

THESES OF THE DOCTORAL (PhD) DISSERTATION

ORGANIZATIONAL CULTURE AND LEADERSHIP STYLES IMPACT ON ORGANIZATIONAL PERFORMANCE IN JORDANIAN INSURANCE SECTOR

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1. INTRODUCTION OF THE TOPICS AND OBJECTIVE

Organizations now face several internal and external difficulties, including intense competition in all economic sectors, changes in human resource quality and market needs, the influence of globalization, and technology revolutions. These and other causes have underlined the significance of companies being flexible, adaptable, or changeable in order to continue their operations (RIZESCU and TILEAGA, 2016).. These transformational processes have received great attention in both academic and applied studies, due to the important role that plays in maximizing organizational outcomes (NAFUKHO et al., 2009; PLAKHOTNIK and ROCCO, 2011). At the heart of these processes, the role of organizational culture as well as leadership styles become critical to an organization's survival, where the culture of an organization acts as a social glue that holds the organization together, and the leader plays a significant role in expanding and crafting that organizational culture (SCHEIN, 1990; SHARMA and SHARMA, 2010).

As long as an organization's culture is capable of balancing internal integration and external adaptability, it will have a competitive edge over other organizations that lack that balance. (HITT et al., 2017). Hence, the organization's leaders or managers must realize the need to foster an appropriate organizational culture to keep the organization strong enough to achieve its objective and remain competitive. That is why there is a collaborative effort that should be undertaken by all organization members at all levels. However, each organization has its own organizational culture that has developed gradually through interaction among its members and environment to deal with internal and external problems, support organizational goals achievement, and work as a valid formula for solving problems, thinking, and decisions making. (SCHEIN, 1984, 1990).

On the one hand, an organization's leaders or managers are key to creating and evolving organizational culture because they are accountable for recognizing or detecting the internal and external changes impacts in their organization on time, recommending and implementing appropriate responses to such impacts, and adapting the organization's culture to fit the new situational environment (HATCH, 1993; MATKÓ and TAKÁCS, 2017; SCHEIN, 1990). On the other hand, the involvement of the organization's members should be recognized since their personal values, beliefs, assumptions, and experiences contribute

to the development of organizational culture. (SCHEIN, 1990; VAN DEN STEEN, 2010a, 2010b).

The significant effects that organizational culture and leadership style have on organizational performance make them one of the most global concerns (CHILLA et al., 2014; OGBONNA and HARRIS, 2000; TSAI, 2011) or such performance indicators as employees job satisfaction and commitment and turnover intention (AL-SADA et al., 2017; ELIYANA et al., 2019; LOK and JOHN, 2004; SILVERTHORNE, 2004). Recent organizational studies have pointed out the need for suitable leadership competencies and personal commitment from organizational decision makers to ensure and maintain organization success. Hence, organizational culture and leadership styles, along with their influence on employee commitment and job satisfaction are some of the central elements in maximizing the effectiveness, competitiveness, and success of organizations in response to unexpected new challenges.

1.1. Main topic and objectives

Organizational culture and leadership styles are acknowledged to have a significant impact on how the employees perceive their organizational duties and objectives. GHINEA and BRATIANU (2012) argued that organizational culture and leadership act as nonlinear integrators that if they employed well, then the maximum effects can be derived. In nonlinear system the expected outputs are assumed to be bigger than the sum of all separated outputs, consequently, this argument might clarify the roles of organizational culture, leadership and many other integrators play in any organization.

The concept of organizational culture has induced the interest of many researchers and consultants on how these shared values, beliefs, and assumptions guide organizations members' behaviors and attitudes towards higher performance (ALVESSON, 1989; LIM, 1995; SCHEIN, 1990; TEEHANKEE, 1994). Leaders can influence their followers' behaviors and attitudes through the direct formal instructions and orders, and through in direct effect on altering and shaping the organizational culture (SCHEIN, 1990; VAN DEN STEEN, 2010a, 2010b). Employee performance indicators such as organizational commitment and job satisfaction are also another important factors that ensures the successful fulfillment of the organizational mission.

Organizational commitment determines how strong is the belief in or acceptance of the organization's values and beliefs, the desire to make a great effort on behalf of the organization, and the continuous intention to stay a member of the organization (MAYER and SCHOORMAN, 1992). Thus, as much as selecting a suitable organizational culture is essential for organizational success, ensuring the necessary level of organizational commitment among the organization's members is extremely important. Job satisfaction is an important measure of determining the emotional feeling level that employee's holds toward his or her job (YOUSEF, 2000). Strong empirical evidence shows that a high level of job satisfaction is associated with the employee's overall motivation, and it has a significant impact on individual's performance (JUDGE et al., 2001). Both factors organizational commitment and job satisfactions are related to critical organizational outcomes such as absenteeism, turnover (FALKENBURG and SCHYNS, 2007), and job performance (FU and DESHPANDE, 2014).

Although many studies have been conducted to examine the relationships between an organization culture and its performance (JOSEPH and KIBERA, 2019), and an organization leadership styles and its performance (BABALOLA, 2016; WANG et al., 2010), few studies have been focused on the combined relationships of the three concepts besides the results are not always consistent (CUI and HU, 2012; OGBONNA and HARRIS, 2000; TSAI, 2011). As a result, additional research is needed to define the linkages between organizational culture, leadership styles, and organizational performance, as well as how employee performance measures like job satisfaction and organizational commitment might mediate these relations.

With increasing globalization and business challenges, organizational scholars have extended the organizational research field to benefits from cross-cultural studies (DENISON et al., 2003; FEY and DENISON, 2003). Although many scholars earned great knowledge by studying various cross-cultural contexts, this field of research in the Middle East is still inadequate (ABABANEH, 2010; ALADWAN et al., 2015). Nevertheless, given that most of the theories and models have been developed in the Western context, its applicability in a different context is yet challenging (ABI-RAAD, 2019; DENISON et al., 2003). Thus, a better understanding of the association between the pre-mentioned variables in nonwestern context – mainly in the Jordanian context – can be beneficial for evaluating the applicability

and effectiveness of current theories and helping organizations leaders and decision-makers by providing an external view about their organizations.

