = 0.258$, $p < 0.05$, $t\text{-value} = 4.489$), as did supportive culture (Hypothesis 5: $\beta = 0.251$, $p < 0.05$, $t\text{-value} = 3.334$). PL was found to significantly affect JC (Hypothesis 6: $\beta = 0.303$, $p < 0.05$, $t\text{-value} = 4.555$), while JS also positively influenced JC (Hypothesis 7: $\beta = 0.144$, $p < 0.05$, $t\text{-value} = 2.362$).

Furthermore, Hypothesis 8 suggested that JS significantly mediated the relationship between innovative OC and JC ($\beta = 0.059$, $p < 0.05$, $t\text{-value} = 2.225$). Similarly, Hypothesis 9 indicated that JS mediated the relationship between supportive OC and JC ($\beta = 0.055$, $p < 0.05$, $t\text{-value} = 2.068$). Lastly, Hypothesis 10 proposed that JS significantly and positively mediated the relationship between PL and JC at a significance level of 5% ($\beta = 0.015$, $p > 0.05$, $t\text{-value} = 1.216$).

4. DISCUSSION

This study investigates the interplay between OC, leadership style, and JC in the frozen food industry, with a particular focus on the mediating role of JS. The findings reveal a positive relationship between variables studied. Firstly, innovative culture significantly predicts JS ($\beta = 0.411$, $p < 0.05$, $t\text{-value} = 6.468$), aligning with previous research linking innovative behavior to JS (Wafa'a *et al.*, 2024). Similarly, supportive culture significantly influences JS ($\beta = 0.381$, $p < 0.05$, $t\text{-value} = 4.286$), with distributed leadership serving as a mediator that enhances employee satisfaction (Liu *et al.*, 2020).

Moreover, innovative culture positively impacts JC ($\beta = 0.258$, $p < 0.05$, $t\text{-value} = 4.489$), as does supportive culture ($\beta = 0.251$, $p < 0.05$, $t\text{-value} = 3.334$), indicating a substantial influence of OC on commitment (Paramita *et al.*, 2020; Sarhan *et al.*, 2020). PL also significantly affects JC ($\beta = 0.303$, $p < 0.05$, $t\text{-value} = 4.555$), with trust and employee perception playing a pivotal role (Guinot *et al.*, 2021).

Furthermore, JS positively impacts JC ($\beta = 0.144$, $p < 0.05$, $t\text{-value} = 2.362$), corroborating previous studies highlighting the strong influence of JS on commitment (Gopinath *et al.*, 2020). Mediation analyses reveal that JS mediates the relationship between innovative and supportive OC's, PL style, and JC (Hypotheses H8, H9, and H10), underscoring its crucial role in fostering commitment within the organization.

Overall, most hypotheses are supported, indicating a positive impact of OC and leadership style on employees, mediated by JS. However, the analysis suggests the existence of other factors influencing employee dissatisfaction and lower commitment, such as compensation, resource availability, inter-employee relationships, and transportation accessibility, warranting further exploration (Zhenjing *et al.*, 2022).

5. CONCLUSION

Our study examines the impact of OC and Leadership Style on the JS and Commitment of employees in Season Food, with OC and leadership style as independent variables and JS and commitment as dependent variables. Our findings suggest a positive influence of these factors on employees, ultimately enhancing productivity and benefiting the organization as a whole. Innovative and supportive OC's foster greater productivity and commitment among employees, while a PL style empowers employees, leading to higher satisfaction and commitment to their work and the organization. Leveraging these factors positively can sustain organizational longevity.

However, this study has limitations, as it reflects the perspectives of current employees of Season Food in the frozen industry alone. Results may differ among employees in other frozen food companies or industries. With a total of 370 respondents, consisting of 210 males and 160 females, demographic variations could potentially impact the findings. Nonetheless, the use of validated questionnaires ensured statistical significance at a significance level of 0.05.

This study contributes to understanding variables within the frozen food industry, a relatively less explored area in Pakistan and globally. Significant positive effects were found across all variables, highlighting the need

for further research to identify potential negative factors leading to employee dissatisfaction and reduced commitment. JS and commitment are critical elements for organizational development and progress, and neglecting them can lead to erosion of trust and reputation.

Looking ahead, the Pakistani frozen food industry is projected to grow at a CAGR of 3.58% from 2022 to 2027. The surge in demand for frozen fruits and vegetables during the pandemic, coupled with the convenience and increasing demand for meat-based products, is driving market growth. Therefore, our research aims to uncover the internal factors contributing to the industry's growth, emphasizing the role of culture and leadership styles in enhancing employee satisfaction and commitment, thus contributing to the sector's success.

Theoretical Implications

Results of this study contributes in the explanation of true concepts in terms of its literature reviews related to OC (Supportive and innovations) and JS, OC's and JC, PL and JS, PL and JC and JS and JC. The findings of this study also confirms that OC in terms of supportive and innovative culture is positively interlinked with JC by the analysis of Social Exchange Theory which states that employees are committed only if employers are ready to give something worthy such as bonuses in exchange of their services. This study confirms that PL is positively associated with JS and JC and this relationship has been extracted through Path-goal theory and transformational leadership theory.

Finally, this theory also confirms JS and JC is significantly and positively associated with each other and this relationship has been extracted through the theory of Conservation of resources and JS model of (Hackman and Oldham, 1974).

Practical and Managerial Implications

The findings of this study offer several practical implications for the managers and owners of food sector business. Managers and owners need to understand that supportive and innovative cultures organizations can get highest level of JS among employees and according to findings of this study JS is totally dependent upon the nature of OC which usually existed in organizations. Top management of food sectors need to understand the importance of OC for achieving the highest level of JC.

Managers need to understand that adoption of leadership style is also very crucial for the successful running of business operation and adoption of leadership style is the most step for gaining highest level of JS and JC. Through PL employees may understand that they are very important for the implementation of any decision and for making any policy which will provide adequate perks to a specific organization and then after this realization employees are more satisfied and more devoted towards the fulfilment of organizational goals in such a way PL is very important for the smooth running of food business in Pakistan.

Top managers of frozen food sectors should adopt such policies which enables an organization to achieve highest number of satisfied and committed employees. If employees are satisfied then they are motivated towards the completions of projects and if employees are motivated, they are more committed towards their job.

This study is not only practicable in frozen food sector of Pakistan but also in other influential sectors of Pakistan because there is an immense need for the implementation of supportive and innovative OC and PL for achieving highest level of

JS and JC in order to overcome the ratio of dissatisfied and less committed employees in the different departments of Pakistan.

Limitations and Future Directions

Firstly, this study is restricted to the private frozen food sectors of Punjab, Pakistan. Future studies should be conducted in other influential and progressive sectors of Pakistan, such as (Information Technological

industries, medical and transportation industries of Pakistan and financial institutions of Pakistan with the involvement of employee empowerment factor in the attainment of JS and JC. Secondly, this study is cross-sectional, while future researchers may consider the longitudinal approach for determining how PL and OC can contribute towards the attainment of JS and JC.

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