

Impact Of Organizational Culture On Entrepreneurial Orientation: Role Of Organizational Commitment

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Abstract

The purpose of this study examining the mediating role of organizational commitment between organizational culture and entrepreneurial orientation in SMEs of Sindh, Pakistan. The adopted questionnaire is used as a research instrument for data collection from employees employed in SMEs of Sindh, Pakistan. They were informed before survey or face to face for responding the questionnaire distributed via e-mail. The gathered data were analyzed using structural equation modelling in SmartPLS version 3. The direct effect of organizational culture and organizational commitment confirmed in context of entrepreneurial orientation. Furthermore, a partial mediation effect of organizational commitment between organizational culture and entrepreneurial orientation in SMEs of Sindh, Pakistan also suggested in the present study. However, the organizational culture revealed higher impact as compared to other variables because of higher beta value in the present study. This study is useful for the small businesses in Sindh, Pakistan, and other places as well; it expresses, how crucial organizational culture play its role in creating a creative mindset in small and medium-sized businesses. In addition to this, a strong and helpful company culture that values new ideas as well as taking risks, and being bold can help workers of thinking like entrepreneurs and push oneself to look for new possibilities.

Keywords: Organizational culture; Organizational commitment; Entrepreneurial orientation; SMEs.

Introduction

The market phenomenon is so fierce and technologies constantly change, there is more uncertainty and unpredictability. To stay in business in a very competitive market, companies need new ideas to keep up (Corbett et al., 2018; Qureshi et al., 2021). One long-term way to succeed in a competitive market is to be entrepreneurial. Being entrepreneurial is also a good indicator of how well a company will do financially (Goktam & Gupta, 2019). For top-level managers to encourage a business attitude within the company, they need to boost their workers in this area (Bolton & Cane, 2017; Shah et al., 2021). To keep this attitude, the company looks for creative workers with a business spirit. According to a study, being creative helps the

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company deal with events that are hard to predict (Parchar, 2019; Malokani et al., 2023). Business's workers are its most valuable tools for growth, but also are one of its most significant costs. Dedicated employees are life and blood of the company (Mowday et al., 2017).

Deloitte Consulting (2018) say committed employees always behave well for saving the company as well as money in many ways. Hiring new employees is expensive, but the right kind of hiring can bring out the best in the favor company. Every big company on the stock market tries to get their employees committed towards the objectives of the company or treat this issue as profound and vital. Digitalization is changing how people work, which could mean some jobs ended for ever (Wilén, 2017; Shah et al., 2021). It is essential to understand and explain organizational commitment in a workplace that changes quickly and constantly (Kenny, 2017). This is because managers often need help in creating a good organizational culture, which is vital for the health of the organization. After all, it leads to better performance and productivity. This year, Martz (2008), to stay alive in a competitive way in the current world and still making money, businesses need to grow by broadening their business activities. It is more common and more complex for managers in the same company to create a culture that is welcoming and acceptable for everyone in the organization (Lee & Gaur, 2018; Parhyar et al., 2022).

Organizations need an influential organizational culture, and harmful cultural blending helps organizational success (Idris et al., 2016; Junejo et al., 2023). It has been shown that 72% of business leaders agree that organizational culture is essential to the success of their organization. However, only 25% can say that their organization's culture works (Eaton and Kibly, 2015). The problem for organizations is that some managers need to learn, how to make the organizational culture work well, which leads to lower output and worthless performance.

According to the previous study (Soomro & Shah, 2019). The data they used for their study came from small and medium-sized businesses, but we chose to get our data from big businesses. In Cho & Lee's (2020) study, learning attitude was used as an independent variable against a company's financial success. The current study used organizational commitment and culture as independent variables instead. Yesil and Kaya (2018) did their study in Turkey, but researcher in this study only looked at Hyderabad in Pakistan.

Literature Review

Theoretical foundation

Using the Resource Based View as a foundation theory to examine how organizational loyalty affect the creative success. Barney came up with this idea in 1991. The idea is that an organization's resources are an essential part of its internal ideals and can be used to make it more competitive and improve its performance. The theory is mainly about an organization's mental and physical assets and cash and people's resources. It says that small and medium-sized businesses (SMEs) should use these resources to improve their performance and also thinking about what they can do on the inside of the organization. Look into the ways a business mindset affects an organization's loyalty and find the most critical factors (Soomro & Shah, 2019). According to the resource-based view, this study shows that internal resources cannot make employees more committed. Instead, RBV helps an organization's intangible assets to find, train, and keep good workers, those will make the organization more committed.

