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Impact of dimensions of organisational culture on employee satisfaction and performance level in select organisations

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Developmental culture;
Relational culture

Abstract The study explores the impact of different dimensions of organisational culture on job performance and satisfaction level of employees via mediating effect of psychological capital. The cause-and-effect relationship of employees' job performance with job satisfaction and satisfaction with life is determined. The structural equation modelling method is used for determining the relationship among factors. There is a significant and positive impact of organisational culture on employees' job performance that indeed affects the job and life satisfaction level of people in the organisations. Psychological capital plays a significant partial mediating role between organisational culture and employees' job performance.

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Introduction

The concept of organisational culture (OC) is very dynamic and changes from one organisation to another. Corporate culture is the invisible and informal consciousness of the organisation that guides the behaviour of individuals (Scholz, 1987, p. 80). Culture is a set of basic assumptions that the group learns while dealing with external adaptation and internal integration and is taught to new members joining the organisation (Schein, 2004, p. 17). OC describes the environment in which people work and that influences their actions, thinking, and experience (Warrick, Milliman, &

Ferguson, 2016, p. 64). OC refers to core values that provide the reason for an organisation's policy (Lundberg, 1996, p. 14).

Many researchers have explored the different dimensions of OC over time. Pareek (2003) classified OC as autocratic (protocol-based), bureaucratic (driven by rules and regulations), technocratic (expert-dominant), and entrepreneurial (customer orientation). The research by Cameron and Quinn (1999) revealed four main dimensions: clan, hierarchy, adhocracy, and market. Clan symbolises an organisation that places great importance on teamwork and people's participation. An entrepreneurial and creative workplace is represented by an adhocracy culture, while a hierarchy culture is a formal and structured place to work. The market is a result-oriented workplace (Cameron & Quinn, 1999). van Muijen and

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Koopman (1999) gave descriptive factors (measuring organisational practices) and an evaluative part (measuring characteristics of the organisation) in OC. Aggarwal and Singh (2022) gave developmental and relational cultural dimensions. Developmental culture (DC) facilitates creating and nurturing an environment that enhances the capabilities and working skills of people. Relational culture (RC) ensures creating an amicable working environment by developing trust, cooperation, and respect among members (Aggarwal & Singh, 2020, 2022).

Many classifications of organisational cultural dimensions are proposed by different researchers. However, the study adopts these two organisational cultural dimensions: developmental culture and relational culture (Aggarwal & Singh, 2022). These two cultural dimensions have recently been explored and represent both the task and relational orientations of an organisation. Developmental culture is reflected through the innovation, adaptability, risk-taking, and entrepreneurial behaviour exhibited by the top management (Cameron & Quinn, 1999; Quinn & Spreitzer, 1991). Developmental culture places a premium on transformation and change and is associated with the ability of an organisation to effectively perform different work activities (Langer & LeRoux, 2017). Relational culture is the ability of a person to participate in complex relationships and attend to the development of themselves with respect for others (Byers, Bragg, & Munoz, 2020, p. 19).

The employees' efforts towards making the availability of IT assets facilitate seamless communication and foster a developmental culture in the organisations. Developmental culture encourages innovation and creates an environment that promotes corporate entrepreneurial activities (Stoffels & Leker, 2018). Through the enhancement of developmental culture, service quality can be improved in the hospitality sector, and innovative endeavours can be embraced. Instilling flexibility in teams can improve team creativity (Yang, Luu, & Qian, 2022). Relational culture theory is an important theory of human development that considers relationships as a fundamental human need and source of growth, vitality, and resilience (Miller, 1986).

