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To explore the impact of corporate culture and leadership behaviour on work performance, mental health and job satisfaction of employees: An empirical study

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Abstract: Background: The term “corporate culture” is used to describe a company’s long-standing norms and practices, as well as the staff’s views and the anticipated value of their job. Executives may need to adjust their leadership styles to achieve the organization’s goal, which may have consequences for the satisfaction of the workforce. Therefore, it is essential to appreciate the relationship between business ethos, management style, work performance, mental health and employees’ job satisfaction. **Methods:** Researchers was conducting a cross-sectional survey of Saudi Arabian and Indian employees. Data was be collected using a structured questionnaire. To test the reliability of the data, they will be analysed by “Cronbach’s a and confirmatory factors”. SEM was be used to show the relationships of organizational cultures and leadership behaviour on work performance, mental health and job satisfaction through IBM-SPSS and SmartPLS software. **Scope:** A corporation with a strong culture and effective leadership shares principles and norms of behaviour with its workers, which should aid them in attaining their goals and objectives. Employees could gain work recognition, mental piece, work performance and job satisfaction when they can accomplish the obligations allotted to them by the company. **Results:** Corporate culture were significantly (positively) correlated with work performance, mental health and job satisfaction. In the same way, leadership behavior was significantly (positively) correlated with work performance, mental health and job satisfaction. **Conclusions:** The organisational culture holds significant importance, exerting a substantial influence on the overall well-being and productivity of the work environment. The acknowledgement and acceptance of the organisational ethos by workers can have a significant impact on their work behaviour and attitudes when it comes to communication and promotion. When there is a positive interaction between leadership and employees, the latter are more likely to actively contribute to team collaboration and interaction. Additionally, they are more likely to be motivated to achieve the organization’s assigned mission and objectives. As a result, work performance, mental health, and job satisfaction are enhanced.

Keywords: corporate cultures; leadership behaviour; work performance; mental health and job satisfaction

1. Introduction

What makes an organization’s culture unique is the way its personnel interact with one another and with their assigned tasks. It also has to do with the shared understanding and adherence to the organization’s symbols and ideals (Ratnasari et al., 2019). An additional way to look at corporate culture is as the distinctive ways of thinking that people bring to the table. Consequently, it is critical to evaluate

employees' performance in the workplace. Employee stress levels can be significantly impacted by corporate culture, as opposed to other variables like insufficient incentives. Employee performance is heavily influenced by corporate culture. Performance refers to the actions or lack thereof by personnel (Dubey et al., 2023). The performance of employees holds great importance inside an organisation as it contributes to the enhancement of the organization's efficiency and effectiveness. What makes up a company's culture are the values, principles, and beliefs that everyone working there holds in common. Employee engagement and productivity are both affected by the company's culture. Because it establishes the norms and expectations for how employees should conduct their work, company culture influences productivity (Lund, 2003). An organisational culture that is robust facilitates transparent communication and active involvement in the decision-making process. Guo (2022) observed that organisational culture's influence on employee performance can be comprehended by thinking about important aspects like staff engagement, creativity and opportunity for error, reward structure, transparency in information sharing, and focus on satisfying customers. By including workers in the process of goal acceptance and task assignment based on individual obligations, staff loyalty boosts performance.

Leadership refers to an individual's capacity to exert influence over others, persuading them to take actions that are deemed acceptable by their followers, but also being adaptable in any given circumstance. Leadership is the act of exerting social influence to motivate and empower others in order to accomplish the objectives of an organisation. Effective leadership is essential for attaining objectives, inspiring staff, and overseeing employee productivity (Susanto et al., 2022). The concept of transformational leadership pertains to the establishment of a Benefield relationship characterised by the promotion of encouragement, performance, employee engagement, and management effectiveness. Over the course of time, destructive leadership behaviour has the potential to become the predominant characteristic of a company culture. The cultural orientation inside an organisation serves as an indicator of the leader's behaviour and motivations. The conduct of the leader and the organisational culture has a significant influence on the employee. Ineffective management influences employees' emotional quotient and well-being (Kim and Jung, 2022). Enterprises in the Indian small and medium-sized sector where the top brass has complete say appear to demonstrate this detrimental effect more frequently. Job discontent is also referred to by researchers as exit, voice, loyalty, and neglect. Within a robust organisation, individuals have the ability to express their opinions, serving as a cautionary signal for effectively addressing organisational issues. Leaders have a vital role in establishing an environment that encourages employee expression. The role of voice is crucial in the leader-member exchange inside an organization (Belias et al., 2015). The voice is suppressed when there is a decrease in trust and an increase in the influence of narcissism and the destructive role of the leader. Management must acknowledge the fundamental aspects of corporate culture and its influence on employee-related factors, such as work satisfaction, organisational commitment, and performance. According to Joseph and Shetty (2022), When it comes to organizational culture and its effects, there has been scant research on the link between company culture and employee

happiness on the job. The organisation comprises the personnel, and the conduct of its individual members has an impact on the results. The dearth of cultural studies focusing on workers makes it all the more important to learn how cultural factors influence employee actions and, by extension, how those actions affect the results achieved by the business.

The significance of cultivating a positive work environment for workers has led to a growing emphasis on mental health within corporate culture. The mental well-being of employees can be strongly influenced by a corporate culture that is helpful and constructive. Organisations that proactively place mental health as a priority often observe elevated levels of staff morale, enhanced productivity, and heightened employee retention. The incorporation of mental health initiatives into the business culture yields advantages not just for individual employees but also for the long-term prosperity and welfare of the organization (H. Khan et al., 2020). The concept of job stress refers to the adverse physiological and psychological reactions that occur when the demands of a job surpass the abilities and capacities of employees. This not only affects the well-being of individuals, but also impairs the productivity of workers. Job stress can be categorised into three primary components: stimulus, response, and interaction. The occurrence of stress can be attributed to many stimuli originating from multiple sources. The individual presents their response as anxiety. Interaction refers to the relationship between a stimulus and a response. The topic of mental health in the workplace has garnered a lot of attention from academics and professionals in the field (Jain and Christy, 2023). The rising profile of employee mental health in organizations is one reason for the increased attention. This is because mental health issues, including burnout, poor productivity, and work-family conflict, employee compensation claims, and absenteeism, can lead to significant financial burdens for businesses.

Worker efficiency and productivity are positively influenced by job satisfaction. Job satisfaction and staff retention are influenced by corporate culture and leadership style. Theoretically analyzing how organizational culture and leadership style affect staff fulfillment and retention was the goal of this comprehensive review. The disparity between the perspectives of workers and leaders regarding leadership behaviours is troublesome (Samsir and Muis, 2023). Organisational behaviour is a theoretical framework that shapes the understanding of followers regarding the necessary skills, beliefs, and assumptions. A robust organisational framework that integrates values and beliefs inside the workplace is associated with enhanced task performance and increased proficiency. Now more popular than conventional leadership, transformational leadership is the dominant style of leadership. The phenomenon of job rotation is significantly impacted by two key factors: professional dedication and job satisfaction, with job satisfaction being the predominant factor. High levels of work satisfaction and staff retention are outcomes of successful leadership. In order to achieve satisfaction, it is necessary to integrate both the organisational system and the values of the workers (Jamaludin and Subiyanto, 2022). Hence, it is imperative for leaders to align their perception with the understanding of their subordinates regarding professional standards and job expectations.

