

In The Chinese Organisational Context, Invest In The Mediating Role Of Employee Perception In The Effects Of Leadership Behaviour And Organisational Culture On The Reliability Of Predictions

¹ LIU SHUO, ² Dhakir Abbas Ali

Cite this paper as: LIU SHUO, Dhakir Abbas Ali (2024). In The Chinese Organisational Context, Invest In The Mediating Role Of Employee Perception In The Effects Of Leadership Behaviour And Organisational Culture On The Reliability Of Predictions. *Frontiers in Health Informatics*, 13 (8) 3471-3479

ABSTRACT

This study aims to examine the relationship between leadership conduct, organisational culture, and the reliability of predictions in Chinese organisations via the lens of employee perception as a mediator. To keep up with the ever-evolving Chinese business landscape, it's crucial to understand how leadership and cultural factors affect the reliability of forecasts. Based on the study's results, effective leadership actions such as communication, support, and adaptability may enhance employees' perceptions of organisational activities, which impacts the reliability of predictions. Building a strong company culture based on trust and collaboration may potentially increase the magnitude of this effect. Using a qualitative technique, data was gathered via interviews with representatives from several Chinese firms. Findings show that leadership behaviour's connection with forecast reliability is significantly impacted by employees' favourable opinions. This emphasises the importance of creating a welcoming and encouraging workplaces for all workers. The study concludes that leaders should prioritise building a strong corporate culture and positive employee views to enhance predictive abilities. Additionally, it provides valuable information for professionals seeking to enhance decision-making procedures in the dynamic Chinese industry.

Keywords: *Employee perception, Leadership behaviour, Organisational culture, Chinese organisation.*

1. INTRODUCTION

The first writings on the subject mostly focused on leaders and how their characteristics, actions, and techniques of influence affected the attitudes and actions of others who followed them. Some studies on followers have been making their way out for some time. Followers, according to proponents of this idea, do more than just act like their leaders. Ironically, they play a key role in fostering productive alliances between influential people. The effectiveness and style of leadership that develops are influenced by the followers. One approach to comprehending leadership from the point of view of followers is to familiarise oneself with their preferred leadership styles, as suggested by implicit leadership theories. By making these selections, followers show their ideal leader's character (Kampini, 2020).

When deciding on someone to follow, followers consider a leader's actions in light of their ideal leadership style. One way to identify a future leader is to watch how they behave in situations when their ideal leadership style is required. If an employee's ideal management style doesn't match up with their boss's real approach, it might have serious consequences. Strong leader-follower relationships are favourably associated with employees' health, enjoyment on the work, and organisational devotion. Employees, on the other hand, aren't satisfied with their jobs when the results of leadership aren't what they were hoping for. To be an effective leader, you need to understand your followers' preferences

and adjust your approach appropriately. Nevertheless, the preferences of workers regarding leadership styles have received surprisingly little systematic consideration, particularly in developing nations such as China. Western and Eastern management philosophies coexist in China's approach. Likewise, this is true when thinking about leadership. Firstly, many Chinese businesses still adhere to the antiquated principle of paternalistic leadership. Transformative leadership, on the other hand, is widespread in China and has received a lot of praise from Western academics. Everywhere managers would do well to poll their Chinese employees on the preferred method of leadership and then either "transplant" or "localise" their style according to the results. Because of the broader view it offered, this was also conceptually useful for studies of multicultural leadership and followership. China A company's culture is its set of ingrained values and norms, as well as the workers' convictions about their value to the company and their role within it. China In their pursuit of organisational goals, managers often switch up their leadership styles, which may impact morale. Consequently, it is essential to comprehend the connection between leadership behaviours, corporate culture, and contentment in one's job (Inienger, 2019).

2. BACKGROUND OF THE STUDY

The impact that transformational leaders may have on their organisations is well-known. They were the first in the field of political science to propose the idea of transformative leadership. They then proceeded to examine the several theoretical models of leadership that include transformative practices. "Transformational leadership" refers to a management style in which the boss sets lofty goals for the team's future, lays out a plan for how to achieve them, holds everyone to a high standard of performance, and promotes an atmosphere where everyone feels safe voicing their opinions and offering suggestions. Organisational objectives may be more effectively achieved when leaders use transformational administration and inspire their subordinates to exceed expectations. Leadership that makes a significant difference by being adaptable enough to combat global competition, transformational leadership enhances workplace engagement, morale, and productivity, ultimately assisting organisations in accomplishing their goals (Motilewa, 2020).

