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THE INTERRELATED BETWEEN ORGANIZATIONAL CULTURE, EMPOWERING LEADERSHIP AND AFFECTIVE COMMITMENT: AN INDONESIAN PUBLIC SERVICE GOVERNANCE CASE STUDY

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ABSTRACT

The purpose of this study is to investigate the relationship between organizational culture, leadership, and affective commitment. In particular, this study aims to explore the potential mediating effects of empowering leadership on the relationships between the dimension of organizational culture and affective commitment. The study was conducted in eleven organizations of civil government units in Indonesia, on a sample of 425 participants. The structural equation modeling (SEM) was used for hypotheses testing. The results indicated that three dimensions of organizational culture (control-bureaucratic, team oriented, and result oriented) adequately degree of validity and reliability. The hypothesized relationships were partially supported: it was found that there was a significant relationship between control- bureaucratic and team oriented and empowering leadership, while not for result oriented. For affective commitment, team oriented and empowering leadership has directly significantly effect, but not for bureaucratic and result oriented. However, the empowering leadership is found as a mediator on the relationship between bureaucratic and team oriented on affective commitment. The results of this study contribute to current insights about the interrelationships between organizational culture, empowering leadership and affective commitment, showing that the organizational culture on affective commitment must be expressed through a third mediating variable, empowering leadership.

Keywords: organizational culture, empowering leadership, affective commitment

INTRODUCTION

Organizational commitment has received significant attention in organization behavior studies. This is due to the general recognition that commitment can be the major determinants of employee performance, effectiveness and organizational performance (Suliman and al Kathairi, 2013; Fu and Deshpande, 2014). A high commitment to the organization will have identification, engage sincerely in the organization and there are a positive loyalty and affection towards the organization. Besides performing a behavior that strives toward the organization's goals and desire to remain to join the organization in the long term and strive to provide the best performance for the organization (Mowday et al., 1979).

According to Mowday et al., (1979), organizational commitment is characterized by a strong belief and acceptance of the goals and values of the organization; the readiness to work hard; and a strong desire to stay in an organization. This commitment is classified as affective commitment or attitude as it relates to the extent to which people feel their personal values and goals in accordance with the values and goals of the organization. The greater the congruence between values and goals of the individual with the values and goals of the organization, the higher the employees' commitment to the organization

Numerous antecedents of organizational commitment have been suggested in the recent studies. For example, organizational culture (Ipek, 2010; Islam et al., 2013; Lok and Crawford, 2004) and leadership (Jain, 2015; Gokce et al., 2015; Randeree & Chaudhry, 2012; Lok and Crawford, 2004). Gokce et al., (2015) was determined the effect of organizational culture on the relationship between perception of leadership style and commitment. Lok and Crawford (2004) study examined the effects of organizational culture and leadership styles on job satisfaction and organizational commitment, Yiing and Ahmad (2009) was investigate the moderating effects of organizational culture on the relationships between leadership behavior and organizational commitment. In a meta-analytic, Jackson, Meyer, and Wang (2012) were to examine the relationships between leadership, commitment, and culture. Leadership has been demonstrated as an independent variable and can be a moderator in its relationship. Despite the numerous findings of empirical work on organizational culture, leadership, and organizational commitment, there are still huge gaps and have generally been under-researched that is the role of organizational culture and leadership in shaping employee commitment.

A broad range of models and frameworks have been invoked to understand and explain the importance interrelation between organizational culture, leadership, and commitment. Furthermore, earlier studies been used transformational leadership (Randeree & Chaudhry, 2012; Baek-Kyoo et al., 2012), servant leadership (Kool & van Dierendonck, 2012), and leader behavior (Lok and Crawford, 2005; Gokce et al., 2015). It is still not clear the role of empowering leadership in its relationship. In response to these ambiguities, the first purpose of this study is to provide an alternative relationship between organizational culture and affective commitment, and the role of empowering leadership as a mediator on its relationship.