There has been a lot of study on how company culture affects employee

competence. Prior studies have focused on market and clan corporate cultures but have also investigated a wide range of employee competencies and company ethos. Workers' stress levels are examined in this study in relation to company culture and employee competency. Employees' mental and physical well-being are negatively affected by worker's stress, which has become a common occupational illness. Moreover, the impact of job stress on employee results and satisfaction has been documented (Michulek et al., 2023). Job stress can arise from various reasons, including but not limited to workload, insufficient rewards, and motivation. Moreover, it is imperative to investigate the significance of stress management among personnel in order to optimise their performance. This research offers further understanding of the relationship between employees' job stress and corporate culture, specifically focusing on the impact of adaptability competency (Novitasari et al., 2020). It suggests that employees with adaptability competency may experience higher levels of stress in a market culture compared to a clan culture. Market corporate cultures tend to be less stressful than clan cultures, which can be good news for customer-oriented employees.

1.1. Research gap

Many studies focus on corporate culture and leadership behavior within Western contexts. Research could explore how these factors vary across different cultures and how cultural differences impact their effects on work performance, mental health, and job satisfaction with respect of Saudi Arabia. The association between leadership conduct, business culture, and employee results is complex, and further study is needed to identify these intermediary variables (Amri et al., 2021).

While many studies identify associations between corporate culture, leadership behavior, and employee outcomes, there is a lack of research on interventions that organizations can implement to improve these factors and enhance employee well-being and performance (Avolio et al., 2004). Organizations that are looking to create a positive work environment could benefit from the understandings provided by research on intervention.

1.2. Objectives

- 1) To study the impact of corporate culture and leadership behaviour on work performance.
- 2) To explore the impact of corporate culture and leadership behaviour on mental health.
- 3) To study the impact of corporate culture and leadership behaviour on job satisfaction.

1.3. Research questions

What is the impact of corporate culture and leadership behaviour on work performance?

What is the impact of corporate culture and leadership behaviour on mental health?

What is the of corporate culture and leadership behaviour on job satisfaction?

1.4. Contribution

A corporation with a strong culture and effective leadership shares principles and norms of behaviour with its workers, which should aid them in attaining their goals and objectives. Employees could gain work recognition, mental piece, work performance and job satisfaction when they can accomplish the obligations allotted to them by the company. There was a strong positive correlation between company culture and three outcomes: job satisfaction, mental health, and performance on the job. Similarly, there was a strong positive correlation between leadership style and work fulfillment, mental health, and performance on the job.

2. Literature review

2.1. Corporate culture

The concept of organisational culture encompasses shared assumptions, attitudes, and ideas, serving as the cohesive force that unifies a firm. A robust culture is characterised by the presence of defined behavioural rules that are universally adhered to Purba et al. (2021). In order to facilitate the success of its employees, a company with a strong culture imparts a set of common values and rules to them. When employees successfully do all assigned responsibilities, they may encounter an increase in professional advantages, including enhanced respect, recognition, performance, and job satisfaction. A meticulously designed questionnaire was developed, drawing upon relevant papers published in reputable international journals. In a study conducted by Djakasaputra et al. (2021), twenty-three organisational culture elements were identified based on two groups of administrative staff from two organisations in Beijing.

The influence of three distinct cultures on employees' behaviour in the workplace has been observed: national culture, occupational culture, and organisational culture. An individual's attitudes and opinions towards their work are mostly shaped by their own values and ideals, which have been established within the familial context during their formative years. Furthermore, an individual's distinct perspectives, interpretations, and aspirations are shaped during their educational and professional experiences, and are integral components of the occupational culture that is collectively shared among colleagues (Jamaludin and Subiyanto, 2022). Organisational culture is shaped by the interactions between employees and between employees and customers. As a result, it is likely to undergo changes and adjust to align with the institution's objectives and plans. Hence, it is imperative to conduct a comprehensive examination and evaluation of an organization's internal culture, encompassing its employees' national culture, demographic attributes, and individual traits (Jain and Christy, 2023).

An organization's culture is its members' shared assumptions, norms, and practices for getting along and succeeding on the job. It is typically internalised by the members of the organisation. According to Joseph and Shetty (2022), The term "organizational culture" describes the shared beliefs and practices held by employees of a company. This system of values serves to distinguish the organisation from other organisations.

2.2. Job satisfaction

Research has indicated a correlation between the level of job engagement exhibited by employees and the perceived levels of support and caring provided by their supervisors. An employee-supportive manager is someone who aligns with their principles, upholds a balance of authority, and fosters transparent communication with their staff. This particular manager is held in high regard and esteemed by both their colleagues and subordinates, and effectively sustains their role as the leader of the employee department by the demonstration of robust leadership skills and a genuine understanding of the organization's requirements (Asbari et al., 2021). Leaders are held in high regard and are granted the power to enact any modifications they consider necessary in order to enhance the working conditions of employees.

The construct of job satisfaction is derived from the work of Amri et al. (2021), specifically focusing on intrinsic and extrinsic pleasure. Previous research has examined the association between job satisfaction and performance, yielding varying outcomes. For Asbari et al. (2021) performed research that shown a favorable relationship between contentment and productivity. According to Luthans et al. (2007), A person's appraisal of their job or work experience can lead to a good emotional state known as job satisfaction. An individual's subjective assessment and view of their job and work is what we mean when we talk about job satisfaction.

Employees are more likely to have a positive mindset when they experience a strong sense of job satisfaction and actively engage in their tasks. Employees will experience negative thoughts when they see a lack of job satisfaction with their responsibilities and actively engage in the task.

(Kessler et al., 2020) suggest that job satisfaction is indicative of the degree to which individuals derive satisfaction or a sense of accomplishment from their professional endeavors. When a person's job allows them to live up to their values and fulfills their basic requirements, they experience job satisfaction. Based on what was found of Ogbu Edeh et al. (2020), one definition of job satisfaction is the subjective assessment of one's work by a person, colleagues, and work environment, encompassing both positive and negative emotions. A person's subjective assessment of their work or experience while at work within a specific duration is what constitutes job satisfaction.

2.3. Leadership style

The study conducted by Dirani and Yoon (2009), examined the viewpoints of employees about leadership and corporate culture, and found a significant association between these two factors. The researchers acknowledged that the activities of leaders play a role in defining the culture of an organisation. However, they emphasised that their focus would be on examining the influence of these acts on the attitudes and behaviours of workers. It is anticipated that employees will exhibit managerial-like behaviour due to the influence of these beliefs and the conduct of their leaders. When employees consistently strive for excellence, the organisational culture thrives, fostering a sense of shared values and ideals. In order to effectively preserve the culture of their organisation, leaders must recognise the

significance of their job (Avolio et al., 2004). Reduced friction would lead to a more harmonious and productive workplace for all employees.

Leadership is the act of inspiring or exerting influence over people in order to accomplish the objectives of an organisation. It refers to the act of improving and motivating employees' self-confidence in order to accomplish organisational objectives and targets. Competent leaders possess a strong aspiration to accomplish ambitious objectives and achieve the utmost level of accomplishment (Purwanto et al., 2021). Leaders possess an unwavering aspiration to consistently progress. Leaders exhibit greater vitality and a more vibrant existence compared to non-leaders. They possess both physical and mental fortitude that enables them to assume leadership roles. Leaders exhibit a greater degree of constancy and persistence in comparison to non-leaders (Afsar et al., 2014). It signifies that leaders exhibit consistency and unwavering drive in achieving tasks. Competent leaders proactively take action. Empowered individuals have the capacity to independently make decisions and implement remedial measures without relying on external supervision, as stated by Afsar et al. (2014). The research conducted by Zuraik and Kelly (2019) proves that effective leadership significantly impacts employee happiness and productivity on the job.

2.4. Work performance

According to Kayoi et al. (2021), performance refers to the attitude of workers towards the organization's objectives. It can be understood as the outcome of the tasks performed in a specific profession or the outcome of an activity during a specific timeframe. The presence of personnel within an organisation plays a crucial role in determining the efficacy and sustainability of all organisational endeavours, ultimately leading to the attainment of organisational objectives. Hence, it is imperative for management to offer robust assistance in fostering employee motivation and cultivating a professional work environment, thereby enabling employees to attain performance levels that align with both their individual expectations and the organization's objectives. Performance refers to the combined impact of influential individuals, both positive and negative, inside an organisation. The performance of individuals serves as the fundamental basis for the overall performance of an organisation (Nur and Widhi, 2019).