Rationale of the study

Numerous research papers have discussed the role and significance of OC. The various researchers have explored the impact of the OC on factors like sustainability, motivation, performance, job satisfaction, job commitment, sales growth, profitability, leadership, emotional intelligence, innovation, work engagement, and knowledge management (Damanpour, Devece, Chen, & Pothukuchi, 2010; Denison, Haaland, & Goelzer, 2004; Dwivedi, 2001; Guchait, Zhao, Madera, Hua, & Okumus, 2018; Joshi, 2001; Lee, 2019; Mitra, 2023; Ogbeibu et al., 2021; Omerzel, Biloslavo, Trnavčević, & Trnavčević, 2011; Ravishankar, Hamzaali, Venkateswaran, & Subramani, 2016; Sinha, Singh, Gupta, & Dutt, 2010; Singh, 2001). Surprisingly, there is a lack of empirical research on the relationship between OC and psychological capital (PsyCap) (Aggarwal, 2023). Some researchers have referred to the positive association between PsyCap and OC (Aggarwal & Singh, 2022; Ahmed, AlZgool, Abro, Ahmed, & Memon, 2019; Gardner & Rasmussen, 2017; Lee, Seo, Jeung, & Kim, 2019; Mutonyi, 2021). However, this relationship needs to be

explored further, and this exploration would be incomplete without including satisfaction and performance variables. There is a significant contribution by Luthans, Avolio, Avey, and Norman (2007) in explaining the association of PsyCap with satisfaction and performance. Researchers have also discussed the role of OC in improving satisfaction and performance levels in the organisation. However, research is required to connect the dots between the association of all four variables—OC, PsyCap, performance, and satisfaction of employees—in one holistic model.

Self-efficacy, optimism, hope, and resiliency together determine the concept of PsyCap (Luthans et al., 2007, p. 549). Employees' performance on the job determines the productivity and efficiency of the organisation (Colquitt, Lepine, Wesson, & Gellatly, 2011). Job performance is defined as the employee's behaviour related to their assigned task (Petsri, 2014). Job satisfaction is a pleasurable state of emotion that is felt from the evaluation of one's job (Locke, 1969, p. 316). Life satisfaction is defined as the degree to which one has a favourable judgement of one's overall quality of life (Veenhoven, 1991).

The Scopus database could trace only four articles when keywords such as 'organisational culture' and 'psychological capital', and 'satisfaction' and 'performance' were searched in the database. All four articles involved research on nurses in the healthcare sector. Only two journal articles were identified in the JSTOR database when searched in 'all fields' with the same keywords. No results could be found in the Web of Science database with the same keywords. This indicates that there are many studies independently on all four variables but there is a dearth of research on the holistic model of the four variables.

There were 80 results discovered only with the term 'developmental culture', and 49 documents were found with the term 'relational culture' on the Scopus database within 'article title, abstract, and keywords'. Scopus result analysis indicates that research on the terms has increased between 2020 and 2022. Major documents were produced by countries like the USA, Australia, and China. On analysing the abstracts, very few documents discussed the link between developmental and relational culture, satisfaction, developmental psychology, and performance. None of the articles discussed these concepts together in one model.

After identifying the research gaps, the study aims to address the following research questions:

- What is the holistic model determining the association between developmental and relational culture, PsyCap, employees' job performance (EJP), and employees' satisfaction level?
- What is the impact of EJP on the employees' job and life satisfaction (JLS) level?
- What is the role played by PsyCap between the dimensions of OC and EJP?

Literature review

The literature review contains three sections: the impact of OC on performance, mediating role of PsyCap, and the relationship between performance and satisfaction.

Impact of dimensions of OC on performance

OC influences the behaviour of people and, thus, influences employees' performance (Ibrahim, Boerhannoeddin, & Kayode, 2017). There is a nexus between organisational climate, job satisfaction, OC, commitment, and performance (Ravishankar et al., 2016). Indian organisations have evolved new policies and procedures in recent times to build a new high-performance culture (Dwivedi, 2001).