As a component of idealised power and a paradigm change, transformational leadership includes both traits and actions. The development of transformational communication skills is crucial to this strategy because it paints leaders in a good light, showing them as exemplary figures who inspire their subordinates and help the team work together more effectively. In an organisation transforming, a transformational leader can enhance morale, performance, and motivation by guiding subordinates to shift their focus from self-interest to collective interest, maximising their strengths while minimising their weaknesses, and ultimately achieving outstanding results. Regardless, a transformative leader is responsible for more than simply motivating their people. Achieving the desired outcome requires maintaining employee trust and agreement, overcoming obstacles, and establishing an environment that encourages people to be innovative. Intellectual stimulation, inspiring motivation, idealised influences, and individualised consideration are the four fundamental components of transformative leadership. The ability to inspire people to do their best job and finish projects on time is also addressed. All of these characteristics define the behaviour of transformative leaders in corporate settings. Optimal leaders who have an impact are those who demonstrate virtue, guide by example, demonstrate unwavering commitment to objectives, champion a distinct vision, and communicate the organization's principles, objectives, and the significance of its staff mission. If leaders want to inspire their teams to greatness, they need to paint a picture of a bright future, lay out specific goals for the team to achieve, and tell them they can do it. All of these are necessary for them to have amazing motivation. "Leaders create a safe environment for employees to share ideas and disagree, consider new perspectives for problem-solving, be creative, and complete tasks," which promotes intellectual stimulation. The idea of individualised attention states that "leaders should be relational, focussing on followers' development and personal growth, mentoring, and demonstrating genuine concern for employee needs" (Manning, 2019).

3. PURPOSE OF THE STUDY

The purpose of this research is to analyse Chinese organisational environments to gather information about the function of employee perceptions as a mediator between leadership style and corporate culture, as well as the dependability of future results. This study intends to give insight into how to improve organisational performance and prediction reliability in Chinese settings by diving into these links and providing an analysis of their relationships. The most significant obstacle that businesses face in today's contemporary corporate climate is the task of retaining personnel who are both trustworthy and productive. Knowledge-based businesses, consultancies, and information technology corporations are examples of organisations that place a high level of attention on this matter since their success is directly proportional to the ability of their personnel to execute their jobs. The level of satisfaction that people have in their work is directly correlated to the level of productivity and profitability that the company enjoys. The notion that "happy employees are more productive employees" has been debunked on several occasions, yet it is not a novel idea by any stretch of the imagination. It is also true that increasing output may contribute to satisfaction in some circumstances, as the previous statement suggests. If the employees of a firm place a high value on the culture of the organisation, then those people are content in their jobs. Many different models have been suggested to define and quantify pleasure in the workplace (Motilewa, 2020).

4. LITERATURE REVIEW

Paternalistic leadership is comprised of three components, one of which is moral leadership. Moral leadership is characterised by the leaders' excellent character attributes. The Chinese culture places a strong emphasis on two values: selflessness and becoming a positive example for others. They are held in high esteem by the Chinese people, and they want their leaders to serve as exemplary models of how authority should not be abused. This expectation originates from the need to ensure the personal well-being of workers, in addition to the Confucian heritage. Confucianism believes that moral principles and examples should be used to govern internal ideas. This is because regulation and punishment can only control outer behaviours. In Chinese organisations, "rule by man" and nepotism are commonplace occurrences, even though formal mechanisms have been built. If followers want to remain ahead of the game, the only thing they can do is hope that the individuals they follow are nice people like themselves (Na-Nan, 2019).

