ORGANIZATIONAL CULTURE AS A MODERATOR BETWEEN PATERNALISTIC LEADERSHIP STYLE AND ORGANIZATIONAL COMMITMENT: A CASE OF BANKING SECTOR, IRAQ

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Article history:		Abstract:
		This study seeks to examine the mediating role of organizational culture between the patriarchal leadership style and organizational commitment in the banking framework. This is an interpretive study based on 345 employees working in two private banks located in southern Iraq. Bank of Baghdad and Al Janoob Islamic Bank using a stratified sampling technique. Data were collected using the organizational commitment scale, the parental leadership scale, and the organizational culture scale. Descriptive statistics, reliability analysis, Pearson correlation and hypothesis testing using multiple hierarchical regression were used. The results indicate that the paternalistic leadership style closely related to organizational commitment and organizational culture acted as the mediator in this relationship. The study also indicated the positive relationship between patriarchal leadership style, organizational culture, organizational commitment and organizational culture.

1. INTRODUCTION

Organizations strive for eternal success that depends on many external and internal factors (Alvesson & Karreman, 2016). Among these factors, human resources are the most valuable, strategic and decisive internal factor that leads the organization towards victory and manages it efficiently, effectively and efficiently (Brewster, 2017). Human resources, capital, technology and quality processes are the main pillars of any organization; It can be a source of competitive advantage due to its uniqueness (Obaidat et al., 2018). Human resources are an asset that manages operations and deals with the use of technology. That is why the attention of organizations has shifted to "people", i.e. employees of an organization (Stone et al., 2015). Employees play a crucial role in the organisation. A high level of engagement and commitment is a source of increased performance and productivity for any type of organization (Kaplan & Kaplan, 2018). Organizational commitment is one of the basic criteria for any organization in order to maintain employee

satisfaction and expect them to perform better for the organization in return (Youssef, 2017).

The primary factors that maintain employee commitment and satisfaction in the organization are financial rewards, culture and leadership style as McNeese-Smith (1997) has argued that employees will likely be more productive and more committed to the organization in all its ups and downs if they are fair. Good salary categories, good working condition and better driving style. Albion and Gagliardi (2007) have argued that employee management is highly dependent on the leadership style of an organization. Leadership is seen as a contributor in many aspects and its strength cannot be ignored (Randeree & Chaudhry, 2012). In a time of crisis in organizations, organizational decision makers emphasized the need for real and positive direction by leaders and the development of a strong organizational culture in the organization to get the organization out of crisis (Paquin, 2018). Northouse (2007) argued that if a leader and his/her style are found trustworthy and fair, employees will follow the leader in achieving

goals and in maintaining a positive organizational culture. Although there are a number of leadership styles, the paternalistic leadership style has gained immense importance from the past few years. Patriarchal leadership is often seen as the leadership style used mostly in Asian societies, as it is deeply rooted in "Chinese Confucianism" (Zhang et al., 2015). Parental leadership style (PLS) has been defined as "a style that combines strong discipline, authority, and parental benevolence" (Chen et al., 2014).

A positive leadership style can increase commitment at the organizational level by having a supportive organizational culture (Celik et al., 2015). Organizational commitment is defined as "the employee's sense of obligation to remain with the organization: feelings resulting from internalizing normative pressures exerted on the individual before entry or after entry" (Yousef, 2017, p. 79) while organizational culture can be defined as "a set of artifacts (called also practices, emojis, or shapes), values, beliefs, and underlying assumptions that organization members share about appropriate behavior" (Dirt et al., 2000).

