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Influence of Organizational Climate on Job Satisfaction and Organizational Commitment: The Mediating Role of Employee Engagement

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Abstract

Background: "Organizational Climate (OC) is an important variable that shapes the work environment and employees' perceptions. The OC has a profound impact on employee engagement (EE), job satisfaction (JS), and organizational commitment (OCM)". However, there are few studies that assess the mediating role of EE in relation to OC and other variables.

Aim: This research aims to assess the influence of OC on EE, JS, and OCM, especially the mediating effect of EE.

Methodology: "A quantitative cross-sectional research methodology is employed in the study, utilizing primary data collected through a structured questionnaire from 480 respondents across various companies in India. The gathered data are examined using descriptive statistics, correlation and regression analysis, and mediation analysis through SPSS and PROCESS Macro".

Key Findings: The results suggest that "there is a significant influence of OC on EE, JS, and OCM. Furthermore, EE positively influences JS and OCM. EE is a mediator for the connection between OC, JS, and OCM".

Practical Implications: Organizations need to encourage supportive leadership, good communication, fairness, recognition, active involvement of employees, professional development, and meaningful work in order to improve their OC and EE.

Originality: This study contributes by incorporating the OC, EE, JS, and OCM in a single framework and focusing on the concept of EE as an important link between OC and employee outcomes.

Keywords: Organizational Climate; Employee Engagement; Employee Outcomes; Job Satisfaction; Organizational Commitment.

1. Introduction

The contemporary workplace is one of fast-paced technological advancement, digitization, flexible work arrangements, and increasing competition, which have transformed the employee-organization relationship and heightened the importance of employee attitudes (Islam & Tariq, 2018; Aktar & Pangil, 2018). In this situation, organizational climate (OC) influences how employees perceive their work environment in terms of cooperation, management support, trust, fairness, and interpersonal relations at work (Rožman & Štrukelj, 2021). A positive OC can enhance employee well-being, collaboration, and organizational effectiveness (Janiukštis et al., 2024; Gomes & Marques, 2025). Hence, job satisfaction (JS), employee engagement (EE), and organizational commitment (OCM) have been recognized as critical employee and organizational outcomes (Maleka et al., 2019). EE is an indicator of employees' energy and commitment to their work and organizations (Iddagoda & Opatha, 2020), while employee development and organizational learning strengthen individual and organizational capabilities (Kim & Park, 2020). Despite this, greater understanding is needed of how OC influences JS and OCM. EE may serve as a mediating mechanism linking OC with these outcomes (Saks, 2022).

OC represents common employee perception of work environment in relation to leadership, communication, justice, trust, cooperation, and performance expectations (Rožman & Štrukelj, 2021). OC is a significant element that influences employee perception and behavior through the way employees understand and react to organizational expectations (Battistelli et al., 2022). A supportive OC characterized by effective leadership, fairness, communication, and cooperation can enhance

employee motivation, innovative behavior, and work effectiveness (Banwo et al., 2022; Gil et al., 2024). Furthermore, OC is closely linked with JS as positive workplace conditions can strengthen employees' favorable attitudes towards their jobs (Ahmad et al., 2018). Similarly, a positive OC may improve OCM by strengthening employees' sense of belonging, identification, and attachment to organizational goals, which positively impacts organizational and employee performance (EP) (Berberoglu, 2018).

EE refers to an active, fulfilling, and work-related environment characterized by employees' involvement, dedication, and identification with their work (Eldor & Vigoda-Gadot, 2017). It is influenced by organizational factors such as leadership, teamwork, rewards, employee support, communication, and learning opportunities (Islam & Tariq, 2018). A positive OC, characterized by supportive working conditions, effective communication, professional growth, and a sense of belonging, can improve EE (Rasool et al., 2021). Higher engagement is linked to JS and OCM, although they are different constructs (Cesário & Chambel, 2017; Jimoh, 2025). Therefore, EE can act as an essential mechanism that connects organizational contexts with employee outcomes in terms of satisfaction, commitment, performance, and sustainability (Boccoli et al., 2023). A positive OC does not necessarily lead to positive outcomes, as various employees have varying reactions to a similar organizational environment. It is, therefore, necessary to understand the psychology behind how OC affects employee attitudes and behavior. In this regard, EE could be a critical psychological process that would link OC to better JS and OCM of employees. This research aims to investigate the effects of OC on employee outcomes, with specific emphasis on the psychological process of EE.