The Chinese troops have a strong preference for leaders who are honest and upright because both social reality and Confucian philosophy are at play. When it comes to the study of Chinese implicit leadership ideas, one of the aspects that is considered to be different from examples in the West is the personal morality of a leader. The most accurate explanation for the differences in the qualities that ideal leaders should possess for the Chinese people may be found in this. When leaders demonstrate acts of compassion and generosity, they are seen to be acting in a way that is beneficial to the community. Both one's personal and professional lives are considered to be part of one's life in China. Benevolent leaders are concerned about the professional development of their followers, providing them with direction, shielding them from the humiliation of public scrutiny, and providing them with opportunities to rectify their mistakes when they occur on the job. When it comes to the non-work family sector, effective leaders cultivate an atmosphere in which followers are treated as if they were members of their own family, and the atmosphere is that of a huge family. By aiding their followers in the face of personal difficulties, they exhibit a comprehensive level of concern for their followers. When it comes to superiors and inferiors, the Confucian perspective is that those who are superiors should be generous and compassionate to those who are inferiors, while those who are inferiors should be obedient and loyal. On the other hand, loving dads are uncommon in Chinese households, maybe because compassion undermines authority and is difficult to reconcile with. As a result of the image of a less giving parent being "transferred" to the workplace, the researchers believe that morality, rather than compassion, will be identified as the ideal leader for Chinese workers. A leader that employs an authoritarian leadership style emphasizes his or her personal authority and dominance over those who report to them. Authoritarian leadership is characterised by the presence of a father figure and a centralised control

structure. They are not willing to delegate responsibilities and prefer to speak from a higher position. They continue to be ambiguous about their objectives, they engage in deceptive strategies, and they are focused on powerfully portraying themselves. Through their research, they discovered that followers are both terrified and impressed by these actions. In Chinese companies, authoritarian leadership was formerly rather widespread; now, it seems that this style of leadership is becoming less popular. Authoritarian leadership styles have been shown to have detrimental consequences on workers, according to a majority of research that have been conducted in recent times. This is because leaders are seen by followers to be harsh and unjust, which causes followers to lose trust in their leaders. On the other hand, it has been shown that trust and reciprocity act as mediators in the interaction between leadership and the attitudes of employees. Every culture that participates in the GLOBE program encourages and supports charismatic, inspirational, and visionary leadership qualities. In particular, transformational leaders tend to address the moral needs of their followers, in a manner that is comparable to that of moral leaders. As a result, those who adhere to it are encouraged to prioritise the interests of the collective above their own, to behave with more morality, and to exercise "more principled levels of judgement" (Nigussie, 2019).

5. RESEARCH QUESTION

- What is the effect of organisational culture on the reliability of predictions in the Chinese organisational context?

6. METHODOLOGY

Questions like "how" and "why" that defy easy quantitative answers are crucial to qualitative research. Since qualitative research questions tend to be more open-ended, they are less likely to adhere to a rigid linear pattern than their quantitative counterparts. One of the key benefits of qualitative research is its ability to provide insight into patterns and processes of human behaviour that are intangible. Attitudes, actions, and experiences are not always simple to capture with precision and statistical rigour. Qualitative research methods, on the other hand, provide participants more freedom to express how they felt and what they experienced during the time under consideration. Qualitative data looks for themes and patterns that resist simple quantitative analysis, thus trying to quantify it may be troublesome, even though it is theoretically conceivable to do so. In trying to put a number on an intangible, it is essential to keep the story and setting of qualitative work intact. A high-quality qualitative research design begins with an established aim. There has to be an outspoken statement or clarification. The intended audience must be defined. Researchers must be very careful while collecting data from the study community so as not to leave out any potential participants. Since the requested data is often poorly classified or collected, it is critical to choose a data collection approach that aids in obtaining the correct data without excessively limiting the data. The design should conclude with appropriate data analysis methods. If given an example, some of the several aspects of qualitative research may become clearer.

Sample: A sample of 25 workers served as a pilot for the questionnaire in the research. In this research, individuals employed by Namvaran Consulting Engineers and Managers Company (abbreviated as NCE) are included. Consultants at NCE have been helping businesses in the petroleum, natural gas, and petrochemical sectors since the company started in 1978. This privately owned company has received permission to carry out engineering work in nine different disciplines from the Chinese president's deputy for strategic planning and control. About 500 individuals work for the firm, and its HR systems are fully operational.

Data Collection: What and how much data is collected depends on the research objectives and the nature of the study. Methods such as focus groups, individual interviews, and observation are used to collect narrative data in qualitative research. This kind of research uses smaller cases and samples. Methods for collecting qualitative data may be broadly classified into two groups:

- By seeing the world around, them and making careful notes on everything they observe, be it people, places, or objects.
- o Ethnographic research: This kind of study often involves researchers spending a lot of time with respondents,

documenting their every move and watching their habits in great detail.

o Content analysis is based on examining the message or substance of the text. One-on-one interviews are useful for researchers because they allow them to talk with respondents about sensitive or complex issues.

o In structured interviews, bias is reduced since each responder has an equal opportunity to answer each question in a predetermined order.