A range of factors influence work performance, as highlighted in several studies emphasizes the importance of recognizing job performance as a multifaceted concept, extending beyond task execution. Qomariah et al. (2020) highlights how goal orientation affects performance, with the most effective approach including both intrinsic and extrinsic objectives. Nugroho et al. (2021) notes the need for further research on work performance and job design in Southeast Asia, where employees face high levels of stress and dissatisfaction. Mahmud et al. (2021) introduces the concept of opportunity to perform as a key factor in work performance, suggesting a three-dimensional model that integrates this with other performance correlates.

2.5. Mental health

Emotional displays, job satisfaction, daily work conduct, job effectiveness, and overall company success are just a few of the organisational outcomes that have been linked to employees' mental health, according to recent study (Pawirosumarto et al., 2017). The relationship between workers' psychological health and their productivity on the workplace is a relatively new but rapidly growing field of study. Academics have postulated that people with healthy mental states are more likely to be enthusiastic about their work and have a favourable attitude towards their jobs overall (Purwanto et al., 2021). On the flip side, people's work performance could take a hit if they're not fully engaged in their work and their relationships with co-workers are suffering.

An increasing amount of research in the field of organisational psychology has focused on the link between psychological well-being and productivity on the job. The happy-productive worker theory, which he shares, proposes a positive relationship between an individual's mental health and their performance on the job (Samsir and Muis, 2023). To be more specific, workers who are emotionally stable and mentally well are better equipped to increase their problem-solving capacity and cognitive flexibility on the job. So, workers whose mental health is good tend to do better on the job than workers whose mental health is bad. In addition, those who are emotionally well are more inclined to form close relationships with others (Michulek et al., 2023), which helps them to ask for help from superiors and peers at work. Moreover, research has demonstrated that people's good social networks are an important resource for job-related knowledge and data.

2.6. Theoretical background

2.6.1. Work culture

Organizations that practice a power culture often have a small number of people, such as the owner or a leader, with a disproportionate amount of decision-making authority. A great deal of authority over the organization's operations rests with these people. The organizational structure of these types is flat. Workers take their cues for what to do from higher-ups. Small firms where the founder still has some say in day-to-day operations generally have this kind of work environment. Companies that prioritize getting things done tend to have a task culture. Teamwork is the process of bringing together individuals with complementary interests, abilities, and resources to complete a common goal. Team output is more important than personal goals, and knowledge has more of an impact than rank or experience. Managers may delegate duties and resources, but they don't really have much say in the day-to-day operations of their teams. Companies that rely on projects to complete their work, like advertising and design firms, tend to have this culture. People in companies that have a role culture understand their place in the company's hierarchy and how things work. Roles and duties are distributed to employees based on their qualifications, interests, and specializations. As one climbs the corporate ladder, they are granted greater authority. A well-defined route to advancement is common in such companies.

2.6.2. Leadership theories

Some leadership theories, known as “contingency theories,” place an emphasis on environmental factors as potential determinants of the most effective leadership style. This hypothesis states that there is no universally optimal leadership style. Getting the balance correct between actions, needs, and circumstances is more important than a leader’s personal attributes, according to leadership scholars White and Hodgson. An important skill for a good leader to have been the ability to gauge the situation, determine what their followers need, and then act appropriately. A leader’s approach, the character of their followers, and the specifics of the scenario are all factors that could make or break an endeavour. According to behavioral theories of leadership, exceptional leaders are created, not born. Consider this the polar opposite of the Great Man theories. This leadership paradigm is based on behaviorism and prioritizes leaders’ actions over their inner qualities and emotions. This perspective holds that leadership qualities can be developed via exposure to excellent teaching and close observation. Theories of participative leadership state that effective leaders are those that listen to and consider the thoughts and feelings of their followers. By consistently soliciting and carefully examining feedback from all members of the group, these leaders cultivate an atmosphere where everyone feels appreciated and included in decision-making. On the other hand, under participative theories, the leader keeps the power to invite others’ opinions.

2.6.3. Job satisfaction

An aspect of motivational theory is the investigation of the factors that encourage and push employees to achieve their career objectives. Those who hold this view contend that when managers are able to inspire their staff effectively, the workers respond by carrying out their tasks with precision and efficiency. To figure out how to best assist their staff, company executives may need in-depth knowledge about their employees’ habits and preferences. The objective is to boost productivity in the workplace in a way that motivates workers to do their best work, which in turn increases output and earnings.

To better understand what drives people, Abraham Maslow created his needs hierarchy. Nonetheless, its key principles have been utilized to elucidate contentment in the workplace. An employee’s fundamental physiological demands can be met through a variety of organizational advantages, including financial pay and healthcare. Feeling physically safe on the job, having a secure employment, and appropriate organizational policies and procedures are all ways in which employees’ safety demands might be met. Employees will be able to put their energy into developing a sense of belonging at work after this is taken care of. This may manifest itself in their level of satisfaction with their superiors and co-workers, as well as their sense of belonging to the team or organization. After they’re happy in their job, employees want to know that their bosses and co-workers value them. In the last stage, the worker aspires to self-actualization, or the point at which they realize they have limitless potential and must work to develop it. Although each stage can be considered alone, they all add up to the final goal of self-actualization. Companies that care about their workers’ happiness on the workplace will prioritize satisfying their most fundamental requirements before moving on to more complex

ones. Nevertheless, this method is losing favour as of late due to its insufficient scientific backing and failure to account for the employee's cognitive process. Many have also voiced their disapproval of the final stage of self-actualization. Regardless of the nebulousness of the concept, the difficulty in defining it, and the difficulty in measuring it, it is difficult to ascertain the final goal or the moment at which personal development has been achieved.

2.6.4. Mental health

Neurotic symptoms, according to Freudian and other psychodynamic theories, stem from intrapsychic conflict, which means that different parts of the mind harbour competing desires, impulses, and emotions. An essential tenet of psychoanalytic theory is the idea of the unconscious, or the portion of the mind that is not accessible to the individual's conscious knowledge or examination. Some believe that the unconscious stores frightening, disgusting, anxious-inducing, socially or ethically unacceptable, or otherwise undesirable thoughts, sensations, memories, desires, and impulses. Though temporarily hidden from awareness, these thoughts and ideas continue to reside in the unconscious. Repression is the defence strategy that the individual employs to shield themselves from the anxiety or other psychological distress that is linked to those things. Even though a person is no longer cognizant of the repressed mental contents retained in their unconscious, they can nevertheless have a substantial impact on their mental existence. This is because these contents maintain a lot of the psychic energy or power that was once associated with them.

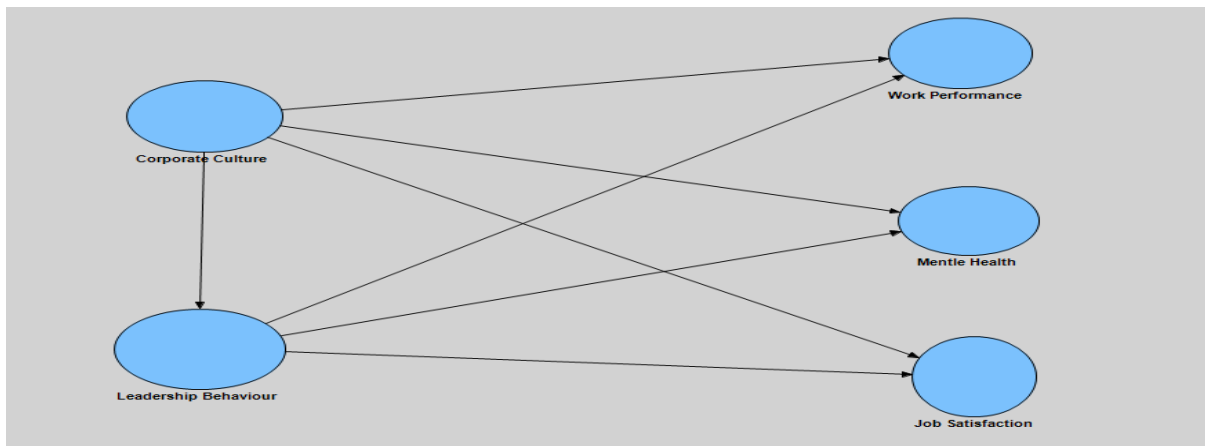


Figure 1. Proposed model.