The research has practical, empirical, and theoretical significance. Theoretically, the study is important because it enriches the body of knowledge regarding organizational behavior by providing insights on how OC affects employees' performance. Second, empirically, the study provides information on the relationships among OC, EE, JS, and OCM. Third, practically, the study can help to develop practices that enhance OC and EE from the perspective of HRM. The research will also help managers to recognize organizational conditions that lead to high levels of EP, commitment, and overall effectiveness. All the sections, other than the introduction, are structured in the following way: "Section 2 reviews various authors' perspectives from previous studies; Section 3 represents Objectives of the Study; Section 4 represents Research Methodology used in the study; Section 5 presents Results and Findings; Section 6 represents Discussion and Implications; and Section 7 represents Conclusions, Limitations, and Recommendations for Future Research." Finally, references are provided.

Review of Literature

Organizational Climate and Employee Engagement

In today's increasingly dynamic and competitive workplace, a positive OC has emerged as a critical foundation for cultivating an engaged and committed workforce. Tsoni et al. (2025) found that employee welfare, supervisory support, and organizational integration were positively associated with EE. Similarly, positive emotional and organizational climates significantly enhanced EE (Calluso, 2025; Marina et al., 2025). Moreover, Song et al. (2024) pointed out that the supportive OC had a positive effect on EE, whereas Nguyen and Petchsawang (2024) found that the learning climate played a role in the formation of EE among Generation Z employees. Similarly, Fan et al. (2023) showed that workplace inclusiveness and diversity climate increased EE, while Khulbe et al. (2024) highlighted the contribution of service and justice climates to engagement-related outcomes. Collectively, these findings indicate that a supportive and positive OC strengthens EE by enhancing employees' energy, dedication, and involvement at work. Hence, there is sufficient empirical evidence to suggest a positive relation between OC and EE.

Organizational Climate, Job Satisfaction and Organizational Commitment

OC reflects employees' perceptions of workplace conditions, support, relationships, and organizational practices, which influence their job-related attitudes and attachment to the organization. Geisler et al. (2019) found that psychosocial safety climate and quality of work were positively associated with JS and OCM, while Vong (2022) also "showed OC to be a significant predictor of employees' affective commitment along with pay fairness and JS. In the same direction, Vidhya et al. (2019) and Saks et al. (2022 indicated that OC has a positive influence on JS, OCM, EE, and employee retention" in organizations. However, Hefny (2021) examined ethical climate from a different perspective and found that it strengthened the positive relationship between JS and OCM while reducing turnover intention. Similarly, Ngirande (2021) reported that JS moderated the relationship between uncertainty and OCM, although it did not moderate the connection between occupational stress and commitment, highlighting that workplace factors may influence commitment differently. More recently, Panca et al. (2026) suggested that team climate and leadership could be additional factors that could influence the satisfaction–commitment link at the work unit level.

Thus, although the studies differ in context, variables, and analytical approaches, their findings generally converge on the importance of a favorable OC in enhancing JS and OCM.

Employee Engagement, Job Satisfaction and Organizational Commitment

EE, JS, and OCM are interlinked employee attitudes that impact organizational efficiency and employee retention. Both JS and Employee Commitment have a strong relationship with EE, while JS and EE have a strong positive impact on OCM, especially IT and Millennial employees (Viswanathan et al., 2019; Satrianto et al., 2025). Similarly, Mabkhot and Mubarak (2024) reported that working remotely had a positive effect on JS, OCM, and Employee Efficiency, suggesting that favorable work arrangements can strengthen multiple positive employee attitudes simultaneously. On the contrary, Malik (2025) studied the impact of these factors on job burnout and observed significant connections between job burnout, JS, EE, and job stress, indicating that employee attitudes can also be impacted by negative working environments. In general, Kurniawati & Raharja (2023) noted that EE was correlated to organizational performance, while JS, commitment, motivation, and retention were some of its correlates. Moreover, Demircioglu (2023) reported a positive impact of innovation climate on JS and affective commitment, where JS acted as a mediator in this connection. Hence, the evidence suggests that higher EE and JS are associated with stronger OCM, supporting the proposed relationships.