o Semi-structured interviews: Although highly organised and supervised, these interviews have the potential to include unexpected questions that, when posed at the appropriate moment, might provide important insights. In this kind of study, the focus group is one of the most famous tools.

o Unstructured interviews, which do not adhere to a prearranged interview schedule, allow for in-depth information to be retrieved from the respondent via an unfettered discussion. Given the exploratory and qualitative nature of this research, as well as the fact that organisational culture and work satisfaction are separate phenomena with their traits and dimensions, a combination of the following methods was used:

- Four supervisors participated in a semi-structured inquiry.
- Three focus group subsets Using semi-structured interviews with predefined open-ended questions, lower-level personnel and certain supervisors are questioned one-on-one or in small groups.

Reliability: The primary focus of dependability, according to researchers, is on the data collection method and how well it converges to consistent conclusions. To ensure the study's dependability, the researcher must demonstrate the following:

On the following occasions, the same result was attained. Similar findings were also made by other observers.

- There must be transparency and openness in the process of meaning extraction from data. According to Robson, there are four separate threats to reliability.

I. Conceptual Framework



7. RESULT

Factor Analysis

One of the most common applications of factor analysis (FA) is the process of confirming the underlying component structure of a collection of measurement items. It is claimed that the scores of the variables that have been observed are impacted by factors that are not necessarily apparent to the naked eye. The accuracy analysis (FA) method is a strategy that is focused on developing models. Through the building of causal routes that link observable events, hidden causes, and measurement mistakes, the major focus of this investigation is on the construction of causal pathways.

Through the use of the Kaiser-Meyer-Olkin (KMO) Method, it is possible to evaluate whether or not the data are suitable for factor analysis. An evaluation is performed to determine whether or not the sample is enough for each model variable as well as for the model as a whole. According to the statistics, the magnitude of the conceivable common variance across a large number of variables is quantified. Data that has lower percentages is often more suited for factor analysis than data that has higher percentages.

KMO returns integers between zero and one. Sampling is deemed adequate if the KMO value falls within the range of 0.8 to 1.

It is necessary to take remedial action if the KMO is less than 0.6, which indicates that the sampling is inadequate. Use your best discretion; some authors use 0.5 as this, therefore the range is 0.5 to 0.6.

• If the KMO is close to 0, it means that the partial correlations are large compared to the overall correlations. Component analysis is severely hindered by large correlations, to restate.

Kaiser's cutoffs for acceptability are as follows:

Something pitiful between 0.050 and 0.059.

• Below-average by 0.60 to 0.69

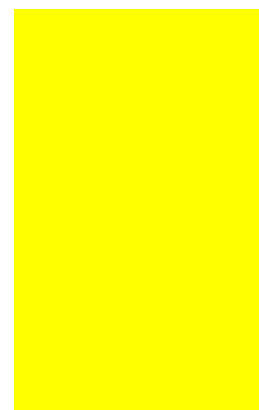
Middle grades often fall within the range of 0.70-0.79.

Ranging from a quality point value of 0.80 to 0.89.

Astoundingly, it spans from 0.90 to 1.00.

Table 1: KMO and Bartlett's

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.981
Bartlett's Test of Sphericity	Approx. Chi-Square	3252.968
	df	190
	Sig.	.000



The overall significance of the correlation matrices was further confirmed by using Bartlett's Test of Sphericity. A value of 0.981 is the Kaiser-Meyer-Olkin sampling adequacy. By using Bartlett's sphericity test, researchers found a p-value of 0.00. A significant test result from Bartlett's sphericity test demonstrated that the correlation matrix is not a correlation matrix.

Reliability

The primary focus of dependability, according to researchers, is on the data collection method and how well it converges to consistent conclusions. To ensure the study's dependability, the researcher must demonstrate the following:

- Subsequent attempts have the same result.
- Other people noticed the same thing.
- There must be transparency and openness in the process of meaning extraction from data.

According to Robson, there are four separate threats to reliability.

Credibility Of Findings

The reliability of the research results depends on the accuracy of the responses, and the only way to guarantee this is via a well-designed study. To get compelling results, the researchers must focus on two things: reliability and validity.