1.1.1. Contribution to knowledge

This study aims to make significant contributions to the fields of organizational management and employee behavior. The first contribution is to examine the applicability of the previous organizational culture model and transactional-transformational leadership styles theory in Jordan. Furthermore, this study contributes to theoretical knowledge by examining the impact of organizational culture and leadership styles on organizational performance, given that the association between organizational culture and leadership styles in the Jordanian context is yet unsettled. The choice of Jordanian context for this research is motivated by the scarcity of studies that explore the combined relationship between organizational culture and leadership styles and their impact on organizational performance.

The choice of Jordan is also important because it is one of the Middle East countries with different economic, social, religious, and cultural values compared to the other parts of the world. Also, this territory is facing continuous political and economic challenges that require a cautious investigation. These differences may cause different implications on relationships among organizational culture, leadership styles, and organizational performance. The study will also help practitioners in understanding the relationship between organizational culture and leadership styles and their impacts on job satisfaction, organizational commitment, and organizational performance. Clarifying these relationships can help organizations managers to identify the best strategy to improve their employees' attitudes and their organizations effectiveness

1.1.2. Study aims and objectives.

Based on the above-mentioned issues, the main aims of this study are to test the applicability of the selected theories and models in a Jordanian context, precisely, the Denison organizational culture model (DENISON and MISHRA, 1995) and Bass's transactional and transformational leadership theory (BASS, 1990). Secondly, to investigate the association between different types of organizational culture traits and leadership styles, and their impacts on organizational performance. From the aims of the study, the following specific objectives have been derived:

1. To examine the applicability of Denison's organizational culture model in a Jordanian context.
2. To plot the cultural profile and identify the dominant leadership styles of Jordanian insurance companies.
3. To determine the extent to which organizational culture and leadership styles influence job satisfaction and organizational commitment.
4. To determine the extent to which organizational culture and leadership styles influence organizational performance of Jordanian insurance companies.
5. To investigate the extent to which job satisfaction and organizational commitment mediate organizational culture and leadership styles relationships with organizational performance.

1.1.3. Hypothesis summary

This research aims to answer specific but interconnected questions regarding the relationships among organizational culture, leadership styles, job satisfaction, organizational commitment, and organizational performance. To achieve the research aims, the following hypotheses were tested.

- H1. There is a significant links between organizational cultural traits and leadership styles.
- H2. There is a significant links between organizational cultural traits and organizational performance.
- H3. There is a significant links between the leadership styles and organizational performance.
- H4. Job satisfaction and organizational commitment play a significant role in explaining organizational culture traits relationships with organizational performance
- H5. Job satisfaction and organizational commitment play a significant role in explaining leadership styles relationships with organizational performance

2. MATERIAL AND METHODS

This chapter introduces the steps of the study design and the research method used for examining and testing the relationships among the study variables. The research context of this study will be addressed, followed by describing the research method used. The development of the research instrument and the study sample selection will be discussed. In addition, the statistical techniques used in the study will be illustrated.

2.1. Research context

The Jordanian insurance sector has been selected as a research context of the current study, due to its significant contribution in protecting all economic sectors as it is acting as a self-shield of all economic sectors. Therefore, insurance sector success and wellbeing are of great importance for all sector, especially, within unstable economy. Furthermore, ALOMARI and AZZAM (2017) reported that insurance companies' importance attributed to their responsibility of absorbing and transferring risk within the economy, providing a mechanism to encourage savings and enhance investment activities.

There are twenty-one insurance companies currently operating in Jordan, which can be classified in terms of service that provide into three categories: fourteen companies are providing non-life; life and medical insurance services and six companies are offering only general and medical insurance services. Furthermore, one foreign company is providing only medical and life insurance service (JIF, 2022).

2.2. Research Sample

To determine a sufficient sample size required to serve the aims of this study, the steps of suggested by ZIKMUND et al. (2013) were considered as a reference for selecting the study sample. According to Jordan Insurance Federation (JIF), the number of employees in the Jordanian insurance sector reached 2,867 in 2020 (JIF, 2022), which was considered as a target population for this study. However, it has been decided to include only the front-line insurance employees and exclude the board members and top management of each company. It has been found that about 10 % of total employees fall into this category. The removal of this category leads to having a target population equal to 2381.

The study employs a not probability sampling method, in which sampling elements or units will be selected from sample frame from those are being available or reachable by the researcher. Accordingly, the sampling plan for this study is gathering information from all insurance providers with main offices in Amman, the country's capital. Afterward, each company received a formal invitation to participate in the study. Depending on the company's approval, data were collected over a period of three months using a self-administered questionnaire. The acceptance of fifteen companies was received, while six companies regretted participating. As a result, 403 elements from the sample frame were eliminated, leading to only 1978 elements targeted from fifteen insurance companies forming the sampling frame of this study.

To determine the appropriate sample size, the Raosoft open-source sample size calculator was used by considering 5% as margin of error, 95% confidence interval and 50% as response distribution. Hence, an actual sample of 322 elements was found to be suitable to serve the purpose of the current study. However, to improve the response rate from each company, a total of fifty questionnaires were distributed among the companies to gather data the sample frame, which form 37% of the population frame. Besides, to get a representative sample from each company, a proportionate stratified sample technique will be employed based on the total number of employees of each company using a sampling fraction coefficient equal to 16, which mean that 16 elements from each company as minimum need to be selected. Figure 1 offers a summary of the sampling process.