The literature shows a lack of study about the relationship between organizational culture, empowerment, and organizational commitment among employees in government service organization. Leaders in the government sector generally adopt the culture of control and bureaucracy making it difficult to increase the level of empowerment. Moreover, since most of the studies on empowerment especially in the relations with organizational culture have been carried out in western Contexts that have different cultures, led to the findings could not be generalized in Indonesia due to different socio-cultural. Thus, this study attempts to examine the relation between organizational culture, empowering leadership, and affective commitment in Indonesian government service unit.

This study fills the research gap in governance service by bringing in empowering leadership research. Findings of this study may increase understanding of how organizational culture actuates employees to have a high-level commitment through empowering leadership. It would not only help academics explicate the theoretical relationship between organizational culture, empowering leadership and commitment, but also aid practitioners in governance public service to understand the process of improving employee commitment.

LİTERATURE REVİEW AND HYPOTHESES

Organizational culture and empowering leadership

Schein (2004) reveals that organizational culture as a basic assumption that discovered or developed by a group of people while they learn to solve problems-problems, adapt to the external environment, and integrate well to solve the problem correctly, therefore taught to new members with the right way to perceive, think and have a strong understanding to solve problems that occur. Organizational culture consists of two layers, ie, visible and invisible characteristics (Schein (2004). The visible layer external can be symbols that look like clothes, building physical, behavioral model, the written rules, language and rituals that can be seen from the activities organization. While the invisible layer means the values, norms, faith and assumptions of members of the organization.Organizational culture is also referred to as the capability to integrate the daily activities of employees to reach the planned goals, can also help an organization to adapt well to the external environment for rapid and appropriate responses.Thus, the organizational culture can be expressed as a value system that is believed by all members of the organization, learned, applied and developed continuously, functioning as an adhesive, and referable to behave within the organization to create learning, and can help reduce complexity and uncertainly conditions.

Schein (2004) concludes that organizational culture and leadership are two sides of the same coin; neither can be really understood by itself. When referring to the process of formation of culture, the culture derives from the original founder's philosophy and strongly influences hiring criteria, recruitment, rewards as the firm grows. Top managers' actions set the general climate, including what is acceptable behavior and what is not. The way employees are socialized will depend both on the degree of success achieved in matching new employees' values to reviews those of the organization in the selection process, and on top management's preference for socialization methods. In this sense, the founder creates and shapes the cultural traits of their organizations (cite in Robbins and Judge, 2011, p.557).In contrast, the cultural context conditions of beliefs, faith, and widely held values. Just as the leadership process is not divorced from the broader situational context in which the leadership takes place (Northouse, 2001), unless the culture is supportive of leaders, leadership based on common values is impossible. Thus, culture determines a large part of what leaders do and how they do it (cite in Nguyen and Mohamed, 2011).Although there is still differences perspective in understanding the relationship between culture and leadership, but the majority of academics and researchers agree that these two variables are interrelated.

Among a variety of leadership behaviors, empowerment is a construct that reflects a paradigm change in the managerial focus from control to autonomy in organizational research (Conger & Kanungo, 1988; Spreitzer, 1995). Empowering leadership enhances the meaning and significance of work by fostering participation in decision making, supporting autonomy, and expressing confidence in employees performance (Ahearne et al. 2005). Taormina, (2008) research found that correlations revealed leader behaviors to be more control-oriented in bureaucratic culture. Indeed, the leader more flexible-oriented in innovative culture. Contrary to expectations, the result shows that more control-oriented in the supportive culture. Jogulu (2010) confirmed the organizational culture related to leadership style. The research found that there are significant differences between leadership style and culture of the group, which results support the argument that culture and leadership interact in different ways in the different context. Tsai (2012) found that organizational cultures were significantly (positively) correlated with leadership behavior. Previously, Sigler and Pearson (2000) also found that organizational cultures that were perceived as being more collective and more doing-oriented significantly greater were related to perceptions of empowerment.These arguments lead to the following three research hypotheses:

H1a. Control-bureaucratic culture is negatively related to empowering leadership

H1b. Result oriented is positively related to empowering leadership

H1c. Process-team oriented is positively related to empowering leadership

Organizational culture and affective commitment

Meyer et al., (2002) defines organizational commitment as the degree that employees identify with the goals and values of the organization and is willing to exert the effort to help the success of the organization. Commitment is a combination of attitude and behavior regarding the taste identified with organizational objectives, a sense of duty involved with the organization and sense of loyalty to the organization. Organizational commitment also can be defined as a psychological state representing an individual's connection with the organization, with implications in his/her decision to remain there or leave (Allen and Meyer, 1990)