The financial sector, which is one of the major contributors to the service industry, plays a pivotal role in the development of the economic life of the country (Zhang, 2000). The financial services sector is spread all over the world in terms of profits and this sector consists of a diverse group of businesses which includes banks, insurance companies and credit card companies (Sutton & Jenkins, 2007). While talking about the financial sector in Pakistan, Bushra et al. (2011) discovered that today's economy is highly dependent on the banking sector in terms of day-to-day transactions and that banks play a vital and beneficial role in the progress of a developing country like ours. . Samuel (2011) conducted research on the banking sector and the foundations of leadership relationships, job satisfaction (JS), and organizational compliance (OC). The study concluded that leadership style is one of the most important aspects in raising the level of employee commitment and providing a good and professional environment. He also noted the significant and positive relationships between leadership style, service quality, leadership style, OC style, leadership and youth performance. The bank environment affects the effectiveness of leadership and its effect on the behavioral and performance outcomes of employees (Malhotra & Mukherjee, 2004). Therefore, the influence of culture on the relationship of leadership and outcomes is of paramount importance and requires in-depth research. An attempt was made to find empirical evidence in Iraq, but it was noted that this region was largely ignored in this part of the world, proving that.

1.1 *Objectives of the study.*
The study seeks to explore that how culture act as a moderating variable. Main objectives of the study include the following:
1- To explore the existence of a relation between Paternalistic Leadership Style and Organizational Commitment.
2- To test the impact of a relation between Paternalistic Leadership Style and Organizational Culture
3- To explore the existence of a relation between Organizational Culture and Organizational Commitment.
4- To investigate the moderating role of organizational culture between Paternalistic Leadership Style and Organizational Culture.

1.2 *Significance*
The main advantage of research is that it will help organizations develop a strong organizational culture and adopt a leadership style that is beneficial and provides them with higher productivity and profitability. Leaders in any organization are the ones who can motivate and frustrate employees, so it is essential for organizations to choose the best and most effective leadership style. Practically speaking, it will help banking sector managers to understand the leadership style that makes employees more committed and loyal to the organization. It will also help managers realize that when employees comply, they engage in such behaviors that increase the overall productivity of the organisation.

The research work will also help policy makers to renew their strategy for improving human resources and issues related to the organization, as organizations constantly strive to develop the best organizational culture and find appropriate ways to encourage employees to improve the productivity of their work. This study will generate valuable facts about the current culture of private banks in Iraq. This study will contribute to expanding the literature on management and human resource management. Based on this study, managers will be able to discover the best ways to develop a better culture that leads employees towards OC. Therefore, organizations should critically analyze what type of culture and leadership style would be beneficial to them and thus organizations should advertise them appropriately to each individual successively with the intent of creating and retaining a committed workforce.

2. LITERATURE REVIEW
Leadership is one of the greatest study matters in social sciences. It is a common action and is apparent in humans and animals (Bass, 2008). According to Van Vugt (2006), sociologists agree upon that no human societies exist in the absence of leadership. Leadership exists in all cultures and is present since the people

have cooperated with each other (Rukmani *et al.,* 2010). Leadership is very significant for all cultures but regardless of its significance, little consensus is present about its origins, definitions and importance (Celik *et al.,* 2015; Dickson *et al.,* 2003). It is notable that the word leadership becomes visible in the British Parliament for the first time around 200 years ago (Dorfman, 1996). According to Northouse (2007), leadership is a process and the ability of an individual to inspire a group of people towards the accomplishment of mutual goals. Aksu (2009) stated that for every kind of problem in the organizations, there is a suitable leadership theory.

2.1 Paternalistic Leadership
Paternalism is originated from the Latin language and word 'pater' meaning 'father' (Oner, 2012). There has been

extensive amount of research on Paternalistic leadership in the last few years (Chan et al., 2012). In the last two decades paternalistic leadership has got great attention around the world (Aycan, 2006; Pearce, 2005; Pellegrini & Scandura, 2008). Paternalism can be linked to the early works of Max Weber. Weber hypothesized that paternalism is one form of legitimate authority (Pellegrini & Scandura, 2008). Scholars of leadership studies have identified that Asian countries give more favor to this form of legitimate authority (DenHartog, 2004). In Asia, Paternalistic leadership is an influenced leadership (Chan *et al.,* 2012). Farh and Cheng (2000) argue that in Asia paternalistic leadership is based on the ideology of Confucianism. Wang and Cheng (2010) argue that paternalistic leadership was proposed as a prime Chinese Leadership theory. The concept of this leadership theory was developed to cover the behavior of Chinese business leaders in organizations (Farh & Cheng, 2000). Uhl-Bien and Maslyn (2005) state that paternalistic leadership is considered negative in the Western world whereas Pellegrini and Scandura (2008) argue that in non-Western world like India, Pakistan, China, Japan and Turkey, it is perceived as positive style. This style has received a great attention in the non-Western culture (Farh *et al.,* 2008).