Teamwork, trust, and cooperation among the various groups within the organisation will produce improvements in work culture and develop high performance in the organisation (Joshi, 2001, p. 18). Strong cultures have high-performing teams (Ritchie, Fornaciari, Drew, & Marlin, 2012, p. 613). Positive feedback significantly predicts task performance and the relationship is moderated by a feedback-seeking culture (Evans & Dobrosielska, 2019). There is a significant association between developmental culture and effectiveness in non-profit organisations. Organisations can be effective by fostering external support, creating and nurturing growth, and expanding existing resources (Langer & LeRoux, 2017).

Based on the positive influence of developmental and relational culture on EJP, the following hypothesis is proposed:

H1: Developmental and relational cultures are positively associated with EJP.

Mediating role of PsyCap

PsyCap is one such concept that helps in capitalising on the psychological capacities of human resources to have a greater competitive advantage against rival companies. The components of PsyCap are open to change and are not stable. The confidence required for achieving success in challenging tasks is termed 'self-efficacy' (Bandura, 1997). The constant effort to make a positive attribution about success is 'optimism' (Seligman, 1998). 'Hope' refers to the perseverance towards the achievement of goals (Snyder, 2000). The ability to face all adversities and bounce back in times of difficulty is called 'resiliency' (Masten & Reed, 2002).

Organisations need to invest in the development of authentic leaders who could develop PsyCap among employees and lead to a positive and productive work environment (Shahid & Muchiri, 2018). PsyCap acts as a full mediator between mentoring and performance (Carter & Youssef-morgan, 2019). The supportive organisational environment has a positive impact on employees' PsyCap, which leads to higher levels of well-being (Ming-chu & Meng-Hsiu, 2015; Roemer & Harris, 2018). Human resource management practices should be such that they create a positive psychological state for the effective achievement of organisational goals (Sobaih, Ibrahim, & Gabry, 2019). PsyCap mediates the relationship between grit and academic performance (Luthans, Luthans, & Chaffin, 2018, p. 51). Social support from family members, instructors, and peer groups enhances students' well-being, and this relationship is mediated by PsyCap (Siu, Lo, Ng, & Wang, 2021). PsyCap acts as a full mediator between the dimensions of OC and EJP (Aggarwal & Singh, 2022).

Based on the positive and significant relationship among factors like OC, PsyCap, and EJP, the following hypotheses are proposed:

H2: Developmental and relational cultures are positively associated with PsyCap.

H3: PsyCap is positively associated with EJP.

H4: PsyCap significantly mediates between the dimensions of OC and EJP.

Relationship between performance and satisfaction

The satisfaction of employees includes job satisfaction and life satisfaction. A person's attitude towards his job is known as job satisfaction (Brief, 1998, p. 10). The employee can be satisfied and dissatisfied with different aspects of the job (Pool & Pool, 2007, p. 357). There can be different aspects of job satisfaction, like work satisfaction, salary and social security, camaraderie with colleagues, self-progression, and work recognition (Griffin, Hogan, Lambert, Tucker-Gail, & Baker, 2010; Hoppock, 1935). The cognitive component of subjective well-being is called life satisfaction (Andrews & Withey, 1976). A person evaluates the quality of his life based on a unique set of criteria to determine his satisfaction with life (Shin & Johnson, 1978, p. 478).

There are numerous theories on the link between performance and satisfaction. Some propose that satisfaction leads to performance, while others indicate that performance leads to satisfaction. Siegel and Bowen (1971) gave the idea that it is performance that affects satisfaction and not vice versa. There exists no correlation between job satisfaction and job performance, as per Keaveney and Nelson (1993). Some theories also indicate that performance is a natural product of satisfied employees (Vroom, 1964). The higher the employees' job satisfaction, the higher their commitment to the organisation. This restrains employees' turnover intentions, which promotes organisational effectiveness (Biswas, 2010). The magnitude of the association between performance and satisfaction is affected by moderators like a type of occupation, the nationality of respondents, and the measurement scales used for measuring satisfaction level (Davar & Ranjubala, 2012).