The theory of agency says that most managers only care about themselves, so having an entrepreneurial mindset significantly impacts organizational dedication. Eisenhardt came up with this idea in 1989. Such workers do not want to use tactics that are dangerous and have uncertain results. For example, SOEs have better and more tries with the government, which gives them many resources. A lack of EO makes people less likely to develop new ideas, especially in SOEs (Lumpkin and Dess, 1996). Most of the time, SOE managers need help

making decisions because they are not entrepreneurial, making them less likely to allocate resources to innovative strategic action. An entrepreneurial mindset shows that control and a company's ability to develop new ideas are negatively linked.

Hypothesis development

Organizational culture

Conflict will negatively affect organizational culture, which will affect the whole business, including workers' abilities and leadership skills. On the other hand, an organizational culture that is helpful will have a good effect on the organization (Ferine et al., 2021; Malokani et al., 2023). According to a previous study, organizational culture, firm financial performance, and organizational commitment have all been linked to getting ahead in the competition. It is especially true for organizational culture. On the other hand, financial performance and organizational commitment are two of the most critical factors for getting ahead in the competition regarding organizational culture (Azeem, 2021). Firms fail because they do not need to accept new ideas in their work. This happens because their culture does not back them. A study shows that for a business to survive, it needs to foster an innovative culture, a helpful work environment, and an excellent work culture (Yesil and Kaya, 2018). Positive results were found in how organizational culture and a business mindset affect organizational promises. On the other hand, organizational culture affects employee happiness.

A study also found that people were optimistic about how organizational culture affected the growth of the company (Soomro & Shah, 2018). A company's success depends on its organizational culture. It helps the company keep gifted employees, encourage them, and draw new ones. The head of the company needs to understand its culture (Warrick, 2017). To make people happier with their jobs, improving the workplace atmosphere is important (Paais and Pattiruhu, 2020). It is suitable for the organizations, when soft and hard skills are improved using the company's mindset as a guide. Research into the link between organizational culture and obligations showed that these both are excellent for getting to a better level in an organization (Aranki, 2019; Ma et al., 2023).

H1: Organizational culture positively related to entrepreneurial orientation.

H2: Organizational culture positively related to organizational commitment.

Mediating role of Organizational commitment

The study found that dedication to the organization has a more significant impact on planning, managing, and the innovation process, which in turn has a more significant impact on the innovation process (Tarigan & Zeplin, 2018). According to Leksono et al. (2020), the author gets top management's promise to change the way supply chain and IT work. Just in time, management dedication, company culture, and HRM directly affect way, the healthy operations run (Karim & Qamruzzaman, 2020). This way of thinking shows that the loyalty of top management can affect ERP integration and buying strategy, that can, in turn, affect the company's benefit in both ways directly or indirectly (Tarigan et al., 2020; Junejo et al., 2023). Organizational commitment acts as a bridge between caring leadership and good organizational citizenship behavior. It turns out that organizational commitment has a direct effect on job satisfaction (Tan, 2019). Work drive also affects job satisfaction (Suyono et al., 2021). Pay significantly affects both job happiness and organizational commitment (Putra, 2018). However, people willing to take an active part in making organizational goals must also be courageous.

H3: Organizational commitment mediated relationship between organizational culture and entrepreneurial orientation.

Methodology

Procedure and Population

Data gathering is getting information about a study topic from polls in a particular business (Mugenda, 2005). We need a basic understanding of the data collection process to get good data for our study (Yin, 2014). As a result, the poll was used to gather information for this study. The poll is among the most common and well-known ways to gather information for quantitative research projects. The whole group of people from which a sample is taken (Saunders, 2016). Since the study is about how well small and medium-sized businesses (SMEs) do financially, it will focus on SMEs in Hyderabad. The population is a part of the group (Magenta, 2005). This researcher says there are many ways to gather information, such as through tests, case studies, and polls (Saunders, 2016). Questionnaires were used as a poll method in this study. There are some reasons why obtaining information from Ulat's whole point of view is impossible. That is why sampling is used. A sample number shows the part of the population that was chosen for the poll. The total number of things in the form is ten, so twenty times ten is two hundred. Two hundred people filled out the questionnaire.