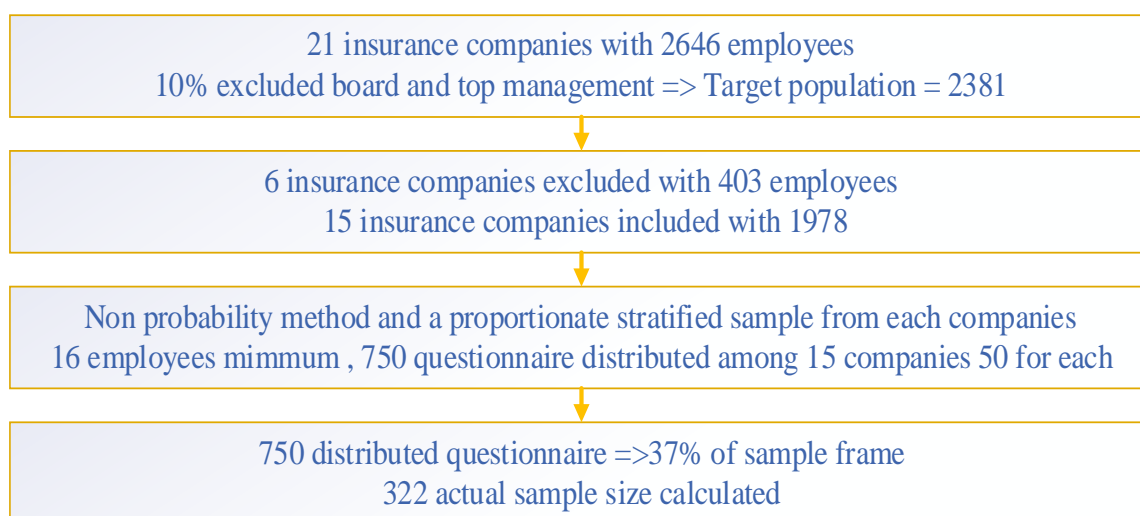


Figure 1. Sampling process summary

Source: Author's own creation

2.3. Research methods

In the current research, a mixed-methods approach will be used to accomplish the study purposes. To finalize the research hypotheses, a qualitative approach to gather data about the research variables and context will be implemented. Then, a self-administrated questionnaire will be developed based on the previous literature to collect data from the research sample. Figure 2 gives a simple snap of the research methodology.

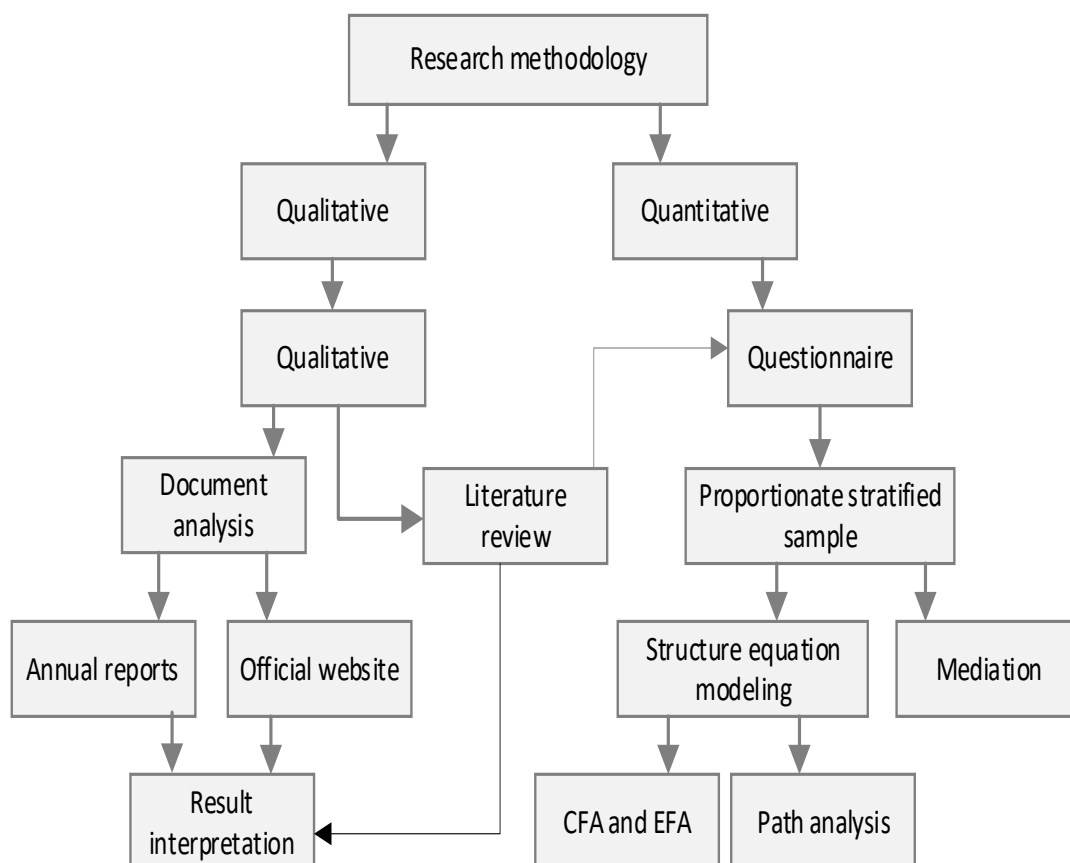


Figure 2. Research methodology

Source: Author's own creation

2.4. Research instrument

Due to the absence of validated and reliable instrument in Arabic language for assessing the study variables, namely organisational culture, leadership styles, job satisfaction, organisational commitment and organizational performance, the current study will translate widely cited and used Western origin instruments. The summary of these instruments is shown in Table 1. In addition to the eight instruments, other demographic questions will be added to collect demographic data about the participants and their companies. The detailed wording of all questions is available in appendix A.

Table 1. Questionnaire Components

Instrument	No. of items	Variable Type	Source
Organizational culture			
• Involvement	9 items	Independent	(FEY and DENISON, 2003)
• Consistency	9 items	Independent	
• Adaptability	9 items	Independent	
• Mission	9 items	Independent	
Leadership styles			
• Transformational leadership	7 items	Independent	(CARLESS et al., 2000), and (MACKENZIE et al., 2001)
• Transactional leadership	7 items	Independent	
Job satisfaction	6 items	mediator	(ANDREWS and WITHEY, 1976)
Organizational commitment	6 items	mediator	(BECKER, 1992; KLEIN et al., 2014)
Organizational performance			
• Effectiveness	7 items	Dependent	(FEY and DENISON, 2003), and (SKELTON et al., 2019) based on (MOBLEY et al., 1978)
• Intention to quit	3 items	Dependent	

Source: Author's own creation

2.5. Statistical analysis

In management research, researchers are often facing many challenges that can limit the types of conclusions that are drawn. Thus, researchers need to choose appropriate and rigorous research methods. That is, by considering the impact of their choices of the research instrument, data analysis, and many other issues that raise several questions about the conclusions (SCANDURA and WILLIAMS, 2000). However, the research conclusion to be valid is required to reach a certain level of reliability and validity including construct, internal, external and statistical conclusion (SCANDURA and WILLIAMS, 2000; TAN, 2019).