For testing the association between EJP and JLS, the following hypothesis is proposed:

H5: EJP is positively associated with JLS.

Based on the literature review, the proposed conceptual model is given in Figure 1.

Methodology

This section discusses the sample frame, sample size, the procedure adopted for collecting the data, and the research techniques used for the data analysis. The methodology is divided into three parts: samples and procedures, instruments, and data analysis techniques, which are explained as follows.

Sample and procedures

The study is conducted in the service sector of India (select public sector banks, insurance companies, and universities).

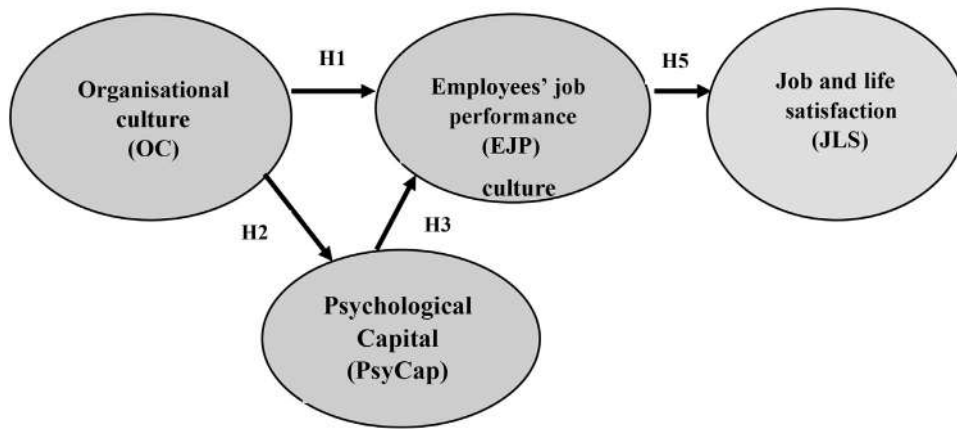


Figure 1 The conceptual model determining the mediating effect of psychological capital between the relationship of organisational culture, performance, and satisfaction.

Data are collected through a stratified random sampling technique. In this method, simple random samples are drawn from each stratum of the population. The online questionnaire was distributed to the respondents from the three sectors over the LinkedIn platform. The data were collected from 409 respondents. To check the accuracy of the data, the standard deviation of the responses was checked. Out of the data collected, 10 of the responses were deleted because they had negligible variation. The final data included 399 responses. The preliminary analysis was conducted to check the robustness of the data. The normality of the data was checked using a normal P-P plot of the regression-standardised residual. The Durbin-Watson test measured between 1 and 3, and the variable inflation factors were less than 10. There was no problem of autocorrelation or multicollinearity observed in the data.

Measures

For the data collection, the PsyCap scale (24 items) was adapted from Luthans et al. (2007), and the job satisfaction scale (five items) was measured using Brayfield and Rothe (1951). The EJP scale (13 items) was adapted from Na-Nan, Chaiprasit, and Pukkeeree (2018) and the satisfaction with life scale (five items) was taken from Pavot and Diener (1993). The OC scale (14 items) was adapted from the study of Aggarwal and Singh (2022). All the scales were standardised to a five-point Likert scale.

Data analysis

The responses from 399 respondents were tested for confirmatory factor analysis (CFA). The measurement model was tested using IBM SPSS Amos version 26 software. The composite reliability (CR), convergent, and discriminant validity were tested using the Gaskin Stats tool package (Gaskin, 2016). The relationship among the four constructs (OC, PsyCap, EJP, and JLS) was tested using the structural equation modelling method. Mediation was tested using the methods of Baron and Kenny (1986) and bootstrapping (Awang, 2015).

Data were collected from 399 respondents. Out of the total responses, 85% were from males and the remaining 15%

were from females. Data from banks represented 41% of total responses, 32% was from insurance companies, and 27% was received from universities. The descriptive statistics were computed for the four factors: OC, PsyCap, EJP, and JLS. On a scale of 1-5, the mean value for OC was 3.54, PsyCap was 4.18, JLS measured 3.84, and EJP was 4.09. The collected data were used for testing the model and determining the relationship between the variables.