In Figure 1, looking at the proposed model, we can observe how it captures the relationships between the many study variables derived from prior research. There is only two exogenous variables namely corporate culture and leadership behaviour and work performance, mental health and job satisfaction are three endogenous variables.

3. Hypothesis development

3.1. Corporate culture and work performance

H01: Corporate culture is positively related with work performance.

Organizational culture defines the manner in which tasks are accomplished and

employees engage with one another inside a company. The operational and performance aspects of organizations are influenced by organizational culture. According to Guo (2022), culture encompasses a range of values, ideas, symbols, and rituals that govern the manner in which individuals interact with a particular organization.

In addition to fostering staff cohesion, organizational culture provides tangible benefits to companies. Significantly, the most arduous undertaking for any organization during a period of upheaval may be to revolutionize its culture. Employees may exhibit a tendency to conform to a specific work methodology, hence posing challenges in adapting to novel demands. Kim and Jung (2022) assert that organizational culture is contingent upon a multitude of factors, including firm objectives, managerial style, staff belief system, and operational background. Hence, a multitude of corporate cultures can be seen, covering both collaboration and nicely organized administrative agencies (Belias et al., 2015). Employees are more inclined to go above and beyond in their efforts to accomplish company goals when they feel that they are a vital part of the bigger picture, regardless of how various cultures affect motivation and performance.

3.2. Leadership behaviour and work performance

H02: Leadership behaviour is positively related with work performance.

Organizational culture refers to a collective framework through which the organization is comprehended. According to H. Khan et al. (2020), it enables individuals to see and comprehend organizational conditions and events in a consistent manner. It includes both tangible and intangible elements of an organization that influence the behaviour of its members. According to Luthans et al. (2007), the transmission of culture occurs from one generation to the next. Culture has the potential to exert both good and negative influences on the interpersonal dynamics inside an organization. This study examines the concept of organizational culture, as elucidated by Michulek et al. (2023), that embraces three separate stances: rule-oriented, generative in nature, and dysfunctional (or focused on power).

An environment that values power too highly is indicative of a dysfunctional culture in an organization. To exact revenge or weaken the followers of them, the manager in this case utilized intelligence. These organizations promote a lack of collaboration, and individuals are reluctant to assume responsibility. According to Ogbu Edeh et al. (2020), the presence of an incident solely results in a specific outcome. Jack Welch, the founder of GE, implemented the GE workout programme as a means to combat the prevailing culture of evading accountability due to apprehension of repercussions. This organisation is governed by a fear of the leader.

In the initial two categories of organizations, staff exhibit a reluctance to engage in proactive measures. Consequently, the absence of innovation leads to a deterioration in organizations (Purba et al., 2021). Within these organizations, employees often exhibit a tendency to maintain silence despite being aware of unfavorable circumstances. Expressing concerns is considered a kind of disagreement and frequently encounters retribution and mistreatment (Lund, 2003). On the other hand, a generative culture fosters the expression of employee opinions

and establishes mechanisms to facilitate the expression of employee voice.

3.3. Corporate culture and mental health

H03: Corporate culture is positively related with mental health.

Stress is a multifaceted state that impacts an individual's efficacy, efficiency, well-being, and work output. Perceived worker stress significantly diminishes job satisfaction and negatively impacts the quality of worker performance. professional stress arises from various sources, including professional conflict, familial challenges, role ambiguity, excessive workload, and an unfriendly work environment (H. Khan et al., 2020). Regardless of the underlying source of stress in the workplace, elevated levels of stress have a significant impact on individuals' levels of engagement, burnout, and performance. So, businesses must take decisive action to help their employees deal with job stress so that it doesn't negatively impact their physical and mental well-being.

The use of efficient stress management strategies inside an organization is a reliable means of enhancing employees' productivity in any given context (Novitasari et al., 2020). Workshops on job burnouts, training programs, yoga practices, creating a supportive corporate culture, encouraging coworkers to form affiliations, and planning celebrations are all ways to reduce stress in work settings and increase productivity. Mahmud et al. (2021) found that participating in stress management measures has a beneficial impact on employee productivity, decreases employee turnover, enhances interpersonal relationships, helps with both emotional and physical health, and reduces productivity.

The application of various methods for dealing with stress led to higher levels of job satisfaction, improved mental wellness, and teleworking according to a separate quantitative meta-analysis of 43 primary studies. These strategies included cognitive-behavioral competencies education, techniques for relaxation, and work schedules that were flexible, decreased absenteeism, and higher rates of job satisfaction (Joseph and Shetty, 2022). The implementation of appropriate stress management strategies within an organization has been found to positively impact employee performance by enhancing their effectiveness and efficiency (Jain and Christy, 2023). Employees that possess exceptional stress management abilities demonstrate a higher level of proficiency in achieving organizational objectives while utilising little resources.

3.4. Leadership behaviour and mental health

H04: Leadership behaviour is positively related with mental health.

The correlation between leadership conduct and mental well-being is intricate and diverse. The mental well-being of individuals and teams within an organisation can be significantly influenced by effective leadership.

Inadequate leadership has the potential to result in heightened levels of stress, anxiety, burnout, and various other mental health concerns among the workforce (Novitasari et al., 2020). Characteristics such as micromanagement, absence of empathy, ambiguous expectations, favouritism, and toxic work environments can have a substantial adverse effect on mental well-being.

Although the correlation between leadership behaviour and mental health is typically favourable, it is crucial to take into account individual variances and external variables that can impact mental well-being in the professional setting (Amri et al., 2021). Furthermore, the mental well-being of an individual is significantly influenced by personal resilience, coping mechanisms, and support networks, regardless of the specific leadership approach employed (M. A. Khan et al., 2021).

3.5. Corporate behaviour and job satisfaction

H05: Corporate behaviour is positively related with job satisfaction.

Numerous studies have extensively explored the subject of job satisfaction within the framework of organisational culture, spanning a range of elements including job design and supervision (Dirani and Yoon, 2009). One definition of job satisfaction is the state of mind one has in connection to one's place of employment. The concept of job satisfaction is multifaceted and subject to the effect of a range of internal and external factors. The aforementioned factors encompass the personal beliefs, principles, personality traits, and expectations of the individual, in addition to the characteristics of the profession and the opportunities it presents (Nugroho et al., 2021). A comprehensive effort has been made to study and boost job satisfaction by delineating and examining several components of this construct (M. A. Khan et al., 2022).

Findings from prior research on the topic of organizational culture and worker satisfaction on the job point to the importance of an encouraging workplace in molding these variables (Pawirosumarto et al., 2017), posited that individuals tend to advance in their careers when they are happy in their jobs. According to the study conducted by Sutia et al. (2022), a significant association was observed between organisational environment and job satisfaction among employees in specific job roles. Additionally, a connection was identified between satisfaction and turnover. Organisational culture can be defined as the amalgamation of an organization's value system and underlying assumptions that guide its operational practices.

