

**IMPACT OF ORGANIZATIONAL CULTURE AND STRUCTURE ON
ORGANIZATIONAL COMMITMENT AND INDIVIDUAL PERFORMANCE:
MEDIATING ROLE OF SELF EFFICACY**

Abstract: This study examines the impact of four types of organizational culture on the affective organizational commitment of the employees along with in-role and extra role behavior. We also measured the mediating effect of self-efficacy in the relationship and the moderating effect of organizational structure between the types of organization culture and self-efficacy. 732 respondents and their supervisors completed two surveys, producing 434 matched surveys. Results of Regression and mediation analysis revealed the impact of organizational cultures on affective commitment and performance indicators as hypothesized. Self-efficacy showed partial mediation in most of the relationships after controlling for the gender, and experience levels of the individuals. We also found evidence for the impact of organic structure on self-efficacy within adhocracy.

Key Words: Organizational Commitment, Organizational Culture, Self-Efficacy, In-Role & Extra-Role Behavior

The rapid economic growth in the country has greatly increased the demand for skilled labor and approximately 10 to 15 million jobs are expected to be created in India by next year. According to the ASSOCHAM, 75 per cent of these new jobs will require vocational training to enhance the employability wrapper, and inability to address this properly can lead to a slowdown in the country's economic growth. Despite its huge working-age population, India faces a potentially debilitating shortage of skilled workers. According to one emerging vocational education firm, only about 5 percent of India's 400-million strong labor forces have received any formal training, compared with 70 percent in Germany and 95 percent in Korea. Importing skilled workers from China — on or off the books — is only the most dramatic manifestation of the problem. Across

the board, the shortage of skilled laborers has reduced productivity and cut into profits. Poaching workers from competitors has become a common practice that drives up wages, threatening to derail India's manufacturing revolution before it has even begun.

As the rising demand for skilled employees in the Indian Corporate Scenario increases, the dearth of appropriate workforce makes it imperative for the contemporary organizations to retain their valued employees for a long time. Research has shown that employees who are highly committed to their organizations are least likely to leave the organization (Lum, Kervin, Clark, Reid, & Sirola, 1998; Wong, Hui, & Law, 1995).

Culture along with the organizational structure, at the workplace, is a very powerful force, which is consciously and deliberately cultivated and passed on to the incoming employees. It is the very thread that holds the organization together. The importance of corporate culture is emphasized by Peters and Waterman (1999:808), who considered the dominance and coherence of culture as an essential quality of the excellent companies. Moreover the stronger the culture, the more it was directed to the marketplace, the less need was there for policy manuals, organization charts, detailed procedures or rules. In these companies, people way down the line know what they are supposed to do in most situations because the handful of guiding values is crystal clear. Organizational culture and structure is pervasive and powerful. For business, it is either a force for change or a definite barrier to it. For employees, it is either the glue that bonds people to an organization or what drives them away. Managers, today, are increasingly challenged with changing an organization's culture to support new ways of accomplishing work. Therefore, the purpose of this study is to create a better understanding of organizational culture and the structure of the organization and employee commitment.

Organizational culture classifications have been developed in order to assist in the understanding and analysis of organizational culture and such frameworks include those by Deal and Kennedy (1982: 107-127); Harrison (1972: 121-123); Harison and Stokes (1992); Hellriegel et al. (2004: 365-368); Rowe et al. (1994: 474); and Schein (1992). The concept of organizational culture has been significant in the study of organizational behavior because it is an important lever in enhancing organizations' key capabilities and how they function, and therefore is a popular business topic in both academic research and the business press (Chen, 2004: 432; Nazir, 2005: 40; O'Reilly, 1989: 9; O'Reilly, Chatman and Coldwell, 1991: 487; Silverthorne, 2004: 593; van der Post, de Coning and Smit, 1997: 147). Organizational culture is an important factor used to determine how well an employee fits into their organizational context, and it has been asserted that a good fit between the employee and their organization is important (Nazir, 2005: 40; O'Reilly *et al.*, 1991: 487; Silverthorne, 2004: 593). In addition, Nazir (2005: 40) and Silverthorne (2004: 597) state that organizational culture also affects the commitment of employees within an organization and that the strength of organizational commitment is correlated with the strength of organizational culture. It is usually understood that a strong culture is synonymous with consistency, because the beliefs and values of the organization are shared relatively consistently throughout the organization, and therefore, the management of culture can be treated as the management of commitment (Nazir, 2005: 40-41). Irrespective of whether the organizational culture is strong or weak, it has also been asserted that it influences the entire organization and affects everyone throughout that organization (Deal and Kennedy, 1982: 4).

Given the importance of organizational culture and its influence on organizational performance, it is critical that contemporary organizations also consider organization culture's importance on

their employee commitment. For the purpose of this research, organizational culture will be defined as the distinctive pattern of shared assumptions, values and norms that shape the socialization activities, language, symbols, rites and ceremonies of a group of people. This follows the definition given by Hellriegel et al. (2004: 357) because it is the most comprehensive definition, which includes aspects referred to by other authors, such as O'Reilly et al. (1991: 491), Rowe et al. (1994: 472) and Schein (1992: 12). Emphasis will be placed on the Competing Value cultural framework developed initially from research conducted by University of Michigan faculty members on the major indicators of effective organizational performance.

