Job satisfaction as a mediator in the relationship between organisational culture and affective commitment: A field study on a sample of Sonelgaz Algeria employees

amira tolba, Constantine2 -Abdelhamid MEHRI University (Algeria),
amira.tolba@univ-constantine2.dz

Received: 12/07/2026 *Accepted: 07/09/2026* *Published:30/09/2026*

Abstract:

This study aimed to analyse the impact of organisational culture dimensions on employees affective commitment at the National Company for Electricity and Gas, focusing on the mediating role of job satisfaction. Data were collected from 200 employees through a questionnaire and analysed using SPSS and AMOS 26 through CFA and SEM.

The results showed no significant direct effects of involvement, adaptation, and task on affective commitment. However, these dimensions exert significant indirect effects through supervision and pay satisfaction, confirming the full mediating role of job satisfaction. Additionally, the strongest indirect effect was found for involvement through pay satisfaction.

Keywords: organizational culture; job satisfaction; affective commitment; Denison Model; sonelgaz.

Jel Classification Codes:M14, J28, D23

1. INTRODUCTION

In light of the rapid economic transformations and increasing competitive pressures, contemporary institutions are required to enhance their organisational efficiency and achieve high levels of operational effectiveness to ensure continuity and excellence. Achieving institutional performance no longer relies solely on financial or technological resources; it has increasingly become linked to the organization's ability to efficiently manage its human resources and create an inspiring organisational environment that enhances employee engagement and commitment to the institution. In this context, organisational culture has emerged as one of the most important intangible determinants of organisational performance, due to its direct impact on individuals' behaviour and attitudes within the organization (Silva et al., 2018).

Organisational culture refers to the system of shared values, beliefs, and assumptions that form the reference framework for employee behaviour and guide their interactions within the institution. The literature has proven that a strong organisational culture contributes to improving internal coordination, enhancing the ability to adapt to external changes, and supporting sustainable institutional performance (Denison & Mishra, 1995).

Among the most widely used models for measuring organisational culture is the Daniel Denison model, which links organisational culture to institutional effectiveness through four main dimensions: involvement, consistency, adaptability, and mission.

Conversely, job satisfaction is considered one of the central psychological variables in the literature on organisational behaviour, due to its role in explaining many individual and organisational outcomes. Job satisfaction is defined as a positive emotional state resulting from an individual's evaluation of their work or job-related experiences (Judge T. et al., 2017). Studies have shown that higher levels of job satisfaction are associated with improved performance, reduced absenteeism, decreased intention to leave the job, and increased levels of organisational commitment (Silva et al., 2018).

Organisational commitment is a key concept for understanding the psychological relationship between employees and their organisation. Among its dimensions, affective commitment is the most significant, reflecting employees emotional attachment, sense of belonging, and intrinsic desire to remain with the organisation (Meyer & Allen , 1991). Employees with high affective commitment typically demonstrate greater loyalty, engagement, and willingness to exert extra effort to achieve organisational goals.

Recent studies indicate strong links between organisational culture and job satisfaction on one hand, and between job satisfaction and affective commitment on the other. Recent literature has begun to lean towards interpreting the relationship between organisational culture and affective commitment through mediating variables, with job satisfaction at the forefront, as it serves as a psychological mechanism that explains how the impact of organisational culture transfers to employees behavioural outcomes (Abebe, 2021; Tran et al., 2023).

The importance of studying these relationships is particularly evident in the energy sector, given its strategic role in economic and social development and its dependence on qualified human resources. In Algeria, the National Company for Electricity and Gas (Sonelgaz) is a key institution responsible for electricity and gas production, transmission, and distribution, making it an important context for examining employee behaviour. Accordingly, this study investigates the mediating role of job satisfaction in the relationship between organisational culture and affective commitment, providing insights that can support managerial efforts to strengthen employee commitment and improve organisational performance.

1.1 Problem statement

Institutions operating in the energy sector face increasing challenges in improving organisational performance, ensuring service continuity, and enhancing employees' ability to adapt to organisational and technological changes. Consequently, strengthening employees affective commitment has become a strategic priority due to its positive influence on organisational loyalty and performance (Dunger, 2023) Although previous studies have

established significant relationships between organisational culture, job satisfaction, and organisational commitment, most have examined these relationships separately, while research integrating the three variables within a comprehensive causal model remains limited (Abebe, 2021; Yngson & Paulino, 2023). Furthermore, many studies have focused on selected dimensions of the Denison model or treated organisational commitment as a general construct rather than specifically examining affective commitment (Dunger, 2023). At the practical level, little empirical evidence is available on the mediating role of job satisfaction in the relationship between organisational culture and affective commitment within Algerian energy-sector organisations, particularly Sonelgaz.

Accordingly, the study's problem is represented in the following main question:

Does organisational culture affect affective commitment through the mediating role of job satisfaction?

1.2 Study Objectives

This study aims to achieve the following objectives:

- Highlighting the role of (Organisational Culture: OC) in influencing (Affective Commitment: AC).
- Examining the mediating role of (Job Satisfaction: JS) in the relationship between (Organisational Culture: OC) and (Affective Commitment: AC).

1.3 Study Hypotheses

The study hypotheses can be formulated as follows.