According to Limpo and Junaidi (2022), the assessment of certain aspects of job satisfaction allows researchers to ascertain the environmental elements, also known as climatic variables, that are associated with particular dimensions of job satisfaction. According to Michulek et al. (2023), Job satisfaction can be viewed as a measure of organizational culture due to the fact that job satisfaction encompasses all facets of an organization.

According to the second source, job satisfaction is the difference among what an employee hopes for and what they really get out of their work. Therefore, what matters most to workers is how job satisfaction is measured in relation to their perceptions of the job's features. As a result, it's safe to say that workers' assessments of their jobs are subjective, with varying degrees of satisfaction manifested by seemingly unrelated characteristics.

Research conducted in the following decade by various researchers has shown a clear link between company culture and employee happiness on the job (Istyarini et al., 2021) discovered that there is a strong correlation between a positive work

environment and employee satisfaction. In particular, the study found that workers' levels of job satisfaction might predict how they would evaluate the company's culture. Some aspects of company culture, like customer orientation and organizational integration, were more positively perceived by many people than others, including dispute resolution, reaction to change, management style, and task structure. Research (Pawirosumarto et al., 2017), identified a favorable and statistically significant connection between the four organizational culture types (Gather around, Adhocracy, Market, and Pyramid) and the five dimensions of job happiness (guidance, upsides, incentives operational, and co-worker's satisfaction).

3.6. Leadership behaviour and job satisfaction

H06: Leadership behaviour is positively related with job satisfaction.

Nurses who see their managers as supportive and compassionate have been linked to job satisfaction. A manager who is supportive demonstrates shared values, upholds a balanced distribution of power, and facilitates open communication with nurses (Afsar et al., 2014), so diminishing the likelihood of internal conflicts. This particular leader demonstrates effectiveness in their position and exhibits a helpful and receptive attitude towards clinical nurses, hence upholding their authority and standing within the hospital system. These leaders are highly esteemed across the organisation and possess administrative authority to take action as they deem necessary in order to establish a favorable atmosphere for nursing (Amri et al., 2021). Hence, these characteristics have a measurable impact on the levels of job fulfillment and morale of nurses (Qomariah et al., 2020).

4. Research methodology

This research is characterised by its qualitative nature and its ability to provide a comprehensive description. Additionally, it utilises primary data. A modified survey instrument was employed to gather essential data from a sample of 430 customers residing in Saudi Arabia. The participants of the poll consist of individuals employed within corporate organisations. Distributing and collecting data is a straightforward process. Google Forms provides the capability to incorporate many question formats, including short response, Likert scale, and multiple selection options. The integration of the Excel file with IBM-SPSS and Smart-PLS is also possible.

In order to gather the data, we initially spoke with the respondents about their awareness of the corporate culture implemented by organisations. We acquired data from the sample respondents only if they responded affirmatively, and vice versa. The majority of the respondents in the targeted sample are service holders and professionals who have worked in either the public or private sector. These individuals possess competence in their respective areas of service. From July 2023 to February 2024, a survey was carried out in Saudi Arabia. The questionnaire consisted of two sections, Section-A and Section-B, which were utilised to collect the sample data. The former consisted of inquiries pertaining to the collection of demographic data from the participants.

The latter encompassed inquiries aimed at capturing the viewpoint and overall

attitude of the participants towards the corporate culture of organisations. The questionnaire was finalised after making minor adjustments based on the pilot survey conducted to assess its practicality.

The investigator employs rigorous statistical methodologies and methodologies to validate and analyse the collected sample data. The study employed Cronbach’s alpha approach to assess the internal consistency of the manifest variables and the reliability of the latent constructs. Additionally, the research utilised SPSS (version 25) software to accomplish its objectives.

5. Findings and discussion

A total of 27 questions are comprised of the evaluation, which is further split into two halves. The socioeconomic backgrounds of the participants were the subject of one half of the study, while the other component was separated into five separate groups. Corporate culture and Leadership behaviour, are two prominent autonomous variables and on the other hand mental. Of a total of 457 responses, only 430 were chosen for the study to facilitate data processing.

Table 1. Mean, and SD of constructs.

Construct	Item	Mean	SD
Corporate Culture (CC)	CC 1	2.71	0.60
	CC 2	3.01	0.71
	CC 3	2.91	0.69
	CC 4	2.78	0.66
	CC 5	3.09	0.72
Leadership Behaviour (LB)	LB 1	3.18	0.78
	LB 2	3.61	0.51
	LB 3	4.18	0.79
Work performance (WP)	WP 1	3.11	0.79
	WP 2	3.09	0.71
	WP 3	3.54	0.82
	WP 4	3.10	0.64
Mental Health (MH)	MH 1	3.43	0.88
	MH 2	3.89	0.83
	MH 3	4.00	0.73
Job Satisfaction (JB)	JB 1	3.89	0.76
	JB 2	4.01	0.82
	JB 3	3.09	0.87
	JB 4	3.90	0.79

A positive response is suggested when the average values of all the components of a certain construct rise above a 3 in corporate culture, leadership behavior, work performance, mental health, and job satisfaction (**Table 1**). “Strongly Disagree” (1) and “Strongly Agree” (5) were the possible outcomes on the five-point “Likert scale” that the researcher employed. Factor loadings higher than a certain threshold of 0.70

are present in each construct. Each statement provides a thorough explanation of its own theoretically postulated construct.

5.1. Sampling adequacy by using KMO and Bartlett’s test

To determine whether a sample is sufficient, the sampling adequacy (KMO) test contrasts two partially correlated correlation values. The outcome shows that the KMO exceeds than the “cut off value of 0.50” with a value of 0.871. Therefore, it appears from the sufficiency test that there are enough correlations between the fundamental ideas to proceed with additional investigation in **Table 2**.

Table 2. KMO and Bartlett’s test.

KMO Sampling Adequacy		0.871
	Approx. Chi-Square	71,956.1
Bartlett’s Test of Sphericity	Df	404
	Sig	0.00

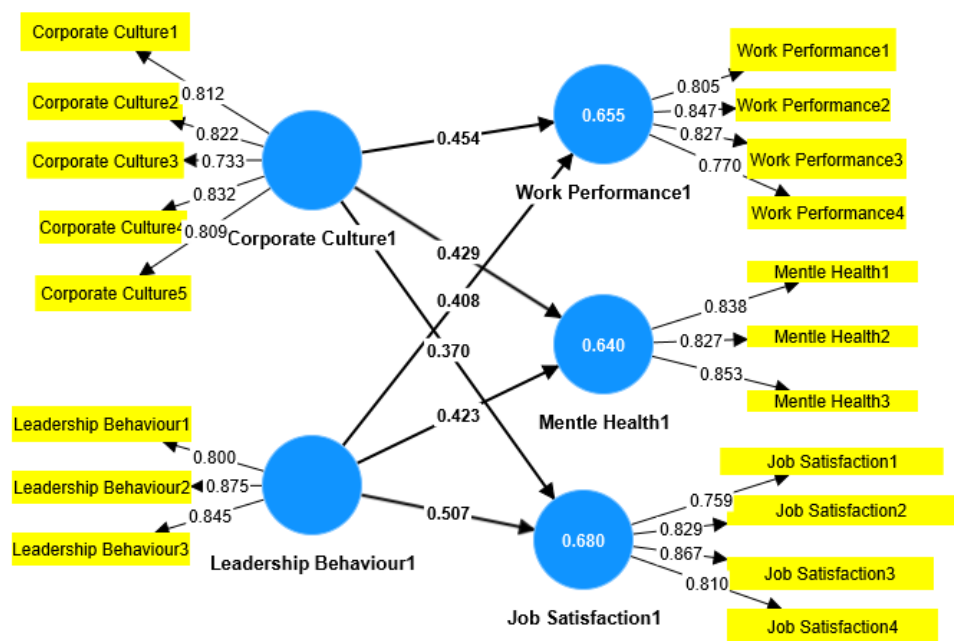


Figure 2. Shows factor loading, Beta values and *r*-square of items and construct.