The Pearson's correlation coefficient was determined as given in Table 1. There is a positive and significant correlation between OC and PsyCap, JLS, and EJP. PsyCap has a significant positive correlation with JLS and EJP. PsyCap has a very high correlation with EJP, with $r = 0.613$. JLS also has a strong positive correlation with EJP.

The CFA technique was used on a final sample size of 399 data points to determine the robustness of the model. CFA is used for testing the factor structure based on the study of theoretical frameworks available in the literature (Zikmund, Babin, Carr, Adhikari, & Griffin, 2017). The measurement model was first tested for the 61-item questionnaire on 95 respondents. Many of the items were found to be insignificant. The irrelevant items were deleted and the final revised questionnaire with 33 items was checked for CFA analysis. Model specification statistics involve computing CMIN/degree of freedom (DF), NFI, CFI, and RMSEA. The model fit measures are given in Table 2.

There were five items, each measuring job satisfaction and satisfaction with life. In the pilot survey, there were a

Table 1 Mean, standard deviation, and correlation between variables.

Variables	Mean	Standard deviation	PsyCap	JLS	EJP
OC	3.549	0.819	0.473**	0.497**	0.421**
PsyCap	4.186	0.617		0.568**	0.613**
JLS	3.840	0.835			0.442**
EJP	4.089	0.677			

Note: EJP, employees' job performance; JLS, job and life satisfaction; PsyCap, psychological capital; OC, organisational culture.

**Correlation is significant at the 0.01 level.

Table 2 Measurement model fit measures.

CMIN/DF	GFI	RMSEA	CFI	NFI	TLI
1.832	0.884	0.046	0.946	0.889	0.940

Note: GFI, goodness-of-fit index; CMIN, minimum discrepancy function C; NFI, normed fit index; CFI, comparative fit index; RMSEA, root mean square error of approximation; TLI, Tucker-Lewis index.

few items that were found to have a low value of squared multiple correlations (less than 0.40). As a result, the satisfaction with life scale was reduced to two items and the job satisfaction scale was reduced to a three-item scale. For a better representation in structural equation modelling (SEM), there should be at least three observed items to measure a latent variable (Blunch, 2008; Hair, Black, Babin, & Anderson, 2010). As a result, both satisfaction with the life scale and job satisfaction were used as second-order factors, representing the two dimensions of employees' satisfaction levels. This also improved the model fit measures as given in Table 2, and there was no problem of reliability and validity observed as inferred from Table 3 (Shrivastava & Shukla, 2021).

The model fit measures in Table 2 indicate a good-fit model. CMIN/DF was less than 2, and NFI, CFI, and TLI were close to 0.95. RMSEA was less than 0.06 (Arbuckle, 2012; Brown, 2006; Thompson, 2004). Reliability and validity are the two main criteria for evaluating the measurements. The reliability was tested using Cronbach's alpha test and the construct validity was checked by determining the convergent and discriminant validity. Reliability ensures internal consistency (Zikmund et al., 2017). The Cronbach's alpha measure was determined for the four scales: the OC scale had a reliability of 0.910, the PsyCap scale had a Cronbach's alpha of 0.901, the JLS scale had a reliability of 0.877, and the EJP scale had a reliability of 0.898. All of Cronbach's alpha measures were measured between 0.80 and 0.95. All four scales were reliable.

Construct validity exists when a measure truly represents a unique concept. Both convergent and discriminant validity were determined. Convergent validity ensures that the concepts related to one another are related. Discriminant validity ensures that the measure is unique (Zikmund et al., 2017). The validity was determined using the Stats Tools package developed by James Gaskin (Gaskin, 2016). The measurement model showed no concern for discriminant or

Table 3 Reliability and validity measures.