Allen and Meyer (1996) proposed a three-dimensional construct of organizational commitment basis, namely affective, continuance and normative commitment. Affective commitment refers to the employee's emotional attachment, identification, and t their involvement and emotional connection with the organization. Continuance commitment refers to the commitment based on the costs that fellow employees to leave the organization because of the high cost of leaving. Normative commitment refers to an employee a feeling of obligation to remain with the organization based employees have internalized the values and goals of the organization.

There are many studies on organizational culture and organizational commitment. Organizational culture is an important role in generating commitment and improve performance (Lok and Crawford, 2001). In particular, research in various industries and countries shows that an innovative and supportive have a strong positive effect on commitment and job satisfaction, while the bureaucratic culture has a negative impact (Lok and Crawford, 2001; Silverthorne ,2004, Yiing and Ahmad, 2009). The present study aims to investigate the relationship between organizational culture and affective commitment in government service unit. In this study, organizational culture has separated in three dimensions, ie, control-bureaucratic culture, result oriented, and team oriented culture. The whole cultural dimension was assumed to be correlated with affective commitment with the formulation of hypotheses as follows:

H2a. Control-bureucratic culture is negatively related to affective commitment

H2b. Team-oriented culture is positively related to affective commitment

H2c. Result oriented culture is positively related to affective commitment

Empowering leadership and affective commitment

Empowering leadership is the process of implementing conditions that make it possible for leaders to sharing power, giving decision-making autonomy, expressing confidence in the emplooyee's capabilities, and removing hindrances to performance (Zhang & Bartol, 2010). The empowering leadership has a direct effect on empowerrment (Kwak & Jackson, 2015), and also may have indirect effects on affective commitment and turnover intentions (Albrecht & Andreetta, 2011). A study by Freire & Azevedo (2015), demonstrated that empowering work context was significantly effect on affective commitment and trustworthiness of the supervisor. This study proposes that the employees who understand they feel that can influence the organization, are in a better position to establish an affective commitment with the organization, as well as to perceive trustworthy on they supervisor.

This study argues that an empowering leadership can increase the sense of identification, emotional closeness and the sense of responsibility for the decisions that have been made. empowering leadership encourages subordinates to contribute more to give autonomy, support, and confidence to subordinates. Based on the social exchange theory (Blau, 1964), this study proposes that when employees have access to a set of empowering structures, such as information, resources, support, and opportunities. Its can makes employees act by responding favourably when relating to the organization, through a greater affective commitment. In this sense, this study proposes that empowerment will stimulate affective commitment, and act as a mediation in the relationship between organizational culture and affective commitment. This study, hence, proposes the following additional hypotheses:

H3. Empowering leadership is positively related to affective commitment

H4. Empowering leadership mediates the effects of organizational culture on affective commitment

METHODS

Sample and procedure

Employees from eleven civil government units in Indonesia were solicited to participate in this study. The first phase of this study involved eleven heads of government units as the early stages of development scale of organizational culture. These activities are carried out through focus group discussion as process of item-generation and content validity. Each expert judgment provides ratings based on their opinions and Aiken's V is used to calculate the content-validity coefficient based on the assessment results of the expert panel. The items were valued as highly relevant will be included in the final test for organizational culture scale.

The second phase of this study was quantitative study that involved a three-step process. In the first step is pilot testing to identify those items that most clearly represent the content domain of the underlying construct using exploratory factor analysis (EFA). A total of 150 participants were used for the first phase of the survey. The second step is a process to validated the first structures of scale using confirmatory factor analysis (CFA).

The final step is to analyze the relationship between variables through structural equation modeling. A total of 425 participants were used for the second and last step of the survey. Demographic statistics showed that most respondents were male (55 percent). The average of respondents was 36 years old, with the highest 58 years old. In terms of educational level, 35 percent of university undergraduate degrees.