Figure 2, the previous PLS-SEM model. The investigator employed latent components, which are denoted by circles, in this study. These constructs include corporate culture, leadership behavior, work performance, mental health, and job satisfaction. The independent variables of business culture and leadership behavior are assessed using three statements with codes ranging from 1 to 5, and 1 to 3.

Considered dependent variables are factors like work fulfillment, mental wellness, and performance on the job. Five assertions ranging from 1 to 4 assess work performance, five assertions ranging from 1 to 3 measure mental health, and four assertions ranging from 1 to 4 measure fulfillment at work. Next to the arrows that lead to the specific items or structures are the factor loading values.

Table 3. The factor loading and *T*-value on the statements related to corporate culture.

S.no	Statements	Factor-loading	<i>T</i> -value
1	Corporate Culture impacts on the work performance of the employees	0.9084	32.367
2	Positive corporate culture improves work efficiency of the employee.	0.9038	32.157
3	Negative corporate culture creates mental health issues	0.8664	26.292
4	Good corporate culture provides job satisfaction among employees	0.774	23.76
5	Corporate Culture directly influence on retaining employees for long term	0.831	25.89

In the above **Table 3**, all of the Corporate Culture statements have factor loadings higher than 0.7. There is no corporate culture statement that does not meet the permitted limit. Conversely, for each Corporate Culture statement, the *t*-value ought to be higher than 1.96. Accordingly, all Corporate Culture statements meet a minimum requirement.

Table 4. The factor loading and *T*-value on the statements related to leadership behaviour.

S.no	Statements	Factor-loading	<i>T</i> -value
1	Effective leadership optimizes the overall performance of the company and creates a positive, engaging environment.	0.8901	30.703
2	Leadership Behaviour has a great impact on mental health of the employees.	0.8862	29.231
3	Democratic Leadership assists in bringing out the hidden skills of employees	0.8597	19.908

In the above **Table 4**, every assertion has a factor loading higher than 0.7. Accordingly, all of the Effective Leadership statements are inside the permissible range. Conversely, for each assertion of Effective Leadership, the *t*-value ought to exceed 1.96. Accordingly, there is a minimum requirement that each e-wallet statement meets.

Table 5. The factor loading and *T*-value on the statements related to work performance.

S.no	Statements	Factor-loading	<i>T</i> -value
1	Work performance of employees depends on the culture of organization and its atmosphere.	0.8720	24.886
2	Employees do their best in the leadership of participative and effective leader.	0.8885	31.939
3	Work performance and Employees Mental health have significance relationship.	0.8784	28.732
4	Employees retention and their work performance have significance relationship.	0.7841	27.764

In the above **Table 5**, work performance statements all have factor loadings higher than 0.7. As a result, all of the Work performance statements are within the range that is suitable. Additionally, every statement of work performance must have a *t*-value higher than 1.96. Accordingly, there is a cutoff value for each claim of work performance.

In the **Table 6**, all of the mental health statements have factor loadings higher than 0.7. Each one mental health assertion is thus within the allowed range. Conversely, for every mental health statement, the *t*-value ought to be higher than 1.96. That being said, every mental health assertion meets a minimum requirement.

Table 6. The factor loading and *T*-value on the statements related to mental health.

S.no	Statements	Factor-loading	T-value
1	Excessive work load, discrimination, inequality and low job control causes a risk to mental health.	0.8465	18.361
2	Employees' emotional, psychological and social well-being are affected by the environment at their work places	0.8629	28.083
3	Behaviour of Co-workers affects the employee's mental health. Negative behavior poses issues like depression, anger, anxiety and low self-esteem.	0.8405	21.780

In the **Table 7**, all of the statements on work satisfaction have factor loadings higher than 0.7. Therefore, all reports of contentment with one's employment meet the minimum requirements. As an alternative, every claim of contentment with one's job must have a *t*-value higher than 1.96. That being said, there is a limit that each claim of work satisfaction meets.

Table 7. The factor loading and *t*-value on the statements related to job satisfaction.

S.no	Statements	Factor-loading	T-value
1	Engaging employees in professional development programmes and activities creates job satisfaction among employees.	0.8743	26.691
2	Respect, Recognition and Motivation leads to job satisfaction.	0.8400	23.623
3	Work environment has direct impact on job satisfaction.	0.8734	29.330
4	Fair remuneration added to healthy work environment poses job satisfaction and leads to employee's retention.	0.8470	23.305

Table 8. Convergent validity result.

Factor	Cronbach's Alpha	Rho-A	C.R	AVE
Corporate Culture	0.9807	0.9611	0.8108	0.7655
Leadership Behaviour	0.9315	0.9021	0.8214	0.7133
work performance	0.9021	0.9010	0.8441	0.7018
Mental Health	0.9212	0.9011	0.8369	0.7400
Job Satisfaction of Employees	0.9123	0.9100	0.8590	0.7059

Table 8 with "Composite Reliability" (C.R) values greater than 0.7 and "Average Variance Extracted" (AVE) values greater than 0.5, it is evident that all four components fulfilled the necessary benchmark limit (Sarstedt et al., 2020). Other values that were larger than 0.7 included "Cronbach's Alpha" and the rho-a value that established "internal consistency." (Adepoju and Adeniji, 2020). This established that the notions were convergent (Khanifar et al., 2012).

5.2. Discriminant validity result

In order to verify the "discriminant validity," the Fornell-Larcker and cross-loading criteria were reviewed. How well the measure stands out from related concepts in the nomological network is what it shows.

Table 9 represents that is, the Fornell-Larcker metric. The accessible constructs' "Average Variance Extracted" square roots are used in this criterion. Corporate culture (0.872), leadership behavior (0.839), work performance (0.877), mental health (0.840), and employee job satisfaction (0.834) were the values

evaluated to the correlation values between each construct and all other constructs. Accordingly, the “Fornell-Larcker criterion” was used to prove discriminant validity (Fornell and Lacker, 1981).

Table 9. Discriminant validity—Fornell-Larcker criterion.

Factors	Corporate Culture	Leadership Behaviour	Work performance	Mental Health	Job Satisfaction
Corporate Culture	0.872	0	0	0	0
Leadership Behaviour	0.701	0.839	0	0	0
work performance	0.760	0.781	0.877	0	0
Mental Health	0.770	0.702	0.608	0.840	0
Job Satisfaction of Employees	0.709	0.755	0.760	0.736	0.834

Table 10. Discriminant validity-loading and cross-loading criterion.

Factor	Corporate Culture	Leadership Behaviour	Work performance	Mental Health	Job Satisfaction
Corporate Culture 1	0.9084	0.7585	0.7034	0.6978	0.7197
Corporate Culture 2	0.9038	0.7387	0.6667	0.6675	0.7215
Corporate Culture 3	0.8664	0.6224	0.7774	0.7596	0.7393
Corporate Culture 4	0.8013	0.7197	0.598	0.713	0.6675
Corporate Culture 5	0.8219	0.7215	0.671	0.631	0.7596
Leadership Behaviour 1	0.6995	0.8901	0.712	0.621	0.693
Leadership Behaviour 2	0.6543	0.8862	0.682	0.667	0.713
Leadership Behaviour 3	0.7321	0.8597	0.764	0.598	0.631
Work performance 1	0.667	0.806	0.8720	0.671	0.685
Work performance 2	0.682	0.765	0.8885	0.754	0.739
Work performance 3	0.681	0.733	0.8784	0.697	0.669
Work performance 4	0.716	0.681	0.765	0.8465	0.658
Mental Health 1	0.698	0.702	0.775	0.8629	0.690
Mental Health 2	0.679	0.711	0.754	0.8405	0.768
Mental Health 3	0.761	0.635	0.712	0.8319	0.630
Job Satisfaction 1	0.733	0.703	0.755	0.738	0.8743
Job Satisfaction 2	0.692	0.781	0.688	0.712	0.8400
Job Satisfaction 3	0.720	0.798	0.643	0.635	0.8734
Job Satisfaction 4	0.682	0.761	0.775	0.775	0.8470

Using the “cross-loading criterion” in **Table 10**, In every column of the model, the loadings of individual constructions were greater than the cross-loadings with other builds. This led to the determination of discriminant validity using the cross-loading criterion (Henseler et al., 2015).