- H1: Organisational Culture (OC) directly affects Affective Commitment (AC).
- H2: Job Satisfaction (JS) mediates the relationship between Organisational Culture (OC) and Affective Commitment (AC).

2. Literature Review

2.1 Organisational Culture

Organisational culture is considered one of the central concepts in management and organisational behaviour literature because it helps

explain the differences between organisations in terms of effectiveness, performance, and response to environmental changes. Edgar Schein defined organisational culture as a set of shared basic assumptions developed by a group in dealing with external adaptation and internal integration problems, which are transmitted to new members as the correct way of perceiving, thinking, and behaving (Silva et al., 2018).

Despite the numerous theoretical models explaining organisational culture, the Daniel Denison model stands out as one of the most applicable models for field studies, as it directly links organisational culture to organisational effectiveness. This model is based on four interconnected dimensions.

The dimension of involvement refers to the degree of empowering employees and involving them in decision-making and developing their capabilities. Consistency reflects the presence of shared values and harmonious internal systems that support organisational stability. As for adaptability, it refers to the organization's ability to respond to environmental changes and continuous learning, while the mission dimension reflects the clarity of the strategic vision and long-term goals (Ababora et al., 2026).

Recent studies indicate that these dimensions significantly affect employees' psychological perception and their behavioural outcomes. A study by (Tran et al., 2023) that supportive organisational culture is positively associated with higher levels of job satisfaction and organisational commitment, especially in service institutions with a highly competitive environment.

2.2 Job Satisfaction

Job satisfaction is considered one of the most widely used variables in explaining organisational behaviour, due to its association with a wide range of positive organisational outcomes. Edwin Locke defined job satisfaction as a positive emotional state resulting from an individual's evaluation of their job or related experiences (Judge T. et al., 2017).

Several theories explain job satisfaction, the most prominent of which is Frederick Herzberg's Two-Factor Theory, which distinguishes between

motivating factors related to the content of the work and hygiene factors related to the work environment (Judge T. A. et al., 2017) .

Employees' perceptions of fairness in the distribution of organisational rewards are positively associated with higher levels of job satisfaction (Lee & Rhee, 2023)**.**

Job satisfaction is not a one-dimensional concept; it includes satisfaction with pay, supervision, professional relationships, working conditions, and promotion opportunities. Recent literature indicates that organisational culture is one of the most important determinants of job satisfaction, as organisational environments characterised by transparency, support, and empowerment lead to increased levels of employee satisfaction (Kristinaningtyas et al., 2024).

2.3 Affective Commitment

Organisational commitment refers to the strength of the psychological bond that links the employee to their organization. The model by John Meyer and Natalie Allen is one of the most widely adopted, as it distinguishes between affective commitment, continuance commitment, and normative commitment (Meyer & Allen , 1991).

Affective commitment refers to the degree of emotional and psychological attachment of the employee to the organization, and the extent to which they align with its values and goals. This dimension is distinguished from continuance commitment, which is based on cost-benefit calculations, and from normative commitment, which is based on a sense of moral obligation.

The importance of Affective commitment stems from its strong correlation with positive organisational behaviour. Employees with high affective commitment show higher levels of loyalty, engagement, and willingness to exert extra effort. Recent literature also indicates that job satisfaction and organisational culture are among its most prominent determinants (Nurlianti et al., 2023).

2.4 The relationship between organisational culture and job satisfaction

Organisational culture is considered one of the most important

organisational determinants of job satisfaction, as it directly affects employees perception of the work environment, the level of managerial support, the fairness of procedures, and opportunities for professional development. The more organisational culture is characterised by participation, transparency, and clarity, the higher the level of job satisfaction among employees (Naz et al., 2020).

Within the framework of the Denison model, the four dimensions of organisational culture contribute to explaining job satisfaction to varying degrees. Involvement enhances the sense of empowerment and autonomy, while consistency reduces ambiguity and internal conflicts. Adaptability contributes to creating a more flexible and responsive environment to changes, and the mission dimension provides employees with greater clarity regarding organisational goals (Abane et al., 2022).

Practical evidence has supported this relationship, as one study showed a significant positive correlation between organisational culture and employee satisfaction (Silva et al., 2018), while another study indicated that a positive organisational culture is one of the most important factors explaining the high levels of job satisfaction among employees (Abebe, 2021).

Accordingly, organisational culture can be viewed as a key antecedent of job satisfaction, especially in environments that require high coordination and professional discipline, such as the energy sector.

2.5 The relationship between job satisfaction and affective commitment

The relationship between job satisfaction and affective commitment is one of the most established relationships in the literature on organisational behaviour. This relationship is based on the assumption that an employee who feels satisfied with their job develops a stronger psychological attachment to the organisation over time (ALmahasneh et al., 2022).

This relationship can be explained through the perspective of social exchange; the employees perception of a fair and motivating work environment generates positive feelings towards the organisation, which gradually transform into emotional attachment and psychological belonging. Accordingly, job satisfaction represents the primary

psychological foundation for the development of affective commitment (Karatepe et al., 2020).

Recent studies have shown that increased job satisfaction leads to enhanced loyalty, engagement, and a stronger desire to remain within the organisation. One study found that job satisfaction has a strong positive impact on organisational commitment, particularly its emotional dimension (Abebe, 2021).