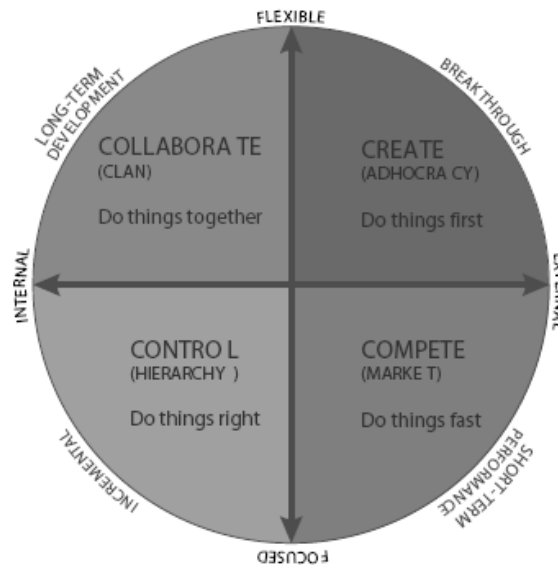


Fig 1. Competing Value framework

The framework illustrated in Figure 1 and includes four Organizational culture types, namely the Adhocracy culture, Clan culture, Hierarchy culture, and Market culture. These will be dealt in details in the hypothesis section.

Although some culture and commitment literature has suggested an organizational culture–commitment relationship, there has been little empirical investigation to substantiate this

relationship (Deal and Kennedy, 1982; Lok, Westwood and Crawford, 2005: 491; O'Reilly et al., 1991; Silverthorne, 2004: 596). O'Reilly (1989: 17) and Chen (2004: 433) believe that organizational culture is vital in developing and sustaining employee commitment and intensity levels that often characterize successful organizations. In accordance with the views of O'Reilly (1989: 17) and Chen (2004: 433), Sathe's (1983: 11) shared culture assist in generating identification and attachment to the organization.

Rowe et al. (1994: 91) state that there is often a gap between the existing and Preferred organizational cultures and the Harrison and Stokes (1992) questionnaire enables organizations to identify whether or not that gap within the organization is present. A culture gap exists in an organization when there is a difference between the dominant, existing organizational culture form, and the preferred or desired cultural form (Bourantas and Papalexandris, 1992: 5). Bourantas and Papalexandris (1992: 6) performed a study that assessed the effect of the cultural gap on the commitment of an organization's managers. They (Bourantas and Papalexandris, 1992: 6) found that the culture gap negatively affects the commitment of managers towards their organizations. Nazir (2005: 41) states that although some research on assessing this gap in culture has been conducted, research is still limited. Organizational culture influences individual and organizational processes by generating strong pressures on employees to go along with, and to think and act in ways that are consistent with, the existing organizational culture (Greenberg and Baron, 2003: 526). This influence can either lead to enhanced organizational commitment, or hinder its effectiveness (Greenberg and Baron, 2003: 516;).

According to Clugston et al. (2000: 6) and Rowe et al. (1994: 477), organizational culture has an effect on organizational commitment, and the right kind of culture will influence how effectively organizations operate and deliver their services. Martin (2001: 621) believes that a strong

achievement-based culture would result in employees being more committed to and supportive of an organization's aims and objectives. This commitment would result in employees being in active agreement with and showing support for the organization's objectives (Martin, 2001: 621). It is therefore important to identify the type of organizational culture of the organizations because, as previously discussed, organizational culture is a factor that contributes to the organizational commitment of the employees, and therefore the successful functioning of the organization.

Self-efficacy as a key element in Bandura's (1977b, 1978b) social learning theory refers to one's belief in one's capability to perform a specific task. Self-efficacy arises from the gradual acquisition of complex cognitive, social, linguistic, and/or physical skills through experience (Bandura, 1982). Individuals appear to weigh, integrate, and evaluate information about their capabilities; they then regulate their choices and efforts accordingly (Bandura, Adams, Hardy, & Howells, 1980). Self-efficacy has three dimensions. Magnitude applies to the level of task difficulty that a person believes he or she can attain. Strength refers to whether the conviction regarding magnitude is strong or weak. Generality indicates the degree to which the expectation is generalized across situations (Bandura, 1977a, p. 194). Self-efficacy and organizational culture was found to have an impact on employees' transfer of knowledge/skills acquired through training (Maria Samosi: 2012: 92).

Many studies have reported significant correlations between self-efficacy and subsequent task performance (Bandura, 1982; Bandura & Adams, 1977; Bandura, Adams, & Beyer, 1977; Bandura, Adams, Hardy, & Howells, 1980; Chambliss & Murray, 1979; Feltz, 1982; Locke, Frederick, Lee, & Bobko, 1984). In studies where efficacy perceptions have been altered by various treatments, the resulting efficacy perceptions still predict subsequent performance.