2.2 Organizational Culture
Organizational culture is a widely used term. The concept of culture is extracted from the metaphor as something cultivated (Watson, 2006). According to Hofstede (2001) culture exists at different levels in the organization. It is the responsibility of managers to develop a strong organizational culture in the organization (Watson, 2006). Organizational culture has been described by Poskiene (2006) as the complex set of philosophies, commitment, values, assumptions, beliefs and norms that are shared among the members and that joins an organization together and become a source of advantage and innovation for

the organization.

Culture can be divided into different categories. Daft (2005) classified the organizational culture as Adaptability, Clan, Achievement and Bureaucratic. Culture can also be divided in Clan, Adhocracy, Market and Hierarchy cultures (Cameron & Freeman, 1991; Quinn & Rohrbaugh, 1983). Goffee and Jones (1998) classified culture into Communal, Fragmented, Networked and Mercenary types. Wallach (1983) categorized culture into three types as Bureaucratic, Innovative and supportive culture. Wallach's (1983) categorization of culture is utilized for this study, as it is widely used and accepted categorization. Wallach (1983) stated that these three categories are the lifeblood of an organization.

A bureaucratic culture is managed by rules and regulations. In such culture employee is not given empowerment and employee fulfills his tasks as specified by his managers and an employee is not given any freedom in such culture. This type of culture is a hierarchical culture (Kaungo *et al.,* 2001). In this type of culture, managers can effectively control, administer, coordinate and maintain efficiency (Cameron & Quinn, 1999). Williams and Attaway (1996) stated that bureaucratic culture is slow to change. In such culture, participant's jobs and duties are contractual in nature and the roles of participants are setoff in advance. The congruity of goals is low in such culture and for the attainment of goals; each group uses the other group for its own purpose.

The supportive culture emphasizes on team work and collaboration. Such culture is people-oriented and employees collaborate with each other in a trusting working environment (Kaungo *et al.*, 2001). A supportive culture consists of teamwork and trusting working environment. People are usually friendly and cooperative. In such culture employees encourage each other's contributions and accomplishments and support each other (Marks *et al.,* 2001). In a supportive culture, empowerment and cooperation level is very high. In such culture, managerial control is also present but this control is only based on inter-relationships and socialization which leads to a mutual commitment of both the manager and the subordinate. The congruity of goals is high in supportive culture and participants of supportive culture share healthy goal congruence (Williams & Attaway, 1996).

2.3 Organizational Commitment
Organizational commitment (OC) is a broader concept that can be overlapped with the other concepts such as job involvement and career satisfaction (Reichers, 1985). For more than thirty years organizational commitment is considered as a significant topic of organizational studies (Fisher *et al.,* 2010). Extensive amount of research is present about organizational

commitment and different scholars and researchers have identified various antecedents and outcomes of organizational commitment (Elele & Fields, 2010). OC is an approach that defines the connection between the employee and the organization and to demonstrate this connection, employee follow a set of behaviors called organizational commitment (Stites & Michael, 2011).

Meyer and Allen (1990) identified that there are three elements of organizational commitment: Affective commitment (AC), Continuance commitment (CC) and Normative commitment (NC). Organizational commitment remain to be a significant area for research in HRM and management and this study will cover all the three components of commitment i.e., AC, NC and CC and the contemporary investigation finds out its relationships with Paternalistic leadership style.