Therefore, job satisfaction does not merely represent a result of working conditions, but it is also one of the most important direct determinants of affective commitment.

2.6 The relationship between organisational culture and affective commitment

Organisational culture directly affects affective commitment by shaping the psychological relationship between the employee and the organisation. Organisational culture determines the nature of the daily professional experience and affects the degree of value alignment and institutional belonging (Jahan et al., 2022).

And the higher the level of alignment between the employee's values and the organisational values, the greater the likelihood of forming a strong affective commitment. In this context, the dimensions of involvement and consistency play a prominent role in enhancing affective commitment by supporting a sense of appreciation, trust, and organisational stability. Recent studies, including the study by (Nurlianti et al., 2023), that supportive organisational culture is positively associated with higher levels of affective commitment, especially in service institutions.

Accordingly, organisational culture affects not only the visible behaviour of employees but also the deep psychological structure that determines the degree of their affective commitment to the institution.

2.7 Job Satisfaction as a Mediator

Alongside direct relationships, modern literature has turned to interpreting the mechanisms through which the effects of organisational culture are transmitted to the behavioural and psychological outcomes of employees. In this context, the concept of mediation has emerged as an

analytical framework that helps explain how the effect of the independent variable is transmitted to the dependent variable through a third variable (Christian & Cepeda, 2016).

In the current study, it is assumed that job satisfaction plays a mediating role in the relationship between organisational culture and affective commitment. This means that organisational culture does not only directly affect affective commitment, but part of its impact is transmitted through job satisfaction (Hassan et al., 2023).

Theoretically, a positive organisational culture, characterised by involvement, consistency, adaptability, and clear communication, enhances employees' perceptions of the work environment, leading to higher job satisfaction. This satisfaction, in turn, strengthens employees' sense of belonging and psychological attachment to the organisation, resulting in greater affective commitment. Thus, job satisfaction acts as the key mechanism through which organisational culture fosters affective commitment.

Several recent studies have provided empirical support for this proposal, as job satisfaction plays an intermediary role in the relationship between organisational culture and organisational commitment (Abebe, 2021). The mediating effect may be partial or complete, depending on the organisational context and the specific characteristics of the sector (Nurlianti et al., 2023).

In the energy sector specifically, the importance of this mediation increases due to high work pressures and the intensity of customer interactions, making job satisfaction a crucial factor in explaining the extent to which organisational culture transforms into actual affective commitment.

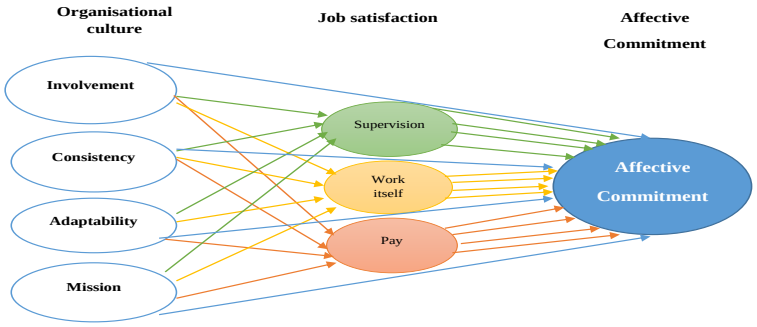
3. Methodology

3.1 Research Framework

According to the nature of the collected data and the study's objectives, this research employed a quantitative approach to assess the effect of organisational culture with its dimensions (involvement, consistency, adaptability, and mission) on affective commitment, either

directly or indirectly through job satisfaction as a mediating variable (supervision, pay, and work itself).

Fig.1. Research Framwork



Source : prepared by the author

3.2.1 Population and Sample

The study employed convenience sampling, a non-probability sampling technique, by selecting an estimated sample of 200 Sonelgaz employees who were readily accessible and willing to participate. This approach was adopted due to the absence of a comprehensive sampling frame and administrative constraints that limited access to the entire target population. Convenience sampling is widely used in questionnaire-based field research, particularly in Structural Equation Modelling (SEM) studies, because it facilitates efficient and timely data collection.

3.2.2 Questionnaire Design

The following table illustrates the three main variables that were included in the study questionnaire, which was created based on a variety of other studies concerning the research issue.

Table 1. Variables Study

Variables	Dimensions/ Items	References
Organisational culture	Involvement, consistency, adaptability, mission	(Denison & Mishra, 1995), (Ababora et al., 2026)
Job satisfaction	Supervision, pay, work itself	(Lee & Rhee, 2023), (Judge T. et al., 2017)
Affective commitment		(Meyer & Allen , 1991), (Dunger, 2023)

Source: prepared by the author

The present study employed a five-point Likert scale to assess all measurement items, as follows: 1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree.

4. Research Findings

In the first stage, Confirmatory Factor Analysis (CFA) was used to verify the construct validity and reliability of the latent variables, and to ensure that the measurement model had acceptable fit indices. In the second phase, Structural Equation Modelling (SEM) was applied to test the study hypotheses, verify the model's fit to the data, and examine the causal relationships between the independent, mediating, and dependent variables.

