MAKERERE UNIVERSITY

MAKERERE UNIVERSITY BUSINESS SCHOOL

ORGANISATIONAL CULTURE, JOB SATISFACTION AND ORGANISATIONAL COMMITMENT AMONG EMPLOYEES IN RENEWABLE ENERGY INDUSTRY

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A DISSERTATION SUBMITTED TO MAKERERE UNIVERSITY BUSINESS SCHOOL (FACULTY OF GRADUATE STUDIES AND RESEARCH) IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF HUMAN RESOURCE MANAGEMENT OF MAKERERE UNIVERSITY

PLAN A

DECEMBER, 2023

DECLARATION

I hereby declare that this dissertation is result of my own original ideas and it has never been presented anywhere for academic purposes.

Signed…… Date…… 9th, Dec 2023

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APPROVAL

This dissertation has been submitted for examination with our approval as the university supervisors.

Signed..... **Date**.....

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Signed..... **Date**.....

MR. ASUMAN MATONGOLO

DEDICATION

This research is dedicated to my dear Mother; Mrs. Hellen Florence Olinga and my father; Mr. James Peterson Olinga for laying a strong moral and academic foundation for my life. I also wish to dedicate this research to my little son: Kylian Zaale for enduring and being strong while I was on study.

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May God bless you all.

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ABSTRACT

This study examined the relationship between organizational culture, job satisfaction and organizational commitment in renewable energy industry. The study was a cross-sectional research design along with a quantitative research approach. A sample of 370 field staff working within the renewable energy industry was used. Data was obtained using a structured questionnaire. SPSS (v. 25) was used to analyse data. Results were presented using frequency tables, correlation, regression and a med-graph. The study found a positive relationship between organizational culture and organizational commitment. There was a positive relationship between job satisfaction and organizational commitment. The study found a positive relationship between organizational culture and job satisfaction. The study found that job satisfaction is a partial mediator in the relationship between organizational culture and organizational commitment. The study concludes that cultural attributes instigate beliefs, values, and norms which shape the way things are done in the company, to shape employees' psychological, emotional, and mental thinking. Furthermore, it summarizes that job satisfaction is indispensable in determining organizational commitment. The study recommends; Renewable energy companies must embrace favorable organizational cultures; and enhance job satisfaction to have a committed workforce. The study suggests future research, especially; investigating the relationship between organisational culture and organisational commitment in the renewable energy industry with focus on other different cultural dimensions; and longitudinal research examining the relationship between organizational culture, job satisfaction and organisational commitment in renewable energy industry.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study examines the relationship between organizational culture, job satisfaction and organizational commitment. This chapter provides the introduction part of the study. It contains the background to the study, statement of the problem, purpose of the study, research objectives, research questions, scope of the study, significance of the study, and conceptual framework.

1.1 Background to the Study

Amidst growing competition for human resource, it has become inevitable for organizations to pursue best practices that can make their employees highly committed (Nangoli et al., 2020). This is because organizational commitment energizes psychological attachment and willingness of employees to go an extra-mile; just for the sake of the organization (Mwesigwa, Tusiime & Ssekiziyivu, 2018). It has also been widely endorsed that the more committed employees are, the more they are likely to perform, express the desire to stay longer, exhibit organizational citizenship behavior and become productive at work (Obedgiu, Bagire & Mafabi, 2017; Ocen, Kasekende & Angundaru, 2017). Accordingly, several endeavors have been highlighted to guide human resource managers on how best they can deal with the challenges that threaten organizational commitment. As Herzberg (1987) explains in the Two-Factor Theory, employees' psychological attachment is determined by the extent to which motivators override hygiene factors. The theory emphasizes that any organization that seeks to satisfy employees to boost psychological attachment must endeavour to enhance motivators and minimize hygiene factors. Together, Two-Factor theory provides a blueprint for a culture that works best for employees to be intrinsically satisfied, to increase organizational commitment.

Empirically, organizational culture and job satisfaction have received a lot of attention as far as organizational commitment is concerned (Kawiana, Dewi, Martini & Suardana, 2018; Obedgiu et al., 2017; Ocen et al., 2017; Saha & Kumar, 2018). It is suggested that an innovative and supportive culture enhances individual's commitment as opposed to a bureaucratic culture. This is based on grounds that organizational culture directly determines management style, compensational systems and organizational structure which unswervingly affects the psychological state of employees towards their employer. On the other hand, job satisfaction, especially intrinsic satisfaction has been denoted to improve employees emotionally and enhance their bond towards their employer. While extrinsic satisfaction serves as a facilitator or drive to uplift individual organizational commitment.

Nonetheless, organizational commitment remains one of the major challenges encountered by organizations world over (Ashraf, 2019). Notably, the Gallup Report (2020) indicates that the rate of employee commitment universally has consistently deteriorated from 32.4% to 11.3% in the past 5 years. More than 81% of employees do not consider working for their current employer and subsequently consider quitting. More so, 12 in every 25 employees are working for the sake of survival, without any form of emotional attachment. From the Africa perspective, a survey conducted by Aon Hewitt (2019) across 300,000 employees obtained that more than 25% are not committed. The African continent has the highest number of diminishing affective commitment standing at 3.7% compared to Europe (47.8%) and Asia (55.9%). Employees stuck to their current workplaces strictly target remuneration because of the low employment choices.

Likewise, deteriorating levels of organizational commitment have been detected in Uganda specifically under the renewable energy industry. Some of the companies under this sector have experienced concerns over the worsening levels of organizational commitment which

has manifested into low affective, continuance and normative commitment. For instance, in Fenix International, employees do not have a sense of belonging, they are not proud and actively searching for another job. Over 78.3% express that they will leave the company if they happen to get the chance (Employee Satisfaction Report, 2021). In Fenix international, 41.4% of employees in 2018 expressed that they are not emotionally attached to work while 15.7% do not perceive the value to continue working in this company. These statistics almost doubled in 2019 where 62.7% and 22.9% expressed low emotional attachment and perceived value correspondingly (Employee Satisfaction Survey, 2020). In 2020, a human resource survey conducted at Solar Now indicated that 25% of employees were less committed while about 46% were actively searching new employment positions (Solar Now HR report, 2020). In 2020, over 72% of employees at Green Elephant Smart Energy Solutions reported late within the year of which only 12.5% percent gave reasons to their immediate supervisors (Renewable Energy report, 2019). This is likely to compromise renewable energy companies from achieving goals and objectives, since employees are considered as one of the major resources.

Notwithstanding, available empirical evidence in relation to the influence of organizational culture and job satisfaction towards organizational commitment conducted in Uganda is generally old (Mwesigwa et al., 2018; Obedgiu et al., 2017; Ocen et al., 2017). Although studies related to organizational culture, job satisfaction and organizational commitment in Uganda's context do exist, the empirical evidence available is longstanding to be generalized because of the current undistinguished dynamics in the sector. Most importantly, none of these studies was specifically pitched towards the renewable energy sector. For instance, Mwesigwa et al., (2018) focused on public institutions and Obedgiu et al., (2017) on local government, Ocen et al., (2017) on banking sector. This raises queries as to whether such findings can equally inform this sector given the fact that these contexts are totally

heterogenous. On the same note, Kayiira (2016) study adopted completely dissimilar subcomponents of organizational culture in establishing its effect on organizational commitment. It is therefore based on above lacuna that this study seeks to address two important knowledge indiscretions. First and foremost, providing recent empirical evidence that can reflect the current status quo, and secondly; exploring the influence of organizational culture and job satisfaction on organizational commitment in the renewable energy companies.

1.2 Statement of the Problem

One of the aims of human resource managers is to have committed workforce. This requires employees exhibiting affective, normative and continuance commitment at work. This is justified because organizational commitment improves individual performance, productivity and engagement, facilitating attaining of organizational objectives (Mwesigwa et al., 2018). However, the Renewable Energy industry in Uganda has consistently experienced decline in organizational commitment, which has manifested in the low affective, normative and continuance commitment expressed by their employees. Notably, at Fenix International, employees have a low sense of belonging and are actively searching for external opportunities rather than commit to their current employment. In Fenix international Ltd, employees' emotional attachment decreased by 33.5% in 2019 as opposed to 2018 15.7% are not proud to be employed by their employer (Employee Satisfaction Survey, 2020). At Solar Now, over 25% of employees exhibited negatives attitudes at work, exhibited lack of initiative tied up with increased absenteeism (Solar Now HR report, 2020). Meanwhile, over 72% of employees at Green Elephant Smart Energy Solutions also reported late in 2020 where only 12.5% percent shared their reasons to the immediate supervisors (Renewable Energy report, 2019). It could be likely that low organizational commitment may be attributed to poor organizational culture and low job satisfaction. If this is not checked, the

performance of renewable energy companies is likely to be further compromised. This motivates the researcher to seek further inquiry into the matter.

1.3 Purpose of the Study

The purpose of the study was to examine the relationship between organizational culture, job satisfaction and organizational commitment in renewable energy industry.

1.4 Research Objectives

i.) To examine the effect of organizational culture on organizational commitment in renewable energy industry

ii.) To assess the effect of job satisfaction on organizational commitment in renewable energy industry

iii.) To establish the effect of organizational culture and job satisfaction in renewable energy industry

iv.) To examine the mediating effect of job satisfaction in the relationship between organizational culture and organizational commitment in renewable energy industry.

