

LOGISTICS ASPECT OF ORGANIZATIONAL CULTURE AND NORMATIVE COMMITMENT IN ELECTRIC ENERGY SUPPLY CHAIN

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Abstract:

Companies are increasingly aware that employees are an important factor in success, so they pay more and more attention to them. Because of that, organizational culture and normative commitment are also included as extremely important factors. The research includes a systematic and comprehensive review of the literature and at the same time obtaining and analysing data from practice through a survey. The research focuses on employees from the logistics departments in the supply chain of electronic component production and supply. Group of companies across Europe were included in the survey (Austria, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Germany, Hungary, Latvia, Lithuania, North Macedonia, Poland, Romania, Russia, Serbia, Slovenia and Ukraine). The research demonstrates the realization that the types of classification of organizational culture have different effects on direct and indirect normative commitment. Gender differences were also found. The research-based on the calculated average mean values shows the classifications of organizational culture and normative commitment. The latter follows the organizational culture with minor deviations. The order of classification of organizational culture follows the current economic situation, where according to the studied criteria, the first is a culture of the market. The research shows that men's rate of normative commitment is better than women's, while in organizational culture the situation is exactly the opposite. One of the most significant findings is based on the Pearson correlation coefficient with the SPSS program was found that, according to the classification, Hierarchy culture has a positive effect on indirect normative commitment.

Key words: *organizational culture, commitment, normative commitment, logistics, supply chain, environmental management, ISO 14001*

INTRODUCTION

In the global environment, companies try to ensure their existence and development through operations [1], which is especially important today as the requirements and expectations of business partners are growing. Consequently, cooperation between all in supply chains is very important nowadays in the business world [2]. This is one of the reasons why employees are a very important stakeholder in the business process [3] in creating success, which is why

organizations are aware of the need to pay more and more attention to the personnel structure. Professionalism, qualification, loyalty, the commitment of employees are important because the changing personnel structure also affects business efficiency. Organizations have an interest in retaining employees, as each departure means a particular duty for the organization because outgoing ones need to be replaced or work has to be organized differently, which sometimes also means additional costs [4]. The relationship

between the organization and the employee comes to the fore more and more, and on this basis, further activities in the organizations are then built [5, 6]. One of the most important focuses in business is certainly the identification and study of personal goals of the employee and the goals of the organization, and thus indirectly determine whether the strategies include action on employee commitment in organizations [7].

Globalization is a trend that is increasingly shaping international trade, so it is not surprising that this also affects logistics and its activities. However, customers are becoming more and more demanding throughout the process, which at the same time allows all stakeholders to improve [8].

The research seeks to identify the prevailing organizational culture, where it wants to warn that the structuring of organizational culture depends on different levels of normative commitment. The study consists of two parts. Theoretically, the first part deals with organizational culture, commitment, with a focus on normative commitment, in connection with logistics activities and environmental management. The second part is based on the study of data obtained from the practice, which includes employees from logistics departments in international companies. The group of companies were stationed in Austria, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Germany, Hungary, Latvia, Lithuania, North Macedonia, Poland, Romania, Russia, Serbia, Slovenia and Ukraine. The mentioned companies are mainly engaged with the production of products intended for various solutions for electricity in residential and commercial buildings. Due to the purchasing and sales network of their global business partners, a large part of their business is tied to logistics and consequently supply chain management from a global perspective. In the observed companies, the following tasks are mainly included under logistics: organization of all types of transport (through cooperation with 50+ logistics companies), customs clearance (in-house and outsourcing), the origin of goods, warehousing operations, assessment of business partners, intrastat, etc. Companies were aware of the importance of sustainable thinking in supply chains, which is also pointed out by various authors in their researches [9-19] and therefore only companies that adapted environmental management according to the ISO 14001 standard were included.

The research is structured as follows: (a) theoretical framework, (b) methodological framework and hypotheses, (c) results section (c) discussion and interpretation and concluding remarks and (d) conclusion.

LITERATURE REVIEW

Organizational culture

Culture can be viewed from different angles. Culture can be traced everywhere and begins with each individual [20]. In organizations, a value is created that is common to all and at the same time it is not surprising that different thinking is included in the organizational culture, that different subcultures are created. Differentiation in organizational culture separates one organization from another. In organizational culture, a large dimension is emphasized, which, al-