Although enactive mastery yields the greatest increases in self-efficacy, correlations between self-efficacy and performance remain high for non-enactive modes such as modeling (Bandura, 1977a). Moreover, self-efficacy was found to act as a moderator in the organizational culture–training transfer relationship. High self-efficacy was found to strengthen both achievement culture–training transfer as well as humanistic culture-training transfer relationships, whereas low self-efficacy weakened these relationships. This research forms the basis of our understanding for the formulation of the hypotheses. Thus we plan to find out the relationship between the Organizational culture and how it impacts the self-efficacy of an individual with significant impact on organizational commitment and performance indicators related to in-role and extra-role behaviors.

We are also interested to study how organizations alter their structure in the organic to mechanistic continuum so as to support the appropriate culture within the organization. There are a variety of ways in which researchers can examine the structure of an organization. Burns and Stalker (1961) distinguished between organic and mechanistic organizational structures. They explained that a mechanistic structure is one in which upper level managers divide tasks into discrete, specialized units. Employees are responsible for independently completing these tasks as assigned. Additionally, this type of organization is one that is governed by strict rules within a stringent hierarchical system. In this type of an organization, the upper-level management governs the organization, makes decisions, and dictates these decisions to lower-level employees for completion. Thus, communication within the organization is vertical; providing formal networks only between immediate superiors and subordinates (Burns & Stalker, 1961). In contrast, within organic systems employees work together, each having an integral knowledge of other employees' tasks (Burns & Stalker, 1961). As a result, jobs are not as rigidly defined and

job descriptions are often the result of collaboration among employees. This type of an organization has fewer rules and regulations, allowing employees latitude to promote creativity and innovative thinking. Similarly, organic systems include lateral communication, allowing employees to collaborate with one another as well as other external constituencies. As a result, upper-level managers do not deliver decisions, rather employees work together to implement new ideas (Burns & Stalker, 1961). While there seems to be an increasing trend towards implementing organic systems, Burns and Stalker (1961) noted that the type of structure an organization adopts should depend upon the conditions in which the organization is operating. Specifically, organizations operating under dynamic conditions might benefit from implementing an organic structure, while organizations operating under more stable conditions might benefit from implementing a mechanistic structure. A number of researchers have empirically examined the effects of both organic and mechanistic structures. One study reported that the communication patterns within organic and mechanistic organizational structures vary (Courtright, Fairhurst, & Rogers, 1989). Not surprisingly, these researchers found that the communication patterns within mechanistic structures tend to be authoritative and command oriented while the patterns of communication within organic structures tend to be consultative. They also found that organizational structure moderated the relationship between interactional justice and supervisory trust (e.g., how much an employee's trusts their supervisor) such that this relationship was stronger in organic rather than in mechanistic structures.

Although Katz (1964) raised the distinction between extra role and in-role behavior (IRB) over 25 years ago, it has not been consistently shown that a survey measure of extra-role behaviors provided by a superior is tapping something different from the traditional performance or in-role activities. Two studies provide some evidence related to the distinction between the IRB and

Organizational Commitment (citizenship behavior) dimensions of performance as assessed by supervisors. O'Reilly and Chatman (1986) included in factor analyses self-report items proposed to measure in-role performance (e.g., work full 8- hour day, complete assigned duties on time, comply with rules and regulations). The correlation that has been examined most frequently in the citizenship behavior studies is job satisfaction (e.g., Bateman & Organ, 1983; Puffer, 1987; Organ & Konovsky; 1989). A recent development in this area has been the study of the impact of specific components of satisfaction. Organ (1989) reviewed evidence concerning the dispositional, affective, and cognitive components of job satisfaction, and concluded that OCB relates more closely to cognitive appraisal of work outcomes relative to some referent or criterion than it does to affect or typical mood state.

One of the most studied attitudinal variables that has been investigated in employee behavior research is organizational commitment. Organizational commitment has been generally defined as "the relative strength of an individual's identification with and involvement in an organization" (Mowday, Porter, & Steers, 1982). Specific models of commitment that indirectly support a link with employee behavior have been provided by Scholl (1981) and Weiner (1982). Scholl's model identifies commitment as "a stabilizing force that acts to maintain behavioral direction when expectancy equity conditions are not met and do not function" (593). Weiner's model similarly distinguishes between instrumental beliefs as represented by expectancy-valence models and internalized normative beliefs. In Weiner's model, commitment is viewed as the totality of these internalized beliefs and is responsible for behaviors that (a) reflect personal sacrifice made for the sake of the organization, (b) do not depend primarily on reinforcements or punishments, and (c) indicate a personal preoccupation with the organization. Empirically, the previously discussed research by O'Reilly and Chatman (1986) focused on the underlying

dimensions of commitment to the organization as antecedents of pro-social extra-role performance. Through this research we are studying a detailed perspective on commitment by examining the bases of individuals' psychological attachment to organizations in the form of in-role behavior, extra-role behaviors and job satisfaction and by, showing how does the Culture of the organization along with the self-efficacy of the employees impacts these variables.