Measures

Three instruments were selected which can appropriately measure the constructs in the conceptual framework. Organizational culture for the governance public service organization (OCG). An initial pool of approximately twenty-three items gathered from the literature and with help from expert judgment. These were reviewed for comprehensibility, relevance, and overlap. Exploratory factor analysis (EFA) with varimax rotation conducted with near final version (i.e. final 19 items from 22 items, n=150).

Three factors with eigenvalues >1 identified, and items loaded as expected. OCG consists of 19 items and three dimensions: control-bureaucracy (five items), process and team oriented (ten items), and result oriented (four items). Although the exploratory factor analytical results provide some evidence of a three-factor solution, confirmatory factor analysis provides a more rigorous test of item loadings. Table 1 also shows that cronbach's alphas vary from 0.765 to 0.884, indicating that the measures used in this study are fairly reliable.

Empowering leadership adapted and modified from Arnold et al. (2000) with the subscales of participative decision making (three items), coaching (three items), and informing (three items). All of the items were evaluated by a five-point Likert scale where 1 represents ‘‘strongly disagree’’ and 5 represents ‘‘strongly agree.’’ As a first step in the analyses, the dimensionality of the measurement model was tested with exploratory factor analysis with varimax rotation. Two items are eliminated in the first stage and the remaining seven items in the measurement model. The analysis finds that the unidimensional model with Cronbach's Alpha of 0.774.

Affective commitment (AFC) was measured with the six-item affective commitment scale from Allen and Meyer (1990). Affective commitment refers to the employee's emotional attachment, identification, and involvement, an organization based on feelings or emotions positively to the organization. Responses were rated on a five-point Likert scale ranging from 1 (definitely not true) to 5 (definitely true). Alpha coefficients of 0.812 for the full seven-item scale.

Table 1. Mean, standard deviation and reliability of measurement variables

Instrument	Mean	SD	Score Range	Cronbach's Alpha
Organizational culture (OC)				
Control-Bureucracy	3.25	1.01	1-5	0.798
Process-team oriented	3.78	.90	1-5	0.765
Result oriented	3.90	.85	1-5	0.884
Empowering Leadership (EMP)				
EMP_1	4.13	.68	1-5	0.774
EMP_2	4.18	.75	1-5	
EMP_3	4.25	.74	1-5	
EMP_4	4.17	.73	1-5	
EMP_5	4.15	.72	1-5	
EMP_6	3.95	.78	1-5	
EMP_7	3.92	.86	1-5	
Affective Commitment (AFC)				
AFC_1	3.51	.90	1-5	0.812
AFC_2	3.84	.77	1-5	
AFC_3	3.85	.91	1-5	
AFC_4	3.80	.96	1-5	
AFC_5	4.02	.75	1-5	
AFC_6	3.89	.71	1-5	
AFC_7	3.88	.81	1-5	

RESULTS AND DISCUSSION

Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) should be used to measure the factor loading of each item used in the construct (Gerbing and Anderson, 1988).While the Goodness of Fit Index (GFI) = 0.852 and the adjusted Goodness of Fit Index (AGFI) = 0.829 did not achieve criterion levels. The another values of test adaptability were found to be: Normed Fit Index (NFI) = 0.936, Non-Normed Fit Index (NNFI) = 0.945; Comparative Fit Index (CFI) = 0.950, Incremental Fit Index (IFI) = 0.950; Relative Fit Index (RFI) = 0.930, and RMSEA point estimate (0.068) and its less than 0.08 also suggested a good fitting model.

The construct reliability was evaluated using two indices: CR and AVE. Table 2 shows that CR loading of all constructs are higher than 0.70 and has sufficient construct reliability (Bagozzi and Yi, 1988). For AVE, the loadings should be equal to 0.50 (Hair et al., 1998).

Table 2. Results of reliability analysis

Factors/construct	Code	CR	AVE
Control-Bureucracy	CBC	0.870	0.573
Process-team oriented	PTC	0.899	0.561
Result oriented	ROC	0.841	0.571
Empowering leadership	EMP	0.847	0.486
Affective Commitment	AFC	0.879	0.513

The results Table 2. show that all constructs have acceptable values except EMP, which is 0.486 but it is very close to the treshold 0.5, and therefore acceptable.