lows for measurability [21]. With the instrument for assessing organizational culture, it is possible to assess organizational culture, as well as change it, because it is used to identify cultural differences, performance and quality of business. It was designed by Robert Quinn and Kim Cameron [22]. With the help of the instrument for assessing organizational culture, its specific characteristics are identified in the organization, the method of management, employee management, the factors that connect the organization are sought, strategic emphases and define success criteria. All mentioned are then integrated into the competitive value model [23]. The competitive value model is associated with two dimensions. The first dimension focuses on the fact if the direction of the organization is more internal or external. The second dimension, on the one hand, defines greater resilience in business, but on the other hand, greater flexibility. Based on this classification, four classifications of organizational culture are defined. The first classification of culture is the culture of the clan, where employees are most important, and teamwork is at the forefront. Adhocracy culture is the second classification of organizational culture and is characterized by creative employees, so the development in these organizations is rapid. The next classification of culture is market culture, characterized by competitive employees, management which focuses on the results. The fourth, the classification of culture, is a culture of hierarchy that is formalized, employees are very limited in their work, as they must fully follow the prescribed procedures, rules [23]. The mutual relationship in the company is also regulated with the help of organizational culture, which is not uniform but consists of several subcultures. In this context, it follows from this kind of definition that are talking about a hybrid organizational culture, which includes an entrepreneurial vision, hybrid staff, inter-organizational relationships, complementary practices, and learning organizations [24]. As companies face constant change, they need to organize their business in the direction of success and to be able to follow the competition and look for instruments of success, which also includes the organizational culture. The focus must be on developing a creative culture that must follow continuous improvement [25]. Organizational culture is associated to be associated with deviant behaviour in the workplace. Not surprisingly, Adhocracy culture and clan culture are more related to satisfaction, so this is followed by results related to deviant behaviour. Employees need to be familiar with organizational cultures, which is the job of management. It is important that employees feel safe and committed at work because they are more like belong then. The goal should be to make the organizational culture of the organization as consistent as possible with the organizational culture perceived by the individual [26]. Leadership is increasingly becoming a key factor in an organization's success, influencing organizational culture, so it's important to understand, know the environment, which is uncertain, unstable, rapidly changing. Positive leadership has a positive effect on organizational culture. Organizational culture, on the other hand, has a positive effect on learning. Organizational culture is an important link in the relationship between

leadership and [27]. Concern for the environment is also reflected in organizational cultures, which are increasingly focused on green. Such activities lead to greater success and also indirectly to greater competitive advantage, as new innovations are aimed primarily at reducing the harmful effects on the environment. Leaders must create a positive green organizational culture, which is then more easily developed internally, and this sets a particular organization apart from competitors [28].

Commitment

Nowadays, the commitment of employees is not something self-evident, logical, expected, but organizations must acquire it through their operations, employment conditions. The precondition is that organizations know and recognize the commitment of employees. Commitment is increasingly defined as a company's competitive advantage in the market. Employees who are committed look forward to common successes as their own, they mean a greater advantage for the organization and thus enable greater success [29]. Usually, individuals are committed to the one with whom they share certain common interests. Organizational commitment is defined as a commitment to an individual organization and is understood as being in the function of constant obligations to the ideas of the organization [30]. Organizational commitment is defined as the relationship between an employee and an organization. Organizations should pay attention to several factors that can jeopardize the personnel structure, so special attention should be paid to the development of the employee, considering age, length of service, experience [4]. Regarding the definition by Allen and Meyer, attention is paid to three different commitments, where the reasons for the employee to remain in the organization are identified for each specific. The first commitment is effective and is based on emotional affiliation, where the person identifies with the organization. The second commitment is a commitment to continue, which, however, focuses on exchange and operates on an economic principle. A normative commitment is the third form of commitment, formed as the last, and is based on responsibilities, obligations to the organization [4]. In summary, the studied, normative commitment is defined from a sense of loyalty and moral commitment to the organization. The latter, however, is the subject of study, mainly because this aspect of commitment has so far been less analysed [31]. Knowledge management and various connections, relationships, are becoming an important activity also outside the developed world, where it was confirmed that organizational commitment partially mediates the relationship between knowledge management in practice and performance [32]. It is necessary to separate between internal and external building blocks of sustainable risk management because leadership that incorporates sustainability into core values is more committed to sustainable risk management than other stakeholders [33].

Normative commitment

Normative commitment mostly gives a sense of employee commitment to the organization [30]. A high level of normative commitment is associated with the opinion that employees should remain in the organization [34]. According to normative commitment, it is pointed out that it can be influenced, as it originates from the personality of the individual [35]. Normative commitment is viewed from various perspectives, including in non-governmental organizations, where the commitment to the integration of environmental policy prevails over the commitment to the integration of climate policy and energy policy [36]. Non-profit organizations also face normative commitment, especially because the foundation is laid on volunteering. The normative commitment of volunteers stems from compliance with organizational mission and personal values and hence their satisfaction as a confirmation [37]. Normative commitment can also be studied at the international level, in connection with implementation in individual countries. It was found out that there may be divergences in this type of commitment between international and national policy. The causes must be sought in the strength of the economy, tradition and individual structures that prevail, which was confirmed by a study in the three most advanced countries of Africa in tobacco production [38]. In schools in England, the impact of funding modalities and normative commitment was studied. However, it has been found that schools compete with each other, have different motives, interests because there is no real mutual trust yet. The influence of the past is still felt and a great tendency of monopoly is present [39]. Leadership is certainly what promotes normative commitment. The effects are different and related to the scope and form of implementation of the normative commitment [40].