3. Conceptual Framework and Hypotheses Development

Leadership styles are the basis of organizational commitment (Williams & Hazer, 1986). Committed employees are important factors in achieving the organizational goals and leadership behavior is noteworthy in maintaining the workers commitment (Firth *et al.,* 2004). Leadership behavior is directly related with employee's outcomes such as employee's commitment (Erkutlu, 2008). Employee's commitment is greatly influenced by the leader's behavior such as creativity and supportiveness. In order to keep an employee committed, there must be effective communication and trustworthiness between employee and leader (Avolio *et al.,* 2004). Bass (2008) found that followers show higher level of organizational commitment when a leader trust the followers, include the followers in decision-making, motivate the followers to apply new techniques and methods to solve the problems and identify the follower's needs. Walumbwa and Lawler (2003) found that leaders who recognize the needs of the followers and motivate them to work with their full potential, their employees show higher level of organizational commitment. Leaders who motivate the followers, their follower's dignity, self-actualization and morale are increased by the action of their leaders which ultimately enhance the employee's commitment for their organization (Srithongrung, 2011).

Erben and Guneser (2008) established a significant positive association of paternalistic leadership style and OC. Their study resulted that all three elements of paternalistic leadership (Authoritarianism, Benevolence, Moral leadership) is positively linked with the three types of OC (AC, NC, CC). Moreover, Rehman and Afsar (2012) conducted a study in SME's of Pakistan and they found that

paternalistic leadership has positive impact on increasing the commitment of employees. It can be hypothesized by considering previous findings that:

H1: There is a positive relationship between paternalistic leadership style and organizational commitment.

Leadership style is an important aspect to accomplish organizational goals. Numerous factors contribute to organization's success, such as leadership style and organizational environment that plays a fundamental role in the success of an organization (Lecturer, 2018). Various studies show that paternalistic leadership is significantly related with organizational culture (Ciralkar *et al.,* 2016). According to Harwiki (2016), employees can adjust to the organization's environment and can perform better if they get a fair guide to carry out their tasks and duties. Gupta and Sharma (2016) proposed that leaders with clear vision and benevolent style enhance employee's ability to perform their duties and such leaders help in creating and maintaining a positive and fair culture in organizations.

A study conducted by Sinaga *et al.,* (2018) concluded that there is a direct positive relationship between leadership style and organizational culture. In their study, they have found out that leaders, who take care of employees' needs, inspire their subordinates, and help them in achieving their goals as well as organizational goals effectively, become a role model and such leaders create positive environment in workplace and help in increasing organizational productivity. Bedi (2019) conducted a meta-analysis review of paternalistic leadership and found the association between paternalistic leadership and followers results with their tasks and duties. The findings suggested that both benevolence leadership and moral leadership significantly and positively affect the followers' outcomes while authoritarian leadership is negatively associated with the followers result. And organizational environment plays a consequential role in the association between paternalistic leadership style and followers work outcomes.

Liu (2014) did a research on Chinese SMEs (Small and Medium Enterprises). The purpose of this investigation was to explore the linkage between organizational culture and paternalistic leadership style. His study resulted that all four types of culture (Group culture, Developmental Culture, Hierarchical culture and Rational culture) have positive association with all three components of paternalistic leadership style i.e., Benevolent leadership, Moral leadership and Authoritarian leadership.

Yuzbasioglu and Dogan (2018) conducted a study with a sample of 243 employees of hotel industries functioning in Antalya, Turkey. They found out that

there is a positive direct relationship between paternalistic leadership style and organizational culture. Paternalistic leaders can increase the commitment of employees and together paternalistic leaders and employees can make a positive work environment. Following hypothesis has been developed on the basis of aforementioned findings;

H2: There is a positive relationship between paternalistic leadership style and organizational culture.

Significant work has been done on organizational commitment and organizational culture in different settings (Mohammadi & Zarei, 2015; Ismail & Razak, 2016; Anitha & Begum, 2016; Inanlou & Ahn, 2017; and Al- Shurufat & Halim, 2018). Hadian (2017) pointed out that many researches show the significant relationship between organizational commitment and organizational culture and they both majorly contribute in organizational performance. Edward (2016) argued that organizational culture is the most vital factor of organizational achievement and organizational commitment. Anitha and Begum (2016) conducted a research on service sector and found a positive and significant association between organizational commitment and organizational culture.