Table 11, indicates the constructs’ Heterotrait-Monotrait ratio, which was found to be less than the indicated value of 0.9 for all constructs. The discriminant validity of the measurement model was thus proven (Haider et al., 2024)

Table 11. Discriminant validity—Heterotrait-Monotrait criterion.

Factors	Corporate Culture	Leadership Behaviour	Work performance	Mental Health	Job Satisfaction
Corporate Culture					
Leadership Behaviour	0.748				
work performance	0.766	0.708			
Mental Health	0.733	0.690	0.709		
Job Satisfaction of Employees	0.706	0.750	0.788	0.740	

5.3. Structural equation model

To make sure the results are legitimate, multicollinearity must be checked whenever the structural model is evaluated. Values of the “Variance Inflation Factor” (VIF) between 1.620 and 2.610 showed that there was no multicollinearity in the model. The next step was to test the hypotheses using the structural model and the boot-strapping method, which involved 3000 recalculates (Akinwande et al., 2015).

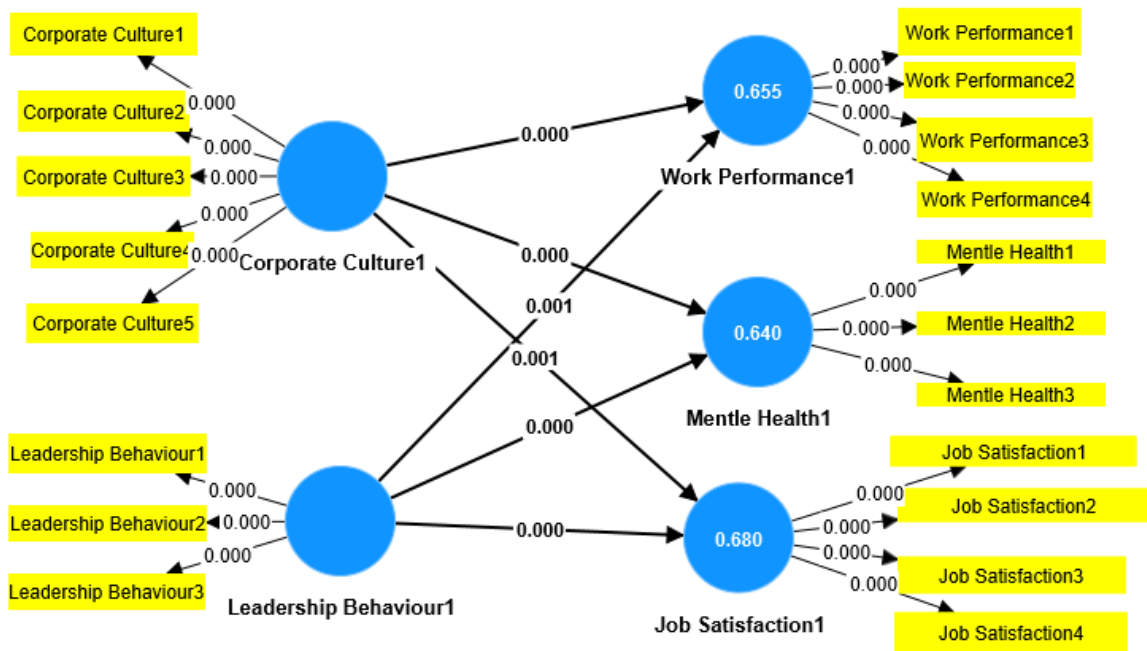


Figure 3. Shows *t*-values of all items and construct.

Figure 3, the previous PLS-SEM model, shows that all paths are significant at the 5% level of significance or above (i.e., the estimated path parameter is significant) wherever the *t*-values for the regression weights are greater than the suggested threshold of 1.96. The tables that follow display the outcomes of the SEM model.

Table 12 shows that Corporate Culture directly and positively related to work performance ($\beta = 0.1983$, t -value= 2.774 and $p < 0.001$). It supports hypothesis H01.

Table 12. Impact of corporate culture on work performance.

Hypothesis	Path	β	t-value	p-value	Result
H01	Corporate Culture → work performance	0.1983	2.774	$p < 0.001$	Supported

Table 13 shows that Corporate Culture directly and positively related to Mental Health ($\beta = 0.3625$, t -value= 5.222 and $p < 0.001$). It supports hypothesis H02.

Table 13. Impact of corporate culture on mental health.

Hypothesis	Path	β	t-value	p-value	Result
H02	Corporate Culture → Mental Health	0.3625	5.222	$p < 0.001$	Supported

Table 14 shows that Corporate Culture directly and positively related to Job Satisfaction of Employees ($\beta = 0.2780$, t -value= 3.969 and $p < 0.001$). It supports hypothesis H03.

Table 14. Impact of corporate culture on job satisfaction of employees.

Hypothesis	Path	β	t-value	p-value	Result
H03	Corporate Culture → Job Satisfaction of Employees	0.2780	3.969	$p < 0.001$	Supported

Table 15 shows that Leadership Behaviour directly and positively related to work performance ($\beta = 0.8931$, t -value =12.190 and $p < 0.001$). It supports hypothesis H04.

Table 15. Impact of leadership behaviour on work performance.

Hypothesis	Path	β	t-value	p-value	Result
H04	Leadership Behaviour → work performance	0.8931	12.190	$p < 0.001$	Supported

Table 16 shows that Leadership Behaviour directly and positively related to Mental Health ($\beta = 0.6301$, t -value= 10.750 and $p < 0.001$). It supports hypothesis H05.

Table 16. Impact of leadership behaviour on mental health.

Hypothesis	Path	β	t-value	p-value	Result
H05	Leadership Behaviour → Mental Health	0.6301	10.750	$p < 0.001$	Supported

Table 17 shows that Leadership Behaviour directly and positively related to Job Satisfaction ($\beta = 0.5910$, t -value= 4.841 and $p < 0.001$). It supports hypothesis H06.

Table 17. Impact of leadership behaviour on job satisfaction.

Hypothesis	Path	β	t-value	p-value	Result
H06	Leadership Behaviour → Job Satisfaction	0.5910	4.841	$p < 0.001$	Supported

5.4. Descriptive statistics

In order to assess along with clarify participant qualities, this study utilized

descriptive statistical techniques like percentages and frequency.

Table 18 indicates the demographic data collected from those who participated, broken down by “gender, age group, educational qualification, occupational position, and monthly income”. The data reveals that “Males (M)” accounted for 61.62% of the sample, while “Females (F)” accounted for 36.38%.

Table 18. Baseline data of the participants ($N = 430$).

Basis	Categories	F	%
Gender	M	265	61.62
	F	165	38.38
	Total	430	100
Age Group	Up to 18 years	60	13.95
	19–25 years	165	37.20
	26–35 years	108	25.11
	36 and above	97	22.55
	Total	430	100
Educational Qualification	U.G	87	20.23
	G	143	33.25
	P.G	108	25.11
	P.D.H	92	21.39
	Total	430	100
Occupational Status	Govt. sector	79	18.37
	Private. Sector	167	38.83
	Business and self. Employees	154	35.81
	Students	30	6.97
	Total	430	100
Monthly Income	≤ SAR 5000	97	22.55
	SAR 5001–SAR 10,000	145	33.72
	SAR 10,001–SAR 20,000	121	28.13
	> SAR 20,000	67	15.58
	Total	430	100

It can be seen from the data that the majority of those surveyed (37.20%), falling somewhere between the ages of 19 and 25, had an age range of 18–25, were in the 26–35 age bracket, and 22.55% were 36 and over.