Logistics

The process of managing and coordinating materials, products, the information in companies, between companies, partners is a function of logistics [41]. Logistics is linked to the supply chain and is defined as an integral part of it. The entire operation of logistics is focused on meeting the needs of customers [42]. Today's society would not function without the operation of logistics. However, this does not mean that logistics companies are guaranteed success in advance because they need to be well prepared for business, which includes following trends and they need to have a well-crafted concept. In logistics operations, delivery times are extremely important, especially because there are many providers and at the same time many factors that affect the service. Greater optimization is possible by optimizing the routing of multiple vehicles through a time window refinement and a strategy for cooperation between logistics devices, which also include distribution hubs. In this way, efficiency and profit are increased, which is shared

among all service providers [43]. With greater global warming, the importance of green logistics comes to the fore, in various activities. It is noted that the development of green logistics is positively influenced by internal motivation and awareness of social responsibility, where a positive image also plays an important role. The influence of the political system can still be felt in certain areas and there is a great power of capital, which enables the introduction of appropriate technology and thus the accelerated introduction of green logistics into practice [44]. As a counterbalance to global warming, companies are supposed to increasingly use electric vehicles for distribution in cities, which wanted to be maximized. Simulations have been made, in the case of vehicle sharing, where total costs are reduced. The results were especially positive when electric vehicles are used in time and as a way to achieve lower electricity prices. The third scenario foresaw an increase in the carbon tax, which in turn means that such emissions will be reduced because in this way the use of electric vehicles would be accelerated [45]. The return logistics network affects ecological efficiency, however, the case of wood waste recycling in Canada highlighted the complexity of this process and the importance of stakeholder interaction. It is noted that the separation of resources is necessary at an early stage of the return logistics channel, as this allows for greater control, which in turn leads to a greater performance from an economic and environmental point of view [46]. The importance of the return logistics network is also seen in the reuse of certain household appliances, which pose an increasing problem, especially in cities where standards are higher and such exchanges are more frequent. Such products are supposed to be collected in certain charities and then optimally distributed further through the distribution network of charities. This would achieve a double effect. It would reduce the amount of certain waste and at the same time help families with lower incomes, which would mean lower environmental costs and living costs [47]. The goal of return logistics should not only be the recycling of finished products but also through the production phase semi-finished products, individual materials to achieve maximum optimization, even in the assembly of products, which also affects the environment [48].

Commitment to environmental protection

Environmental protection has become an inevitable trend in many areas [49]. A regulated legal system is also a promoter of companies' environmental commitment. It is typical for companies operating with a similar legal system to accept uniform responsibilities for behaviours regarding commitment to sustainability [50]. Success with green human resource management starts with recruitment, where organizations should give priority to those who already have basic values for environmental protection. This should be followed by planned training in environmental protection. In this way, it would be easier to understand the organization's environmental policy and increase employee commitment to environmental conservation [51]. Business

success is increasingly associated with the attitude towards environmental sustainability, work environment, safety. When organizations decide to obtain a particular certificate, they are driven by motivation. The benefits are multifaceted, both from the internal environment and from the external, which has also been proven in the case of obtaining the SA 8000 certificate [52]. In the case where management is more committed to environmental ethics, there is more green innovation, technology in the organization, there are also more green products on the market and thus greater performance [53]. The commitment to environmental protection depends on political commitment, clarity of rules and enforcement, which is particularly pronounced in developing countries. Usually, control bodies mitigate the negative effects. Efforts need to be made to implement the policy, for regulatory compliance [54]. In China, a case of commitment to the environment in the case of carbon reduction by 2030 was studied. This commitment must be followed by a change in policy, market, optimization, it is necessary to introduce incentives for energy supply and consumption and to promote the construction of a national electricity market [55]. Environmental behaviour has been studied in Russia in terms of management's commitment to sustainability, direct environmental leadership, and motivation. If management is committed to sustainability this has a positive effect on environmental behaviour, while at the same time management's commitment to environmental behaviour varies between levels of management. In motivation, internal is positively associated with environmental behaviour and external is negatively associated [56].