Variable	Cronbach's alpha	CR	AVE	MSV
OC	0.910	0.967	0.936	0.352
PsyCap	0.901	0.915	0.782	0.527
JLS	0.877	0.856	0.750	0.482
EJP	0.898	0.916	0.786	0.527

Source: Authors' findings.

Note: AVE, average variance extracted; CR, composite reliability; MSV, maximum shared variance.

convergent validity. The CR was greater than 0.70, the average variance extracted (AVE) was greater than 0.50, and the AVE was greater than the maximum shared variance (MSV). The Cronbach's alpha, CR, AVE, and MSV measures are mentioned in Table 3.

After testing the robustness of the model and ensuring its reliability and validity, the relationship was checked among the constructs using SEM. The SEM model is mentioned in Figure 2.

Hypotheses testing

The results of the SEM model as given in Figure 2 indicate that the model is a good fit with a chi-square (CMIN) value of 962.746, a DF of 481, and a CMIN/DF of 2.002. The GFI was 0.875, the CFI measured 0.934, and the RMSEA was 0.050. Since the CMIN/DF was less than 3, GFI was close to 0.90, CFI was close to 0.95, and RMSEA was less than 0.06, the SEM model was a good fit.

The results indicated that the relationship between dimensions of OC (DC and RC) and EJP was significant, with a beta value of 0.188 and a p -value less than 0.001. Therefore, hypothesis (H1) holds true. There is a positive and significant relationship between the dimensions of OC and EJP.

The relationship was also significant for dimensions of OC and PsyCap ($\beta = 0.520$, $p < 0.001$), PsyCap and EJP ($\beta = 0.677$, $p < 0.001$), and EJP and JLS ($\beta = 0.639$, $p < 0.001$). The hypotheses H2, H3, and H5 hold true. There is a significant positive relationship between the dimensions of OC and PsyCap. There is a significant positive association between PsyCap and EJP. There is a significant positive impact of EJP on JLS. The mediating impact of PsyCap between OC and EJP was determined through the methods of Baron and Kenny (1986) and bootstrapping (Awang, 2015) in Amos software.

As per the Baron and Kenny (1986) method, testing mediation is a three-step process. First, the dependent variable should be predicted by the independent variable. In the second step, the independent variable predicts the mediator. Finally, both the independent variable and the mediator predict the dependent variable. The standardised direct effect of OC with EJP, in the absence of any mediation, was measured as $\beta = 0.487$ with a $p < 0.001$. The impact of the dimensions of OC was significant on EJP. The regression results also indicated that OC significantly predicts PsyCap. The impact of both OC and PsyCap was significant on EJP. In the presence of PsyCap, the direct effect of OC was significant on EJP, with $\beta = 0.188$ and $p < 0.05$. Thus, as per the Baron and Kenny (1986) approach, there was a 'partial mediation' by PsyCap between OC and EJP.

The mediation results were also confirmed using the bootstrapping approach in Amos software. The bootstrap sample was fixed to 2000, and the bias was corrected at a 95% confidence interval. The bootstrapping results are given in Table 4.

The bootstrapping results confirmed the partial mediating impact of PsyCap between OC and EJP. The results of the Baron and Kenny (1986) approach were consistent with the bootstrapping method. In the bootstrapping method, the presence of a significant indirect effect indicates the impact of mediation. The significance of the direct effect indicates