Test for Hypothesis

- **Dependent Variable**

Reliability of predictions in Chinese organisation

The reliability of predictions in Chinese companies may vary greatly depending on several factors. To begin, the rapid pace of change in China's economy as a result of policy shifts and technological advances makes it challenging to create reliable long-term projections. Companies often rely on historical data and market patterns in an ever-evolving environment, but these may quickly become obsolete. Cultural factors can influence decision-making processes. If workers are unable to freely communicate with one another due to hierarchical arrangements, then data gathering, and analysis might be biased. A reliance on consensus may lead to risk aversion, which in turn may impact prediction accuracy. On the other hand, massive amounts of data and advanced analytics are helping an increasing number of

Chinese businesses enhance their predictive capacities. The capacity of machine learning and artificial intelligence to go through vast amounts of data and identify patterns and trends that people would overlook is attracting investment from corporations. There are still challenges to getting accurate projections, but Chinese companies are improving their forecasting abilities by increasing business processes and constantly integrating technology. They have undoubtedly become better at making accurate predictions over time as they adapt to new environments and depend more on data (Saad, 2019).

Mediating Variable

Employee perception

The phrase "employee perception" refers to how staff members interpret and comprehend their roles within the organisation, as well as the principles and standards upheld by upper management. All aspects of the workplace, including employees' trust in and excitement for the organisation, are influenced by their evaluations of the efficiency and equality of their leaders. In the workplace, factors such as cultural norms and daily habits all play a role. An energetic workplace has the potential to boost morale and output. An employee's perception of the big picture and their specific responsibilities within it have a significant impact on their level of motivation, engagement, and output. How well a business interacts with its employees affects their sense of purpose and value to the organisation. A worker's degree of motivation and loyalty to the firm may depend on how they feel about their efforts' recognition and compensation. Workers' perceptions of their managers and the business at large impact morale, output, and the organization's overall performance. Businesses often conduct surveys and other forms of employee feedback to gauge and improve employee perception (Manning, 2019).

- **Independent Variable**

Organisational culture

Employees' interactions with one another and their approach to work are influenced by the common values, beliefs, behaviours, and conventions that make up an organisation's culture. The term refers to the norms and dynamics that shape a company's culture without explicitly stating them. Organisational values such as honesty, creativity, cooperation, and customer service are the bedrock upon which the company is built. Communication methods, decision-making procedures, and dispute-resolution practices are all examples of norms and practices that govern how work is done. The stance adopted by leaders, which has a major impact on the culture. An example of a leadership style that might encourage open communication and teamwork is the participatory model. Things that people can see and touch, such as logos, workplace design, and rituals and ceremonies that uphold cultural norms. The degree to which an organization's culture reflects the beliefs and priorities of its members, which in turn affects the amount of dedication and enthusiasm that workers have for their work. Increased employee happiness, retention, and performance may come from an organisation with a strong, positive culture; disengagement and high turnover might be the outcome of a poor culture. For this reason, success in the long run depends on fostering a positive organisational culture (Kampini, 2020).

Relationship Between Reliability of Predictions in Chinese organisation and Organisational Culture Through Employee Perception

Culture in the workplace influences the conditions in which forecasts are produced and put into action. Predictions are more likely to be accurate in an environment that promotes data-driven decision-making, creativity, and teamwork. The quality of forecasts is enhanced when workers are motivated to provide honest feedback and data because they know their opinions count. Crucial to the mediation of this connection is employee perception. Leaders are more likely to be seen as trustworthy and competent by workers when the organisational culture is positive and helpful. Because of this impression, they are more invested and eager to help with the prediction process. On the other side, a poor impression among employees can cause them to lose interest and doubt future projections if the culture is inflexible or uncaring. Feedback and open communication are hallmarks of a robust corporate culture. Better and more trustworthy forecasts may result from an atmosphere where workers are free to voice their opinions and ideas. A more cooperative work

environment is the result of well-designed feedback loops that improve workers' views of management and company objectives. Adaptable and flexible company cultures are vital in China's lightning-fast industry. Companies with an agile culture may change their forecasts in real-time in response to employee input. When workers have a favourable impression of the company's flexibility, they are more likely to put their faith in future projections and work harder to achieve organisational objectives. Workers who have faith in the company's values are more willing to do what it takes to make it thrive. Increased confidence and morale in one another may improve teamwork and data sharing, which in turn can increase the accuracy of forecasts. Prediction procedures are more likely to get positive engagement from workers if they consider the culture as supportive and connected with their beliefs (Motilewa, 2020).