4.1 Reliability of the Survey Instrument

Cronbach's alpha coefficient was used to verify the reliability of the questionnaire tool adopted in this study.

Table 2. Measuring the Reliability of the Survey Instrument

	mean	**Cronbach' s Alpha**
Organisational culture		
Involvement	3.313	0.881
Consistency	3.466	0.741
adaptability	3.45	0.896
Mission	3.17	0.718
Job satisfaction		
Supervision	3.72	0.905
Work itself	3.56	0.754
Pay	3,64	0.731
Affective Commitment	3.42	0.912

Source: Data processed by the author based on SPSS

The results presented in Table (2) indicate that all Cronbach's alpha values have exceeded the threshold of 0.70, which indicates that the study tool possesses a good level of internal consistency.

4.2 Confirmatory Factor Analysis

Table 3 presents the results of the reliability and validity assessment of the initial measurement model. Specifically, it reports Composite Reliability (CR), Average Variance Extracted (AVE), and discriminant validity based on the Fornell–Larcker criterion. These indicators were used

to evaluate the internal consistency, convergent validity, and discriminant validity of the study constructs before proceeding with model refinement.

Table 3. Reliability, Convergent Validity and Discriminant Validity of the Initial Measurement Model

	CR	AVE	INV	CON	AD	MIS	SUP	WO	PAY	AC
INV	0.90	0.64	0.80							
CON	0.66	0.38	0.88	0.62						
AD	0.91	0.67	0.65	0.70	0.82					
MIS	0.73	0.46	0.59	0.64	0.62	0.68				
SUP	0.91	0.70	0.51	0.55	0.56	0.59	0.83			
WO	0.68	0.40	0.62	0.67	0.60	0.64	0.90	0.63		
PAY	0.74	0.48	0.48	0.52	0.54	0.68	0.88	0.91	0.69	
AC	0.92	0.68	0.54	0.58	0.61	0.63	0.69	0.73	0.72	0.83

Source: Data processed by the author based on AMOS output

Table 3 shows that the initial measurement model only partially satisfied the recommended reliability and validity criteria. While most constructs demonstrated acceptable composite reliability (CR > 0.70), the consistency dimension (CON) fell below the recommended threshold (CR = 0.66). Similarly, convergent validity was achieved for INV, AD, SUP, and AC, whereas CON, MIS, WO, and PAY recorded AVE values below 0.50. In addition, discriminant validity was not fully supported under the Fornell–Larcker criterion.

Specifically, the SUP and PAY constructs did not meet the Fornell–Larcker criterion because their correlation (0.88) exceeded the square root of the AVE of both constructs (0.83 for SUP and 0.69 for PAY). In addition, the correlation between MIS and PAY (0.68) was equal to the square root of the AVE for MIS (0.68), representing a borderline case under the strict Fornell–Larcker criterion.

Therefore, refinement of the measurement model was required before conducting the structural model analysis.

Regarding the Goodness of Fit indicators of the structural model before making improvements, compared to the recommended values in the literature on structural equation modelling, their results are shown in the following table:

Table 4. Goodness-of-fit indices of the structural model before modification

Indicators	Recommended Value	value	results
χ^2	—	1587.42	
df	—	289	
χ^2/df	≤5	5.49	Not acceptable
RMSEA	≤0.08	0.108	Not acceptable
GFI	≥0.90	0.814	Not acceptable
NFI	≥0.90	0.814	Not acceptable
CFI	≥0.90	0.842	Not acceptable
TLI	≥0.90	0.823	Not acceptable

Source: Data processed by the author based on AMOS output

Overall, the reliability, validity, and model fit results indicated that the initial measurement model did not fully satisfy the required psychometric criteria. Therefore, model refinement was necessary by removing indicators or dimensions with inadequate psychometric properties, based on the CFA results and modification indices, to improve the measurement model before testing the structural model.

4.3 Optimisation of the Study Model

The results indicate that the initial measurement model did not achieve an adequate level of fit, as all fit indices fell outside the recommended thresholds. Specifically, χ^2/df (5.49) and RMSEA (0.108) exceeded the acceptable limits, while GFI, NFI, CFI, and TLI were all below the recommended value of 0.90. Therefore, the measurement model required refinement before proceeding to structural model testing.

Table 5. Reliability, Convergent Validity and Discriminant Validity of the Refined Measurement Model

	CR	AVE	INV	ADA	MIS	SUP	PAY	AC
INV	0.919	0.694	0.833					
ADA	0.928	0.718	0.641	0.847				
MIS	0.908	0.664	0.592	0.626	0.815			
SUP	0.934	0.736	0.503	0.548	0.576	0.858		
PAY	0.916	0.687	0.461	0.496	0.541	0.684	0.829	
AC	0.946	0.748	0.519	0.561	0.612	0.716	0.658	0.865

Source: Data processed by the author based on AMOS output

The revised measurement model demonstrated satisfactory psychometric properties. All constructs achieved high composite reliability (CR = 0.908–0.946), exceeding the recommended threshold of 0.70, and adequate convergent validity, with AVE values ranging from 0.664 to 0.748. Discriminant validity was also established using the Fornell–Larcker criterion, as the square root of the AVE for each construct exceeded its correlations with the other constructs, confirming that all latent variables measured distinct concepts without significant conceptual overlap. Overall, these results indicate that the revised measurement model possesses adequate reliability and validity, supporting its suitability for structural model evaluation and hypothesis testing.