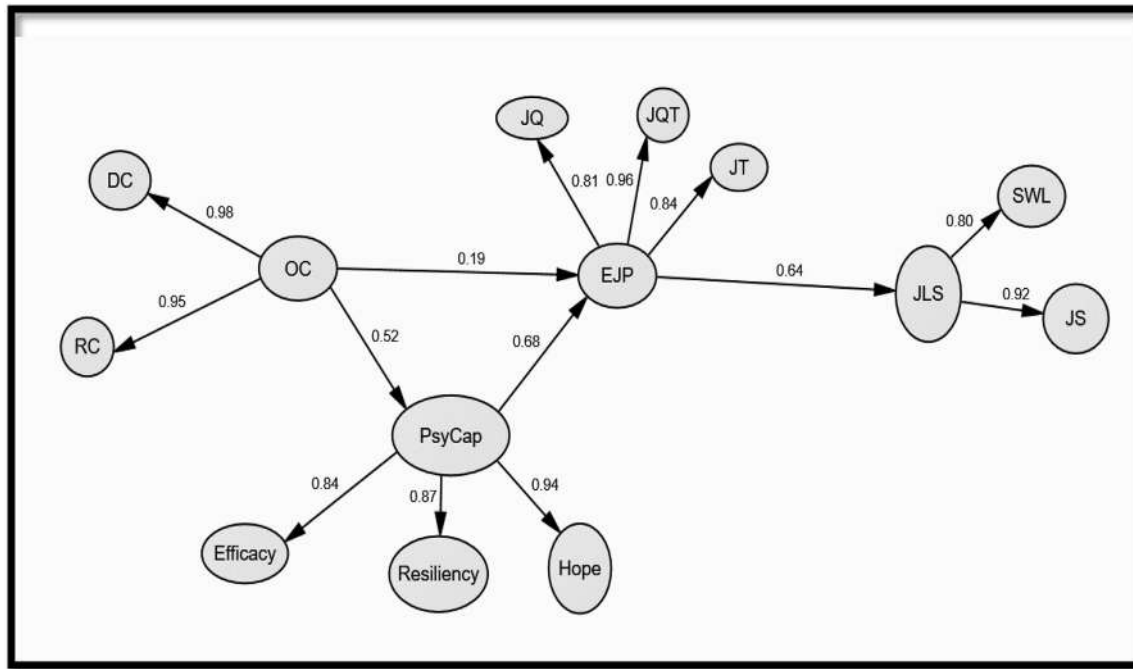


Figure 2 SEM model determining the relationship between organisational culture, PsyCap, performance, and satisfaction. JQ, job quality; JQT, job quantity; JT, job time; SWL, satisfaction with life; JS, job satisfaction.

the type of mediation (Awang, 2015). The results confirmed the presence of significant direct and indirect effects. The hypothesis (H4) holds true. There is a significant partial mediating impact of PsyCap between OC and EJP.

Discussion

The study adopts the classification of developmental and relational cultural dimensions for determining OC (Aggarwal & Singh, 2020,2022). Many classifications of OC exist but there was a recent study undertaken in 2022 that validated developmental culture and relational culture as the two dimensions of OC across different sectors of India (Aggarwal & Singh, 2022). Developmental and relational cultural dimensions were identified by analysing several OC scales given by eminent researchers over time (Aggarwal & Singh, 2020).

The empirical model of the influence of the composite OC (second-order factor of developmental culture and relational culture) on psychological capital, job performance,

and JLS level of employees is discussed in the study. There is a significant impact of OC (composite factor) and psychological capital on the EJP (Aggarwal & Singh, 2022). EJP has a significant positive influence on the JLS of employees.

The results are consistent with many other studies by eminent researchers. People who act according to their values and morality are found to have an increased level of energy and resilience (Richardson, 2002). A long-term strategy that emphasises goal setting, integration and coordination of efforts can develop a hopeful OC (Luthans et al., 2007). Market orientation-based cultures exhibit high levels of simulation performance (Ritchie et al., 2012, p. 614). Sri Sri Ravi Shankar mentions that adaptability has to ensure that the core of one’s self is also maintained to ensure authenticity (Tripathi, 2014). This ensures that developmental culture has to encourage a flexible and adaptable environment while also ensuring authenticity. Managerial policies need to take care of this cultural aspect.

Ambidextrous OC that includes a set of exploitation and exploration activities creates higher PsyCap that positively

Table 4 Bootstrapping results.