Al-Shurufat and Halim (2018) reviewed a number of studies on organizational commitment and organizational culture. Their paper pointed out that there is a strong significant relationship between organizational commitment and organizational culture, however in some studies they found out the weak association between these variables as well. Wiseman *et al.,* (2017) conducted a study on a selected higher education institution in South Africa. Results of their research revealed a strong and positive relationship between organizational commitment and organizational culture. Azizollah *et al.,* (2016) carried out a study in Zahden University of Medical Sciences and studied the relationship between organizational commitment and organizational culture. Findings of their study pointed out a strong and significant relationship between organizational culture and all three dimensions of organizational commitment (affective commitment, normative commitment and continuance commitment). Mitic *et al.,* (2016) conducted a study on 129 companies in Serbia and found the effect of certain components of organizational culture (future orientation, power distance, human orientation and performance orientation). Results of their study showed that dimensions of organizational culture are significantly correlated with organizational commitment.

Carvalho *et al.,* (2018) investigated the relationship between organizational culture (clan culture, hierarchical culture, adhocracy culture and market culture) and organizational commitment in the banking sector of Brazil. The study results suggested that Clan culture has a significant effect on all types of organizational commitment; Hierarchical culture has no significant correlation with affective commitment but has a significant relationship with continuance commitment and normative commitment. Similarly the results indicated that Adhocracy culture is significantly linked with affective commitment and normative commitment, while on the other hand Market culture has a significant and positive correlation with the continuance commitment. Wambui and Gichanga (2018) concluded that organizational commitment and organizational culture are significantly linked with each other and organizational culture has a crucial role in determining an employee's commitment. Mohammadi and Zarei (2015) examined the relationship between organizational commitment and organizational culture in Fajr Jam Gas Refinery with a sample of 280 subjects. The result of their study showed a strong and significant relationship between organizational commitment and organizational culture. Based on the previous findings, it can be hypothesized;

H3: There is a positive relationship between organizational commitment and organizational culture.

Organizational culture has important role in producing commitment and increasing the performance of employee (Lok & Crawford, 2001). Studies show that innovative and supportive culture is positively related with commitment and job satisfaction (Rashid, *et al.,* 2003; Silverthorne, 2004). Fisher and Mansell (2009) stated that meta-analytic analysis research on commitment shows that affective commitment, normative commitment and continuous commitment along with leadership have same shares across cultures as other variables have. Organizational culture and leadership are two closely linked terms (Schein, 2004). Gelfand *et al.,* (2007) pointed out that in the leadership and commitment research there is an indication for both generalizability and culture uniqueness. Randeree and Chaudhry (2012) argued that leadership styles may differ across cultures. According to Yukl (2002) certain leadership styles may influence innovation through cooperation with organizational culture. Li (2004) pointed out that different leadership behaviors have influenced on organizational commitment and this influence is dependent on organizational culture. In her study, it was found that all three kinds of organizational culture (Bureaucratic, Innovative and Supportive) acted as a moderating variable in the association of leadership behavior with OC. Moreover this moderation effect was found negative in her study.

Yiing and Ahmad (2009) posited that

organizational culture has no effect on the association of leadership behavior and OC. This hypothesis was partially rejected in their study as they found organizational culture a significant moderating variable in the association of leadership behavior and OC. Bureaucratic, Innovative and Supportive cultures were found significant moderating variables in the relationship of participative and supportive leadership behaviors with OC while on the other hand, bureaucratic culture did not significantly moderated

the relationship of directive leadership behavior with organizational commitment but the innovative and supportive cultures were significant moderating variables in the association of directive leadership behavior with OC. Considering previous findings it can be hypothesized that:

H4: Organizational culture (Innovative, supportive and Bureaucratic) can moderates the relationship between paternalist.
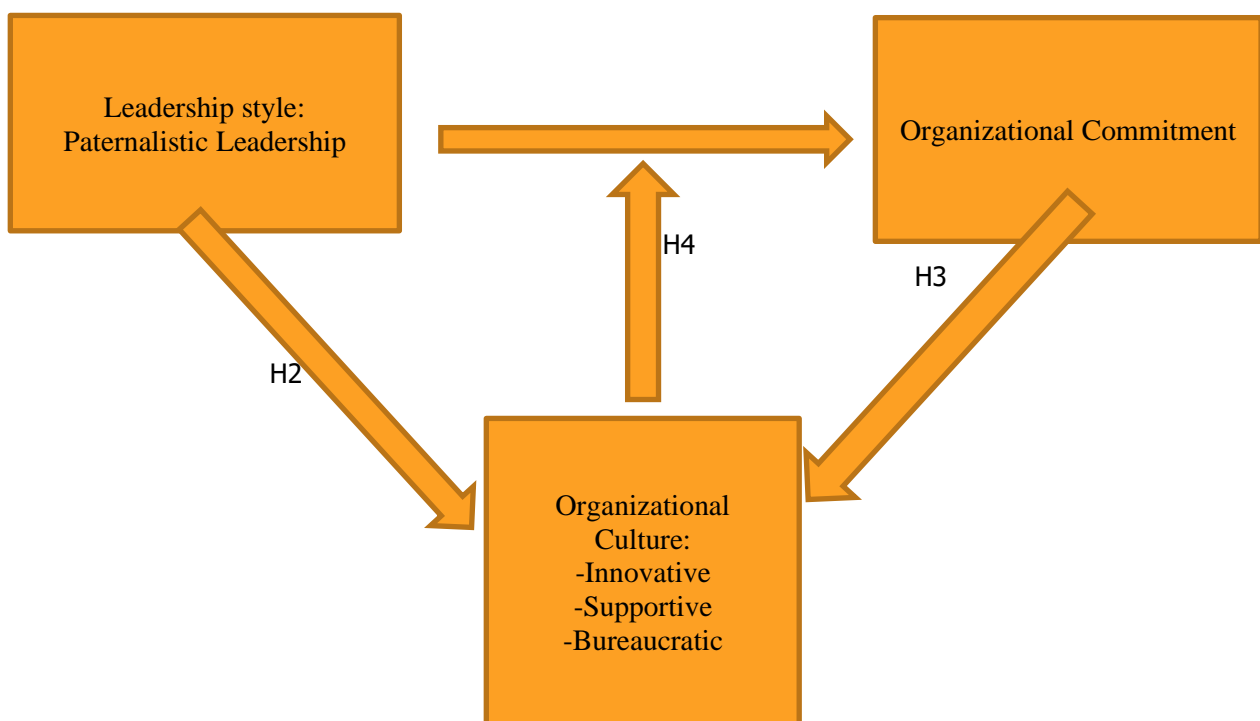
H1

Figure 1 Conceptual Framework

3. METHODOLOGY

This study is causal in nature with the use of a quantitative strategy. A cross-section research design was used in which researchers collected data simultaneously. The population is the private banks in Iraq. The target population of the current study is the administrative and non-management level employees in private banks in Iraq. Bank of Baghdad and Al Janoob Islamic Bank were selected for data collection. The reason for choosing these two banks is that these two banks are private, as the Bank of Baghdad is the largest private bank in Iraq, and Al-Harir Bank is expanding its branch network and enjoying a good position in the Iraqi banking sector. These two banks also cover a large proportion of the Iraqi population that deals with banks. Therefore, these two banks were chosen to achieve the objectives of this study. The sample size for the employees was calculated based on the Yamane equation (Yamane, 1967). Thus a random sample of size 345 is selected for this study using the random sampling strategy with the help of a list of sampling frames.

A structural questionnaire is used in order to collect data. The questionnaire is based on 35 items, of which 12 are adapted to measure PLS, 14 items measure organizational culture and 7 items measure organizational commitment using the five-point Likert scale.

The instruments of this study were adopted from different researchers and as follows;

Table 1: Questionnaire Classification

Variables	No. of Items	Source
Paternalistic Leadership Scale	12	Pellegrini and Scandura (2006)
Organizational Culture	14	Raed Ismail Ababaneh (2010
Organizational Commitment	8	Porter *et al.,* (1974)

As far as reliability is concerned, this study has used Chronback's Alpha to check the reliability. Gliem and Gliem (2003) provided the following rule of thumb for the Cronbach's alpha. i.e.: Reliability > 0.9 excellent, Reliability > 0.8 good, Reliability > 0.7 acceptable, Reliability > 0.6 questionable, Reliability > 0.5 poor and Reliability < 0.5 unacceptable.