According to the researcher's theory, which was based on the previous debate, the relationship between the Reliability of predictions in Chinese organisations and Organisational culture through Employee perception.

“H₀₁: There is no significant relationship between Reliability of predictions in Chinese organisation and Organisational culture through Employee perception.”

“H₁: There is a significant relationship between Reliability of predictions in Chinese organisation and Organisational culture through Employee perception.”

8. DISCUSSION

Leadership behaviours significantly affect employees' perceptions of their superiors, as shown by the findings. Being transparent, clear, and encouraging is a great way for leaders to model the qualities they want in their teams, which in turn inspires confidence and buy-in. Increasing morale and participation in corporate tasks are two key outcomes of a trusting work environment. When employees trust and respect their leaders, they are more inclined to commit to and follow the organization's forecasts. The company's culture is another major factor that influences workers' perceptions of their workplace. In a workplace that encourages and rewards collaboration, different perspectives, and public recognition, employees are more inclined to work together to achieve shared goals. This harmony is essential for improving prediction accuracy since invested personnel are more likely to provide beneficial criticism and solutions. The findings suggest that to boost workers' perspective and predictive reliability, businesses should prioritise creating a positive work environment. The mediating role of employee perception renders leadership conduct and culture insufficient in isolation. The more accurate approach would be to consider how these elements interact with one another. To illustrate the point, even the most capable leadership cannot provide precise projections if employees do not feel valued or invested. To counter this, no amount of amiable culture will succeed if leadership isn't hands-on with employees. The study's results are crucial for practitioners because they suggest that leadership training programs should emphasise methods that include communication and participation. In addition, companies should invest in initiatives that strengthen their culture and ensure it aligns with their objectives for the future. Research into the factors that influence workers' perceptions of their boss, and the reliability of their forecasts might provide intriguing results in the future. A more nuanced understanding of how contextual factors influence these dynamics might be revealed by studying these connections across various industries and sizes of Chinese organisations.

9. CONCLUSION

The primary goal of this research was to identify how company culture impacts employee performance. Due to constraints in both time and finances, the researchers were only able to interview the CEO and two individuals from the IT department. There may have been some omissions due to the small sample size. The interview questions didn't go deeply enough into the company's culture, and there wasn't enough time for follow-up questions. Here the researchers were outlining the broader perspective on globalisation that led to the primary study question. This issue requires theoretical and practical confirmation due to its philosophical and literary foundations. Find the general outline and structure of this thesis. Next an analysis of dedication, the next sections cover the study's topic, objectives, questions,

methodology, anticipated contributions and limits, scope, importance, and research challenge. Reading the research technique part provided the researchers with an idea of the study's reliability. Every detail is there. Below is a summary of the research methodologies used in this study. This article presents fresh research that sheds light on the moderating effect of relationships and trust.

REFERENCE

1. Integer, C. C. and Udoh, E. (2019) 'The impact of organizational culture on employee's performance in the public sector', *International Journal of Advanced Research in Public Policy, Administration and Development Strategies*, 3(1), 35-52.
2. Kampini, T. (2020) *Impact of organizational structure on employee performance*. Available at: <https://m.grin.com/document/434752> [Accessed 11 May 2020]
3. Manning, F. (2019). *Complete guide to setting strategic goals (with examples)*. Available at: <https://www.indeed.com/career-advice/career-development/setting-strategic-goals> [Accessed 10 May 2020]
4. Motilewa, B. D., Agboola, G. M. and Adeniji, C. G. (2020) *Organizational culture and performance: A case study of Covenant University, Nigeria*. Available at: <http://eprints.covenantuniversity.edu.ng/5790/1/Organizational%20Culture%20and%20Performance-%20CJBSS.pdf> [Accessed 23 April 2020]
5. Na-Nan, K., Chaiprasit, K. and Pukkeeree, P. (2019) 'Factor analysis-validated comprehensive employee job performance scale', *International Journal of Quality & Reliability Management*, 35(10), pp. 2436-2449.
6. Nigussie, M. (2019) 'The effect of organizational culture on employees' perceived performance: The case of Berhan International Bank S.C. M.A. Thesis. Addis Ababa University School of Commerce.
7. Saad, G. B. and Abbas, M. (2019) 'The impact of organizational culture on job performance: a study of Saudi Arabian public sector work culture', *Problems and Perspectives in Management*, 16(3), pp. 207-218.