1.5 Research Questions

i.) What is the effect of organizational culture on organizational commitment in renewable energy industry?

ii.) What is the effect of job satisfaction on organizational commitment in renewable energy industry?

iii.) What is the effect of organizational culture and job satisfaction in renewable energy industry?

iv.) What is the mediating effect of job satisfaction in the relationship between organizational culture and organizational commitment in renewable energy industry**?**

1.6 Scope of the Study

Content Scope

This key concepts in this study included organizational culture, job satisfaction and organizational commitment. The concept of organizational culture was the dependent variable while job satisfaction was studied as the mediating variable. The concept of organizational commitment was explored as the dependent variable. Special attention was directed towards understanding the connection between studied variables and testing of mediation effect.

Geographical Scope

This study was conducted across renewable energy industry in Kampala, Uganda. This industry was justified by the decrease in organizational commitment which had been exhibited lately in the past three consecutive years. The study focused in Kampala because the district had the highest number of renewable energy companies, so it would enable the researcher to obtain data from a wide scope.

1.7 Significance of the Study

The study will provide empirical evidence to indicate the influence of organizational culture and job satisfaction towards organizational commitment. These findings could be relevant in making management decisions regarding how best they can enhance organizational commitment.

The findings could be used by policy makers in making amendments or introducing new labour laws, policies, rules and guidelines for renewable energy industry in Uganda.

The findings could be used by other researchers as a source of reference as they conduct a similar study in a different context or where at least one of the variables is covered.

1.8 Conceptual Framework

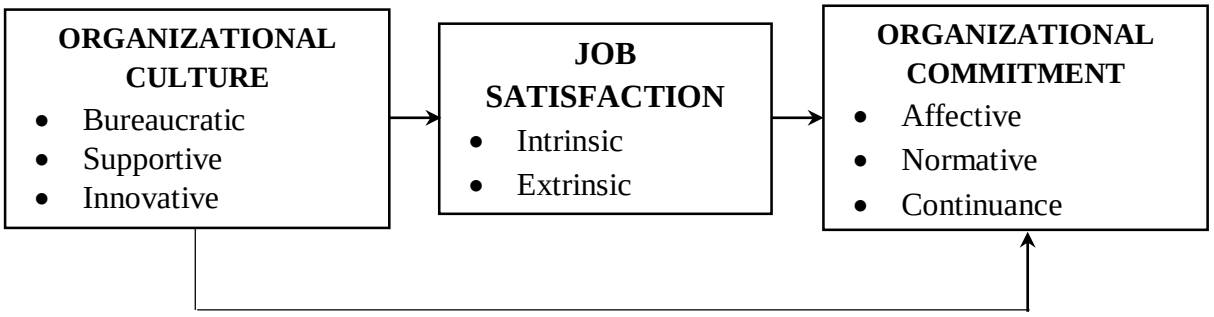


Figure 1: Conceptual Framework

Source: *Adopted and modified from literature review (Eliyana & Ma'arif, 2019; Mwesigwa et al., 2018; Ocen et al., 2017; Obedgiu et al., 2017)*

The conceptual framework (Figure I) provides the diagrammatical comprehension of the studied variables. This model indicates that organizational commitment is a dependent variable, job satisfaction is the mediating while organizational culture is the independent variable. According to this framework, organizational culture can directly determine organizational commitment. This model also reveals that job satisfaction can directly influence organizational commitment. Moreover, the model indicates that organizational culture can determine job satisfaction. Lastly, the model highlights that job satisfaction mediates or facilitates the relationship that prevails between organizational culture and organizational commitment.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter provides a review of literature in relation to the studied objectives which were; examine the relationship between organizational culture and organizational commitment in renewable energy industry; assess the relationship between job satisfaction and organizational commitment in renewable energy industry; establish the relationship between organizational culture and job satisfaction in renewable energy industry; and examine the mediating effect of job satisfaction in the relationship between organizational culture and organizational commitment in renewable energy industry.

2.1 Theoretical review

This study was informed by the Two-factor theory. Initiated by Herzberg, (1987), the theory explains employees' behavioral tendencies is a function of two factors, that is; motivators and hygiene factors. Motivators are those factors which stimulate employees' commitment and satisfaction of employees. Factors such as achievement, recognition, job itself, responsibility, and advancement as examples of intrinsic factors. Hygiene factors on the other hand relates to factors which are fundamental in preventing employees from feeling dissatisfied at the workplace (Herzberg, 1987). These make employees develop a sense of attraction towards the job, much as they do not stimulate satisfaction. Some of the factors emphasized by the theory include salary, relationship with the supervisor, relationship with subordinates, work conditions, supervision, status and security (Alshmemri, Shahwan-Akl & Maude, 2017).

The key assumption of Two-factor theory is that motivators and hygiene factors are intertwined. When employees are provided with hygiene factors, organizations should not expect them to get job satisfied but rather prevent them from dissatisfaction. On the other hand, providing employees with motivators will cause satisfaction, although their absence

will not cause dissatisfaction. On that note, the theory postulates that organizations must provide both motivator and hygiene factors to neutralize dissatisfaction and cultivate employees' inner growth and development to cause job satisfaction (Robbins, 2009).

The theory impliedly reflects the essence of organizational commitment and job satisfaction in influencing organizational commitment. First and foremost, it is a theory which behavioral tendencies expressed by employees. Organizational commitment is one of the ways through which employees can exhibit behavioral and attitudinal change (Obedgiu, Bagire & Mafabi, 2017). On the other hand, organizational culture comprises norms, values, and assumptions that define the "right way" to behave in an organization (Schein, 2010). The institution of these aspects will define the workplace, which is emphasized as an important component under hygiene factors. The theory also clearly demonstrates that job satisfaction is paramount. In fact, it reflects that job satisfaction is the primary reason for instituting hygiene and motivator factors.

2.2 Organizational Commitment

Organizational commitment is a psychological immersion of an individual towards the organization which is expressed by a boost in a sense of belonging, ownership of organizational goals and the willingness to accept challenges (Obedgiu, Bagire & Mafabi, 2017). It is also applied to describe the level to which an employee feels strength to identify and involve in affairs of the organization (Mwesigwa et al., 2020). Organizational commitment plays a fundamental role in determining the expressed employee attitude in relation to acceptance of responsibility, eagerness to work and ability of the employee to work under minimal pressure, but still deliver as expected. Indeed, Meyer, Stanley, Herscovitch and Topolnystsky (2002) expressed that the commitment imparts a force that binds an individual to a course of action.

Organizational commitment is a three-dimensional construct of affective commitment, normative commitment and continuance commitment (Meyer & Allen, 1990). Although these dimensions were developed in past decades, they continue to be recognized as the most fundamental in comprehending organizational commitment both locally and internationally (Al-Jabari & Ghazzawi, 2019; Dahmardeh & Nastiezaie, 2019; Mwesigwa et al., 2020; Wokali, 2022).

Affective commitment is an emotional attachment to an organization. Employees of an organization with a strong sense of affective commitment to the employing organization will remain a member of that organization because they want to (Kasekende, Munene, Ntayi & Ahiauzu, 2015; Obedgiu et al., 2017). High affective commitment makes employees believe in the goals of the organization, work hard and consistently express willingness to stay (Meyer et al., 2002).

Normative commitment is a sense of responsibility and the faith that an employee has for the organization. It is based on an ethical imperative that an employee feels it is the right thing to do. Dahmardeh et al., (2019) indicate that employees who are normatively committed would decide to stay and exhibit high engagement because they because they ought to do so. Normative commitment is considered to emanate from internalized pressures to act within the interest of organizational goals and interests.

Continuance commitment occurs when an employee decides to become attached to the employer due to the benefits obtained in such relationship. In other words, where an employee gauges and ascertains better benefits in another organization, he/she decides to quit. In a study by Kasekende et al., (2015) it was stipulated that continuance commitment is not a key measure of employee attachment since its comparative in nature.

2.3 Organizational Culture

Much as organizational culture is a common terminology which has been applied in numerous fields, it seems there is no generally agreed definition to define the concept. Indeed, Paais and Pattiruhu (2020) confirmed that there is no universal definition of organizational culture. This is mainly expressed in the various definitions that scholars have presented when comprehending it. According to Vu and Nwachukwu (2020) organizational culture is the interaction that occurs between members of the organization. This contradicts with Schein (2010) who defines organizational culture as comprising the underlying norms, values, and assumptions that define the "right way" to behave in an organization. Such shared values have an influence on the behavior of organizational members as they rely on the values to guide their decisions and behaviours, which further generate an impact on an organization's effectiveness. Similarly, organizational culture refers to value, beliefs and principles embedded by the organization as the basis for organizational management, as well as the set of management practices and behavior that reinforce those basic principles (Jufrizen, 2018).

In other words, organizational culture explains the way things are done within the organization, by defining the norms, values and other principles that should be followed when part and parcel of a given organization. Indeed, Kintu and de Waal (2021) emphasizes that organizational culture sets the work climate, leadership and strategies which are necessary in shaping behaviour in addition to describing what is right within the organization. Henceforth, a favourable culture strengthens fundamental beliefs and behaviour which leaders can truly appreciate.