After data cleaning and responses coding, the descriptive analysis was employed first to describe the sample and the research variables situation at the sample companies. The descriptive analysis will explain the profile of organizational culture in the Jordanian insurance sector, the dominant leadership styles, and the organizational performance level of the insurance sector in Jordan. Then the exploratory analysis was employed to explain the relationships among the research variables and test the study hypotheses.

In this research, the Structure Equation Modelling (SEM) technique will be adopted in trying to meet the research goals. The choice of using such technique is motivated by its ability to offer a mean to quantify specific cause and effect relationships between the observed variables through the path analysis, and its ability to evaluate whether the observed data have a good fit with the hypothetical model through analysis of the measurement models such as Exploratory factor analysis (EFA) and Confirmatory Factor Analysis (CFA) (LAM and MAGUIRE, 2012). The SEM briefly is a set of procedures that test the hypothesized relationships among the observed variables by converting the complex interactions relationships into a more structured network of directional paths that links variables then evaluating the fitness between the observed data and the hypothesized model (GRACE, 2008). .

2.6. Statistical analysis

Figure 3 presents the summary of the developed hypotheses that the current research is aimed to test and evaluate the relationships among the research variables through the following research model.

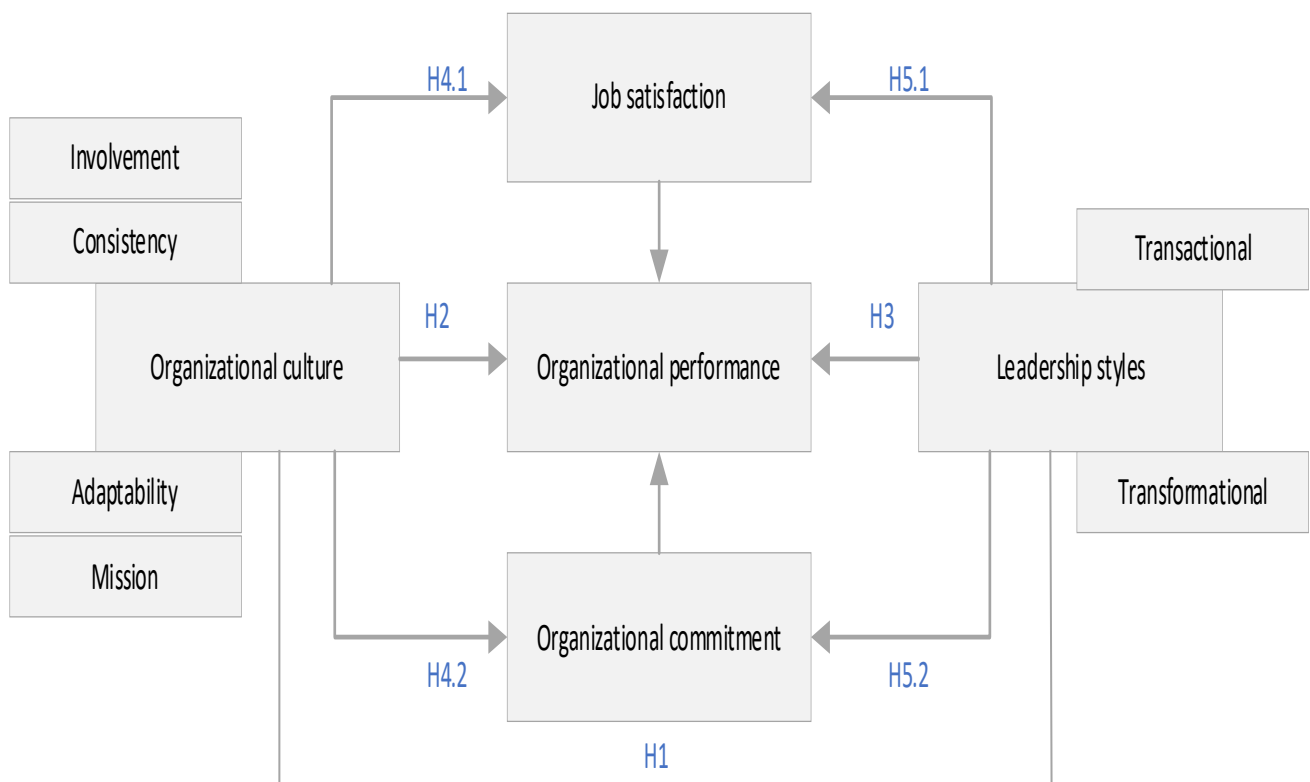


Figure 3. Research model

Source: Author's own formation

3. MAIN FINDINGS OF THE DISSERTATION

3.1. Data analysis

The collected data were screened for missing or incomplete questionnaires. This section presents the summary of the data cleaning and coding before the data analysis was carried out. As prementioned, 750 questionnaires were distributed among 15 companies that accepted to participate in the study. At the end of the data collection period, 385 (51.3%) questionnaires were returned and checked. The test of missing data revealed that 47 questionnaires had missing data in most variables and were subjected to elimination. This result led to a 43.7 % response rate, with 328 questionnaires suitable for further analysis. The next step was to check whether the data have extreme coding or out of range values. The frequency test does not show any extreme or out of range values in the data. Also, the result revealed that 15 companies satisfied the sampling criteria of having 16 responses.

3.2. Sample demographic profile

The sample of this study includes a total of 328 participants distributed among 15 insurance companies located in Jordan. The descriptive analysis of the demographic sample profile involves the participants' gender, age, experience, educational level, and tenure, the period that the participant spent at the current company. The demographic sample profile revealed that 38% of the participants were female, the majority age was above 30, and almost 80% had completed the BSc level of education. Their experience level was high as most of them had more than six years of experience, and just 11% of the participants had not yet completed their first year at their current company.

3.3. Research instrument reliability and validity

After screening the data and verifying its normality, the next step is to evaluate the construct reliability and validity of the research instrument, where reliability refers to the internal consistency of the construct items. While validity indicates how well the construct items measure what they are supposed to measure. Given that the research instruments were adopted from and used in different contexts, this step was crucial before proceeding with further analysis (ORÇAN, 2018). Therefore, the EFA and CFA analysis were performed.