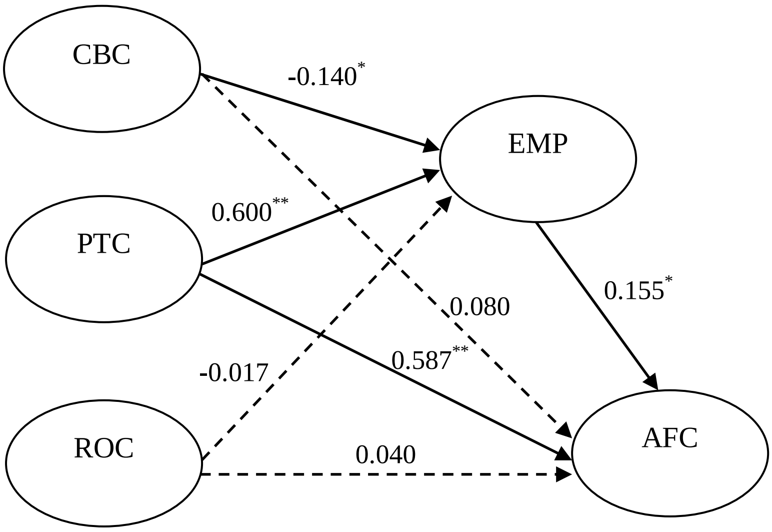

Figure 1. Standardized parameter estimates for the theoretical model

Hypothesized structural model. Path coefficients and the overall model fit of the supposed structural model regarding the strength and relationship among the variables are shown in Figure 1. The hypotheses are examined through investigating the path coefficients. Control-bureaucratic culture (CBC), team oriented (PTC), and result oriented (ROC) are organizational culture dimensions placed as a latent variable (exogenous). Empowering leadership (EMP) and affective commitment (AFC) as endogenous variables.

The relationships were found to be non-significant (t <1.98, p > 0.05), i.e. CBC and AFC (path coefficient = 0.080, t value < 1.98), ROC and EMP (path coefficient = -0.017, t value < 1.98), and ROC and AFC (path coefficient = 0.040, t value < 1.98). Thus H2a, H1c, and H2c are rejected.

Control-bureucracy culture (CBC) have a significant direct effect on empowering leadership (path coefficient = -0.140, t value > 1.98), but not directly related to affective commitment (path coefficient = 0.080, t value < 1.98). Thus, H1a is supported, and H2a is rejected.

Team-oriented culture (PTC) produces both a direct effect on empowering leadership (path coefficient = 0.600, t value > 2.56), which supports H1b, as well as on affective commitment (path coefficient = 0.587, t value > 2.56), which supports H2b. Unexpected, result oriented culture (ROC) has no direct effects on both empowering leadership and affective commitment. Thus H1c and H2c are rejected. Furthermore, additional relationships between EMP and AFC was found to be significant (path coefficient = 0.155, t value > 1.98). Thus, H3 is supported.

The role of empowering leadership as a mediator was partially supported, e.g. CBC indirect effect on AFC (t value = -2058) and PTC on AFC (t value = 2,896), but not for the ROC. This result proves that empowering leadership can act as a mediator in the relationship CBC and PTC on AFC. Thus, H4 are partially supported.

DISCUSSION AND MANAGERIAL IMPLICATIONS

The results of this study indicate that control-bureaucratic culture and team-oriented culture can explain the variation of empowering leadership (i.e., participation in decision making, autonomy, coaching, information, resources, opportunity, delegation, and solicit ideas). There is considerable support with previous evidence in culture and organizational commitment studies (Taomina, 2008; Jogulu, 2010; Tsai, 2012; Sigler & Pearson, 2000). Control-bureaucratic culture has a negative effect on empowering leadership, indicating that the increase in the control-bureaucracy will reduce empowerment. This is understandable because the control-bureaucracy culture, especially in the government sector, can not refuse the presence of a clear hierarchy between subordinates and leaders. In additional, the formal structures that may impact the reduced empowerment and autonomy may be easily made in the sector private. While process-team oriented culture proved to have a positive impact on empowering leadership, indicating the higher organization implemented a process-oriented culture and teamwork, the higher the perceived also empowerment of employees.