Generally, different authorities of organizational culture have developed different constructs to conceptualize the concept. For instance, Trice and Beyer (1984) comprehended

organisational culture in terms of values and behavioural norms. On the other hand, attributes such as strategic focus, leadership, employee management, dominant factors and organizational glue have equally been noted as key facets for organizational culture (Cameron, 2008; Nummelin, 2006). Whereas Hofstede, Hofstede and Minkov (2010) in exploring culture identified that it constitutes symbols, rituals, values and heroes. Different from this, Freeman and Cameron (1991) used constructs of clan, adhocracy, and hierarchy and market cultures to explore organizational culture.

Wallach (1983) on the other hand suggested that the organizational culture index constitutes of three dimensions: bureaucratic, supportive and innovative culture. He further observed that the integration of the three cultures can produce the core values of the organization. These dimensions are opted in this study because they purely describe the work environment in the organization. It has also been emphasized by scholars such as Chelimo, Guyo & Moronge, (2020); Kintu & de Waal, (2021); and Wokali (2022) that Wallach's organizational culture index are more precise and easily observant in in organizational.

An "innovative culture" is described by creativity, result-oriented, and challenging work environment. It is strongly supported that innovative culture is equally associated with entrepreneurial, ambitious, stimulating, driven and risk-taking (Kintu & de Waal, 2021; Mwesigwa, Tusiime & Ssekiziyivu, 2020). Bureaucratic culture is a culture which is very systematic and organized, which is purely based on power and control, streamlined roles and responsibilities, which are clearly defined for everyone. It embraces formality, specialization, hierarchical management and inflexibility. A "supportive culture" is characterised by a teamwork environment. In this organizational setup, individuals are commonly friendly, fair and cooperative to each other, open minded, harmonious, trusting, sociable, relationships-

oriented, humanistic, collaborative, and likened to an extended family and sociable (Vu & Nwachukwu, 2020; Zafar & Zafar, 2019).

2.4 Job Satisfaction

Job satisfaction is an attitudinal concept. This conclusion is drawn from the way the concept has been defined by different studies. According to Mwesigwa et al., (2020) job satisfaction refers to the extent of contentment with the job. It has also been defined as the feelings an employee has about the job (Wokali, 2022; Zafar & Zafar, 2019). Job satisfaction is also defined as the general attitude expressed by an employee towards the job. The implication from these definitions is that a satisfied employee holds positive attitude towards the job. Proponents of job satisfaction indicate that job satisfaction varies from one employee to another, mainly in the regards to the extent to which they measure feeling and cognitions about the job (Kemunto, Raburu & Bosire, 2018; Kwatampora, Wanyama & Eyamu, 2022).

Job satisfaction is a sensitive matter because more satisfied and happy employees are more productive than unsatisfied ones (Mwesigwa et al., 2020; Mary & Nambuule, 2019). Moreover, job satisfaction is inevitable in shaping attitude of employees, morals, aggressiveness, accountability and willingness to work. From literature, it is agreed that job satisfaction is a multifaceted concept which includes intrinsic and extrinsic elements (Kwatampora, Wanyama & Eyamu, 2022; Mwesigwa et al., 2018; Nakasi, 2019; Pawirosumarto et al., 2017; Prasetio et al., 2017; Wokali, 2022).

Intrinsic satisfaction is contentment by the employee which emanates from the job itself (). Intrinsic factors have more influence on an employee because he or she feels intrinsically driven by the job (Mwesigwa et al., 2020). According to, Wokali (2022) intrinsic satisfaction depends on how an employee feels sense of success at work, relates with colleagues, as well as the job stability. Extrinsic satisfaction on the other hand is dependent on the working

environment an employee interface. Unlike intrinsic satisfaction, extrinsic satisfaction is driven by how an employee values the gains obtained from employment. It constitutes benefits related to pay system, difficulty of work, career opportunities, and level of human relations (Kwatampora et al., 2022; Pawirosumarto et al., 2017).

2.5 Organizational Culture and Organizational Commitment

The relationship between organizational culture and organizational commitment has come under enormous scrutiny in literature (Aranki et al., 2019). A study conducted by Neelam, et al., (2014) in India among 218 IT professionals revealed that organizational culture significantly influences employees' attitude and behaviour upon is crucial in determining organizational commitment. Likewise, Park and Kim (2018) carried out a study across 484 participants in South Korea. The study attests that a supportive and innovative organizational culture attracts employees to become emotionally attached to the organization they work for. Much as this is the case, the above findings were obtained from different contexts which limits the generalizability of study findings.

Moreover, a literature-based research study conducted by Ramdhani et al., (2017) concluded that the extent of organizational commitment is explained by the prevailing culture. These scholars explain that organizational culture determines employees intrinsic feeling and attitude which determines action, expressed in terms of commitment and job satisfaction. Despite the consistent findings associated with the, these studies were conducted in developing nations. As such, it is unclear how organizational culture affects organizational commitment as a result of empirical scarcity. This is one of the knowledge gaps that the current study seeks to address.

On the other hand, Nikpour (2017) examined the relationship of organizational culture and employee commitment. The study found out that institutions with favorable cultures tend to

register considerable improvement in organizational commitment as opposed to their counterparts. Accordingly, this study proposed that institutions should desist from adopting bureaucratic cultures because it increases employee's frustration which negatively affects organizational commitment. Nevertheless, empirical evidence herein was obtained from an education sector.

Consistently, previous works by Park and Hoo (2017) commented the underlying reason why organizational culture has received a lot of attention is because it influences the way employees think and behave, which is a key precondition for determining the level of organizational commitment. Owing to this, the study recommends organizations to adopt a supportive organizational culture because it makes employees identify the relevance of committing to their current employment. Nonetheless, it appears like the Renewable energy sector has been isolated among prior researchers. More still, it is evidenced among the above studies that much as they tend to support specific organizational cultures, their investigations are mainly inclined to the variables themselves and do not provide any statistical significance of the subconstructs they emphasize. This knowledge gap is what the current study seeks to address.

2.6 Job Satisfaction and Organizational Commitment

From literature, job satisfaction has long been known to influence organizational commitment. One of the prior studies in support of this notion is that of Mwesigwa et al., (2020) which was conducted across academic staff in public universities in Uganda. In this study, it was noted that job satisfaction enhanced the desire and willingness of staff to remain committed to the organization as a way of reciprocating. Much as the above study was conducted from a Ugandan context, obtained findings were oy limited to Uganda's education sector which the generalizability of such empirical findings across the renewable energy sector. Another survey conducted by Huynh and Hua (2020) among 800 employees across

small and medium-sized enterprises of Vietnam observed that job satisfaction is positively related to affective and normative commitment, and negatively associated with continuance commitment. Employees who are intrinsically satisfied exhibit affective responses towards work which makes them emotionally attached in their current employment. Moreover, Prasetio et al., (2017) explain that job satisfaction is associated with employees' exhibition of affective responses which facilitates affective commitment. Even though these studies endorse that job satisfaction is associated with organizational commitment, none of these studies focuses on the Renewable energy sector. It remains to be established whether these findings are applicable to this sector or not.

Additionally, a study by Odoch and Sudi (2014) that focused on employees in Uganda Colleges of Commerce. The study conclusively unveiled that job satisfaction is responsible for building faithful and responsible employees as opposed to employees with low satisfaction. As a concern, this study was longstanding to be based on make conclusions and recommendations. Therefore, the current study finds it necessary to check out if such results apply to the current times. On the other hand, Eliyana and Muzakki (2019) who indicate that individual's willingness to sacrifice, feel part of family and enhance sense of belonging is explained by the extent to which employees are satisfied. This is consistent with an earlier study conducted across ICPAU licensees in Uganda which found that job satisfaction was the most significant predictor of organizational commitment (Sejjaaka & Kaawaase, 2014). It is important to note however that this study used different constructs for job satisfaction some of which include pay, supervisor-supervisee interaction and professional status among others. This creates a knowledge gap regarding how intrinsic and extrinsic satisfaction affects organizational commitment in Uganda's context.

Although it appears like most scholars support the notion that job satisfaction is positively associated with organizational commitment, this is not conclusive. There is growing literature where a reverse connection has been cited between job satisfaction and organizational commitment (Eliyana & Ma'arif, 2019; Gunlu et al., 2010). This concern was also expressed by Valaei and Rezaei (2016) who noted that much as there is prominent literature to support the connection between organizational commitment and job satisfaction, the causal ordering between the two variables is both controversial and contradictory. Nonetheless, Widyaningrum (2012) found that much as employees were expressed satisfaction in their current job, they were not committed. This study concludes that job satisfaction does not predict organizational commitment. With the manifesting contradictions that surround the linkage between job satisfaction and organizational commitment, it implies that further inquiry is important before drawing conclusions. The current study seeks to add knowledge in this regard.

2.7 Organizational Culture and Job Satisfaction

The role of organizational culture in facilitating job satisfaction has become a prominent one. Generally, most of the prior studies acknowledge that organizational culture is important in influencing employees' attitude, behavior and attractiveness to their job (Chung & Ahn, 2019; Sharma, 2017). To emphasize this further, it has widely been concurred that the way employees perceive culture determines the magnitude of satisfaction (Pawirosumarto et al., 2017). Organizational culture determines values, norms and beliefs which define the way employees are supposed to act. In the same regard, Park and Doo (2017) indicate that much as organizational culture is invisible, it influences the way people perceive work. For instance, subjecting employees to innovative culture makes work attractive because of increased exposure to challenging ideas.