After confirming the reliability and validity of the measurement model, its overall fit to the data was evaluated using a set of goodness-of-fit indices. Following the recommendations of Hair et al. (2022) and Kline (2023), absolute, incremental, and parsimonious fit indices—including χ^2/df, RMSEA, GFI, AGFI, NFI, IFI, CFI, TLI, and SRMR—were examined to assess the adequacy of the revised model before proceeding to structural model evaluation and hypothesis testing.

Table 6 presents the goodness-of-fit indices of the revised measurement model against the recommended threshold values to assess its overall fit to the data.

Table 6. Goodness-of-fit indices of the revised measurement model

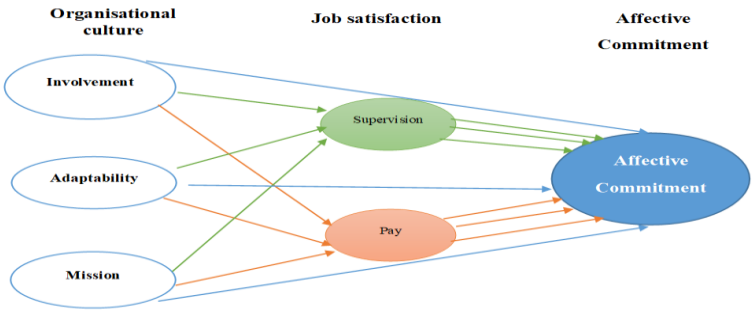
Indicators	Recommended Value	The optimized model	results
Chi-2		402	
Chi-2/df	≤2.00 good fit 2 ≤χ2/df ≤ 5 acceptable	2.22 (P=0.000)	Acceptable Fit
RMSEA	≤0.08	0.043	Acceptable Fit
GFI	≥0.9	0.93	Good Fit
CFI	≥0.9	0.95	Good Fit
TLI	≥0.9	0.96	Good Fit
NFI	≥0.9	0.92	Good Fit

Source: Data processed by the author based on AMOS output

The results indicate that the revised model achieved a satisfactory fit to the data, with all goodness-of-fit indices meeting the recommended thresholds. Specifically, the χ^2/df ratio was 2.22, indicating an acceptable

model fit, while the RMSEA value of 0.043 reflected a low approximation error and an excellent fit. The measurement model was refined based on the CFA results and modification indices. The consistency (CON) dimension was removed because its composite reliability was below the recommended threshold (CR = 0.66) and its AVE was below 0.50. The Work Itself (WO) dimension was removed because its composite reliability was below the recommended threshold (CR = 0.68) and its AVE was below 0.50. In addition, the indicator AFF_COM11 was removed based on the CFA diagnostics and modification indices because it did not demonstrate adequate psychometric performance. Consequently, the revised model was considered appropriate for structural model assessment and hypothesis testing. The final revised measurement model is presented below.

Fig. 2. Structural Model with Path Analysis



Source : prepared by the author

4.3 Hypotheses Testing

Structural Equation Modelling (SEM) was conducted to test the proposed hypotheses and examine the causal relationships among the study variables. The results are presented below:

Table 7. Summary of hypothesis testing results

Hypotheses	**ß :path-coefficient**	**p-Value**	**Findings**
H1a : INV ---> AC	0.356	0.21	Not supported
H1c : ADA ---> AC	0.523	0.07	Not supported
H1d : MIS ---> AC	0.159	0.12	Not supported
H2a : INV ---> AC (via SUP)	0.421	0.01	supported
H2c : ADA ---> AC (via SUP)	0.325	0.001	supported
H2d : MIS ---> AC (via SUP)	0.523	0.002	supported

H2e : INV ---> AC (via PAY)	0.621	0.000	supported
H2g : ADA ---> AC (via PAY)	0.440	0.001	supported
H2h :MIS ---> AC (via PAY)	0.512	0.000	supported

Source: prepared by the author using AMOS V26

The findings show that the direct effects of organisational culture dimensions on affective commitment were not significant. However, all indirect effects through job satisfaction (supervision and pay) were significant, indicating that job satisfaction mediates the relationship between organisational culture and affective commitment.

5. Discussions

- **H1a: involvement (INV) directly affects affective commitment (AC).**

The results indicated the rejection of hypothesis H1a, as involvement (INV) does not have any effect on affective commitment, with ($\beta = 0.356$, $p < 0.21$).

This result indicates that employee involvement in decision-making does not directly enhance affective commitment within the National Company for Electricity and Gas, as involvement first affects employees' perception of the work environment, without this perception automatically transforming into affective commitment to the institution, unless it is accompanied by actual satisfaction with job aspects, especially supervision and (Abebe, 2021; Silva et al., 2018; Kristinaningtyas et al., 2024).

This result is consistent with the social exchange theory, which posits that affective commitment arises from employees' perception of the benefits achieved from organisational practices through job satisfaction, rather than from the practices themselves directly (Lee & Rhee, 2023; Judge T. A. et al., 2017).