Mediating Role of Employee Engagement in the Relationship between Organizational Climate and Employee Outcomes

OC has a significant impact on determining the attitudes and behavior of employees. Ababneh et al. (2019) stated that organizational practices can foster an engaging workplace climate and strengthen EE. Similarly, Abdullahi et al. (2022) and Park et al. (2022) found that "EE mediates the relationship between organizational processes, leadership, and EP and affective commitment". Furthermore, Niraula et al. (2026) found that HRD significantly increases EE. However, the evidence is not consistent, as Arulsenthilkumar and Punitha (2024) proved that EE is not a mediator between JS and OCM, whereas Azmy (2024) stated that technological advancement had no significant indirect and direct effects on JS. These mixed findings suggest that the mediating effect of EE may vary depending on the situation or factors being considered. However, limited research has been conducted on OCM, EE, JS, and OCM.

Research Gap

Existing studies establish that OC is positively associated with EE, JS, and OCM (Tsoni et al., 2025; Geisler et al., 2019; Vong, 2022). However, most research has examined these relationships independently, with limited attention to EE as a mediating mechanism. Studies that have tested mediation have mainly focused on job involvement, talent management, HRD practices, and leadership rather than OC as the primary antecedent (Arulsenthilkumar & Punitha, 2024; Abdullahi et al., 2022; Park et al., 2022). Moreover, evidence regarding mediation is inconsistent, as engagement has not mediated all examined relationships (Arulsenthilkumar & Punitha, 2024). Although EE, JS, and affective OCM are individually linked to positive employee outcomes (Viswanathan et al., 2019; Satrianto et al., 2025), limited research has integrated OC, EE, JS, and affective OCM within a single framework. Therefore, this research addresses this gap by examining whether EE mediates the association between OC and employee outcomes, particularly JS and affective OCM.

H1: "Organizational Climate has a significant impact on Employee Engagement".

H2a: "Organizational Climate has a significant impact on Job Satisfaction".

H2b: "Organizational Climate has a significant impact on Organizational Commitment".

H3a: "Employee Engagement has a significant impact on Job Satisfaction".

H3b: "Employee Engagement has a significant impact on Organizational Commitment".

H4: "Employee Engagement significantly mediates the relationship between Organizational Climate and Job Satisfaction".

H5: "Employee Engagement significantly mediates the relationship between Organizational Climate and Organizational Commitment".

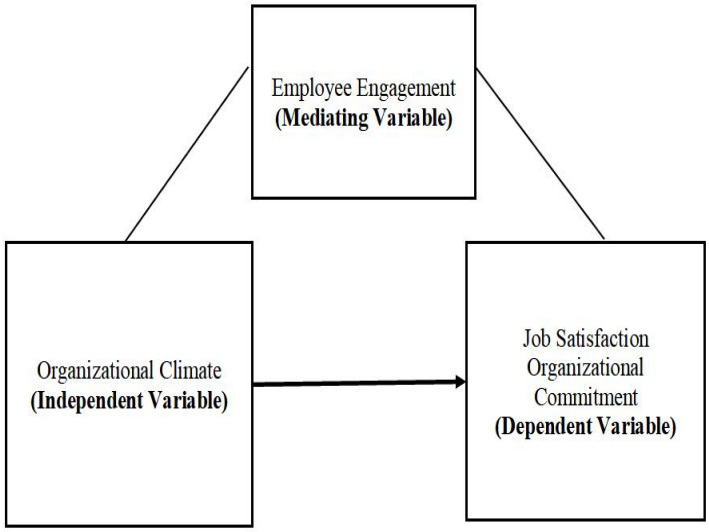

Figure 1: Conceptual Framework

(Source: Self-prepared By Researcher)

A conceptual framework (Figure 1) "provides a visual and theoretical representation of the relationships among the key variables of a study (Leshem & Trafford, 2007). It helps explain how the independent variable influences the dependent variable, either directly or through an intervening factor. In the present study, OC serves as the independent variable, while JS and OCM are the dependent variables. EE acts as a mediating variable, influencing the relationship between OC, JS, and OCM".