Similarly, Chang and Lee (2007) attest that as long as the prevailing organizational culture are in congruence with employee demands, it will result in improved job satisfaction. On the other hand, bureaucratic organizational cultures compromise job satisfaction because they make work more tiresome and stressing affecting employees intrinsically. Much as the above empirical evidences concur that organizational culture is positively associated with job satisfaction, the current study observes that such studies are generally old, creating an urgence for recent empirical evidence that can express any change that has occurred from the time these studies were conducted. This is among the gaps that the current study will address.

On the other hand, a study by Chung and Ahn (2019) which sought to understand the determinants of job satisfaction provides consistent findings. The study found out that organizational culture is deemed as one of the strongest predictors of job satisfaction. The study calls upon organizations to create an innovation-oriented culture that can persuade employees to enjoy and hence feel satisfied with work. Much as the above findings are quite recent, they were limited to a Korean setting. Consequently, it remains unclear whether the conclusions in this study can apply to Uganda which is still in transition. This pending question is expected to be addressed by this particular study.

Empirical study by Syamsuddin et al., (2021) indicate that organizational culture could influence the daily attitude at work. Employees want to associate with organizations which provide supportive and innovative cultures because they make work interesting. As a concern though, this study does not provide any form of statistical evidence upon which the conclusions are drawn. The current study seeks to close this gap through a correlational research study that will clearly reveal the direction of the relationship between these variables.

2.8 Mediating Effect of Job Satisfaction in the Relationship Between Organizational Culture and Organizational Commitment

There is a general paucity of literature to explain how job satisfaction facilitates relationship between organizational culture and organizational commitment (Mugabi, 2019). Although this is the case, the little research available has acknowledges that job satisfaction can sustain the relationship between organizational culture and organizational commitment. Notably, a study conducted by Mustafa et al., (2016) was conducted across 232 employees in textile manufacturing organizations in Pakistan. The study found out that job satisfaction partially mediates the relationship between organizational culture and organizational commitment. Furthermore, a study by Dadgar et al., (2013) was conducted across health personnel in Zahedan University of Medical Sciences. This study obtained that one of the factors which influenced job satisfaction is organizational culture. Moreover, the study also revealed that as a result of satisfaction, employees were affectively committed. Accordingly, it concludes that job satisfaction mediates the relationship between organizational culture and organizational commitment.

Worth noting, none of these empirical studies applies organizational dimensional facets of bureaucratic, innovative and supportive culture. This creates an urgent need to empirically ascertain whether job satisfaction can still mediate the relationship between organizational culture and organizational commitment with these constructs. Notwithstanding, a study conducted by Aranki et al., (2019) across 24 IT companies in Jordan found out that organizational culture is positively associated with organizational commitment, although the manifestation of job satisfaction is bound to stimulate this relationship further.

In an earlier study by Yiing and Ahmad (2009), it was ascertained that job satisfaction is influenced by both organizational culture and organizational commitment. Accordingly, the

study concludes job satisfaction is a potential mediator in the relationship between these two variables. Consistently, Pawirosumarto et al., (2017) emphasized that employees' satisfaction inclined to the extent to which they perceive the prevailing cultures as satisfactory. This is bound to uplift employees' emotional attachment towards the organization. Based on the above findings, it is clear that job satisfaction can mediate the relationship between organizational culture and organizational commitment. The major weakness identified across these studies is the fact that their conclusions are merely based on narratives without any form of statistical evidence. There is need to provide such statistics to either confirm or reject this notion.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter explains the methodology which was used in pursuant of this study. It explains the research design, study population, sample size and sampling techniques, data sources, data collection instrument, reliability and validity, measurement of variables, data presentation and analysis and ethical consideration.

3.1 Research Design

This study was a cross-sectional research design along with a quantitative research approach. The cross-sectional design was selected because it enables the study to obtain results regarding the researchable phenomenon within a short time. The quantitative research approach was used because it provides results that are clear and easy to understand. Moreover, this approach allows the study to statistically express how the studied variables relate and predict the outcome variable (Creswell, 2014).

3.2 Study Population

The population comprised 10,232 field staff across the 25 companies in the renewable energy industry of Uganda (Uganda National Renewable Energy and Energy Efficiency Alliance (UNREEEA), 2022). The study focused on these employees because they exhibited the least commitment compared to other employees. At the time of the study, the greatest proportion of employees who were quitting employment, and rejecting additional tasks from supervisors were mainly field staff.

3.2.1 Unit of Inquiry and Unit of Analysis

Field employees served as the unit of inquiry and renewable energy companies served as unit of analysis.

3.3 Sample Size

A sample size of 370 field staff was selected based on the Krejcie and Morgan (1970) table for selecting samples from a given population. The study started by stratifying target population (field employees) depending on their respective companies to form different strata. Thereafter, proportionate stratified random sampling was applied to select elements from each stratum. To select this sample, proportionate stratified random sampling was used. This technique involved establishing the proportion of employees in every company regarding the total population. The same proportion was factored in ascertaining the number of employees who were selected. Stratified random sampling was used because it guarantees a wholistic representation of the study population (Creswell & Creswell, 2018). The study then applied simple random sampling to randomly pick one employee at a time from each company without replacing until the targeted proportion was obtained. This technique was used because it guarantees that the sample selected is representative of the population.

3.4 Data Sources

The study used primary source of data. This data source is justified because it enables the study to obtain the most recent information regarding the research phenomenon. Primary data also ensures that the data obtained is for the purpose (Creswell, 2014).

3.5 Data Collection Instrument

The study used a questionnaire instrument to obtain data. This instrument was used because it is effective on obtaining data from a large sample (Creswell, 2014). The instrument was structured, containing only closed-ended questions which were anchored on a 5-Point Likert scale ranging from 1 to 5. This scale was defined as strongly disagree (1), disagree (2), not sure (3), agree (4) and strongly agree (5). This scale was used because it enables respondents to rank their responses (Likert, 1961).

3.6 Measurement of Variables

Organizational culture is a highly a multifaceted concept which is conceptualized differently. However, this study used measures developed by Wallach (1983). These constructs include bureaucratic, innovative and supportive cultures. These constructs were used because they had widely been tested in Uganda's context (Kintu & de Waal, 2021; Mwesigwa et al., 2020; Wokali, 2022). The study adopted the 24-Items of the Organizational Culture Index (OCI) by Wallach (1983) to measure the constructs or organizational culture.

Job satisfaction was conceptualized in terms of intrinsic and extrinsic satisfaction. These constructs were also used in previous studies (Mwesigwa et al., 2018; Pawirosumarto et al., 2017; Prasetio et al., 2017), where they were considered as appropriate measures of this concept. The study adopted Items from previous works (Baloyi et al., 2014; Sejjaaka & Kaawaase, 2014), which were modified to fit the context of the study, before being anchored on a 5-Point Likert Scale.

Organizational commitment was conceptualized using Meyer and Allen's (1990) three-component of organizational commitment. These include affective commitment, normative commitment and continuance commitment. This study adopted the 24-Item scales developed by Meyer and Allen (1990) for the constructs. These were modified to fit the study context before they are subjected to the 5-Point Likert scale.

3.7 Validity and Reliability

The validity of the instrument was determined using expert judgment and content validity index (CVI). Expert judgment involved presenting a draft questionnaire to the supervisors and specific human resource managers to comment on the understandability and appropriateness of Items presented. The researcher modified the instrument based on the comments until the final instrument is obtained. CVI involved distributing the questionnaire

to specific people to assess the content validity. These people were provided with two options, “Relevant” and “Not Relevant”. The results were used to compute the CVI using the formula CVI=K/N, where; K denoted the number of items considered as relevant while N denoted the total number of Items under the studied construct/variable. According to Amin (2005), the CVI for each variable should meet the minimum threshold of 0.7. The results which were obtained during this exercise are presented in table 3.1.

Reliability was determined using pretesting and Cronbach Alpha coefficient. Pretesting involved carrying out a mini survey of 15 questionnaires to check the consistence in the responses. The results were instrumental in making necessary modifications to the instrument. The study also ran Cronbach Alpha coefficient for each variable. The recommended Cronbach Alpha coefficient for each variable is 0.7 threshold (Nunnally & Bernstein, 1994). The results are presented in table 3.1.

Table 3.1: Validity and Reliability of Results

Variable	CVI	Cronbach's Alpha	N of Items
Organisational culture	0.916	0.869	24
Job satisfaction	0.846	0.853	13
Organisational commitment	0.818	0.863	22

Source: Primary Data

Table 3.1 indicates that all variables recorded CVI of at least 0.7, a cut off. This meant that the Items used in the study were valid. Therefore, the instrument was fit to be used in the data collection exercise. Cronbach Alpha coefficient for variables were over also above the acceptable threshold of 0.7. This means that the obtained were consistent and reliable, hence fit to be based on for making conclusions and recommendations.

3.8 Data Analysis, Presentation and Interpretation

Data obtained was entered and analysed using Statistical Package for Social Scientists (SPSS. Version 25). Obtained results were presented using frequency tables, correlation, regression

and Med-Graph. Frequency tables were used to present results in relation to demographic characteristics, and interpreted based on percent values. Correlation analysis was used to examine the nature of the relationship between studied variables, while regression analysis was used to confirm this relationship. A med-graph was interpreted based on Sobel z-value, and beta weights of the basic relationships under scrutiny.