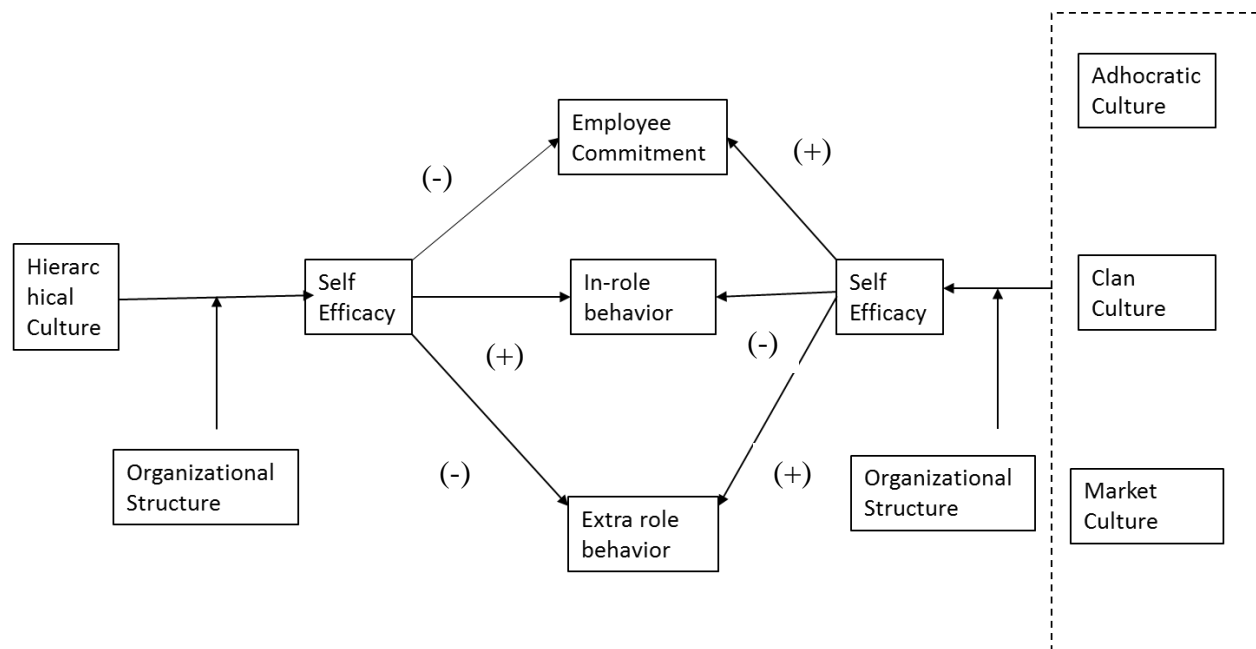


Fig 2. Hypothesized Model of the relationships among Organization Culture, Structure, In-role behavior, Extra Role behavior and Employee Commitment

Hierarchical culture suggests a highly structured and formal place to work, where rules and procedures govern behavior. Leaders strive to be good coordinators and organizers who are efficiency-minded. Maintaining a smooth-running organization is most critical. Formal policies are what hold the group together. Stability, performance, and efficient operations are the long-

term goals. Success means dependable delivery, smooth scheduling, and low cost. Management wants security and predictability. Our rationale for the above hypothesis is that a highly structured and formal place to work is bound to increase standardized behavior among the employees which might turn them into highly skilled workers and enhance their in role performance in the mechanical activities of the organization of which strict rules and procedures are maintained. The employee would be confident when doing the jobs mentioned in daily schedules but the same will go down as far as extra role performance. Moreover in a hierarchical structure they are not willing to take added responsibility and they are not supported by the organization too. Therefore we predict that it will significantly decrease the extra role performance of the employees resulting in decrease of commitment among the employees. Hierarchical culture as explained before will get reflected in self-efficacy levels of employees to get involved in extra role behavior and there by the exhibited levels commitment. Same time hierarchical culture through its inherent policies and processes will have a positive impact towards organizational commitment and we expect self-efficacy levels to mediate this relationship. Hence we hypothesize that:

Hypothesis 1a: Hierarchical Culture has an inverse relation to Organizational Commitment mediated by Self-Efficacy

Hypothesis 1b: Hierarchical Culture has a positive relation to In-role behavior mediated by Self- Efficacy

Hypothesis 1c: Hierarchical Culture has an inverse relation to Extra-role behavior mediated by Self-Efficacy

Adhocratic culture is characterized by a dynamic, entrepreneurial, and creative work environment, where Innovation and risk-taking are embraced by employees and leaders. A

commitment to experimentation and thinking differently are what unify the Organization, They strive to be on the leading edge. The long-term emphasis is on growth and acquiring new resources. Success means gaining unique and new products or services. Being an industry leader is important. Individual initiative and freedom are encouraged. Such a culture will encourage employees to take multiple initiatives resulting in various extra-role behaviors with a significant improvement in organizational commitment. Employees are not expected to limit themselves to the defined in-role behaviors and may need to compromise on some of them due to the priority given for extra-role behaviors. We expect self-efficacy to mediate these relationships and hence hypothesize as:

Hypothesis 2a: Adhocratic Culture has a positive relation to Organizational Commitment mediated by Self-Efficacy

Hypothesis 2b: Adhocratic Culture has an inverse relation to In-role behavior mediated by Self- Efficacy

Hypothesis 2c: Adhocratic Culture has a positive relation to Extra-role behavior mediated by Self-Efficacy

Collaborative or Clan culture on the other hand is characterized by an open and friendly place to work where people share a lot of themselves; it is like an extended family. Leaders are considered to be mentors or even parental figures. Group Loyalty and sense of tradition are strong. There is an emphasis on the long-term benefits of human resources development and great importance is given to group Cohesion. There is a strong concern for people. The organization places a premium on teamwork, participation, and consensus. Such a culture will automatically result in high levels organizational commitment and anticipate various extra-role behaviors from the members. Employees are discouraged to focus only on defined in-role

behaviors. We anticipate that the ability to respond to such expectations from the cultural context will be determined by the self-efficacy levels of employees. Hence we hypothesize that

Hypothesis 2d: Collaborative Culture has a positive relation to Organizational Commitment mediated by Self-Efficacy

Hypothesis 2e: Collaborative Culture has an inverse relation to In-role behavior mediated by Self-Efficacy

Hypothesis 2f: Collaborative Culture has a positive relation to Extra-role behavior mediated by Self-Efficacy

A market culture is practiced in a results-driven organization focused on job completion. People are competitive and goal-oriented. Leaders are demanding, hard-driving, and productive. The emphasis on winning unifies the organization. Reputation and success are common concerns. Long-term focus is on competitive action and achievement of measurable goals and targets. Success means market share and penetration. Competitive pricing and market leadership are important. All these cultures have given importance to employee discretion and empowerment at the lower levels of the organizational hierarchy and hence they are hypothesized to result in high levels of employee commitment and extra role performance, but an area of concern could be the in-role performance as there is less emphasis on the standard job process as most of the employees are creative and guided by their individual thought process rather than the organizational rules and procedures. In line with previous hypotheses we anticipate that commitment and respective behaviors to be influenced self-efficacy.

Hypothesis 2g: Market Culture has a positive relation to Organizational Commitment mediated by Self-Efficacy

Hypothesis 2h: Market Culture has an inverse relation to In-role behavior mediated by Self-Efficacy

Hypothesis 2i: Market Culture has a positive relation to Extra-role behavior mediated by Self-Efficacy

Hierarchical culture is hypothesized to decrease the self-efficacy of an individual more because actions would be guided by the fixed set of rules and regulations rather on the basis of own will. Over a period of time, this would reduce an employee's ability to face uncertain situations and thereby loss in his self-belief. This feeling would be exacerbated by the degree of bureaucracy which is imposed by the mechanical organizational structure where all the decisions are taken in a top-down approach resulting in gradually reducing self-efficacy among individuals. Therefore we hypothesize that:

Hypothesis 3: Relationship between Hierarchical Culture and Self-efficacy is moderated by Organizational Structure such that, more mechanistic the Organizational Structure is less will be the reported levels of Self-efficacy.

Adhocratic, collaborative, and market culture demands discretion to be delegated to the lowest levels of the organization resulting in a flexible and a boundary less organizational environment where there is strong collaboration between employees and the top management at all the hierarchical levels. Research suggests that structural organicity is positively associated with the use of participative top management among these three cultures. For example in the Burns & Stalker's (1961) study of the structural correlates of innovative behavior, participative management was observed in organizations with organic structures. This treatment over the time results in the increased self-belief among the employees encouraging them to take risks. Thereby

over the time increase the self-efficacy of the employees encouraging them further through the organic, organizational structure.

Hypothesis 4: Relationship between (a) Adhocratic, (b) Collaborative culture, (c) Market Culture and Self-efficacy is moderated by Organizational Structure such that, less mechanistic the Organizational Structure is higher will be the reported levels of Self-efficacy.

Method

Sample: Respondents were contacted through part time postgraduate students who took data collection as a voluntary assignment. These volunteers identified willing participants from the organizations they are working and suggested them to fill online questionnaires prepared using Google docs. Volunteers distributed another set of questionnaires to the superiors of respondents, who rated their subordinates in terms of exhibited in-role and extra-role behaviors. While matching the subordinates and superiors, the usable responses got reduced from 752 to 434 with 324 male and 110 female respondents. 350 of the respondents are in current role for a period ranging from 1-5 years and only 33 of them are yet to complete at least one performance cycle under current superior. The respondents comes from 120 different organizations representing diverse industries belonging to both manufacturing and service sector. units representing more than organizations and their age varied from 21-60.