4. DATA ANALYSIS

Data analysis has been done through descriptive statistics and inferential statistics. Table 3 discusses the demographic characteristics.

Table 3: Demographic Characteristics

Characteristics	Categories	Frequency	Percent (%)
Name of the Bank	Baghdad	304	88.4
	Al Janoob Islamic	39	11.6
Gender of the Respondent	Male	312	90.7
	Female	31	9.3
Level of Job	Lower level Job	102	29.9
	Middle Level Job	172	50.1
	Top Level Job	68	20.0
Age of the Respondent	20 or less	13	4.1
	21 to 30	97	28.4
	31 to 40	165	48.1
	41 or above	66	19.4
Experience with current organization	1 or less	90	26.4
	2 to 5	164	47.8
	6 to 9	69	20.3
	10 or above	18	5.5

304 employees belong to Bank of Baghdad and have a proportion of 88.4% whereas 39 employees have been selected from Al Janoob Islamic Bank and have a proportion of 11.6%. On the basis of level of job, 103 employees with 29.9% belong to the lower level, 173 employees belong to the middle level with a proportion of 50.1% and 69 employees were belong to the top level and had a proportion of 20%. Rest details are self-explanatory and are presented in the above table.

Table 4: Descriptive Statistics

Variables under study	Mean	Std. Deviation
Paternalistic Leadership	3.3832	1.17905
Organizational Commitment	3.6966	.91072
Bureaucratic Culture	3.2967	1.17929
Innovative Culture	3.3941	1.22150
Supportive Culture	3.5240	1.24402

Table 4 discusses the descriptive statistics of the study by taking mean and standard deviation.

The descriptive analysis showed that the association between organizational commitment and variables Paternalistic Leadership, Bureaucratic Culture, Innovative Culture and Supportive Culture lied at 3. It demonstrated that they have propensity in the direction of mean. Moreover, employees showed greatest commitment towards their organization. The employees were satisfied and happy for working in this organization and had no contrition on their decision for working in their organizations.

H1: There is a positive relationship between paternalistic leadership style and organizational commitment.

H2(1): There is a positive relationship between paternalistic leadership style and bureaucratic culture.
H2(2): There is a positive relationship between paternalistic leadership style and innovative culture.
H2(3): There is a positive relationship between paternalistic leadership style and supportive culture.
H3(1): There is a positive relationship between organizational commitment and bureaucratic culture.
H3(2): There is a positive relationship between organizational commitment and innovative culture.
H3(3): There is a positive relationship between organizational commitment and supportive culture.

Table 6: Results of Hierarchical Regression Analysis of Organizational Commitment on Paternalistic Leadership in Bureaucratic Culture

Independent	Model Summary				Coefficients [d]			
	R^2 excl. interaction[a]	R^2 incl. interaction[b]	ΔR^2	Sig. F change	B	Beta	T	Sig.
Paternalistic Leadership	0.875	0.898	0.022	0.00	-1.243	-1.628	-8.84	0.0889

Notes: R including paternalistic leadership and bureaucratic culture, but excluding the interaction paternalistic leadership * bureaucratic culture; [b]R^2 including interaction term paternalistic leadership * bureaucratic culture; [d]Coefficients of bureaucratic culture in the model: (constant), paternalistic leadership, bureaucratic culture, paternalistic leadership * bureaucratic culture

H4(2): Innovative Culture can moderate the relationship of paternalistic leadership style and organizational commitment.

Table 7: Results of Hierarchical Regression Analysis of Organizational Commitment on Paternalistic Leadership in Innovative Culture

Independent Variables	Model Summary				Coefficients			
	R^2 excl. interaction[a]	R^2 incl. interaction[b]	ΔR^2	Sig. F change	B	Beta	t	Sig.
Paternalistic Leadership	0.824	0.831	0.007	0.000	-0.850	-1.139	-3.621	0.000

Notes: [a]R^2 including paternalistic leadership and innovative culture, but excluding the interaction paternalistic leadership * innovative culture; [b]R^2 including interaction term paternalistic leadership * innovative culture; [d]Coefficients of innovative culture in the model: (constant), paternalistic leadership, innovative culture, paternalistic leadership * innovative culture

H4(3): Supportive Culture can moderate the relationship of paternalistic leadership style and organizational commitment.