3.9 Ethical Considerations

When carrying out research the following ethical considerations were observed by the researcher. Permission of the respondents was requested to have them participate in the study. The study desisted from causing physical or emotional harm to the respondents. Objectivity during the research was emphasized to eliminate personal biases and opinions. Anonymity of the respondents was taken care of during the study, by omitting names of respondents and telephone numbers which could pose a threat to confidentiality of respondents.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter provides the presentation and interpretation of results in relation to study objectives which were; examine the effect of organizational culture on organizational commitment in renewable energy industry; assess the effect of job satisfaction on organizational commitment in renewable energy industry; establish the effect of organizational culture and job satisfaction in renewable energy industry; and examine the mediating effect of job satisfaction in the relationship between organizational culture and organizational commitment in renewable energy industry. In this same chapter, results in relation to demographic characteristics and response rate are presented.

4.1 Response Rate

This study obtained responses from 208 employees out of 370 that were targeted. Accordingly, this research attained a response rate of 56.2%. The relatively low response rate is explained by post COVID-19 effects that occurred to the renewable energy industry of Uganda where most companies downsized employees. The actual number of employees in this industry was far below what had been reflected under the study population. In addition, the study was conducted during COVID-19 when some of the movement restrictions were still in effect. This made it difficult to reach out to some of the respondents.

4.2 Demographic Characteristics

This study obtained specific respondents' demographic characteristics in terms of gender, age, working experience and category of respondent. The results were presented using a frequency table denoted as table 4.1.

Table 4.2: Respondents' characteristics

Demographic characteristic	Freq (n=208)	Percent
Gender		
Male	94	45.2
Female	114	54.8
Age		
Less than 30 yrs	94	45.2
30-39yrs	106	51.0
40-49yrs	4	1.9
50yrs above	4	1.9
Education		
Certificate	15	7.2
Diploma	30	14.4
Bachelor's	152	73.1
Master	11	5.3
Experience		
Less than 5yrs	100	48.1
Between 5-10yrs	88	42.3
Between 11-15yrs	15	7.2
16yrs and above	5	2.4
Category		
Top management	10	4.8
Middle Management	66	31.7
Lower management	132	63.5

Source: Primary Data

Results in table 4.1 revealed that most respondents were female compared to male. These findings meant that companies in the renewable energy industry of Uganda are dominated by females compared to male. The implication to that effect is that females are more committed than males. Furthermore, results obtained that majority of the respondents were aged between 30-39 years (51%). These results meant that most employees in renewable energy industry are still young. Generally, young people tend to be committed because they are known for being aggressive, determined, and innovative. These attributes are likely to guide young people in finding work simple and interesting, hence worthy maintaining. In relation to education, results indicated that most respondents had a bachelor's degree. This meant that most of the employees in renewable energy industry are highly educated. This implies they possess the necessary skills, knowledge and abilities to execute tasks and responsibilities

which could propel them to commit towards work. The results further revealed that most respondents had experience of less than 5 years. This meant that most employees in renewable energy industry are not committed at work. They tend to leave these companies after working for a short period of time. Results further revealed that most respondents were employees falling under lower management (63.5%). The results meant that the highest number of employees in renewable energy industry work at the lower management level. This could imply a shortage of career growth opportunities within the industry, which could minimize commitment especially among employees who focused towards growing their career.

4.3 Correlation Analysis

Correlation analysis was used to examine the nature of the relationship between studied variables (positive, negative). This study used a Pearson Correlation Analysis. The results are presented in table 4.2.

Table 4.3: Pearson Correlation Analysis

Variable/Construct	1	2	3
Organisational Culture (1)	1		
Job Satisfaction (2)	.340**	1	
Organisational Commitment	.402**	.475**	1

*Note: n=208; * p<0.05 level (2-tailed). ** p<0.01 level (2-tailed); Excluded constructs and items during factor analysis are eliminated from this analysis*

Source: Primary Data

4.3.1 Organizational Culture and Organizational Commitment

Table 4.2 revealed a significant and positive relationship between organizational culture and organizational commitment (r=.402, p<.01). The results meant that enhancement of organizational culture is bound to increase the propensity of organizational commitment. The results obtained meant that advancing an appropriate organizational culture is likely to

increase the possibility of stimulating organizational commitment among employees across the renewable energy industry.

4.3.2 Job Satisfaction and Organizational Commitment

Correlation results in table 4.2 revealed a significant and positive relationship between job satisfaction and organizational commitment ($r=.475$, $p<.01$). These results meant that boosting job satisfaction is likely to translate into amplified organizational commitment. These results therefore implied that enhancing elements of job satisfaction is bound to eventually enhance organizational commitment among employees across the renewable energy industry.

4.3.3 Organizational Culture and Job Satisfaction

Table 4.2 revealed a significant and positive relationship between organizational culture and job satisfaction ($r=.340$, $p<.01$). The results meant that adopting an appropriate organizational culture is likely to stimulate job satisfaction among employees. Particularly, these results meant that adopting a suitable organizational culture is likely enhance job satisfaction among employees across the renewable energy industry.

4.4 Regression Analysis

A multiple regression model was used in this study to examine the predictability of the studied variables towards the dependent variable. The model was also used to examine whether each of the studied variables was significant in predicting the studied variable, in addition determining the better predictor. The results are presented in table 4.3.

Table 4.4: Multiple Regression model

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	**Std. Error**	**Beta**	**T**	**Sig.**
1	(Constant)	1.543	0.244		6.311	0.000
	Organizational Culture	0.275	0.063	0.272	4.353	0.000
	Job Satisfaction	0.312	0.051	0.382	6.108	0.000
		R	**R^2**	**Adj. R^2**	**F**	**Sig.**
		.539[a]	0.291	0.284	42.033	.000[b]

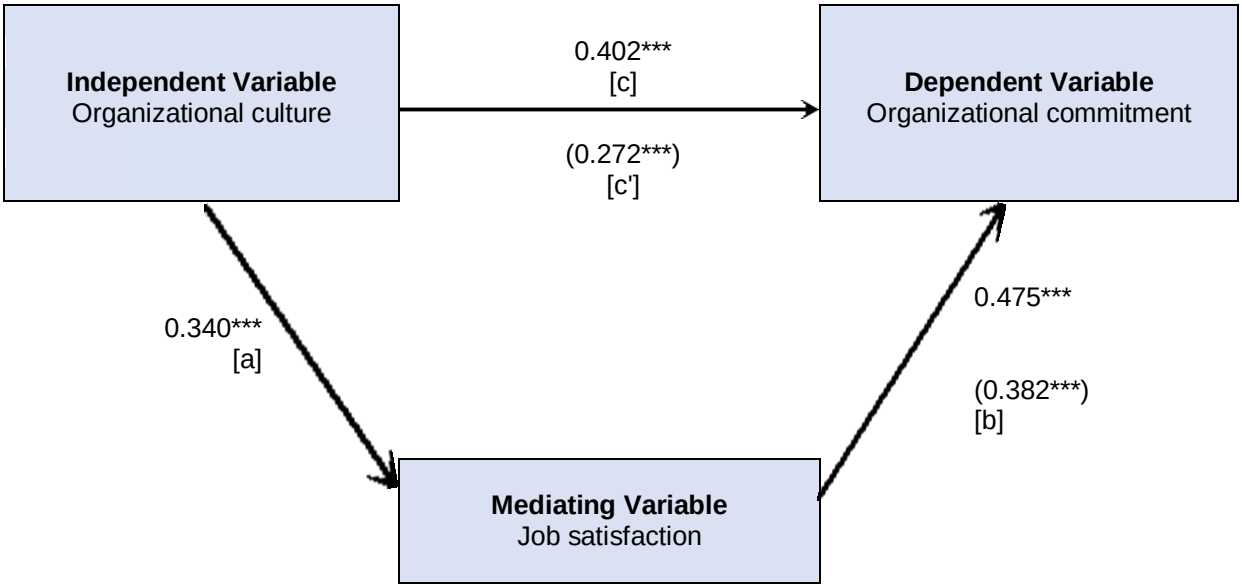
Note: n=208; Dep Var; Organisational Commitment

Source: Primary Data

Results in table 4.3 revealed Adjusted r^2=.284, Sig<.05 regarding regression of organizational culture and job satisfaction towards organizational commitment. The results meant that jointly organizational culture and job satisfaction predict up to 28.4% of the variances in organizational commitment of employees in renewable energy industry. Results in relation to the standardized coefficients for organizational culture revealed Beta=.272, p<.05. These results meant that organizational culture is a significant predictor of organizational commitment. On the other hand, results in table 4.3 obtained standardized coefficients of Beta=.382, p<.05 in relation to job satisfaction. The results meant that job satisfaction is a significant predictor of organizational commitment. Worth noting, the results revealed a higher beta coefficient for job satisfaction (beta=.382, p<.05) compared to organizational culture (beta=.272, p<.05). In this case, the results meant that job satisfaction is a better predictor of organizational commitment compared to organizational culture.

4.5 Mediation Effect

This study used a Med-graph to examine the mediation of job satisfaction in the relationship between organizational culture and organizational commitment. The results are presented in figure 4.1.