Measures: For measuring organizational culture we used the “Organizational Culture questionnaire” (J. Kalliath: 1999) which consisted of 16 items on a seven point likert scale. The questions asked the individuals about the perception of the culture existing in the current organization in which they are working. Four set of four questions measured the four different quadrants of the competing value culture framework. The responses were averaged to form the

individual quadrant score of each culture existing in the organization. The reliability score for these scales varied from 0.737 to 0.93. For measuring the Organizational Structure framework proposed by Burns & Stalker (1961) is used. The 7 item, 7 point scale was designed to be a single continuum with the responses closer to one signifying the mechanistic and the responses closer to seven signifying organic structures. The higher the response the higher is the quantum of organic structure and vice versa. Collected data indicated a reliability score of 0.848. Organizational commitment was measured using six items related to Affective Commitment (Allen and Mayer, 1990) with a reported reliability score of 0.762. I measured self-efficacy of the individuals using a five point, eight item, likert scale, New General Self-Efficacy Scale (Gilad Chen, Stanley M. Gully and Dov Eden). The reliability of this scale items were 0.890. For measuring the in-role behavior and the extra-role behavior I used two separate measuring scale developed by Lany and Stella (1991). These two are five point, seven item likert scales and have the reliability of 0.828 and 0.919 respectively. These item's responses were gathered from the supervisors of the respondent employees.

Analysis: We used the multiple regression modeling to test our hypothesis. The data consisted of the individual inputs on the self-efficacy, commitment, culture, structure and the supervisor's rating on the in-role and the extra role behavior. We ran a bi-variant correlation analysis to find the inter-correlation among the research constructs. We have used gender of the employees, age, work experience in a particular role and overall experience as control before testing for the mediation effect of SE on the relationship between the independent culture variables and various dependent variables. After establishing the mediation we have tested for the test of strength mediation using the sobel statistic and the online sobel calculator (significance at $z > 1.96$), using the unstandardized regression coefficients and the standard errors of the regression results among

the variables. Then we tested for the moderator analysis mentioned in our third and fourth hypothesis. In this case we considered the standardized values of our independent variables and then proceeded to multiply the independent variable to get the moderator variable and then tested with the help of linear regression and the significance of the moderation and the impact of organizational structure on the relationship between the cultures and self-efficacy.

Results

Means, standard deviations, and correlations are shown in Table 1. Within-individual correlations are above the diagonal, between-individual correlations are below. No significant correlations were found between the organization structure and the dependent variables such as organizational commitment, in-role behavior etc. There was significant correlation observed among the different culture scores.

TABLE 1
Descriptive Statistics and Correlations

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9
1. Hierarchical Culture (HC)	5.661	.9112	(0.762)								
2. Organizational Structure (OS)	3.768	1.242	-.073	(0.848)							
3. In Role Behavior (IRB)	4.014	.6458	.229**	-.022	(0.828)						
4. Extra Role Behavior (ERB)	3.722	.8067	.189**	.021	.633**	(0.919)					
5. Organizational Commitment (C)	3.679	.7328	.463**	.050	.360**	.295**	(0.762)				
6. Self-Efficacy (SE)	4.170	.5847	.374**	.027	.300**	.283**	.373**	(0.890)			
7. Adhocracy Culture (AC)	5.391	1.059	.625**	.124**	.250**	.278**	.534**	.325**	(0.928)		
8. Clan Culture (CC)	5.278	1.366	.574**	.130**	.260**	.264**	.577**	.285**	.763**	(0.928)	
9. Market Culture (MC)	5.642	.9242	.706**	.033	.259**	.204**	.488**	.391**	.696**	.706**	(0.739)

** . Correlation is significant at the 0.01 level (2-tailed). Means and standard deviations are based on between-individual scores. The reliability of the scales is shown in braces. The correlations which are significant at $p < 0.05$ are shown with **.

For Hypothesis 1, we found that hierarchical culture is correlated positively and significantly with organizational commitment of an individual ($b=0.353$) and extra role behavior ($b=0.15$) which is in-contrary to our hypothesis and hence the hypothesis 1a and 1c are rejected in this case. Hypothesis 1b is accepted as hierarchical culture is indeed related positively with intra-role behavior. As per the mediation test I find that there was a significant partial mediation between the hierarchical culture and the in-role behavior ($sobel=2.16$ and $sig.<0.05$) due to the effect of self-efficacy of an individual.

Hypothesis 2a is accepted as from Table 2 it can be seen that AC is significantly correlated with the organizational commitment ($b=0.357$) and the relationship is mediated by self-efficacy ($sobel=5.80$). Similarly the hypothesis 2c predicting that Adhocratic Culture has a positive relation to Extra-role behavior partially but significantly mediated by Self-Efficacy is accepted ($b=0.197$, $sobel=3.39$). Hypothesis 2b is rejected as it can be seen from Table 2 that AC is positively and not negatively (as hypothesized) related to in-role behavior.