The results of the study have revealed a positive and significant association between team oriented culture, empowering leadership, affective commitment. The team-oriented culture and empowering leadership were significantly predictive of employees affective commitment among employees working in the Indonesian government service sector. Thus it might be concluded that when employees of an organization are exposed to a culture where they perceived the team-oriented, emphasizes teamwork, sense of community, and their leaders give more authority, they exhibit more commitment toward their organization. These results are in line with various studies which establish a connection between empowerment and affective commitment (Albrecht, 2011; Freire et al., 2015; Laschinger et al., 2002; Laschinger and Finegan, 2005). In contrast to previous studies, this study found no significant association between bureaucratic culture and affective commitment (Lok and Crawford, 2001; Silverthorne 2004).

The indirect effect of bureaucratic culture and team oriented through empowering leadership does occur. This result implies that the theoretical models proposed alternative relationship is an indirect effect, especially on the direct relationship bureaucratic culture and affective commitment was not supported. Meanwhile, team-oriented culture is proven to affect either and indirectly to affective commitment, thus team-oriented culture can be expressed as a good predictor of empowering leadership and affective commitment.

Only a few studies have been conducted by researchers to examine the relationship between organizational culture dimensions, empowering leadership and affective commitment in a single model. The present study suggests that employees perception of organizational culture that emphasizes teamwork and empowering the employees can encourage positive feelings and emotional attachment of employees to their organizations. In line with the social exchange theory of Blau (1964), which supports the statement that when employees feel perceive something positive about Reviews their organization, they will provide feedback in the form of commitment.

The object of this study was the government's public services in Indonesia. Thus, it can not be released from a bureaucratic culture that can have a negative impact on organizational commitment (Lok and Crawford, 2001). However, Indonesian public organizations have been obliged to implement new policies and strategies in order to meet achievement of the service performance and public trust, by applying the good corporate governance. Through the national movement "mental revolution", every civil servant is expected to have integrity, work hard, and have a spirit of togetherness in their professional activities.The leaders and the state apparatus will be pioneers to move mental revolution, beginning of each Ministry / Institution. As a pioneer mental revolution, the government through Ministry / Institution should do three main things; togetherness, build management issues and lastly strengthening the capacity of the state apparatus.

By improving and developing new practices, a manager could enhance employee commitment with facilitating the employee's staff’s access to empowerment structures to support their professional practice through the provision of wider opportunities in decision making, responsibility and authority. Empowering leadership can be enhanced through team-oriented but could weaken by bureaucratic culture. Thus, managers can implement a team-oriented as the dominant culture in an effort to improve employee empowerment and reduce bureaucratic obstacles inherent in the organization. In short, these practices should not be implemented alone. The combination of team-oriented and empowering leadership is the dominant factor that can increase employees affective commitment.

LIMITATIONS

One limitation of the present study is its cross-sectional design. A more extensive research is recommended by collecting longitudinal data to examine on actual usage behavior for future studies. Additionally, all data for this study were acquired through self-reports, which have implications for potential bias and there is the risk of overestimating correlations due to overlapping variability as only one person rates all variables (Podsakoff et al., 2003). Studies including multiple sources and methods would be advantageous for future research such as collecting data on empowering leadership from employees and managers. The third limitation of this study is data were collected from government public sector, thereby generalizing the results must be done carefully to other sectors. Future research is recommended to expand the study to include another business sectors.

CONCLUTION

The present study aimed to investigate the relationship between organizational culture, leadership, and affective commitment. In particular, this study aims to explore the potential mediating effects of empowering leadership on the relationships between the dimension of organizational culture and affective commitment. The finding of the study revealed that three dimensions of organizational culture (control-bureaucratic, team oriented, and result oriented) adequately degree of validity and reliability. Control-bureaucratic culture positively influence affective commitment but have a negative influence on empowering leadership. Team-oriented culture positively influence empowering leadership and employee commitment. Result oriented culture is not proven to be a predictor of empowering leadership and affective commitment. Lastly, the role of empowering leadership as a mediator was partially supported, e.g. control-bureaucratic to affective commitment and team oriented to affective commitment.

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