Table 8: Results of Hierarchical Regression Analysis of Organizational Commitment on Paternalistic Leadership in Supportive Culture.

Independent Variables	Model Summary				Coefficients[d]			
	R excl. interaction[a]	R incl. interaction[b]	ΔR	Sig. F change	B	Beta	t	Sig.
Paternalistic Leadership	0.844	0.863	0.018	0.000	-1.519	-2.059	-6.843	0.000

Notes: R2 including paternalistic leadership and supportive culture, but excluding the interaction paternalistic leadership * supportive culture; bR2 including interaction term paternalistic leadership * supportive culture; dCoefficients of supportive culture in the model: (constant), paternalistic leadership, supportive culture, paternalistic leadership * supportive culture

Interactive Effects of Paternalistic Leadership and Supportive Culture on Organizational Commitment *H4* stated that Organizational Culture (Bureaucratic, Innovative and Supportive) has moderating effects on the relation of paternalistic leadership style and organizational commitment. Table 6-8 showed that positive association between paternalistic leadership and OC was weakened after adding the moderating variables (Bureaucratic, Innovative and Supportive). The interaction impacts for paternalistic leadership and bureaucratic culture (ΔR^2 = 0.022, β = -1.243, p > 0.05), innovative culture (ΔR^2 = 0.007, β = -0.849, p < 0.05), and supportive culture (ΔR^2 = 0.018, β = -2.059, p < 0.05) were significant for organizational commitment, supporting *H4(2)* and *H4(3)* and rejecting *H4(1)*,. Therefore, the null hypothesis pertaining *H4* is partially rejected. Organizational Culture (Innovative and Supportive) has significant negative moderating effect on the relationship between paternalistic leadership style and organizational commitment whereas bureaucratic culture couldn't moderate the relationship. Figure 2-4 graphically presents the interactional paternalistic leadership – organizational commitment association as moderated by bureaucratic, innovative and supportive culture, for which high and low levels are represented as one SD above and below the mean, correspondingly.

6-CONCLUSION

This study examines the relationships between patriarchal leadership style, organizational commitment, and organizational culture based on two private banks, the Bank of Baghdad and the Al Janoob Islamic Bank in Iraq. After the full analysis, it was found that all the study hypotheses were supported and that only H4(1) was partially rejected because bureaucratic culture did not significantly attenuate the relationship of parental leadership style and organizational commitment. This may be due to the bureaucratic environment of the banks where the employees are not given freedom and empowerment and the employees perform their duties as specified by the manager. Moreover, the commitment of the employees is effective through the leadership style and culture of the organization. The findings of the current investigation can help in developing and understanding the impact of leadership style and organizational culture towards regulatory compliance in the private banking sector in Iraq. This study is a significant contribution and helps policy makers who plan to improve their prevailing business structure. In short, the style of the leader and the culture of the organization influence the commitment of the workers which ultimately leads to organizational growth and productivity. Therefore, with a genuine and positive leadership style and a comfortable work environment in the organization, employees are more likely to perform their tasks effectively and develop a greater commitment to their organizations in the long run.

3. Limitations and future directions

This research is accompanied by some limitations. Here are the limitations of this study:

I. This study was limited to the private banking sector in Iraq. Further research could consider different sectors.

secondly. The study only considered data collection, so other cities may be considered in the future for data collection.

Third. Another limitation is the study design. The current investigation is a browser and data collection is simultaneous. Longitudinal studies can be conducted to determine the relationships between variables

3. RECOMMENDATIONS

There are some recommendations that are offered as possible ways to improve this study. Following are those recommendations:

i. Leadership is necessary for every organization and executives should be cognizant of the ways to get positive results from employees in order to improve the productivity of organization.

ii. Managers should consider the ways of keeping employees committed and satisfied at workplace.

iii. Managers should encourage the employees and allow them to take part in decision-making.

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