Hypothesis 2d is accepted as from Table 2 it can be seen that CC is significantly correlated with the organizational commitment ($b=0.302$) and the relationship is mediated by self-efficacy ($sobel=4.030133$). The hypothesis 2f predicting that Collaborative Culture has a positive relation to Extra-role behavior partially but significantly mediated by Self-Efficacy is rejected ($b=0.197$, $sobel=1.505010$) because the mediation effect is not proved in the research. Hypothesis 2e is rejected as it can be seen from Table 2 that CC is positively and not negatively (as hypothesized) related to in-role behavior.

Hypothesis 2g is accepted as from Table 2 it can be seen that MC is significantly correlated with the organizational commitment ($b=0.374$) and the relationship is mediated by self-efficacy ($sobel=6.065150$). The hypothesis 2i predicting that Market Culture has a positive relation to

Extra-role behavior partially but significantly mediated by Self-Efficacy is rejected ($b=0.17$, $sobel=1.606974$) because the significant mediation effect is not proved in the research. Hypothesis 2h is rejected as it can be seen from Table 2 that MC is positively and not negatively (as hypothesized) related to in-role behavior.

TABLE 2
Regression Coefficients and Mediation Tests

I.V	D.V	B	Std. Err	Sig.	Sobel (s)	Mediation Sig.
HC	C	0.353	0.035	0.000		
HC	SE	0.236	0.03	0.000	4.273037	0.00001928
HC(SE)	C	0.285	0.056	0.000		
MC	C	0.374	0.034	0.000		
MC	SE	0.247	0.029	0.000	6.065150	0.00000000
MC(SE)	C	0.311	0.036	0.000		
AC	C	0.357	0.029	0.000		
AC	SE	0.18	0.026	0.000	5.805302	0.00000001
AC(SE)	C	0.309	0.029	0.000		
CC	C	0.302	0.021	0.000		
CC	SE	0.12	0.02	0.000	4.030133	0.00005575
CC(SE)	C	0.272	0.05	0.000		
HC	IRB	0.144	0.034	0.000		
HC	SE	0.236	0.03	0.000	2.169601	0.03003703
HC(SE)	IRB	0.079	0.035	0.026		
MC	IRB	0.17	0.033	0.000		
MC	SE	0.247	0.029	0.000	2.877401	0.00400965
MC(SE)	IRB	0.107	0.035	0.002		
AC	IRB	0.141	0.029	0.000		
AC	SE	0.18	0.026	0.000	2.854577	0.00430941
AC(SE)	IRB	0.094	0.03	0.002		
CC	IRB	0.114	0.022	0.000		
CC	SE	0.12	0.02	0.000	3.193817	0.00140405
CC(SE)	IRB	0.083	0.022	0.000		
HC	ERB	0.15	0.043	0.000		

HC	SE	0.236	0.03	0.000	1.505010	0.13232133
HC(SE)	ERB	0.069	0.045	0.124		
MC	ERB	0.017	0.043	0.000		
MC	SE	0.247	0.029	0.000	1.606974	0.10805997
MC(SE)	ERB	0.072	0.044	0.106		
AC	ERB	0.197	0.036	0.000		
AC	SE	0.18	0.026	0.000	3.392567	0.00069241
AC(SE)	ERB	0.144	0.037	0.000		
CC	ERB	0.143	0.028	0.000		
CC	SE	0.12	0.02	0.000	3.201684	0.00136626
CC(SE)	ERB	0.106	0.028	0.000		

Moderation analysis for hypothesis 3 & 4a, 4b and 4c, reported just one significant result.

Hypothesis 4a got support in intended direction and the results are summarized in table 3 below.

TABLE 3

	Dependent Variable: Self Efficacy		
	Control	Main	Moderation
Constant	3.875***	2.954***	2.927***
Gender	0.125*	0.108*	0.110*
Total Experience	0.051	0.073	0.065
Experience in Role	0.012	-0.027	-0.011
Organizational Structure		0.000	-0.042
Adhocratic Culture		0.324***	0.352***
Z OS* Z AC			0.129**
R2	0.019	0.122	0.136
Δ R2	0.019*	0.103***	0.014**
Adjusted R2	0.012	0.111	0.124
F	2.710*	11.541***	10.867***

Discussions

Based on the literature review, we hypothesized relationship between organization culture and depended variables such as on the organizational commitment, in-role behavior and extra-role behavior. We also tested for the mediation role of self-efficacy in these relationships and got mixed results. Results across four types of culture exhibited a similar trend across all three depended variables. Once the correction for these directional impact across three dependent variables are taken care of, we found proof for the mediation effect of self-efficacy on all dependent variables except extra-role behavior in case of market and adhocratic culture.

Positive influence of hierarchic culture on both in-role behavior and organizational commitment indicate the positive influence of same on respective organizations. Results do not indicate the possibility for negative impact we can infer that formalized culture is beneficial for the organization. They provide individuals required guidance and standardized procedure so that they can pay required attention on both in-role and extra-role behaviors by giving adequate attention to both aspects of performance. Such a system also increase the self-efficacy and confidence level of the individual thus aiding him/her to gain adequate commitment for the organization. Formalized mentoring of the individuals and other supportive mechanism in such an environment deserves a better exploration during future studies.