Environmental management according to the ISO 14001 standard

Governmental and non-governmental organizations strive to improve environmental performance also by joining voluntary organizations, where ISO 14001 is highlighted as an important non-governmental voluntary program [57]. ISO 14001 can improve sustainability in the whole supply chain, as it represents if used in the right circumstances, a means to better sustainable development. ISO registration alone brings a competitive advantage, but the impacts on sustainability are different. In any case, the fact that with ISO certification comes to the fore greater care for the environment and thus more activities to reduce waste, prevent pollution and improve overall performance [58]. In 1992 the United Nations Conference on Environment and Development in Rio de Janeiro, committed to the improvement of environmental quality, in the form of voluntary standards to promote the improvement of environmental quality, following the example of ISO 9000 which has already achieved an improvement in the quality of products and services. Based on this expressed need, the International Organization for Standardization has developed the ISO 14000 standard. The beginnings of the international standard for the ISO 14001 environmental management system date back to 1996. Like ISO 9000, it has gained great recognition and validity among companies, and the fact is that the management of each company assesses the acquisition of the

standard as necessary, regardless of whether they decide for economic reasons, the institution itself or the organization. Obtaining ISO certification is voluntary, and it is expected that organizations will have to obtain and maintain ISO 14001 in as many numbers as possible in the future. It has been proven that where they have such a certificate, they think more about the impact of the business entity on the environment. In this direction, they act as a whole team, both management and employees, and strive to improve the environmental management system [59]. The ISO 14001 standard is universal. It operates voluntarily, to prevent pollution and to improve the regular process. There are six levels for compliance with ISO 14001, which include the development of environmental policy, product group determination, services that have an impact on the environment, definition according to legal requirements, setting company priorities, goals to reduce the impact on the environment, if necessary, adjust the organizational structure where responsibility is defined, way of training and communication, documentation and it is necessary to check and, if necessary, correct the management of the environment. The ISO 14001 standards were first launched in 1996 and last in 2015. Successes have already been proven through a positive impact on the environment, there is more awareness of the importance of the environment [60]. Small and medium-sized enterprises represent the largest sector of the economy, which are also the most polluting, so it is not surprising, that, to be more successful, employees must be involved in the environmental management system. At the same time, it is pointed out that it is necessary to obtain consultants and to understand the means used for supervision. ISO 14001 certification is important because it also relieves the environment and is applicable globally. Investors invest in companies with ISO 14001 and their green production, and this trend leads to the sustainable development of the environment, therefore, it is not surprising, that companies spend a lot of time, resources to obtain ISO 14001 [61].

METHODOLOGY OF RESEARCH

The study method is qualitative research that was conducted in several stages. In the first part, the research was based on theory, where the studied topics were presented with the help of various literature, and on this basis, hypotheses and sub-hypotheses were set.

Commitment is formed gradually, through a process of action, execution, when it reaches a constant level and that is constant, it is part of organizational culture. From this point of view, the basic hypothesis is:

- H1 The classification of organizational culture has a positive effect on normative commitment.

The normative commitment of an employee in an organization can be expressed directly or indirectly. From this point of view sub-hypotheses are following:

- H1a Clan culture has a positive effect on direct normative commitment.
- H1b Adhocracy culture has a positive effect on direct normative commitment.

- H1c Market culture has a positive effect on direct normative commitment.
- H1d Hierarchy culture has a positive effect on direct normative commitment.
- H1e Clan culture has a positive effect on indirect normative commitment.
- H1f Adhocracy culture has a positive effect on indirect normative commitment.
- H1g Market culture has a positive effect on indirect normative commitment.
- H1h Hierarchy culture has a positive effect on indirect normative commitment.

Surveys represent the second part of the research. Group of included international companies together employ 114 employees in the logistics departments. Of these, 52 were questioned, which means that this is 45.61% of all logistics experts. Survey was carried out in 2019 and 2020. The responses were recorded mainly by the Likert scale, which in this case was a seven-point scale. Consent rates ranged from one, which meant no disagreement at all, to a maximum of seven, which meant very strong agreement.

The total number of questions in the survey was 39. The survey consisted of the following three sections:

- The first set consisted of 7 demographic and general questions. The first set consisted of 7 demographic and general questions.
- In the second part, the survey was followed by 24 questions from the field of organizational culture. These questions were divided into 6 dimensions by four questions, denoted by A, B, C, D. The dimensions were related to the discovery of the dominant characteristics of the company, leadership style, behavior, and management of employees, what is the glue of the organization, what are the strategic emphases and criteria for success. The selected answers by dimensions with A, B, C, D essentially represent four classifications of organizational culture namely, in alphabetical order, the culture of clan, adhocracy, market, and hierarchy. The set of organizational culture surveys is the Organizational Culture Assessment Instrument [23]. The focus of the research is to determine the current classification of organizational culture according to the Likert scale [62]. The Organizational Culture Assessment Instrument has also been used in some other related research in the field of logistics, e.g. [63].
- In the last part of the survey, there were 8 questions on the topic of normative commitment, where additional direct and indirect normative commitment was identified.