Note: Type of mediation: Significant; Sobel z-value=3.955519; p = 0.000076; Direct=.272; Indirect=.129; Indirect to total ratio=.323

Figure 4.2: Mediation of Job satisfaction in the relationship between Organizational culture and Organizational commitment

Source: Primary Data

Results in Figure 4.1 revealed Sobel z-value=3.955519, p=.000076 in relation to the mediation of job satisfaction in the relationship between organizational culture and organizational commitment. Analysis of these results indicated that the Sobel z-value was higher than the p-value. In addition, the obtained p-value was less than 0.05 (p<.05), the threshold for determining significance of the mediation. Therefore, the results meant that job satisfaction is a significant mediator in the relationship between organizational culture and organizational commitment. The results obtained that the beta weight of the basic relationship between organizational culture and organizational commitment was significant (r=.402, p<.05). Likewise, results revealed that the beta weight of the basic relationship following the inclusion of the mediator reduced and remained significant (r=.272, p<.05). These results meant that job satisfaction is a partial mediator in the relationship between organizational culture and organizational commitment. In this mediation, the results revealed that 0.272 or 67.2% [(.272/.402)*100] of the change that occurs to organizational commitment is directly

influenced by organizational culture, whereas 0.129 or [(.129/.402)*100] is indirectly influenced by job satisfaction.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter provides the discussion of findings, conclusion and recommendation in relation to the study objectives which include; examine the relationship between organizational culture and organizational commitment in renewable energy industry; assess the relationship between job satisfaction and organizational commitment in renewable energy industry; establish the relationship between organizational culture and job satisfaction in renewable energy industry; and examine the mediating effect of job satisfaction in the relationship between organizational culture and organizational commitment in renewable energy industry. The chapter also points out the study limitations, and proposed areas for further study.

5.1 Discussion of Findings

5.1.1 Organizational Culture and Organizational Commitment

The study found out that organizational culture is positively associated with organizational commitment. These findings meant that improving organizational culture is bound to stimulate organizational commitment within companies, more especially those within the renewable energy industry of Uganda. The explanation for this according to the researcher is the fact that organizational culture defines what the organization or company believes and values. It is the glue which binds the organization together in terms of what it values and believes in. Accordingly, organizational culture not only defines the direction and actions the company undertakes, but also serves as a basis for policies, procedures, and strategies undertaken by the company in the day-to-day operations.

The essence of organizational culture towards organizational commitment has indeed been emphasized in previous research. Notably, Park and Kim (2018) expressed that a supportive and innovative organizational culture attracts employees to become emotionally attached to

the organization they work for. In addition, Nikpour (2017) emphasized that employees who are subjected to favorable organizational cultures work with consideration, commitment and determination as opposed to those in less attractive cultures. Owing to this, it can be argued that organizational culture is an important aspect which can determine numerous employee outcomes, specifically organizational commitment. Employees can be propelled by organizational culture to show affective, normative or continuance commitment. Therefore, as managers within the renewable energy industry, it is paramount to implement a favorable culture because it has a direct inclination on the willingness of employees to commit to the company. Much as the above studies confirm that organizational culture stimulates organizational commitment, it is still questionable since these studies have been conducted from varying contexts.

In particular, the findings revealed that an innovative culture positively associated with organizational commitment. In this case, these findings postulate that the more organizations institute a culture which embraces innovation is the more employees are likely to get committed. In fact, an innovative culture creates an impression among employees that the company they work for values their individual contributions as far as generating new ideas is concerned. In other words, innovative culture creates an environment within the company where employees have freedom to share what they think is novel and unique. This is bound to increase the propensity of affective commitment where employees would feel that the company's problems are their own, and therefore need to be thought about. Afterall, employees will be confident that their ideas will count.

Likewise, Ramdhani et al., (2017) also emphasized that a supportive and innovative organizational culture attracts employees to become emotionally attached to the organization they work for. Despite the study stretching out a positive link between organizational culture

and organizational commitment, it is unclear how these two interrelate as a result of empirical scarcity a research gap that current study seeks to address.

Therefore, this study is with managerial and policy implications. It communicates that management need should institute a culture where creative employees are awarded, and where mistakes are perceived as a room for improvement. It further demonstrates that managers should create a culture which encourages employees to develop new ideas of doing things. Moreover, this research also expresses the relevance of the Two-factor theory, which demonstrates that individual's attitude and behavior is driven by intrinsic and extrinsic factors (Herzberg, 1987). In the context of this study, it is evident that organizational culture as one of intrinsic issues can influence the degree to which employees commit towards work.

In addition, the study obtained that there is a positive relationship between bureaucratic culture and organizational commitment. These findings revealed that enhancing bureaucratic culture is associated with improvement in organizational culture. While this is the case, the researcher's argument is that bureaucratic cultures create an environment where employees cannot adequately involve in the affairs of the company. Instead, bureaucratic culture accords supervisors a lot of power influence which implies that employees' opinions, views and ideas may not necessarily be considered. Moreover, this culture rests on the assumption that employees cannot be able to execute tasks, unless they are supervised. According to the researcher, this is expected to frustrate employees and create an attitude where they do not care.

Correspondingly, Aranki et al., (2019) and Neelam, et al., (2014) also expressed concern that bureaucratic affect employees intrinsically and psychologically because they perceive this form of culture as one that does not give them freedom of expression. Perhaps, the positive relationship between bureaucratic culture and organizational commitment can be perceived

from the continuance perspective. It can be argued that employees can be forced to commit towards the organization simply because the benefits obtained accrue the costs. Irrespective of the bureaucratic tendencies, some employees may find themselves with few options of leaving current employment or feel that too much of their life would be disrupted if they decided to leave. In this case, it may be argued that companies with bureaucratic culture have employees who are committed majorly for continuance as opposed to affective and normative reasons.

On that note, the findings imply that bureaucratic culture is simply a short-term practice for ensuring organizational commitment. As long as employees' affective and normative attributes overweigh continuance commitment, bureaucratic culture will seize to attain commitment. This argument supplements Obedgiu et al., (2017) and Ocen et al., (2017) who expressed that the rationality of employees influences them to exhibit high tendencies of continuance commitment as opposed to other forms.

5.1.2 Job Satisfaction and Organizational Commitment

Findings revealed that job satisfaction is positively associated with organizational commitment. By these finding, it meant that enhanced job satisfaction among employees is bound to translate into organizational commitment. With the same view, the researcher postulates that job satisfaction enhances employee's contentment towards work. When an employee is satisfied on the job, it would imply that it fulfills his/her expectations which would contribute significantly towards one's intrinsic perception towards the job. Therefore, an employee will raise his or her determination and desire to always associate with such an opportunity. The findings are consistent with Prasetio et al., (2017) who revealed that job satisfaction is associated with employees' exhibition of affective responses. In congruence, Eliyana and Muzakki (2019) who indicate that individual's willingness to sacrifice, feel part of family and enhance sense of belonging is explained by the extent to which employees are

satisfied. With this, it can be concluded that job satisfaction plays a commendable role in stimulating affective commitment. A satisfactory job makes one feel as part of family, makes an employee have a great sense of belonging, and perceive the job as having a full of meaning. It does not merely stop at influencing affective commitment, but also normative.

Satisfied employees will fall in love with their company making them to believe that it deserves their loyalty, feel that they owe a great deal to the company, and feel obliged to keep working for the company. This is logical because employees will want to appreciate the company by reciprocating commitment for the company to benefit from their skills, knowledge and abilities. Much as the above studies approve that job satisfaction directly stimulates organizational commitment, none of these studies was conducted across employees in a Renewable energy sector. That said, it still remains a subject of debate as to whether the same findings apply to this sector.

Furthermore, Herzberg's (1987) Two-Factor Theory also postulates that motives of employees are determined by their intrinsic feelings. The current research clearly affirms that employees satisfied intrinsically will show high level of affective and normative commitment because they are intrinsically driven. From the managerial point of view, it is demonstrated herein that working on issues that attract employees to love their job is paramount.

Notably, the study finds that intrinsic satisfaction is positively associated with organizational commitment. This can be explained by the fact that intrinsic satisfaction enhances one's psychological, emotional and mutual contract towards the company. This is expected to enhance affective and normative commitment. Therefore, this research unveils that exposing employees to challenging tasks and obligations as well as getting credit for the work rendered can help companies, especially those within the renewable energy industry of Uganda to build an intrinsically satisfied workforce. Because of this, employees will develop a sense of

belonging, execute tasks in time and become emotionally attached. This contends with Kawiana et al., (2018) who noted that job satisfaction, especially intrinsic satisfaction significantly influences employees emotionally and enhance their bond towards their employer.

Likewise, the study revealed a positive relationship between extrinsic satisfaction and organizational commitment. In this regard, the findings suggested that boosting extrinsic satisfaction among employees enhances their getting committed towards the organization. In the same way, the researcher emphasizes that employees are generally rational in nature. This implies that they prefer to associate with companies which offer them with exceptional benefits. Some of these benefits can be exhibited in financial terms such as offering attractive remuneration, incentives and bonuses. These benefits can prove pivotal in enhancing employees' continuance commitment because they wound want to continue relating with the company so that they continue earning from it.

Moreover, a study by Odoch and Sudi (2014) also attest that job satisfaction is a key driver of commitment. Much as the study was equally conducted in Uganda, it is generally old. The current research contributes to knowledge by providing recent empirical evidence to affirm the relevance of job satisfaction in stimulating organizational commitment. This study teaches us that if employees are intrinsically and extrinsically satisfied, they will commit to their work. As manager, we should understand what exactly stimulates intrinsic and extrinsic satisfaction of employees to stand a chance of improving their commitment.