Objectives of the study

- To examine the impact of "Organizational Climate on Employee Engagement".
- To examine the impact of "Organizational Climate on Job Satisfaction and Organizational Commitment".
- To examine the impact of "Employee Engagement on Job Satisfaction and Organizational Commitment".
- To examine the "mediating role of Employee Engagement in the relationship between Organizational Climate and Job Satisfaction".
- To examine the "mediating role of Employee Engagement in the relationship between Organizational Climate and Organizational Commitment".

Research Methodology

Research Approach and Design

The research employs the "quantitative research approach to study the impact of OC on JS and OCM, where EE is considered as the mediating factor. A cross-sectional research design is used in the study to measure the direct impact of OC on JS and OCM as well as the indirect effects through EE".

Data Collection

The study utilizes "primary data collected through a self-structured questionnaire administered to employees working in organizations across India. The questionnaire measures OC, EE, JS, and OCM using a five-point Likert scale".

Study Area

The study is carried out in India and includes employees from organizations that are situated in various parts of the country. "India is the appropriate place to carry out this study due to its varied organizational settings and work conditions in the country. This geographical diversity provides a broader insight of the relationship among OC, EE, JS, and OCM in India".

Population and Sampling

The target population of the study comprises "employees working in organizations across India. Since employees differ in terms of age, gender, education, work experience, occupation, and organizational position, stratified random sampling is employed to ensure adequate representation of different demographic groups. The minimum required sample size is determined using the Cochran (1977) sample size formula. Altogether, 600 questionnaires are distributed among workers in India. After data screening, 480 valid questionnaires are retained for analysis. Therefore, the final sample size of the study is 480 respondents".

Validity and Reliability Testing

A pilot study is conducted with 25% of the final sample, "comprising 120 respondents, to assess the reliability and validity of the measurement instrument before the main analysis. The reliability of the constructs is assessed using Cronbach's Alpha, while the Kaiser-Meyer-Olkin (KMO) measure is used to assess the suitability of the data for factor analysis. A construct is considered reliable when Cronbach's Alpha and KMO values are ≥ 0.70".

Tools and Techniques

The study "employs SPSS, Microsoft Excel, and Hayes' PROCESS Macro for data processing and statistical analysis. Descriptive statistics, including skewness, kurtosis, mean, and standard deviation, are used to summarize the characteristics and variability of the responses. Correlation and regression analyses are conducted to examine the relationships between organizational climate, employee engagement, job satisfaction, and organizational commitment. Mediation analysis using PROCESS Macro is employed to examine the mediating role of employee engagement in the relationships between organizational climate and job satisfaction and between organizational climate and organizational commitment".

Ethical Considerations

All ethical considerations are taken into account during the research process. "Participants are provided with adequate information regarding the objectives and procedures of the study and provide informed consent before participation. Participation is voluntary, and respondents have the right to withdraw from the study at any stage without any adverse consequences. The confidentiality and anonymity of participants are maintained, and the collected information is used exclusively for academic and research purposes".

Results

This section elucidates the findings and interpretations obtained from data analysis. "The results have been organized according to the demographic characteristics of the respondents, the study objectives, and the hypotheses. Each hypothesis is supported by corresponding statistical evidence, which displays results in tables that researchers explain in detailed interpretations. The use of tables improves understanding of the content, whereas the narrative description shows how important the study results are to the research findings"