The direct influences arising from the organizational culture on normative commitment were analyzed. After the acquisition, the data were examined, and computer-processed. The average means and means mode values were sought. And with the help of the SPSS program, the Pearson correlation coefficient by hypothesis and sub-hypotheses. The research process is presented in Figure 1.

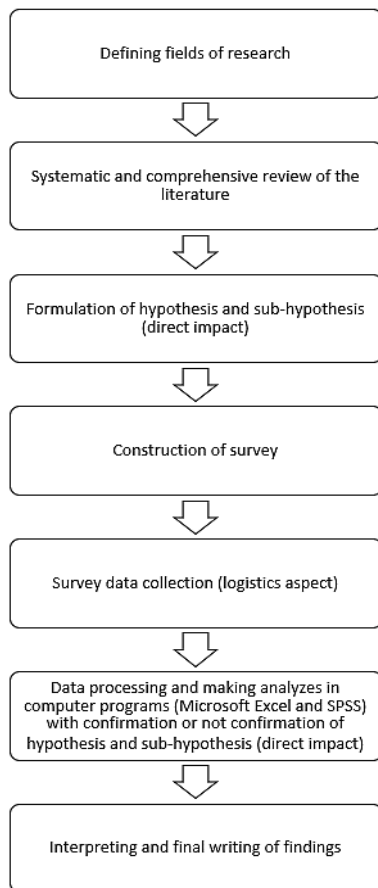


Fig. 1 Research process

Table 1 presents the sample of demographic and general data.

Table 1
The demographic and general data

	Man (%)	Woman (%)	Total (%)
Gender	73	27	100
Education			
High school or less	56	9	65
Higher	2	7	9
High	6	6	12
University or more	10	4	14
Work more than 40 hours a week			
No	17	15	32
Occasionally	33	10	43
Yes	23	2	25
Thinking about employment elsewhere			
No	33	17	50
Occasionally	31	8	39
Yes	9	2	11
The total length of service			
The proportion of the total length of service in the current organization	35	13	48
Share of total length of service in other organizations	39	13	52
The total length of service in the current organization			
The proportion of total length of service in the current organization at the current job	40	9	49
The proportion of total length of service in the current organization in other positions	33	18	51

RESULTS AND DISCUSSION

The reliability of the questionnaires was calculated using the Cronbach Alpha Coefficient in order to test whether the questionnaire applied in the study is valid and suitable for the purpose of the research. According to the result of the reliability analysis made with all the questionnaire questions, the reliability coefficient was determined as $\alpha = 0.869$ and it was determined that the scale was quite reliable.

Figure 2 shows the results of the average means values of organizational culture, by four classifications, and by gender and total. It can be seen from Figure 2 that no classification of organizational culture explicitly does not dominate.

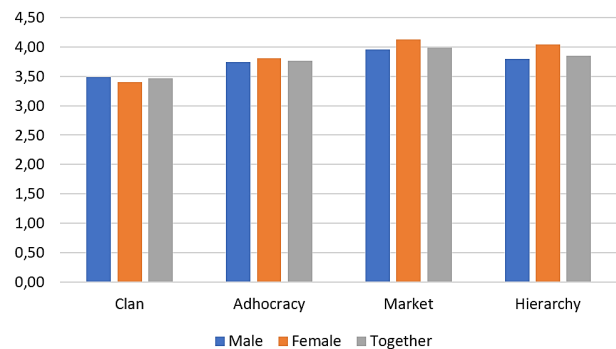


Fig. 2 Average means values of organizational culture

In the area of normative commitment, the share of direct and indirect commitment, according to the average means, both by gender and total, was investigated, which is shown in Figure 3.

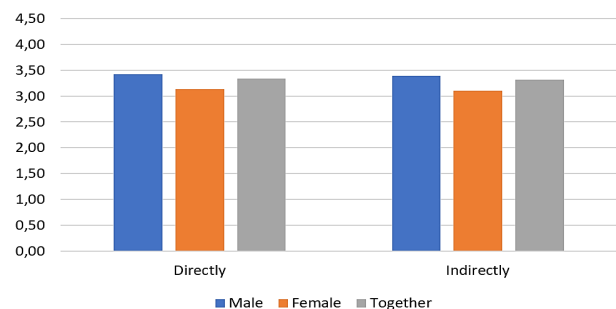


Fig. 3 Average means values of normative commitment

It can be seen from Figure 3 that women are more critical to both forms of normative commitment. The average means of normative commitment achieve solid values, which means that employees are committed to the goals of the organization, which includes a commitment to environmental protection.