3.3.1. The EFA of research instrument

The EFA was conducted for each of the research instruments pre-selected from literature to serve the purpose of this study. As factor analysis helps in revealing concepts embedded in research constructs by describing the underlying correlation pattern among a set of observed variables. The SPSS 25 statistical package was used to carry out the EFA using a principal component analysis (PCA) extraction method with a suitable rotation method, in which 'Oblique Promax' rotation is sufficient when there is intercorrelation among the extracted components, as it is hard to find uncorrelated constructs in the real world, while Orthogonal Varimax rotation is adequate when uncorrelated components exist.

- *EFA for organizational culture measure DOCS*

The evaluation of the result revealed that the involvement and consistency traits were highly correlated and reflected the same component. While mission trait items loaded only on the second component, adaptability trait items were distributed among the third and fourth components. The difficulty of interpreting the result and the high percentage of the variance explained by the first component suggest looking for a second-order solution by performing a separated EFA extracting for the first component to check for different or meaningful dimensions that could exist.

The result revealed that three components were extracted, with an eigenvalue greater than 1, including eigenvalues of 13.941, 2.184, and 1.866, for the three components, respectively, which together explain 59.970 % of the total variance. Accordingly, the extracted components interpretation was performed by comparing items loading with the original version of the scale components. The first component reflects the combined internal culture traits that involve involvement and consistency traits (INCO) with an item that has cross-loading on the mission trait component, the second component includes nine items associated with the mission cultural trait with an item that has cross-loading on the combined internal culture traits component and the third component consists of nine items associated adaptability cultural trait of the original DOSC. Cross-loading items, including item Inv7, and item Mis9 were retained, as the communalities values of both items were above 0.6, and the cross-loadings were slightly above 0.4, which can be ignorable in terms of the ratio of the square route of item loading.

- *EFA for leadership styles measure*

The EFA was employed to explore the underlying construct of leadership styles and evaluate item loadings. The leadership styles scale items were adopted from two scales, including the seven TRLS scale items developed by CARLESS et al. (2000) and the seven TSLs scale items MACKENZIE et al. (2001). PCA extracting method was performed with Varimax rotation since many components were expected to be extracted. The EFA result for the leadership styles measure revealed the presence of three components with an eigenvalue greater than 1, including eigenvalue of 7.302, 1.854, 1.062 for the three components, respectively, which together explain 72.989 % of the total variance,

The result revealed that three components were extracted, and the extracted components interpretation was performed by comparing items loading with the original version of the scale components. The first component reflects a pure TFLS scale with one item has cross-loading with the second component, The second component includes four items associated with the contingent rewards subscale (CRS) of the original TSLs scale with an item that has cross-loading with the TFLS component. Meanwhile, the third component consists of three items associated with the contingent punishment style (CPS) of original TSLs scale. Cross-loading items were retained, as the communalities values of both items were above 0.6, and the cross-loadings were slightly above 0.4, which can be ignorable in terms of the ratio of the square route of item loading.

- *EFA for job satisfaction measure*

The EFA was employed to confirm the unidimensional nature of the Js construct and evaluate item loadings. A simple PCA extracting method was performed with no rotation since a single component was expected to be extracted. The EFA result for Js revealed the presence of a single component with an eigenvalue greater than 1, which explain 63.592 % of the total variance. The result supports the unidimensional nature of the Js measure by keeping the six items that form the Js scale

- *EFA for organizational commitment measure*

The EFA was employed to confirm the unidimensional nature of the Ocm construct and evaluate item loadings. The Ocm scale items were adopted from two scales, including the KUT 4 items scale developed by KLEIN et al. (2014) and a single attachment item by

BECKER (1992). A simple PCA extracting method was performed with no rotation since a single component was expected to be extracted. The EFA result for Ocm revealed the presence of a single component with an eigenvalue greater than 1, which explain 75.407 % of the total variance. The result supports the unidimensional nature of the Ocm measure by retaining the five items that form the Ocm scale.

- *EFA for Effectiveness measure*

The EFA was employed to confirm the unidimensional nature of the Effs construct and evaluate item loadings. A simple PCA extracting method was performed with no rotation since a single component was expected to be extracted. The EFA result for Effs revealed the presence of a single component with an eigenvalue greater than 1, which explain 64.203 % of the total variance. The result supports the unidimensional nature of the Effs measure by retaining the seven items that form the Effs scale.

- *Unidimensional EFA for intention to quit measure.*

For the unidimensional construct, the EFA was employed to confirm the unidimensional nature of the ItQ construct and evaluate item loadings. A simple PCA extracting method was performed with no rotation since a single component was expected to be extracted. The EFA result for ItQ revealed the presence of a single component with an eigenvalue greater than 1, which explain 83.166% of the total variance. The result supports the unidimensional nature of the ItQ measure by retaining the three items that form the ItQ scale.

3.3.2. The CFA of research instrument

CFA is a statistical technique used to confirm the factor structure of a set of observed variables employed to measure a particular construct. CFA allows researchers to validate the hypothesis of a relationship among observed variables with their underlying latent constructs (ORÇAN, 2018). Therefore, CFA requires a robust theoretical model to be evaluated using observed empirical data by uncovering the underlying latent construct associated with a set of observed variables.

The CFA approach involves first establishing a hypothetical model represented by a specific factor(s) embedded in an underlying set of items. Followed by determining the amount of covariance between the observed variables that could be explained by the underlying latent

factor(s), and at last, evaluating the goodness of fit of the proposed model, which measures to which extent the hypothetical model fits the observed data. In this study, the extracted components from EFA were used as a fundamental model for identifying an empirically based factor to be validated by the subsequent CFA.

The SPSS AMOS 24 statistical software package was used to perform the CFA to evaluate the measurement models of this research. However, to establish and test construct, convergent, and discriminant validity, multidimensional structural models will be tested instead of testing a unidimensional construct model. In connection to the model's goodness of fit assessment and how well they fit the observed data, the cutoff criteria offered by HU and BENTLER (1999) and WEST et al. (2012) were used. Table 2 summarizes the used criteria, in which a combination of measures will be used to provide evidence for the model's overall fit.