Normality Test

Table 1: Normality Test Table

Tests of Normality						
	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
OC1	.185	480	.000	.897	480	.000
OC2	.200	480	.000	.901	480	.000
OC3	.190	480	.000	.904	480	.000
OC4	.187	480	.000	.899	480	.000
OC5	.208	480	.000	.895	480	.000
OC6	.198	480	.000	.902	480	.000
OCM1	.180	480	.000	.889	480	.000
OCM2	.173	480	.000	.876	480	.000
OCM3	.172	480	.000	.889	480	.000
OCM4	.162	480	.000	.895	480	.000
OCM5	.174	480	.000	.889	480	.000
OCM6	.211	480	.000	.854	480	.000
JS1	.239	480	.000	.870	480	.000
JS2	.217	480	.000	.873	480	.000
JS3	.211	480	.000	.879	480	.000

JS4	.228	480	.000	.875	480	.000
JS5	.217	480	.000	.881	480	.000
JS6	.231	480	.000	.869	480	.000
JS7	.229	480	.000	.868	480	.000
JS8	.206	480	.000	.869	480	.000
EE1	.196	480	.000	.898	480	.000
EE2	.196	480	.000	.899	480	.000
EE3	.168	480	.000	.895	480	.000
EE4	.206	480	.000	.886	480	.000
EE5	.189	480	.000	.894	480	.000
EE6	.196	480	.000	.899	480	.000
EE7	.191	480	.000	.893	480	.000
EE8	.199	480	.000	.892	480	.000
a. Lilliefors Significance Correction						

Table 1 presents "the results of the Kolmogorov-Smirnov and Shapiro-Wilk tests for normality of all measurement items in OC, OCM, JS, and EE. The table shows that all constructs have significant p-values ($p < 0.001$) in both tests. This indicates that the distribution of individual items is significantly different from the ideal normal distribution. The Kolmogorov-Smirnov statistics range from 0.162 to 0.239, whereas the items' Shapiro-Wilk values range from 0.854 to 0.904. Given the large sample size of 480 individuals, the results of the normality tests are very predictable and do not restrict the use of parametric statistics". Therefore, the data are considered suitable for subsequent analysis.

Demographic Profile of the Respondents

Table 2: Demographic Profile of the Study

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	268	55.8
	Female	212	44.2
Age	Below 25 years	82	17.1
	25–34 years	156	32.5
	35–44 years	128	26.7
	45–54 years	76	15.8
	55 years and above	38	7.9
Work Experience	Less than 1 year	62	12.9
	1–5 years	178	37.1
	6–10 years	142	29.6
	More than 10 years	98	20.4
Industry/Sector	Banking and Finance	72	15.0
	IT and Technology	96	20.0
	Education	78	16.3

	Healthcare	61	12.7
	Manufacturing	63	13.1
	Retail and Services	67	14.0
	Hospitality	43	9.0
Monthly Income	Below ₹25,000	84	17.5
	₹25,001–₹50,000	164	34.2
	₹50,001–₹75,000	112	23.3
	₹75,001–₹1,00,000	72	15.0
	Above ₹1,00,000	48	10.0
Employment Level	Entry-level Employee	146	30.4
	Middle-level Management	164	34.2
	Senior-level Management	112	23.3
	Top Management	58	12.1

Table 2 represents "the demographic profile for 480 respondents. The proportion of male respondents is 55.8%, while female respondents are 44.2%. The majority of respondents (32.5%) are between the ages of 25 and 34 years, followed by those aged 35 to 44 years (26.7%). In terms of work experience, 37.1% of respondents have 1-5 years of experience, while 29.6% have 6-10 years of experience. IT and Technology represent the largest industry sector (20.0%), followed by Education (16.3%) and Banking and Finance (15.0%). The majority (34.2%) of monthly income lies between ₹25,001 - ₹50,000. At the employment level, middle-level management accounts for the largest proportion (34.2%), followed by entry-level employees (30.4%)". Overall, the findings indicate that the respondents represent diverse demographic and professional backgrounds.