The study of the average means between the common organizational culture and normative commitment was also performed from the point of view of gender and jointly and is presented in Figure 4.

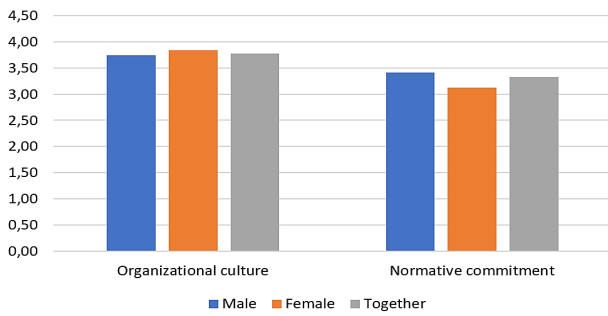


Fig. 4 Average means values of organizational culture and normative commitment

Regarding Figure 4, it can be seen that the female gender evaluates organizational culture better than normative commitment compared to the male gender. Organizational culture is better evaluated compared to normative commitment.

Means mode values were also measured, which gave information of which value was most often recorded as an answer. The means mode value according to the individual classification of organizational culture was 4, which meant agreement, regardless of gender. The most frequently perceived response and thus the means mode value of normative commitment, regarding direct and indirect normative commitment was in most cases, by gender and a total value 3, except in the case of indirect normative commitment on the part of women, a value of 2 is perceived. Means mode value from the point of view of all classifications of organizational culture together is independent whether viewed separately by gender or if all respondents are considered together, a value of 4 is perceived. When examining the means mode value from the aspect of overall normative commitment, a value of 3 is found in the male population and in total for both genders, meanwhile, if considered only from a woman's point of view, the value is perceived 2.

Figure 5 explains that the employees who are in the hierarchy organizational culture have a higher opinion of thinking about employment somewhere else.

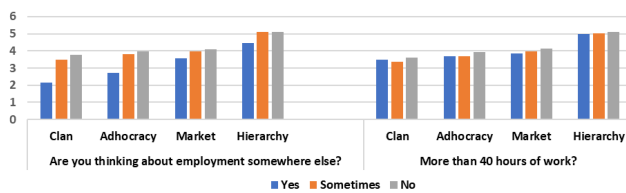


Fig. 5 Average values for organizational culture, working conditions and employment decisions

On the other hand, it is seen that the intention to leave the job in the Clan organizational culture is lower than in other organizational cultures. While working rates of more than 40 hours are close to each other in the Clan, Adhocracy, Market cultures, it is noteworthy that it is very high in the Hierarchy culture.

Figure 6 shows that the total working time of the participants in the sample is the most between 31-40 years (\bar{x} = 4.859) at most, and 21-30 years (\bar{x} = 4.6389) when those who work in the same position.

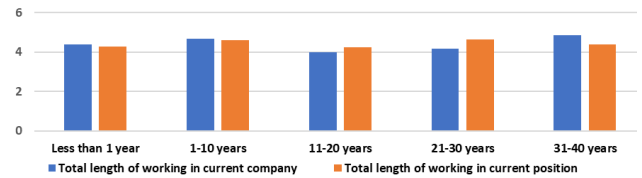


Fig. 6 Average means values of normative commitment

On account of these results, it was concluded that employees commitment to the organization is high. Based on the analysis with the SPSS program, the Pearson correlation coefficient was used to verify the connection between the independent organizational culture acceptor and the dependent normative commitment acceptor. The obtained results are presented in Table 2.

Table 2 Analysis of correlation between variables

	N	Clan	Adhocracy	Market	Hierarchy	Normative
Clan	3,4647	1				
Adhocracy	3,7564	0,821**	1			
Market	3,9936	0,314*	0,564**	1		
Hierarchy	5,0353	0,741**	0,778**	,543**	1	
Normative	4,4391	0,443**	0,373**	0,141	0,265	1

** . Correlation is significant at the 0.01 level (2-tailed)

* . Correlation is significant at the 0.05 level (2-tailed).

A strong relationship between organizational culture sub-factors (Clan, Adhocracy, Market, Hierarchy) and normative commitment in the electric industry has been determined. When the findings related to the organizational culture sub-dimensions were examined, it was seen that the perceptions of the Hierarchy (\bar{x} :5.0353) sub-dimension were the highest, and the perceptions of the Clan (\bar{x} = 3.4647) sub-dimension were the lowest among all dimensions.