Table 2. Model fit selection criteria

Measure	Threshold	Interpretation		
		Terrible fit	Acceptable fit	Excellent fit
CMIN/DF**	Ratio of 2:1 or 3:1	> 5	> 3	> 1
Comparative Fit Index (CFI)	(0 to 1)	<0.90	<0.95	>0.95
Standardized Root Mean squared Residual (SRMR)	> 0	>0.10	>0.08	<0.08
Root Mean Square Error of Approximation (RMSEA)	> 0	>0.08	>0.06	<0.06
Tucker-Lewis Index (TLI)	(0 to 1) *	<0.90	<0.95	>0.95

** CMIN/DF: the ratio of model Chi-square minimum / model degree of freedom.

*TLI value can be negative, negative indicates an extremely mis-specified model, and TLI value greater than 1 indicates extremely well-fitting model.

Source: Author's creation based on HU and BENTLER (1999) and WEST et al. (2012)

- CFA for organizational culture measure

The hypothetical model involves three sub dimensions of organizational culture traits, including adaptability, mission, and the combined involvement-consistency (INCO) traits. The initial estimate factor loadings revealed that items loaded well on their latent factors with minimum loading of 0.574. regarding the model goodness of fit indices, the initial estimate showed that the three-factors model (INCO, Mis, and Adp) Chi-square value is = 882.215 (n=328, P<0.01) with 402 degrees of freedom leading to CMIN/DF = 2.195, RMSEA was = 0.06, SRMR was = 0.052, CFI was = 0.924, and TLI was = 0.918. However,

a statistical remedy was applied to improve the model goodness of fit using covariance modification indices (MI) (YAŞLIOĞLU and YAŞLIOĞLU, 2020).

The final model showed a satisfactory model fit, which supports the inclusion of the three constructs in the subsequent analysis. The result of the CFA revealed that two constructs, including INCO and Mis, reflected adequate reliability and validity, in which the values of the Average variance extraction (AVE), the composite reliability (CR), and the internal consistency coefficient (Alpha) were satisfactory. which suggests an acceptable convergent validity.

Besides, although the AVE value of the Adp cultural trait was <0.5 , the construct is considered reliable, as the CR and Cronbach's Alpha values have exceeded the cutoff of 0.7. Given that, according to the argument of MALHOTRA and DASH (2016), the AVE is a strict measure, the scale reliability thus might be established based on the CR and the Alpha coefficient.

Furthermore, the discriminant validity of the three constructs was checked via Heterotrait - Monotrait (HTMT) approach. The HTMT, as described by HENSELER et al. (2015), is a ratio that measures the similarity between the latent variable or construct, if the HTMT ratio is < 0.85 or < 0.9 . It suggests that a discriminant validity can be established. The finding of HTMT, as shown in Table 3, didn't reveal any critical issues in the model, which suggest establishing a discriminant validity between the three constructs.

Table 3. Correlations and HTMT test for organizational culture model

Construct	1	2	3
1 Involvement- consistency (INCO)		0.774***	0.718***
2 Mission (Mis)	0.782		0.651***
3 Adaptability (Adp)	0.705	0.669	

Significance of Correlations: * $p < 0.050$ ** $p < 0.010$ *** $p < 0.001$

Source: Author's calculation

Overall, the CFA finding revealed that the organizational culture model of three subdimension reflects an acceptable model fit, and the scales can be considered reliable and valid to measure what they were intended to measure. Therefore, involving the three scales in subsequence analysis is deemed reasonable.

- CFA for organizational leadership styles and effectiveness

The hypothetical model involves three sub dimensions of leaderships along with the effectiveness measure, including TFLS, TSLS_CR, TSLS_CP and Effs. The initial estimate factor loadings revealed that items loaded well on their latent factors with minimum loading of 0.406. regarding the model goodness of fit indices, the initial estimate showed that the four-factors model (TFLS, TSLS_CR, TSLS_CP and Effs) Chi-square value is = 650.060 (n=328, P<0.01) with 183 degrees of freedom leading to CMIN/DF = 3.552, RMSEA was = 0.088, SRMR was = 0.101, CFI was = 0.905, and TLI was = 0.892.

The initial estimate of the model showed an unsatisfactory. Thus, a statistical remedy was applied to improve the model's goodness of fit. Covariance MI was used as statistical remedy to improve the model goodness of fit (YAŞLIOĞLU and YAŞLIOĞLU, 2020). After examining the items' wording, it has been decided to consider a correlation among the error terms assuming that the items were nearly similar or consequences of each other. Hence, the estimated model showed that the CMIN/DF, and the RMSEA values were little bit improved, along with the other model's goodness of fit measures. The model showed an acceptable fit, which supports the inclusion of the three constructs in the analysis.

The result of the CFA revealed that three constructs, including TFLS, Effs, and TSLS_CR, reflected adequate reliability and validity, in which the AVE values, the CR, and the coefficient Alpha were satisfactory. Although the AVE value of the TSLS_CP was <0.5, the construct is considered reliable, as the CR and Cronbach's Alpha values have exceeded the cutoff of 0.7. following the suggestion of MALHOTRA and DASH (2016). The discriminant validity checked via HTMT approach. The HTMT suggests that discriminant validity can be assumed. The HTMT result, as shown in Table 4, didn't reveal any critical issues in the model, suggesting that the discriminant validity can be established.

Table 4. Correlations and HTMT test for leadership and effectiveness model

Construct	1	2	3	4
1 TSL		0.499***	0.799***	0.212***
2 Effs	0.484		0.457***	-0.089
3 TSLS_CP	0.807	0.484		0.159*
4 TSLS_CP	0.187	0.153	0.044	

Significance of Correlations: * p < 0.050 ** p < 0.010 *** p < 0.001

Source: Author's calculation

In general, the CFA results revealed that the model of leadership styles and effectiveness model has an acceptable model fit, and the scales can be considered reliable and valid for measuring what they were designed to measure. As a result, adding the three scales into subsequence analysis is deemed appropriate.

- CFA for job satisfaction, commitment, and intention to quit measurement model.