Descriptive Statistics

Table 3: Descriptive Statistics Table

Descriptive Statistics									
	N	**Minimum**	**Maximum**	**Mean**	**Std. Deviation**	**Skewness**		**Kurtosis**	
	Statistic	**Statistic**	**Statistic**	**Statistic**	**Statistic**	**Statistic**	**Std. Error**	**Statistic**	**Std. Error**
OC	480	7.00	30.00	18.0063	6.76183	-.038	.111	-1.475	.222
OCM	480	6.00	30.00	19.7292	7.37354	-.397	.111	-1.137	.222
JS	480	9.00	40.00	27.0000	9.56507	-.550	.111	-1.250	.222
EE	480	8.00	40.00	25.2354	9.42904	-.262	.111	-1.399	.222

Table 3 presents the "descriptive statistics of the variables used in the study from 480 responses. The means are 18.0063 for OC, 19.7292 for OCM, 27.0000 for JS, and 25.2354 for EE, whereas their standard deviations are 6.76183, 7.37354, 9.56507, and 9.42904, respectively, suggesting some degree of variation in participants' responses. Skewness of all variables is found between −0.550 and −0.038, while their kurtosis is found between −1.475 and −1.137. Since skewness and kurtosis values lie within the ±2 range, the distributions of all variables are considered approximately normal". Overall, the findings indicate that the data exhibit acceptable levels of distributional normality and variability for further statistical analysis.

Reliability and Validity Test

Table 4: Reliability and Validity Test Table

Constructs	Kaiser-Meyer-Olkin	Cronbach's Alpha	Significance Value
OC	0.823	0.800	0.000
OCM	0.880	0.861	0.000
JS	0.875	0.849	0.000
EE	0.932	0.918	0.000

Table 4 presents "the results of the Kaiser-Meyer-Olkin (KMO) test and Cronbach's Alpha for the constructs of the study. The values for the KMO test are between 0.823 and 0.932, which is above the threshold value of 0.70, indicating an appropriate level of sampling adequacy for analysis. Cronbach's Alpha values are between 0.800 and 0.918, which shows an excellent level of reliability and validity of the measure. All the constructs have significance values of 0.000 ($p < 0.001$), which indicates that the correlation among the variables is significant, and the data is fit for further analysis". Overall, the results establish satisfactory reliability and sampling adequacy for all constructs.

Correlation Analysis

Table 5: Correlation Table

Correlations					
		OC	OCM	JS	EE
OC	Pearson Correlation	1	.631	.688	.606
	Sig. (2-tailed)		.000	.000	.000
	N	480	480	480	480
OCM	Pearson Correlation	.631	1	.751	.681
	Sig. (2-tailed)	.000		.000	.000
JS	Pearson Correlation	.688	.751	1	.760
	Sig. (2-tailed)	.000	.000		.000
EE	Pearson Correlation	.606	.681	.760	1
	Sig. (2-tailed)	.000	.000	.000	

Table 5 presents the "Pearson correlation results among OC, OCM, JS, and EE for 480 respondents. The results show that all four constructs have significant positive relationships with each other at the 0.01 level ($p < 0.01$). OC has a positive relationship with OCM ($r = 0.631$), JS ($r = 0.688$), and EE ($r = 0.606$). Likewise, OCM has a positive correlation with JS ($r = 0.751$) and EE ($r = 0.681$). Furthermore, JS has a highly positive correlation with EE ($r = 0.760$). Overall, the findings indicate that higher levels of one construct are associated with higher levels of the other constructs, with the correlations ranging from 0.606 to 0.760, indicating moderate to strong positive associations".

Regression Analysis

Table 6: Regression Table

Relationship	R	R^2	Adjusted R^2	F-value	β	t-value	p-value
OC → EE	0.606	0.367	0.366	277.564	0.606	16.660	.000
OC → JS	0.688	0.474	0.473	430.184	0.688	20.741	.000
OC → OCM	0.631	0.398	0.396	315.543	0.631	17.764	.000
EE → JS	0.760	0.577	0.576	652.162	0.760	25.537	.000
EE → OCM	0.681	0.464	0.463	414.038	0.681	20.348	.000

Table 6 provides "the regression analysis results of the relationships among OC, EE, JS, and OCM. The results indicate that all proposed relationships are positive and statistically significant ($p < 0.001$). OC significantly predicts EE (β = 0.606, R^2 = 0.367), explaining 36.7% of the variance in EE. Similarly, OC significantly predicts JS (β = 0.688, R^2 = 0.474) and OCM (β = 0.631, R^2 = 0.398), explaining 47.4% and 39.8% of their respective variances. EE also significantly predicts JS (β = 0.760, R^2 = 0.577) and OCM (β = 0.681, R^2 = 0.464), explaining 57.7% and 46.4% of the variance, respectively. All models have significant F-values, and the t-values range from 16.660 to 25.537, confirming the statistical significance of the relationships". Overall, the findings demonstrate the positive associations among the study constructs.