Scale development

The independent variable organizational culture is taken from the study of (Paais & Pattiruhu, 2020). Research items are “Vision and mission of the company are always carried out well by the organization and also obedience is determined through all elements of the company, there is trust in the leadership, there is a fair, equitable and professional division of work, a conducive and home like work environment”.

The mediating variable organizational commitment is adopted from the research of (Qing et al., 2020). Items are “I feel a strong sense of belonging to my organization, I really feel that this organization’s problem are my own, I feel emotionally attached to this organization and this organization has great deal of personal meaning to me”.

Lastly, dependent variable entrepreneurial orientation is taken from the study of (Covin et al., 2020). Research items are “I have very little problems with renewal and change, I always actively help internal clients, and not only when I am asked or approached to do so, I am constantly looking for new ways to improve my performance at the job and I sometimes provide assistance to internal clients without first discussing this with my supervisor”.

Results and Discussion

Reliability and Validity

The Organisational Culture factor has a Cronbach's Alpha value of 0.850, which means it is reliable and consistent. The Composite Reliability, which shows how reliable the build is, is 0.899, which means it is very much reliable. With an AVE of 0.691, the underlying concept can describe approximately 69.1% of the variation in the noticed factors. This factor is made up of four things. A Cronbach's Alpha value of 0.911 means the Organisational Commitment factor is consistent. There is a high amount of build reliability, as shown by the Composite Reliability of 0.931. The Average Variance Extracted (AVE) value is 0.692, meaning that the hidden construct explains about 69.2% of the variation in the measured variables. There are six things in this factor. With a Cronbach's Alpha of 0.908, the Entrepreneurial Orientation score has good internal stability. There is a high amount of build reliability, as shown by the

Composite Reliability of 0.928. With an AVE of 0.684, the central concept explains about 68.4% of the variation in the factors looked at. There are six things in this factor.

This means that all three factors including Organizational Culture, Organizational Commitment, as well as Entrepreneurial Orientation are all internally consistent and constructively reliable, as shown through their high Cronbach's Alpha and Composite Reliability values. The Average variation Extracted (AVE) values are moderate, meaning the hidden categories explain a large part of the measured variables' variation. (Look at Table 1).

Table 1. Reliability and Validity

Factor	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	No. of Items
Organizational Culture	0.850	0.899	0.691	4
Organizational Commitment	0.911	0.931	0.692	6
Entrepreneurial Orientation	0.908	0.928	0.684	6

Source: Authors calculation

Hypothesis Testing

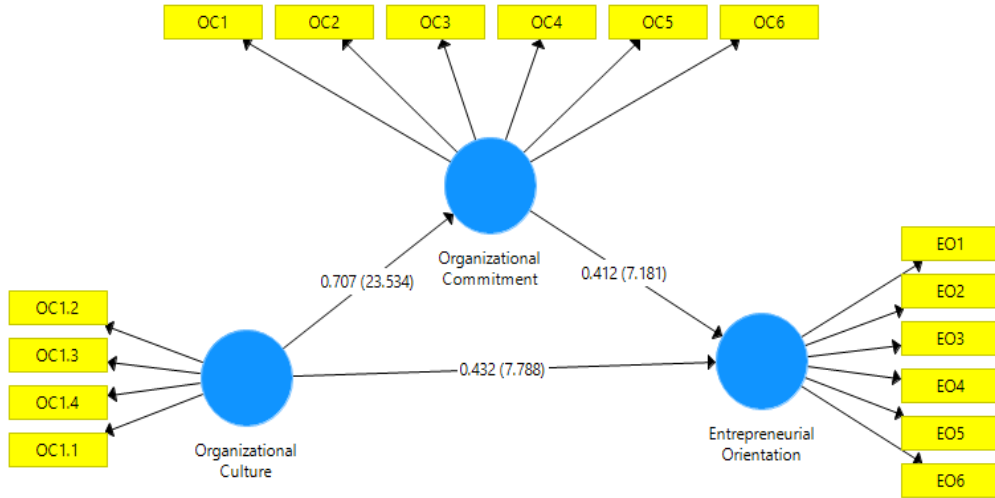
Based on the path analysis, organizational culture directly and indirectly affects business drive. These effects are influenced by organizational commitment. First, the direct relationship between organizational culture and entrepreneurial orientation is strong ($\beta = 0.432$, $t = 7.788$). This means that an encouraging and positive organizational culture has a direct positive effect on entrepreneurial orientation. This result shows that when small and medium-sized businesses (SMEs) create an environment that values new ideas, also takes risks, and is proactive, it directly leads to the growth and development of a creative mindset. Second, a solid direct link exists between organizational culture and organizational commitment ($\beta = 0.707$, $t = 23.534$), showing that organizational culture significantly affects organizational commitment. It seems that when small and medium-sized businesses (SMEs) create a positive and helpful work culture, it makes workers more committed and helps them adopt the company's values, goals, and spirit of entrepreneurship. (See Table 2)