Path		Direct effect, β	95% CI	Indirect effect, β	95% CI	Total effect, β	95% CI
PsyCap	← OC	0.520*	[0.398-0.630]	-	-	0.520*	[0.398-0.630]
EJP	← PsyCap	0.677*	[0.563-0.778]	-	-	0.677*	[0.563-0.778]
JLS	← EJP	0.639*	[0.508-0.760]	-	-	0.639*	[0.508-0.760]
EJP	← OC	0.188*	[0.059-0.312]	0.352*	[0.264-0.461]	0.539*	[0.426-0.645]

Source: Authors’ findings.

Note: CI, confidence interval; EJP, employees’ job performance; JLS, job and life satisfaction; PsyCap, psychological capital; OC, organisational culture.

*Significant at $p < 0.05$.

impacts EJP (Lee et al., 2019). The supportive OC positively impacts work-family balance satisfaction, which reduces employee turnover (Heras, Rofcanin, Escribano, Kim, & Mayer, 2020). Luthans et al. (2007) indicate a positive and significant relationship between PsyCap and performance. The composite factor is a better predictor of performance than the individual facets of PsyCap.

Organisational learning culture is a valid factor in the determination of job satisfaction (Egan, Yang, & Bartlett, 2004). 'Satisfaction, rather than being a cause of performance, is caused by performance' (Lawler & Porter, 1967, p. 28). Psychological climate and job satisfaction are two different concepts. The psychological climate significantly and positively influences job satisfaction. Cohesion among people in the organisation also increases job satisfaction (Biswas, 2010). The study indicates that performance brings satisfaction not just in the job but also in the personal lives of the employees.

Limitations and future scope of the study

The research is limited to the domain of the service sector and can be expanded to the hospitality sector, the tourism industry, and the manufacturing sector. The sample size is small, and the study can be retested with a larger sample size. A comparative study can also be undertaken across different sectors. The study across public, private, and foreign enterprises can be undertaken. The mediating effect of only psychological capital is considered in the study. Certain other mediating and moderating variables can be explored. The impact of the JLS factor on employees' absenteeism and turnover can be determined. The implications of stress culture and burnout on PsyCap, EJP, and JLS can also be studied in the future. The study is based on the proposition that performance leads to the JLS level of employees. The alternate propositions with respect to the association of performance with the satisfaction level of employees can be tested. The study is based on two dimensions of OC: developmental and relational culture dimensions. Other dimensions can be explored and tested.

Managerial implications of the study

The study contributes by empirically investigating the composite role of developmental and relational cultural dimensions of OC in influencing the psychological capital of employees. The model has also elaborated on the positive and significant association across dimensions of OC, PsyCap, EJP, and JLS levels of employees. Developmental and relational cultures influence EJP through the PsyCap. It is this job performance that can create JLS levels among employees. This finding has important managerial implications. It explains that it is imperative to create a supportive work environment and a flexible, adaptable, and innovative work culture. This improves both corporate performance and personal and professional satisfaction levels among employees.

The managers should take the utmost care in making policy-making decisions. The culture should develop the existing skills and capabilities of people and create an amiable work environment. The attention of managers is needed towards creating a developmental culture in the

organisation so that learning is promoted and employees become more committed to their organisation. The relational culture needs to be improved to create a cohesive learning atmosphere. Care should be taken to ensure that the right culture is there that could promote efficacy, resilience, and hope among employees. The right cultural policies would ensure higher PsyCap, which would lead to higher productivity. This high performance will bring satisfaction to the lives and work of the employees.

Conclusion

Dimensions of OC, developmental and relational culture dimensions, play a significant role in the success of the organisation. It positively and significantly impacts PsyCap and EJP. PsyCap partially mediates the relationship between the two dimensions of OC and EJP. The job performance of the employee is positively and significantly related to his JLS. Higher performance would bring happiness to both the personal and professional lives of the employee.

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