Compared to previous studies, this result differs from (Nurlianti et al., 2023), who confirmed the direct impact of involvement on commitment, but aligns with (Abebe, 2021), who explained that this effect weakens or disappears when job satisfaction is introduced as a mediating variable within the full structural model.

This result reflects the uniqueness of the work environment at the National Electricity and Gas Company, where involvement alone is not

sufficient to form an affective commitment unless it is tangibly reflected in the level of job satisfaction of the employees (Kristinaningtyas et al., 2024; Nurlianti et al., 2023).

- **H1c: adaptability (ADA) directly affects affective commitment (AC).**

The analysis results showed that this effect did not reach the level of statistical significance ($\beta = 0.523$, $p = 0.07$), and therefore the hypothesis did not receive statistical support.

This result indicates that the organization's ability to adapt to changes, encourage continuous learning, and respond to environmental variables does not directly lead to an increase in employees' affective commitment, despite the importance of this dimension in improving organisational performance. This can be explained by the fact that employees may view adaptability practices as necessary organisational requirements for the continuity of the institution (Ababora et al., 2026; Abane et al., 2022).

However, their impact on feelings of belonging and psychological affective is only realised if these practices contribute to improving their work experience and increasing their job satisfaction (Kristinaningtyas et al., 2024; Silva et al., 2018).

This result aligns with what modern literature has confirmed, which sees that organisational culture influences behavioural variables through intermediary psychological variables more than its direct impact. Abebe clarified that job satisfaction represents the link through which the effects of organisational culture are transmitted to organisational commitment (Abebe, 2021), while Nurlianti pointed out that the impact of organisational culture may vary depending on the nature of the institution and the sector it belongs to, and that mediation could be the decisive factor in explaining the relationship between the two variables (Nurlianti et al., 2023).

This result can also be interpreted in light of the nature of the energy sector, which is characterised by high levels of regulation and formal procedures, where employees view adaptability as part of their daily work requirements rather than a factor that directly enhances affective commitment to the organization.

- **H1d: mission (MIS) directly affects affective commitment (AC).**

The results of the structural model indicated that this effect was not statistically significant (β = 0.159, p = 0.12), which necessitates rejecting the hypothesis.

This result indicates that the clarity of the organisation's mission and strategic goals does not, by itself, lead to the formation of a strong affective commitment among employees. Although the clarity of vision and goals contributes to guiding organisational behaviour and setting priorities, employees do not directly translate this clarity into affective commitment. Instead, it requires that this clarity be reflected in their satisfaction with the work environment and management practices (Abebe, 2021; Kristinaningtyas et al., 2024).

This result differs from what Dunger concluded regarding the positive influence of organisational culture on affective commitment (Dunger, 2023), it also differs from Tran's findings, which showed a positive relationship between the clarity of the organisational mission and levels of organisational commitment (Tran et al., 2023).

In contrast, other studies have found that the impact of organisational culture does not directly translate to organisational commitment, but often passes through job satisfaction as a mediating variable that explains how organisational practices transform into a psychological impact on the institution (Abebe, 2021; Silva et al., 2018).

This result indicates that the clarity of the mission within the National Electricity and Gas Company, despite its importance in guiding performance, is not sufficient on its own to enhance affective commitment. It should be accompanied by continuous improvement of working conditions and administrative practices that affect employee satisfaction (Kristinaningtyas et al., 2024; Nurlianti et al., 2023).

- **H2a: The relationship between involvement and affective commitment is positively and significantly mediated by supervision satisfaction.**

Satisfaction with supervision mediates the relationship between Involvement and affective commitment in a positive and significant

manner, as (ß=0.421; P=0.01<0.05). This result indicates that employee involvement in decision-making, providing them with the opportunity to express their opinions, and contributing to work improvement do not directly enhance affective commitment. Instead, they first contribute to improving their satisfaction with administrative supervision. When supervisors adopt a style based on involvement, support, and respect, employees feel appreciated and trusted, which enhances their job satisfaction and ultimately reflects on their affective commitment to the organisation (Abebe, 2021; Nurlianti et al., 2023; Hassan et al., 2023).

This result aligns with abebe study, which confirmed that job satisfaction is an important mediating variable between organisational culture and organisational commitment (Abebe, 2021). It also corresponds with the findings of Tran, which demonstrated that a work environment based on involvement and empowerment leads to increased job satisfaction and subsequently enhances organisational commitment (Tran et al., 2023).

- **H2c: The relationship between adaptability and affective commitment is positively and significantly mediated by supervision satisfaction.**

Satisfaction with supervision mediates the relationship between adaptability and affective commitment in a positive and significant manner, as (ß=0. 0.325; P=0.001<0.05), and this result indicates that the institution's ability to adapt to changes, encourage continuous learning, and respond quickly to changes leads to an improved perception of the administrative supervision style among employees. The supervisor becomes more supportive of employees in facing challenges, which raises the level of satisfaction with supervision and, consequently, enhances affective commitment (Abebe, 2021; Kristinaningtyas et al., 2024; Hassan et al., 2023).