Table 3 Regression analyses between organizational culture and direct normative commitment

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients	Beta		
	B	Std. Error	Beta			
Clan	0.314	0.244	0.328	1.290	0.203	
Adhocracy	-0.029	0.332	-0.032	-0.087	0.931	
Market	0.269	0.270	0.316	0.996	0.324	
Hierarchy	0.250	0.255	0.369	0.980	0.332	

^a Dependent Variable: Direct normative commitment.

When the results in Table 3 are examined, it is seen that the established regression model is valid at the 0.001 significance level. It was determined that the factors affecting normative adherence did not affect the direct normative commitment positively. Also, results show that 95% of the change in organizational culture sub-factors is with normative commitment.

Table 4
Regression analyses between organizational culture and indirect normative commitment

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Clan	0.133	0.220	0.140	0.603	0.549
Adhocracy	-0.103	0.299	-0.116	-0.344	0.732
Market	0.068	0.243	0.081	0.278	0.782
Hierarchy	0.586	0.230	0.875	2.547	0.014

^a *Dependent Variable: Indirect normative commitment.*

The model formed by the dependent variable organizational culture sub-dimensions and independent variable normative commitment was found to be significant as a whole ($F = 265,150$, $p < 0.001$). In the regression analysis; It is seen that only Hierarchy culture in organizational culture indirectly increases normative commitment. Every 1-unit change in organizational culture creates a 97% change in the indirect normative commitment. The following sub-hypotheses can be confirmed: H1h Hierarchy culture has a positive effect on indirect normative commitment.

DISCUSSION

In research, most of the surveys were obtained from males – 73% of all participants. By education, high school or less predominates in 65%. Demographic data show that more men have a university degree or more and that the image is inverted in higher education, to the benefit of women. It is gratifying that higher education is distributed proportionally among the population.

43% of employees explain that the schedule is not always a criterion for work, who occasionally work more than 40 hours a week, always 25%, which means they adapt to the needs of the employer. In favour of loyalty to the employer, it is certainly a fact that 50% of employees do not consider employment elsewhere and that, on the other hand, only 11% are included in a survey that considers such a possibility. Other employees think about this possibility from time to time. When studying the total length of service, which is equal to the length of service in the current organization, an affirmative answer of 48% was obtained. A review of total service results with the same workplace answer of 49% was obtained. This confirms that employees are committed to the employer, the workplace, the goals of the organization, including environmental protection.

Regarding analysing the classifications of organizational culture, it is gratifying that none of the organizational cultures especially stands out, which is also confirmed by the means mode value of organizational culture, as the value 4 appears all the time. It is very interesting, that the order of classification of organizational culture is the same, regardless of gender or if the data are viewed together. By average means values, the first is market culture, the second hierarchy, followed by Adhocracy, and the last is clan culture. However, detailed research shows that women

are more aware of the presence of market culture, hierarchy, as well as Adhocracy culture, because these values are higher by about 2% to 6% compared to the recorded values in men. A lower value was found by females in the clan culture, which was rated at an average of 3.40 compared to males, where the average mean was found at 3.49. The order of organizational culture and the fact that the culture of the hierarchy is in second place can also be attributed to the fact that the companies are ISO certified (has ISO 9001 and ISO 14001), where everything must be documented. Operating according to these certificates requires that all procedures and regulations be written down, defined in advance, and from this point of view the greater influence of this type of culture is also perceived. It is interesting that men, compared to women, rated about 9% better according to the obtained average means values, both directly and indirectly, normative commitment. It is attractive that regardless of whether the order is viewed by gender or collectively, direct normative commitment is more represented, compared to indirect, although the advantage is minimal, approx. 1%, according to all criteria. However, when the means mode value of the normative commitment is analysed, a value of 3 is recorded when it comes to the male or total population, regardless of whether it is a direct or indirect normative commitment. In the female population, the value of 3 is recorded in the direct normative commitment, while in the indirect population the value of 2 is determined. If a commitment to operations is detected, a commitment is also detected for all activities, which originate from this business, which means that employees are also committed to the environment, which confirms that environmental management has been developed according to the ISO 14001 standard.

It was found that men rated organizational culture about 9% better compared to normative commitment. Women also rated organizational culture better with a value of 3.84 compared to normative commitment, where a value of 3.12 was achieved. When both genders are scrutinized together, the organizational culture also achieved a higher value at the average value, namely 3.77, but the normative commitment 3.33. It was found that women rated the overall organizational culture much better at the average mean, where they gave it a value of 3.84, but men 3.74. In normative commitment, the situation was just the opposite. According to average means values, men rated normative commitment at 3.41 and women at 3.12. Means mode values of organizational culture are constantly 4, regardless of whether it looked at gender collectively or separately. In the same aspect, normative commitment records a value of 3 in the male population and a total of both genders, but if viewed only from the point of view of the female then the value is 2.