As for the secondary effects, there is a significant path from organizational culture to organizational commitment to business attitude ($\beta = 0.291$, $t = 6.690$), which suggests some interaction going on. This means that organizational loyalty plays a part in the link between an organization's culture and willingness to take risks. However, other things are also going on that cause the direct effect we saw earlier. Put another way, organizational commitment explains a part of the link between organizational culture and an entrepreneurial mindset. However, other factors or paths directly affect an entrepreneurial mindset besides organizational commitment. (See Table 2)

Table 2: Hypothesis Testing

Path Direction (Direct effects)	Beta value	T-value	Remarks
Organizational Culture -> Entrepreneurial Orientation	0.432	7.788	Accepted
Organizational Culture -> Organizational Commitment	0.707	23.534	Accepted

Path Direction (Indirect effects)	Beta value	T-value	Remarks
Organizational Culture -> Organizational Commitment -> Entrepreneurial Orientation	0.291	6.690	Partial mediation effect



Discussion on results

This research evaluated how corporate culture and commitment affect entrepreneurial attitude. The research validated all predictions, demonstrating solid correlations between variables. The research indicated that corporate culture boosts entrepreneurship (Liu et al., 2022). Furthermore, this supports earlier studies indicating that a supportive and creative workplace culture fosters entrepreneurial activity (Cai et al., 2019). Employees may discover new possibilities and start businesses in an environment that promotes risk-taking, innovation, and autonomy. In addition to this, companies might encourage entrepreneurship by fostering an entrepreneurial culture (Fischer et al., 2021). Past research scholars revealed that research company culture increases commitment (Canning et al., 2020). This supports previous studies showing that a robust and favourable business culture increases employee belonging, identity, and loyalty (Fernández-Ferrín et al., 2021),(Triguero-Sánchez et al., 2022). Previous studies also indicated that organizational commitment partly mediates the entrepreneurial orientation-organizational culture link (Iqbal et al., 2021),(Feng et al., 2022). This suggests that organizational commitment partly explains how organizational culture affects entrepreneurial orientation. Higher commitment leads to more excellent entrepreneurial activity and initiative in the workplace.

Conclusion

The objective of this study was to examined the impact of organizational culture on entrepreneurial orientation and mediating role of organizational commitment. Primary data from small businesses in Sindh, Pakistan and all hypothesis confirmed positive and significant impact. Furthermore, it presented that organizational culture significantly affects people's desire to be entrepreneurs through the process of organizational dedication. In this regard present study demonstrations how crucial organizational mindset and commitment are for encouraging small businesses to be more creative. Lastly, firms can create an environment that

supports creativity, growth, and creative behavior by creating a helpful atmosphere and encouraging workers to be dedicated.

Managerial Implications

This study is useful for the small businesses in Sindh, Pakistan, and other places as well; it stresses how crucial organizational culture is in creating a creative mindset in small and medium-sized businesses. In addition to this, a strong and helpful company culture that values new ideas taking risks, and being bold can help workers think like entrepreneurs and push them to look for new possibilities. Similarly, the study illustrates, how organizational loyalty can act as a bond. Therefore, it is a win situation for workers if they are committed to their company, they are more likely to adopt its values, goals, and entrepreneurial energy. It can be said this builds a bridge between organizational culture and an entrepreneurial mindset. Lastly, managers and leaders should create an optimistic organizational atmosphere encouraging workers to be committed.

Limitations of study

It is important to remember that even though this study adds much to the field, more research can still be done. In the future, researchers could look into other factors or facilitators that affect the link between an organization's culture and its willingness to take risks. Adding a more significant and varied group of people from different fields or areas to the study would also make the results more applicable to a broader audience.

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