5.1.3 Organizational Culture and Job Satisfaction

It was demonstrated in this study that organizational culture is positively associated with job satisfaction. The findings hereunder meant that stimulating organizational culture is associated with an improvement in job satisfaction among employees within the renewable

energy industry of Uganda. This can be explained by the fact that organizational culture defines specific values, norms and beliefs which are generally accepted. Employees on the other hand are expected to behave in a manner which is in congruence with these accepted principles. Therefore, if the prevailing organizational values, norms and beliefs within the organization are attractive, employees will find the job satisfactory. In this case, the research is of the proposal that companies must put in place attractive cultures to increase job satisfaction. The argument for organizational culture towards job satisfaction is indeed enormous in literature. For example, Chung and Ahn (2019) stressed that organizations need to create an innovation-oriented culture that can persuade employees to enjoy and hence feel satisfied with work. Likewise, Syamsuddin et al., (2021) denote that organizational culture can influence the daily attitude at work. Much as the above studies are consistence, their findings are longstanding. The revelance of the current study is that more recent findings are provided regarding the effect of organizational cutlure on job satisfaction.

In this research, it is found that an innovative culture is necessary in enhancing job satisfaction. This research indicates that in an innovative culture, creativity expressed by employees is highly appreciated. Generally, most employees prefer to work for companies which give them the opportunity to exchange innovative ideas because they are guaranteed of their active participation in issues of the company. This is bound to increase employees' affective commitment to perceive work as full of meaning and purpose. In the same manner, Park and Doo (2017) indicate that much as organizational culture is invisible, it influences the way people perceive work. It can therefore be emphasized that an innovative culture where risk-taking is one of the things the company advocates will stimulate organizational commitment.

Although this is the case, none of the above studies provides statistical evidence from the perspective of a renewable energy industry to support this notion.

The study equally teaches that an innovative culture which encourages employees to develop new ideas improves their mental and emotional attachment towards the organization which results in affective commitment. This could be the same with a culture where employees are encouraged to take on challenging tasks and responsibilities. This will make employees perceive the job as one which gives them accords them the opportunity to learn and therefore become more resourceful. Moreover, it is emphasized that an innovative culture is aimed at stimulating one's intrinsic feeling towards the organization so that they express positive behaviour towards it. This supplements the two-factor theory. This demonstrates that intrinsic factors drive is prominent in determining one's contentment (Mwesigwa et al., 2018). In this case, it is clear for policy makers and managers that the current research is in strong support for implementation of innovative cultural practices.

On the other hand, the results revealed bureaucratic culture is positively associated with job satisfaction, although non-significant. In this case, the findings postulated that bureaucratic culture does not necessarily translate in job satisfaction. In support, the researcher argues that a bureaucratic culture is more of an authoritarian culture which minimizes employees' degree of control, participation and involvement in issues of the company. Because of this, it is less likely that employees will become affectively and normatively committed because it negatively affects the emotional and psychological attachment towards work. In the same manner, Saha and Kumar (2018) observed that innovative and supportive culture enhances individual's commitment as opposed to a bureaucratic one. In this case, this research suggests that companies, especially those within the renewable energy industry of Uganda should desist from implementing bureaucratic culture because it will compromise job satisfaction.

5.1.4 Mediation Effect of Job Satisfaction in the relationship between Organizational Culture and Organizational Commitment

This research established that job satisfaction is a significant mediator between organizational culture and organizational commitment. The findings further revealed that job satisfaction is a partial mediator in the relationship between organizational culture and organizational commitment. In this case, these findings meant that whereas organizational culture is aimed at stimulating organizational commitment, it also serves as a strategy which can facilitate job satisfaction. With the same view, Mustafa et al., (2016) emphasized that organizational culture affects ideally most things within the organization, including satisfaction and commitment. According to this research, organizational culture is inevitable because it's the one which determines the direction for the company to undertake. It defines principles and values which the organization perceives as core, and subsequently institute strategies, policies and procedures that can guarantee that the operations are streamlined in that line.

These cultural aspects are crucial in enhancing organizational commitment because they are primary in employees' evaluation of how valuable the company is. For instance, believing in innovativeness as a cultural aspect would propel the organization to institute a system which promotes innovativeness among employees. In such companies, mistakes would be treated as learning experiences, idea generation would be rewarded, and risk-taking would be encouraged. This would trigger employees' psychological and emotional determination among employees to commit towards the organization because upon considering the conditions as favorable. In congruence, Mugabi (2019) revealed that organizational culture is essential in changing employees' mindset which can be reflected in the degree of commitment towards work. Although this is the case, the little research available has acknowledges that job satisfaction can sustain the relationship between organizational culture and organizational commitment.

On the other hand, these findings are of the view that the ability of organizational culture to influence organizational commitment is partially attributed to the degree to which instituted cultures can increase job satisfaction. This is supported by the fact that when employees are satisfied, they develop emotional and psychological attachment towards the organization. This encourages employees to exhibit a high sense of belonging, loyalty, and obligation to serve the company for a long period. Moreover, prevailing culture within a company can be crucial in determining employees intrinsic and extrinsic satisfaction depending on the way they are perceived. For instance, a bureaucratic culture makes employees more cautious, followers rather than participants in a couple of decisions, and makes companies to increase the supervision and monitoring of employees' actions.

Accordingly, employees are more likely to perceive these arrangements as depriving their ability to exercise expertise. This is likely to compromise organizational commitment especially from the affective and normative perspective. On the other hand, an innovative culture would signify to employees that the company they work for is determined to listen to their ideas. This is likely to increase intrinsic satisfaction of employees resulting into affective and normative commitment. Likewise, Aranki et al., (2019) demonstrate organizational commitment propels employees to get satisfied, which subsequently propels them to become committed to their work. Similarly, Pawirosumarto et al., (2017) reveals that employees' satisfaction inclined to the extent to which they perceive the prevailing cultures as satisfactory. In this case, this study sends a clear message to managers to ensure that they institute cultures which culminate in satisfaction. When they do so, the level of commitment will drastically increase. Much the above studies reveal so, there results were not empirically sounding. That said, the current study provides analytically obtained results to confirm the mediation effect of the same from a more Ugandan setting.

5.2 Conclusion

From the practical perspective, it is conclusive that adopting appropriate organizational culture is much more likely to stimulate organizational commitment. Organizational culture is an ingredient that companies need to instigate constructive beliefs, values, and norms which shape employees' psychological, emotional, and mental state. Thus, policy makers and managers need to emphasize and adopt suitable cultural traits so as to arouse the level of organizational commitment. Whereas managers can uphold an organizational culture in a couple of ways, herein, the study demonstrates that emphasis should be directed towards innovation and nominal bureaucracy as far stimulating organizational commitment is concerned.

Undeniably, stimulating job satisfaction among employees is much more likely to result into significant variations in organizational commitment. Arousing job satisfaction stimulates employee confidence, optimism and expectation which subsequently initiate affective, normative and continuance commitment levels among employees. As policy makers and managers, the message is clear; enhance job satisfaction such that employees feel more indebted to keep working and preserve company values as compared to personal interests. This means triggering both intrinsic and extrinsic motivators.

Worth to note, organizational culture is one of the factors which affects job satisfaction. Culture prescribes the "dos" and "don'ts" of the company, whose positive or negative perception will affect the mindset of an employee intrinsically and extrinsically. Precisely, this research communicates that companies need to implement an appropriate organizational culture that awakens job satisfaction.

Most importantly, job satisfaction is a key enabler in the relationship between organizational culture and organizational commitment. Much as a favorable culture will stimulate

organizational commitment, it will be supplemented by the extent to which it is able to make employees satisfied. That said, managers need to create an enabling working environment that allows job satisfaction to flourish so as to strengthen the linkage between organizational culture and organizational commitment.

5.3 Recommendations

Renewable energy companies need to embrace favorable organizational cultures to stimulate organizational commitment. These companies need to embrace innovative ethos such as empowering exchange of new ideas among employees, creating psychological safety as well as minimizing unnecessary bureaucracy. This is likely an enabling business environment where employees can exercise creativity and share ideas. This will enrich employees psychological and mutual obligation towards the company.

Renewable energy companies need to enhance job satisfaction to have a committed workforce. Intrinsically, companies need to recognize and provide job benefits to best performers, offer competitive compensation as well as guaranteeing them job security simply because such motivators are likely to make work enjoyable thus increasing the propensity of arousing organizational commitment.

5.4 Limitations for further research

The study applied a cross-sectional design which implies that all conclusions and recommendations were based on data collected just once or in a snapshot from respondents. As such, this research is unable to reflect the changes overtime that occur to the variables, more so; in the post COVID-19 context.

The concept of organizational culture is highly multifaceted. While there are numerous measures proposed by the various authorities of organizational culture. This research focused on Wallach (1983) organizational culture index which includes innovative, bureaucratic and

supportive. First and foremost, the findings may not be fit for comparison with other studies which applied different measures organizational culture. Secondly, it could be argued that the findings cannot comprehensively explain the potential of organisational culture towards organizational commitment.

The study was unable to obtain data from a large sample, as recommended because of the COVID-19 pandemic. This is likely to expose this research to the susceptibility of not being fit enough to inform the study context in which it was conducted.

5.5 Areas for further research

Investigate the relationship between organisational culture and organisational commitment in the renewable energy industry. Organisational culture should be perceived from a different perspective other than innovative, supportive and bureaucratic cultural dimensions.

Longitudinal research examining the relationship between organizational culture, job satisfaction and organisational commitment in renewable energy industry.