The hypothetical model involves three measures of the employees' performance indicators, including Js, Ocm, and employee ItQ. The initial estimate factor loadings revealed that items loaded well on their latent factors with minimum loading of 0.617. regarding the model goodness of fit indices, the initial estimate showed that the three-factors model Chi-square value is = 259.309 (n=328, P<0.01) with 74 degrees of freedom leading to CMIN/DF = 3.504, RMSEA was = 0.088, SRMR was = 0.053, CFI was = 0.947, and TLI was = 0.935.

Given that all item loading was satisfactory, a statistical remedy was applied to improve the model goodness of fit using covariance MI as suggested by (YAŞLIOĞLU and YAŞLIOĞLU, 2020). After examining the items' wording, it has been decided to consider a correlation among the error terms assuming that the items were nearly similar. After considering the covariance among the error terms, the final model showed that the CMIN/DF and the RMSEA values were improved, along with the other model's goodness of fit measures.

The final model showed an acceptable model fit, which supports the inclusion of the three constructs in the subsequent analysis. The result of the CFA revealed that the three construct reflects an adequate reliability and validity, in which AVE values, CR, and coefficient Alpha were satisfactory. Furthermore, The HTMT, suggests that a discriminant validity can be established. The HTMT result, as shown in Table 5, did not reveal any critical issues in the model, which suggests establishing a discriminant validity among the three constructs.

Table 5. Correlations and HTMT test for leadership and effectiveness model

Construct	1	2	3
1 Organizational commitment (Ocm)		0.771***	-0.548***
2 Job satisfaction (Js)	0.782		-0.594***
3 Intention to quit (ItQ)	0.566	0.609	

Significance of Correlations: * p < 0.050 ** p < 0.010 *** p < 0.001

Source: Author's calculation

In general, the CFA results revealed that the three-factor model of Js, Ocm, and ItQ has an acceptable model fit, and the scales can be considered reliable and valid for measuring what they were designed to measure. As a result, adding the three scales into subsequence analysis is deemed appropriate.

3.3.3. *The EFA and CFA result*

Overall, the measurement model reliability and validity were evaluated, in which the CFA confirmed that the measurement used in the study showed an acceptable level of reliability or internal consistency. As shown in Table 6 for the ten constructs, the reliability coefficient Alpha was satisfactory and exceeded the cutoff of $>0,7$, except for the TSLS_CP subscale of leadership, which was .637. However, Alpha values greater than 0.5 are also acceptable. Furthermore, the construct validity was reflected well, in which the AVE, the CR, the HTMT ratio, and the constructs correlation matrix suggest that the ten constructs are considered valid to measure what they are supposed to measure. Accordingly, the scale score can be calculated and used into the subsequence analysis.

Table 6. Reliability and validity statistics table (n=328)

No.	Scale	No. of item	AVE ^a	CR ^b	Cronbach's Alpha ^d
1	Involvement- consistency (INCO)	12	0.571	0.941	0.941
2	Mission (Mis)	9	0.611	0.934	0.933
3	Adaptability (Adp)	9	0.431	0.871	0.875
4	Transformational leadership (TFLS)	7	0.762	0.957	0.956
5	TF. Contingent rewards (TSLS_CR)	4	0.524	0.811	0.806
6	TS. Contingent punishment (TSLS_CP)	3	0.460	0.699	0.637
7	Job satisfaction (Js)	6	0.584	0.893	0.888
8	Organizational commitment (Ocm)	5	0.717	0.926	0.924
9	Effectiveness (Effs)	7	0.568	0.901	0.906
10	Intention to Quit {ItQ}	3	0.762	0.905	0.901

Source: Author's calculation

3.3.4. *Research measures descriptive result*

The aggregate score of the research measure will be examined in this section. The descriptive analysis entails calculating the mean (M) and standard deviation (SD) and conducting a correlation analysis between the research variables. After calculating the total score of the variables, the mean, standard deviation, and Person correlation were computed. Table 7 displays the aggregate score's descriptive statistics.

Table 7. Scales total score's descriptive statistics (n=328)

Variable code	Min	Max	Mean	SD	Skewness	Kurtosis
INCO	1.00	5.00	3.576	0.804	-0.792	0.606
Mis	1.00	5.00	3.558	0.852	-0.301	-0.497
Adp	1.89	5.00	3.813	0.625	-0.435	0.268
TFLS	1.00	5.00	3.665	0.989	-0.674	-0.015
TSLS_CR	1.25	5.00	3.661	0.808	-0.405	-0.326
TSLS_CP	1.00	5.00	3.134	0.872	0.163	-0.419
Js	1.00	5.00	3.637	0.896	-0.693	0.407
Ocm	1.00	5.00	4.102	0.856	-1.299	1.742
Effs	1.00	5.00	3.579	0.732	-0.673	0.920
ItQ	1.00	5.00	2.232	1.113	0.595	-0.536

Source: Author's calculation

The means and standard deviation of the organizational cultural traits were, including INCO (M=3.576, SD = 0.804), Mis (M=3.558, SD = 0.852), and Adp (M=3.813, SD = 0.625). The result suggested that the insurance employees perceived adaptability as the prevalent cultural trait used in their organization. The internal culture combined involvement-consistency (INCO) dimension was ranked second, while the Mission trait was ranked last. However, the mean of the three cultural traits was higher than the item score average, indicating that the insurance companies' organizational cultures were quite good.

The means and standard deviation of the leadership styles were, including the TFLS (M=3.665, SD = 0.989), TSLS_CR (M=3.661, SD = 0.808), and TSLS_CP (M=3.134, SD = 0.872). The result suggested that the insurance employees perceived TFLS as the dominant leadership style in their organization. The TSLS_CR came in the second rank while the TSLS_CP less frequently occurred. However, the TFLS and the TSLS_CR reflect the supporting, stimulating, and motivating leadership behavior, indicating that insurance company leaders prefer friendly and supportive leadership behaviors over fear and punishment leadership behaviors.

Employee performance indicators, including Js and Ocm, had means and standard deviations of (M=3.637, SD = 0.896) and (M=4.102, SD = 0.856), respectively. According to the findings, the insurance employees perceived themselves to have a good satisfaction level and were highly committed to their companies. The mean of both indicators was higher than the item score average, indicating that the insurance companies appear to have a pleasant and appealing work environment.