This result is consistent with the study by Kristinaningtyas & al, which indicated that a flexible organisational culture is one of the most important factors influencing job satisfaction (Kristinaningtyas et al., 2024). It also aligns with the study by Tran & al, which confirmed that organisations with greater adaptability achieve higher levels of

organisational commitment due to improved employee satisfaction (Tran et al., 2023).

- **H2d: The relationship between mission and affective commitment is positively and significantly mediated by supervision satisfaction.**

Supervisory satisfaction mediates the relationship between the mission and affective commitment in a positive and significant manner, with a value of ($\beta = 0.523$; $P = 0.002 < 0.05$). This result indicates that the clarity of the organization's mission and strategic goals helps supervisors guide employees more effectively, granting them a greater ability to provide support and guidance, which enhances employee satisfaction with supervision and consequently increases their sense of belonging and affective commitment to the organization (Tran et al., 2023).

This result confirms Daniel Denison's theory, which considers the clarity of the mission and strategic vision as one of the most important components of organisational culture that influence the effectiveness of the institution (Denison & Mishra, 1995). It also aligns with studies that have proven that the clarity of organisational goals positively reflects on job satisfaction and organisational commitment (Tran et al., 2023).

- **H2e: The relationship between involvement and affective commitment is positively and significantly mediated by pay satisfaction.**

Pay satisfaction significantly mediates the relationship between involvement and affective commitment, with a value of ($\beta = 0.621$; $P = 0.001 < 0.05$), representing the highest indirect effect in the entire model.

This finding suggests that the effects of involvement culture extend beyond mere intangible aspects to include employees' perceptions of fairness in pay and rewards. Employees who are involved in decision-making perceive the organisation as fairer and more transparent, which enhances their satisfaction with the compensation system and ultimately strengthens their affective commitment (Judge T. A. et al., 2017; Lee & Rhee, 2023).

This result is consistent with recent evidence on organisational justice,

which suggests that employees' perceptions of fairness in rewards are a key determinant of job satisfaction (Lee & Rhee, 2023). It also supports Abebe study, which demonstrated that job satisfaction acts as the intermediary through which the effects of organisational culture are transmitted to organisational commitment (Abebe, 2021).

- **H2g: The relationship between adaptability and affective commitment is positively and significantly mediated by pay satisfaction.**

Pay satisfaction mediates the relationship between adaptability and affective commitment positively and significantly, with a value of (β = 0.440; P = 0.001 < 0.05), supporting the acceptance of the hypothesis.

This result indicates that institutions with a greater ability to adapt to changes and develop work methods are better able to build reward systems that respond to employees' needs, which raises their job satisfaction and enhances their affective commitment to the organisation.

This result is consistent with previous studies indicating that a flexible organisational culture contributes to higher levels of job satisfaction, which subsequently reinforces organisational commitment. Furthermore, organisational culture plays a significant role in promoting positive employee attitudes toward the organisation (Kristinaningtyas et al., 2024).

- **H2h: The relationship between mission and affective commitment is positively and significantly mediated by pay satisfaction.**

Pay satisfaction mediates the relationship between organisational mission and affective commitment in a positive and significant manner, as (β = 0.512; P = 0.001 < 0.05).

This finding reveals that a clear organisational mission and strategic goals not only guide employee efforts but also enhance their perception of fairness in compensation and incentive policies. Employees become more aware of the link between their performance and the achievement of organisational goals, which increases their satisfaction with the reward system and, in turn, leads to higher affective commitment.

This result is consistent with the findings of Lee and Rhee, who

demonstrated that employees' perceptions of organisational justice, particularly fairness in rewards and organisational procedures, are important determinants of job satisfaction (Lee & Rhee, 2023). It also supports the findings of Abebe, who confirmed that job satisfaction represents the mechanism through which organisational culture influences organisational commitment (Abebe, 2021).

6. CONCLUSION

In light of the theoretical framework and empirical findings, this study advanced understanding of the relationship between organisational culture and affective commitment by emphasising the mediating role of job satisfaction. It further contributed empirical evidence from Algeria's energy sector, represented by Sonelgaz, thereby enriching the organisational behaviour literature and highlighting the usefulness of advanced analytical approaches. At the measurement model level, the final revised model was adopted after the revision process, where organisational culture retained three dimensions: involvement (INV), adaptability (ADA), and mission (MIS), while job satisfaction was represented in two dimensions: supervision (SUP) and pay (PAY). The dimensions of consistency (CON) and the work itself (WO) were also excluded during the model refinement process.

In this context, the main findings of the study can be summarised as follows:

- There is no statistically significant direct effect of the dimensions of organisational culture (involvement, adaptation, and mission) on affective commitment.
- The presence of a positive and statistically significant indirect effect of organisational culture dimensions on affective commitment through supervisory satisfaction.
- The presence of a statistically significant positive indirect effect of organisational culture dimensions on affective commitment through job satisfaction.
- Proving that job satisfaction plays a full mediation role in the relationship between organisational culture and affective

commitment.

- Recording the highest indirect effect of involvement on affective commitment through job satisfaction, highlighting the importance of fair compensation systems in enhancing employees' affective commitment.

7. Bibliography List

Denison, D., & Mishra, A. (1995, Mar - Apr). Toward a Theory of Organizational Culture and Effectiveness. *Organization Science, 6*(2), 204-223.