The latter finding demonstrates that certain gender differences occur in the assessment. For respondents in the studied group of logistics professionals hypothesis H1h (hierarchy culture has a positive indirect effect on normative commitment) can be confirmed. However, one sub-

hypotheses were confirmed. For all other sub-hypotheses, it was found that they could not be confirmed on the case study from practice.

The results obtained in our study support the literature. Ssemugenyi et al [64] point out that organizational culture is the widely shared values within an organization that provide coherence and cooperation to achieve goals. Moreover, they explain that enterprises should invest in a cooperative culture that glues employees and customers together for organizational excellence in the Electrical Energy Sector in Kenya. Ahmad et al. [65] declare that several factors of organizational culture such as task orientation, collaborative norms, collective rewards, and open communication do not significantly affect employees' ability to absorb information in the Malaysian Electrical and Electronics sector. Rangkeskam and Chien-watanasook [66] emphasize that organizational culture positively affects the innovative behaviours of the employees and so innovative behaviours of the employees increase organizational commitment in the electrical and electronic industry.

Pakpahan [67] provides evidence that the stronger the organizational culture in the Indonesian company, the higher the normative commitment. Yiing and Ahmad [68] find that organizational culture does not affect the relationship between organizational commitment and job satisfaction in Malaysia. Simosi and Xenikou [69] conclude that the organizational culture analysed served as a mediator in the relationship between leader behaviour and employee' normative commitment in Greece's company. Messner [70] suggests that there is a strong relationship between normative commitment and organizational culture sub-factors such as "in-group collectivism, uncertainty avoidance, performance orientation" in India.

The positive connection of clan culture with normative commitment was also confirmed by a survey among 344 employees in the logistics industry in Turkey, which also proved a positive connection with the classification of organizational culture Adhocracy [71]. Although none of the classifications of organizational culture by average means values, there are certainly differences in the very characteristics of organizational culture in the basis and thus also a different influence on other factors, in this case, direct and indirect normative commitment. Despite the fact that minimal differences have been found, all employees pursue common goals, which are written in the strategy and together achieve enviable results in companies, as in caring for the environment. In any case, it is positive that they have their business organized according to ISO 9001 and ISO 14001, because this is also proof that they are also working towards environmental protection. The path to the ISO certificate leads through individual stages, procedures and control processes, which all enable the transparent operation of the entity as a whole and also to the protection of the environment. Obtaining the first ISO 14001 certificate is certainly one of the basic primary factors of environmental protection and each repeated procedure is already its secondary factor. In operation, busi-

ness, everything is intertwined, interconnected. Organizations already have an organizational culture in their strategy, and it is implemented through employees who are directly or indirectly committed to the organization and thus together they are on their way to protecting the environment, especially if they have certificates that confirm this orientation and ISO 14001 is certainly proof of that.

CONCLUSIONS

Based on the analysis, it is claimed that these are very real data, which are an indicator of the current situation in the economy, and that the respondents answered honestly.

According to the classification of organizational culture, the results of the survey rank market culture first, followed by hierarchy culture, Adhocracy and clan culture. From this it can be concluded that surveyed companies adapts to market conditions, work procedures are outlined in advance, that there is both creativity and teamwork. It was evaluated that the validity and reliability of the organizational culture and normative commitment scale used in the research were high.

As a result of the research, it has been proved that there is a positive significant relationship between organizational culture and normative commitment in the electro industry. It is welcome that direct normative commitment is more present than indirect because it is always easier to confront directly.

It is gratifying that half of the respondents do not consider employment elsewhere, that 39% are such that they think about this possibility from time to time. In favour of normative commitment and commitment to all goals of the organization, including environmental protection, the result is that almost half of the employees are those who have been working in the current organization, and almost half of them are in the same workplace.

The essence is the interaction, between the organization, the employee when they influence each other with their actions. It has been found that the organization influences the employees, and at the same time, the thinking of the employees influences the organization. This definition also implies concern for the environment of the individual, team, business entity in connection with the commitment to environmental protection.

This research can be the basis for further study of the field. Certain limitations were included in the research, which can also serve as a great opportunity for further research. Research has shown that it is also necessary to focus on gender, which may feel the same thing differently, which organizations should also consider in the future. It is an indisputable fact that companies should consider both organizational culture and normative commitment in their processes if they want to achieve long-term and short-term goals.

The limitation of the study is that it is limited to the companies in electric energy sector and its supply chains from logistics perspective. Therefore, a generalization cannot be made for all sectors. However, it is possible to obtain more general results with a larger sample size selected

randomly. Further studies can look at the relationship between organizational culture, normative commitment, job satisfaction, and performance by adding a longitudinal time perspective with SEM models.

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