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Appendix I: Questionnaire Form

Dear Sir/ Madam,

I am a student of Master of Human Resource Management of Makerere University. I am conducting a study entitled, ***"Organizational Culture, Job Satisfaction and Organizational Commitment in Renewable Energy Industry".*** This study is purely for academic purposes. The researcher/student guarantees that your name will not appear anywhere in the report which will be presented to the university for purposes of confidentiality. You are requested to feel free while filling this questionnaire presented to you. In advance, I thank you so much for your cooperation!

SECTION A: DEMOGRAPHIC CHARACTERISTICS

In the following questions, you are requested to tick the option that best suits you.

1. Gender

Male	Female
1	2

2. Age bracket

Less than 30 yrs	30-39 yrs	40-49 yrs	50 and above
1	2	3	4

3. Level of Education

Certificate	Diploma	Bachelor's degree	Master's degree	Others (specify)
1		2	3	4……

4. Working experience

Less than 5yrs	Between 5-10yrs	Between 11-15yrs	16yrs and above
1	2	3	4

5. Category

Top management	Middle management	Lower management
1	2	3

SECTION B:

You are kindly requested to follow the scale provided while answering the following statements. **Scale:** 1-Strongly Disagree (**SD**), 2-Disagree (**D**), 3- Not Sure (**NS**), 4- Agree (**A**) and 5 represents Strongly Agree (**SA**).

SECTION B (I): ORGANIZATIONAL CULTURE

	STATEMENT	**SD**	**D**	**NS**	**A**	**SA**
Bureaucratic						
BU1	We have a procedure in this company that must be followed when doing specific things.	1	2	3	4	5
BU2	Our company has a well-defined structure that guides all proceedings.	1	2	3	4	5
BU3	In our company, issues are handled chronologically.	1	2	3	4	5
BU4	There is a general belief that employees perform only when they are supervised.	1	2	3	4	5
BU5	Our company has a set of rules and regulations that guide employees' actions.	1	2	3	4	5

BU6	The system followed by this company are well-defined.	1	2	3	4	5
BU7	Supervisors in this company weld a lot of power influence.	1	2	3	4	5
BU8	Employees are cautious with their actions.	1	2	3	4	5
BU9	Systems that guide this company are based on a solid framework.	1	2	3	4	5
Supportive						
SU1	Supervisors are held liable in our company.	1	2	3	4	5
SU2	Employees in this company have a cordial working relationship with supervisors.	1	2	3	4	5
SU3	Our company shapes employees to believe that everything is possible.	1	2	3	4	5
SU4	Our company aims at bonding employees as one family.	1	2	3	4	5
SU5	Our company enables employees to enjoy personal freedom.	1	2	3	4	5
SU6	Everyone in this company is treated fairly.	1	2	3	4	5
SU7	This company shows concern for safety of everyone.	1	2	3	4	5
SU8	Principals of trust guide our activities in this company.	1	2	3	4	5
Innovative						
IN1	Risk-taking is part of the things that our company advocates.	1	2	3	4	5
IN2	Our company is results-oriented.	1	2	3	4	5
IN3	Our company awards employees who exhibit creativity.	1	2	3	4	5
IN4	Our company encourages employees to develop new ways of doing things.	1	2	3	4	5
IN5	Our company avails employees with challenging tasks.	1	2	3	4	5
IN6	Our company supports employees who express initiatives of becoming resourceful.	1	2	3	4	5
IN7	Our company encourages employees' interests and enthusiasm.	1	2	3	4	5

SECTION B (II): JOB SATISFACTION

	STATEMENT	**SD**	**D**	**NS**	**A**	**SA**
Intrinsic						
IS1	I enjoy my work in this company most days.	1	2	3	4	5
IS2	I do interesting and challenging work in this company.	1	2	3	4	5
IS3	I am noticed when I do a good job in the company.	1	2	3	4	5
IS4	I get full credit for the work I do in the company.	1	2	3	4	5
IS5	I feel the level of responsibility I am given is acceptable in this company.	1	2	3	4	5
Extrinsic						
ES1	I am satisfied with the pay I receive in this company.	1	2	3	4	5
ES2	Considering what is expected of me in this company, the pay I get is reasonable.	1	2	3	4	5
ES3	I am satisfied with the incentives I receive in this	1	2	3	4	5

	company.					
ES4	The benefits I receive in this company are better than what other companies in the same industry offer.	1	2	3	4	5
ES5	I am happy with the performance-related bonuses of this company.	1	2	3	4	5

SECTION B (III): ORGANIZATIONAL COMMITMENT

	STATEMENT	**SD**	**D**	**NS**	**A**	**SA**
Affective commitment						
AC1	I really feel as if this company's problems are my own	1	2	3	4	5
AC2	I do feel like I am part of family in this company.	1	2	3	4	5
AC3	I am emotionally attached to this company.	1	2	3	4	5
AC4	This company has a great deal of personal meaning for me.	1	2	3	4	5
AC5	I have great sense of belonging to this company.	1	2	3	4	5
AC6	I am willing to exert more effort to ensure my tasks are executed timely.	1	2	3	4	5
AC7	I would feel proud to be assigned a new assignment within this company.	1	2	3	4	5
AC8	I find that my personal values and those of this company are very similar.	1	2	3	4	5
Normative commitment						
NC1	I think this company deserves my loyalty	1	2	3	4	5
NC2	Even if it were to my advantage, I do not feel it would be right to leave this company now.	1	2	3	4	5
NC3	I would feel guilty if I left this company.	1	2	3	4	5
NC4	I feel obliged to remain with this company.	1	2	3	4	5
NC5	I owe a great deal to this company.	1	2	3	4	5
NC6	I think it wouldn't be right for me to leave my duties in this company.	1	2	3	4	5
NC7	I feel obliged to keep working for this company.	1	2	3	4	5
Continuance commitment						
CC1	It would be very hard for me to leave this company right now, even if I wanted to.	1	2	3	4	5
CC2	Too much in my life would be disrupted if I decided to leave this company now.	1	2	3	4	5
CC3	Right now, staying with this company is a matter of necessity as much as desire.	1	2	3	4	5
CC4	I feel that I have very few options to consider leaving this company.	1	2	3	4	5
CC5	One of the few serious consequences of leaving this company would be the scarcity of alternatives.	1	2	3	4	5
CC6	I continue working for this company because leaving would require considerable personal sacrifice.	1	2	3	4	5
CC7	I am afraid of what might happen if I quit my job without having another one lined up.	1	2	3	4	5

Thank you for your time.

Appendix II: Companies in the Renewable Energy Industry

No	Name of company	Address
1	SNAVE Agencies Uganda LTD	Nalubega Complex, Kampala; P.O Box 7315 Kampala Uganda.
2	HIIRE ELECTRICITY AND FARMING WORKS	Email Address: hiire2012@gmail.com, Kampala
3	Kirchner Solar Uganda Ltd	P.O. Box 30873 Kampala, Clock tower, Kampala
4	Energy Monitoring Ltd t/a EM	Plot 553, Old Kiira Road, Kiwatule P.O.Box 1580, , Kampala
5	EleQtec Technical Services Limited	Plot 7, Basajjabalaba Close, Lungojo, Entebbe, Entebbe
6	MAK Power Systems Ltd	P.O.Box 5123 Kampala Uganda, Kampala
7	Solar point Uganda	Dotcom Shop, Plot5, Portbell road, P. O. Box,29801, Kampala
8	EFP Energy Solutions	House Of Kain, UMA Showgrounds, Lugogo, Kampala
9	Incafex Solar Systems	Plot 9 Bombo Road Gathani building, P.O. Box 25995, Uganda, Jinja
10	Suntopway Solar (U) Ltd	Portal Avenue next to Workers House Span House Room. 202, P.O. Box 11915, Uganda, Kampala
11	Konserve Consult Ltd	Plot 164 Upper Mawanda Road, P.O. Box 100001, Kampala
12	Solar Energy for Africa Ltd	Plot 4 Bombo road Carol House, P.O. Box 4155, Uganda, Kampala
13	Staunch machinery	Plot 71 Nasser Road Kampala, Kampala
14	Energy Systems Ltd	Plot 3 William Street Get-in-house Suite 109, P.O. Box 25928, Uganda, Kampala
15	Solar Energy (U) Ltd	P.O.Box 27392, Kampala
16	PB SERVICES	P.O.BOX 26002, KAMPALA-UGANDA, Kampala
17	Magric (U) Ltd	Plot103 Jinja Road, P.O.Box 3218, Kampala
18	Integrated Rural Development initiative (IRDI)	Plot 135 Kira Road kamwokya, P.O. Box 10596, Uganda, Kampala
19	Boomer Systems (U) Ltd	Plot13/15 Sturrock Road Shop 10, P.O.Box 70027, Kampala
20	Prime Energy & Environment Savers Ltd (PEES)	Address: Patrick Bisere; 0392-944543; pees_energy@yahoo.co.uk
21	Racell Uganda	Plot 2B Katamba Lane, Kampala
22	Advanced Solar Power Limited	Zanna Roundabout, Kampala, Uganda
23	Power Trust	Kigowa Road, Ntinda (off Kiwatule Road) Kampala, Uganda
24	Davis & Shirtliff	JR Complex Corner of Jinja Road and 3rd Street, Industrial area
25	Fenix International	Kololo, Wampewo Avenue Plot 11, P.O BOX 40314