Mediation Analysis

Table 7: Mediation Analysis Table

Relationship / Effect	Effect (β)	SE	t-value	p-value	LLCI	ULCI
OC → EE	0.8452	0.0507	16.6603	0.000	0.7455	0.9449
EE → JS (Direct Relationship)	0.5492	0.0341	16.1071	0.000	0.4822	0.6162
OC → JS (Direct Relationship)	0.5094	0.0475	10.7141	0.000	0.4160	0.6028
OC → EE → JS (Indirect Relationship)	0.4642	0.0404	—	—	0.3852	0.5447
EE → OCM (Direct Relationship)	0.3697	0.0306	12.0960	0.000	0.3096	0.4298
OC → OCM (Direct Relationship)	0.3752	0.0426	8.8028	0.000	0.2914	0.4589
OC → EE → OCM (Indirect Relationship)	0.3125	0.0364	—	—	0.2439	0.3854

Table 7 presents the "direct and indirect relationships between OC, EE, JS, and OCM. OC and EE show a significant positive relationship (β = 0.8452, $p < 0.001$). EE strongly predicts both JS (β = 0.5492, $p < 0.001$) and OCM (β = 0.3697, $p < 0.001$). OC has significant direct correlations with both JS (β = 0.5094, $p < 0.001$) and OCM (β = 0.3752, $p < 0.001$). The indirect relation between OC and JS through EE is significant (β = 0.4642, 95% CI [0.3852, 0.5447]), as the confidence interval excludes zero. Similarly, the indirect relationship between OC and OCM through EE is significant (β = 0.3125, 95% CI [0.2439, 0.3854]). These findings indicate that EE significantly contributes to the relationships between OC and both JS and OCM". Overall, the results demonstrate significant positive direct and indirect relationships among the study constructs.

Hypothesis Testing

Table 8: Hypothesis Testing Table

Hypothesis	Proposed Relationship	β / Effect	t-value	p-value	Decision
H1	OC → EE	0.8452	16.6603	0.000	Supported
H2a	OC → JS	0.5094	10.7141	0.000	Supported
H2b	OC → OCM	0.3752	8.8028	0.000	Supported
H3a	EE → JS	0.5492	16.1071	0.000	Supported
H3b	EE → OCM	0.3697	12.0960	0.000	Supported
H4	OC → EE → JS	0.4642	—	0.000	Supported
H5	OC → EE → OCM	0.3125	—	0.000	Supported

Table 8 represents the results of hypothesis testing. The table confirms that "all five hypotheses have positive and statistically significant associations ($p < 0.001$). The OC has a significant impact on EE (β = 0.8452), JS (β = 0.5094), and OCM (β = 0.3752). EE improves JS (β = 0.5492) and OCM (β = 0.3697). OC indirectly affects JS (β = 0.4642) and OCM (β = 0.3125). The significant direct association is between OC and EE (β = 0.8452). Furthermore, the findings indicate that EE serves as a mediator in increasing the favorable influence of OC on JS and OCM. The findings further indicate that EE plays an important mediating role in strengthening the positive effects of OC on JS and OCM. Thus, the results confirm all the proposed relationships in the study".

Discussion

The findings of the study indicate that "OC has a positive influence on EE (β = 0.845), JS (β = 0.509), and OCM (β = 0.375). EE also positively influences JS (β = 0.549) and OCM (β = 0.370). The mediation results further show that EE significantly mediates the relationship between OC and JS, with an indirect effect of β = 0.464, as well as between OC and OCM, with an indirect effect of β = 0.313. All relationships were statistically significant at $p < 0.001$". These findings indicate that a favorable OC enhances positive employee outcomes both directly and through increased EE. Overall, the results confirm that OC and EE are important determinants of JS and OCM.