Ababora, T. M., Mamo, T. R., & Teferi, M. T. (2026). Organizational culture in Ethiopian public research universities: testing Denison's framework in a non-Western context. *Discover Education*, 1-46. https://doi.org/https://doi.org/10.1007/s44217-026-01610-x

Abane, J. A., Adamtey, R., & Ayim, V. O. (2022). Does organizational culture influence employee productivity at the local level? A test of Denison's culture model in Ghana's local government sector. *Future Business Journal, 8*(1), 1-13.

Abebe, T. Z. (2021). The Mediating Role of Job Satisfaction in the Relationship between Organizational Culture and Employees' Commitment: The Case of Civil Service Organizations in Selected Cities of Ethiopia. *African Journal of Leadership and Development, 6*(2), 21-45. https://doi.org/DOI:10.63990/2021ajoldvol6iss2pp21-45

ALmahasneh, Y. A., Bin Abd Rahman, M. S., Omar, K. B., & Zulkiffli, S. A. (2022). THE RELATIONSHIP BETWEEN JOB SATISFACTION AND AFFECTIVE COMMITMENT TOWARD ORGANIZATIONAL BEHAVIOR. *Corporate Governance and Organizational Behavior Review, 6*(4), 265-274. https://doi.org/DOI: 10.22495/cgobrv6i4sip7

Christian , N. J., & Cepeda, R. G. (2016). Mediation analysis in partial least squares path modeling: helping researchers discuss more sophisticated models. *Industrial Management & Data Systems, 116*(9), 1849-1864.

Dunger, S. (2023). Culture Meets Commitment: How Organizational Culture Influences Affective Commitment. *International Journal of Organization Theory & Behaviour, 26*(1), 41–60.

Hassan, B., Hassan, H., & Hassan, O. (2023). Organisational Culture and Employee Commitment of Academic Staff: The Moderating Effect of Job Satisfaction. *Trends Economics and Management, 41*(1), 9-20. https://doi.org/https://doi.org/10.13164/trends.2023.41.9

Jahan, I., Huynh, T., & Mass, G. (2022). The Influence of Organisational Culture on Employee Commitment: An Empirical Study on Civil Service Officials in Bangladesh. *South Asian Journal of Human Resources Management, 9*(2), 271-300.

Judge, T. A., Weiss, H. M., Kammeyer-Mueller, J. D., & Hulin, C. L. (2017). Job attitudes, job satisfaction, and job affect: A century of continuity and of change. *Journal of Applied Psychology, 102*(3), 356–374. https://doi.org/ DOI: 10.1037/apl0000181

Karatepe, O., Rezapouraghdam, H., & Hassannia, R. (2020). Job insecurity, work engagement and their effects on hotel employees' nongreen and nonattendance behaviors. *International Journal of Hospitality Management, 87*. https://doi.org/https://doi.org/10.1016/j.ijhm.2020.102472

Kristinaningtyas, Y. I., Irawanto, D. W., & Susilowati, C. (2024). The influence of organizational culture and non-financial compensation on organizational commitment with job satisfaction as a mediation variable. *Research in Business & Social Science, 13*(5), 262-269.

Lee, H.-W., & Rhee, D.-Y. (2023). Effects of Organizational Justice on Employee Satisfaction: Integrating the Exchange and the Value-Based Perspectives. *Sustainability , 15*(7), 1-15. https://doi.org/https://doi.org/10.3390/su15075993

Meyer, J., & Allen , N. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*(1), 61-89. https://doi.org/doi:10.1016/1053-4822(91)90011-z

Naz, S., Li, C., Nisar, Q. A., Khan, M. A., & Ahmad, N. (2020). A Study in the Relationship Between Supportive Work Environment and Employee Retention: Role of Organizational Commitment and Person–Organization Fit as Mediators. *SAGE Open, 10*(2). https://doi.org/https://doi.org/10.1177/2158244020924694

Nurlianti, N., Hidayati, T., & Wijaya, A. (2023, August). The Effect of Organizational Culture and Authentic Leadership on Affective Commitment through Job Satisfaction. *Journal of Madani Society, 2*(2), 128-145 . https://doi.org/DOI: 10.56225/jmsc.v2i2.254

Silva, P. L., Castro, M. A., Dos-Santos, G. M., & Lima Neto, J. P. (2018). Commitment to Work and its Relationship with Organizational Culture Mediated by Satisfaction. *REVIEw Of BuSINESS MANAGEMENT, 20*(3), 401-420. https://doi.org/10.7819/rbgn.v20i3.3947

Tran, H., Viet Tran, A., & Binh Le, M. N. (2023). The Relationship between Organizational Culture, Job Satisfaction, and Commitment of Lecturers at Universities. *Emerging Science Journal, 7*(Special Issue), 279-292. https://doi.org/DOI: http://dx.doi.org/10.28991/ESJ-2023-SIED2-021

Yngson, R., & Paulino, M. (2023). Organizational Culture, Organizational Commitment and Job Satisfaction: A Proposed Empirical-Based Human Resource Policy Framework. *East Asian Journal of Multidisciplinary Research, 2*(4), 1367-1374. https://doi.org/https://doi.org/10.55927/eajmr.v2i4.3519