Another hypothesis which got rejected was the negative relationship of collaborative, market and adhocratic culture with the in-role behavior. We expected the focus on extra-role behavior expected in these cultural contexts would probably reduce the job performance and the employee would concentrate more on the other externalities of the job and tend to take on roles outside his job responsibilities thus impacting his on-job performance, but it was showed to be untrue. One of the possible substantiating factors was also the high correlation between the in-role and the

extra role behavior citing that an individual who is committed to the organization would perform more or less similarly be it be on the job or on some extra responsibilities. The mediating impact of the Self-efficacy would be the highlighting factor of this research and it is paramount to stress that within a specific culture the organization would try to formalize initiatives which enhances the self-efficacy of the individuals resulting in high affective commitments as well as performance within the organization.

Bandura (1982) identified four information cues that influence self-efficacy. From most to least influential, they are enactive mastery, vicarious experience, verbal persuasion, and emotional (physiological) arousal. These cues provide important data, but according to Bandura it is the cognitive appraisal and integration of these data that ultimately determine self-efficacy. First, enactive mastery, defined as repeated performance accomplishments (Bandura, 1982), has been shown to enhance self-efficacy more than the other kinds of cues (Bandura, 1977a, 1982; Bandura, Adams, & Beyer, 1977). Mastery is facilitated when gradual accomplishments build the skills, coping abilities, and exposure needed for task performance. Although enactive mastery is a powerful enhancer of self-efficacy, in some circumstances, possibly because of fear or incapacity, individuals may not expose themselves to opportunities for enactive mastery. Another source of efficacy information is verbal persuasion, which is aimed at convincing a person of his or her capability of performing a task. Verbal persuasion is believed to influence efficacy perceptions in some situations, but it is viewed as less effective than modeling or enactive mastery (Bandura, 1982).

Some of the measures which could be looked at from the organizational context would be to provide adequate training opportunities to individuals so as to develop their job skills. Training fulfillment was positively related to post-training organizational commitment, physical self-

efficacy, academic self-efficacy, and training motivation, even after pre-training attitudes and a set of individual variables were controlled. (Tannenbaum, 1991). Leadership should also play an important role in developing the self-efficacy of individuals. Research shows that transformational leaders build committed and high performing work groups by enhancing employee self-efficacy and cohesiveness (Pillai and Williams: 2004). Goal setting processes in the organizations have to be made robust as to enhance the employees' chances of achieving the goal and here in this case the role of the supervisor as well as the performance appraisal system of the organization becomes important. Hierarchic culture and its focus on predetermined goals will help an organization to develop a well-defined goal setting process targeting various in-role behaviors. Attainment of these goals will provide sufficient cues leading to enactive mastery, most significant contributor to self-efficacy (Bandura, 1977a). Our results indicated the possibility for self-efficacy to act as a good mediator for both in-role behaviors and extra-role behavior in various cultural contexts.

Our research indicates that organizational structure is going to play a major role only in adhocratic culture. Due to the emphasis on external focus and flexibility, this quadrant may report lowest level of formal nature in comparison with other options discussed in this paper. Some organizations may exhibit a tendency to move towards mechanistic structure, but to ensure higher levels of self-efficacy among the employees, it is important to retain the features of organic structure. Even in the absence of mechanistic structure, employees have exhibited significant positive relationship with both in-role and extra-role behaviors.

Limitations & Future Research Directions: Although our study possesses a number of strengths (e.g., use of a large sample size and using data from multiple sources, large representation of both genders in our sample size, multiple organizations), there are of course

some limitations. There is likelihood that the respondents could be affected by the social desirability bias and we have gathered organizational commitment scores from the respondents while remaining dependent variables were obtained from superiors. Volunteers might have approached those employees who are better performers and more confident about getting a better rating from the superiors and all such possibilities will reduce the randomness associated with the data.

With regards to future research, we see several directions in which our findings could be extended. First, suggest future research on additional mediators on context performance relationship and recommend organizational justice, socialization process as other possible mediators either alone or with self-efficacy. Thus, future research could extend our model to other important work criteria. Future research could ascertain whether our results hold in different cultures and contexts. The moderating variables such as the age of the individuals and gender as well as their experience can be included in further researches. Future research can address the limitations of this study. For example it can study the effect of demographic variables like gender, income group as additional moderators. Similarly other moderators between Self-efficacy and organizational commitment or performance indicators can also be studied. Current study has been done in Indian context. It can be extended to other countries and cultures and examine how cultural and country variation affects the relationship between the three constructs. Finally, although our cross-sectional investigation revealed important relationships, the study could be continued to foresee the role of changing leadership equations within the organization. Such research would culminate in a greater understanding of the temporal dynamics of various organizational contexts on individual performance and commitment.

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