According to the “educational qualification” section, 20.23 percent of interviewees are Undergraduates (U.G.), 33.25 percent are Graduates (G.), 25.11 percent are Postgraduates (P.G.), and 21.39 percent are Professional Degree Holders (PDH).

According to their occupation, 18.37% of respondents work for the “Government sector,” 38.83% for private companies, 35.81% for individuals in business or as “self-employees,” and 6.097% are students.

The survey participants’ “monthly income” analysis reveals that 22.55% have an income of SAR < 5000, 33.72% have an income of SAR 5001–10,000, 28.13%

have an income of SAR 10,001-20,000, and 15.58% have an income of SAR > 20,000.

First, the results are important because they will shed light on the extent to which firms can use organizational aspects (Culture and Competency) to comprehend the stress levels of their employees on the job. One of the biggest issues influencing organizational performance and productivity is workplace stress, which in turn affects employees' satisfaction levels and performance (M. A. Khan, Vivek, et al., 2023). Companies must take steps to mitigate the negative effects of stress in the workplace and foster an atmosphere that is supportive of all employees. Managing stress is essential for enhancing organizational and employee performance, which in turn boosts production and paves the way for business expansion (M. A. Khan, Alhathal, et al., 2023). The current research delves at the ways in which two employee competencies and work conditions impact stress levels (Arshad Khan and Alhumoudi, 2022).

6. Discussion

A range of studies have highlighted the significant impact of corporate culture and leadership behavior on employee job satisfaction, mental health, and work performance. Zuraik and Kelly (2019) and Purwanto et al. (2021) both stress how leadership conduct influences company culture and how that culture then affects worker fulfillment. Dirani and Yoon (2009) emphasizes even more how job satisfaction, self-efficacy, and leader behavior all directly affect output. However, the direct effect of organizational culture on job performance is less clear, as indicated by Fattah's findings. Nugroho et al. (2021) adds to this discussion by highlighting the moderating role of organizational culture in the relationship between leadership behavior and organizational commitment. All of these studies highlight how crucial it is to have a healthy company culture and demonstrate strong leadership in order to support employee productivity and general well-being (Minhaj, Altaf Khan, n.d.)

The study revealed that employee job satisfaction can be influenced by various factors, including the encouragement and support provided by leaders, the trust and clarity of their goal, their ability to convince subordinates to recognize their vision and their constant behavior in this area (Istyarini et al., 2021). Conversely, our findings indicate that the determinants of job satisfaction extend beyond the employee's immediate work environment, encompassing the dynamics of leader-employee interactions as well (Limpo and Junaidi, 2022). The maintenance of mental well-being necessitates the presence of a positive corporate culture and effective team dynamics. Consequently, it is advisable for organisational administrators to not only cultivate interpersonal connections among employees inside the organisation, but also actively strive to enhance these ties in order to augment employee job satisfaction.

7. Implication

The results of the study will provide academics and researchers with a solid basis upon which to build their work. The study's findings will shed light on how

factors like company culture and employees' skill levels affect stress levels in the workplace. The current study delves deeply into the topics of employee competencies in adaptability and customer orientation, as well as corporate cultures that are based on kinship or market (M. A. Khan and Minhaj, 2022). In addition, the study establishes a connection between these factors and both employee performance and stress levels in the workplace (M. A. Khan and Minhaj, 2021).

Incorporating to the database of knowledge already available on how corporate culture and competencies affect employees' stress, the current research may provide researchers with useful information about the relationship between specific organizational characteristics (such as competency) and employee stress factors (Minhaj et al., 2024). Investigators trying to create research frameworks that enhance worker performance in less stressful settings may find this information helpful.

8. Conclusion

Extensive worldwide studies have been conducted on the phenomena of job satisfaction. The literature research reveals that these phenomena manifest in various organisational cultures across the globe, exerting a significant influence on employees' conduct, job efficacy, and daily existence. Moreover, the perceptions that workers have of the leadership and social support within the organization may influence and predict job happiness. More specifically, it seems that creative organizational cultures and individual success are strongly positively correlated. This implies that employees who regard their work environments as more dynamic and entrepreneurial tend to experience higher levels of job satisfaction. The literature research indicates that there is frequently a noticeable discrepancy between an organization's culture and the culture that its workers want. It is imperative to acknowledge this reality, as numerous studies have demonstrated its propensity to result in a decline in job performance and an escalation in job discontent and burnout. Moreover, disparities between the preferred and existing organisational culture of employees are expected to impact their level of job commitment and intention to leave the organisation. Furthermore, empirical research has demonstrated that the occurrence of job burnout syndrome can be mitigated via the careful examination and enhancement of several dimensions of job satisfaction among employees within a particular organisation.

To facilitate the diverse impacts of corporate culture and leadership behaviour on job satisfaction, work performance, and mental health, it is imperative for policy makers, employees, and organisational administrators to undertake a methodical endeavour. This endeavour may encompass the implementation of programmes aimed at enhancing job satisfaction, work performance, and stress management for all employees, managers, and branch heads. These programmes should be executed with specified objectives and by individuals with specialised training, with an emphasis on ongoing evaluation of progress and measurement of success. The optimal outcome is establishing suitable working circumstances for all employees within each organisation.

9. Future research avenues

Innovation, technical expertise, and a focus on results are a few more staff skills that could use further investigation in future research. Two employee competencies, adaptability and client orientation, are the focus of the current research. To have a better understanding of how worker competency affects stress, it is helpful to broaden the scope and investigate all five employee abilities. Furthermore, it is critical to comprehend the connections between these competences and the organizational cultures of the clan and the market. Employees' levels of stress are affected differently by each competency because of the unique ways in which it links to clan or market culture. This means that we need more research on the various competencies of employees, as well as more data on customer orientation and adaptability. Because of this, studies examining the experiences of workers with competences in creativity, result orientation, and technical skill in companies with clan and market cultures are necessary.

So, there will be enough information regarding how stress, company culture, and employee capability relate to one another. Employee job satisfaction, customer satisfaction, and organizational performance are additional characteristics that could be studied in the future to learn more about how they relate to corporate culture and how stress affects workers. One of the many aspects impacted by company culture is employee performance. Organizational culture has varying effects on worker stress depending on factors such as corporate performance, staff happiness, and customer satisfaction.

10. Limitation

The study has some significant limitations, which are covered in more detail below. First off, the sample size of this study is little, which makes extrapolating findings to the Saudi Arabian population challenging. Further research might broaden the study to include the corporate culture of Saudi Arabia's suburban class because a larger portion of the population lives in rural areas, while the corporate culture lacks the ability to reach them due to obstacles to technology, the impact of leadership behavior on staff member work performance, mental health, and job satisfaction is highly debatable. Additionally, practicality had a role in the selection of those participating for this study. Consequently, if probability sampling techniques were applied to the data collection in subsequent investigations, the generalization of the results might be enhanced.

Author contributions: Conceptualization, MAK and SH; methodology, SMM; software, MAA and MAH; validation, MAA and MAH; formal analysis, MAK and SMM; investigation, resources, SH and MAA; data curation, MAK and MAH; writing—original draft preparation, SH and SMM; writing—review and editing, MAK and MAH; visualization, MAA and MAH; supervision, MAK and SMM; project administration, MAK and SH. All authors have read and agreed to the published version of the manuscript.

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