The findings obtained in the current study correlate with the empirical studies conducted previously. The significant correlation between OC and EE confirms the findings of Tsoni et al. (2025) that supportive OC variables promote work engagement and those by Song et al. (2024) that OC positively influences EE. The positive effects of OC on JS and OCM also support Geisler et al. (2019) and Vong (2022), who identified favorable workplace conditions and OC as important factors shaping employee attitudes. Likewise, the positive relationship between EE, JS, and OCM is consistent with Viswanathan et al. (2019) and Satrianto et al. (2025). Most importantly, this study validates the mediating role of EE, supporting Abdullahi et al. (2022) and Park et al. (2022), who have found that engagement is capable of transmitting organizational influences to employees. However, the present finding differs from Arulsenthilkumar and Punitha (2024), who reported an insignificant mediating effect. This difference may be attributed to variations in organizational context, sample characteristics, and the specific relationships examined. Overall, the present findings provide additional support for the literature on how OC affects employee outcomes directly and indirectly through EE.

Theoretical Implications, Practical and Managerial Implications

This study is a contribution to the OC research in that it provides evidence that OC positively impacts on EE, JS, and OCM of employees. The study is a contribution to the field of EE in that it provides evidence of the importance of EE as the mediating variable of OC on employee outcomes. Employee outcome research is advanced through the combination of OC and EE. For HR managers, the findings highlight the need to develop supportive, fair, and employee-oriented policies that encourage engagement and positive workplace experiences. "Organization leaders should foster effective communication, recognition, participation, supportive supervision, and inclusive decision-making to improve the level of trust and involvement of employees. An OC can be enhanced by means of team building, psychological safety, career development, feedback from employees, and fair treatment within the organization". EE can be improved through meaning in work, autonomy, recognition, training, and career growth.

Conclusion

The study concludes that OC has a significant role in shaping positive organizational performance and employee attitudes. A supportive, fair,

communicative, and employee-oriented OC encourages greater EE, which in turn enhances JS and OCM. The findings confirm that EE is an important mediating variable that links OC, JS, and OCM among employees. Thus, the study demonstrates that a positive workplace environment alone is important, but its influence becomes stronger when employees are actively engaged, valued, supported, and involved in their work. The research enhances the existing literature by incorporating the concepts of OC, EE, JS, and OOCM within a one framework, along with providing evidence from the organizational context in India. In terms of practice, organizations should focus on leadership support, communication, recognition, justice, participation, professional development, and engaging work to increase EE and obtain positive results from their employees. Overall, fostering a healthy OC and strengthening EE can help organizations improve employee satisfaction, commitment, retention, and long-term organizational effectiveness.

Limitations and Future Research Directions

The research possesses multiple limitations that must be acknowledged while interpreting its findings. Firstly, "the study was carried out in the context of one particular country, which implies that the results of the study may not be applicable to other organizational environments, which have different institutions, cultures, and economies. Secondly, the application of similar data collection methods may lead to the possibility of common method bias because the variables of the study are being measured using similar research instruments. Thirdly, the generalizability of the results of the study is constrained due to the fact that OC, EE, JS, and OCM might be industry-specific. These limitations highlight the need for further research involving diverse organizational settings and broader populations to strengthen the applicability and robustness of the findings".

Future studies should focus on a longitudinal approach to study the development of OC, EE, JS, and OCM over time. Comparison studies can focus on comparing the relationship among various sectors to know whether there is any difference in these relationships in different sectors or organizations, while cross-cultural studies can look at the impact of culture on these relationships. There can be other mediators like the well-being of employees and organizational trust that can be taken into consideration in future studies for better knowledge about the association between OC and employees' outcomes. Additionally, other moderating factors like leadership styles, psychological safety, and perceived organizational support might also be examined to explore how these factors affect the influence of OC on EE, JS, and OCM.

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