Furthermore, the means and standard deviations of organizational performance measures, including Effs and ItQ, were (M=3.579, SD = 0.732) and (M=2.232, SD = 1.113), respectively. The findings indicate that the employees of the insurance companies perceived their organization to be performing well, as the effectiveness mean was quite good and above the item score average. Besides, the lower mean of ItQ indicates that insurance companies' situation is stable regarding employee turnover. Figure 9 is a graphical demonstration of the mean and standard deviation analysis.

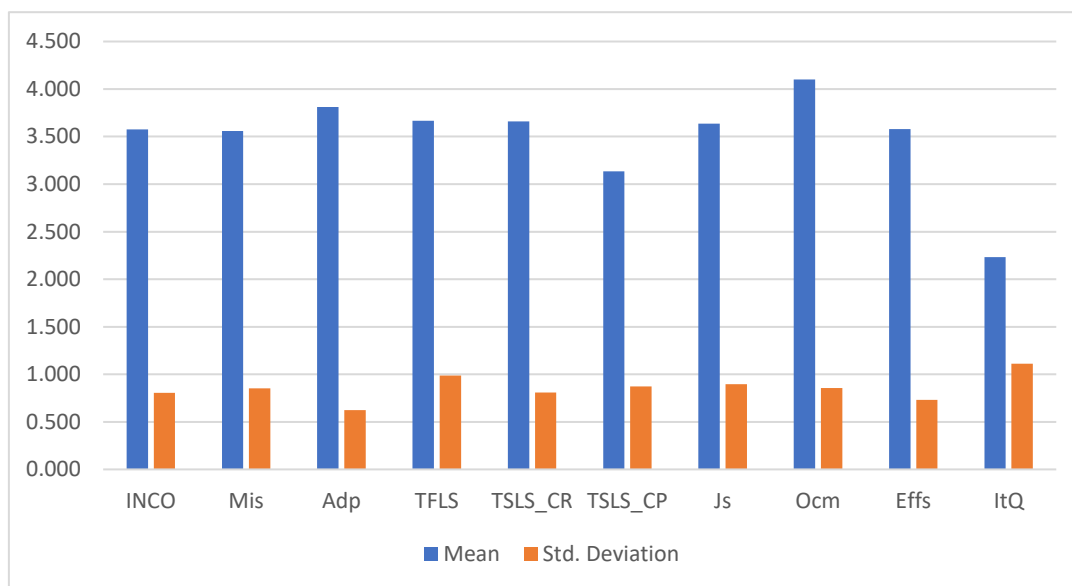


Figure 4. Mean and standard deviation

Source: Author's own construction

The Skewness and Kurtosis indices revealed that the data distribution was normal, as absolute values were <2 . Given that the normality of the data is necessary for further statistical analysis, the aggregated construct scores data need to be investigated.

The Person correlation was calculated to determine the relationship between the research variables. Person correlation coefficient (r) values ranged between -1 and + 1. The (+) sign represents a positive correlation, while the (-) sign represents a negative correlation. The strength of the association increases as the r value approaches one and decreases as the r value approaches zero. However, as suggested by SCHOBBER et al. (2018), r values of .10 to .39 indicate a weak correlation, values of .40 to .69 indicate a moderate correlation, and values of .70 to .90 indicate a strong correlation. The result of the Person correlation is illustrated in Table 21

Table 8. Mean, SD, and correlation matrix (n=328)

No.	variables	M	SD	1	2	3	4	5	6	7	8	9
1	INCO	3.576	0.804	1								
2	Mis	3.558	0.852	.734**	1							
3	Adp)	3.813	0.625	.638**	.603**	1						
4	TFLS	3.665	0.989	.645**	.529**	.360**	1					
5	TSLs_CR	3.661	0.808	.514**	.465**	.436**	.708**	1				
6	TSLs_CP	3.134	0.872	-.101	-.168**	-.193**	.128*	.011	1			
7	Js	3.637	0.896	.637**	.546**	.456**	.620**	.481**	-.027	1		
8	Ocm	4.102	0.856	.567**	.535**	.376**	.508**	.415**	-.023	.705**	1	
9	Effs	3.579	0.732	.622**	.605**	.509**	.451**	.414**	-.131*	.631**	.623**	1
10	ItQ	2.232	1.113	-.414**	-.369**	-.398**	-.414**	-.369**	.092	-.547**	-.517**	-.502**

** . Correlation is significant at the 0.01 level (2-tailed), * . Correlation is significant at the 0.05 level (2-tailed).

Source: Author's calculation

The correlation analysis shows there are a significant association among the research variables ranging from weak to strong correlation. However, the correlation shows that INCO, INCO, Mis, Adp, TFLS, TSLs_CR, Js, and Ocm were positively correlated with Effs and negatively correlated with ItQ. Contrary the TSLs_CP was negatively associated with Effs and positively associated with ItQ.

3.3.5. Path analysis and hypotheses testing result

Path analysis is employed to discover the relationships between the research variables and to test the previously established hypotheses. The subsequence path models were examined to explain the relationships between 1) organizational culture traits (INCO, Mis, and Adp) and leadership styles (TFLS and TSLs), 2) organizational culture traits (INCO, Mis, and Adp) and organizational performance (Effs and ItQ), 3) leadership styles (TFLS and TSLs) and organizational performance (Effs and ItQ), 4) the role of job satisfaction (Js) and organizational commitment (Ocm) in mediating the relationship between organizational culture (INCO, Mis, and Adp) and organizational performance (Effs and ItQ), 5) the role of job satisfaction (Js) and organizational commitment (Ocm) in mediating the relationship between leadership styles (TFLS and TSLs) and organizational performance (Effs and ItQ).

3.3.5.1. Organizational culture and leadership styles models

The first hypothesis (H1), which claimed that there is a significant links between organizational cultural traits and leadership styles, was tested through path model analysis. Because of the strong correlation between TFLS and TSLs_CR ($r = 0.708$) and to avoid the

multicollinearity effects, separated path models were tested, in which model 1 investigates whether the transformational leadership style (TFLS) statistically significantly predicted INCO, Mis, and Adp cultural traits meanwhile model 2 investigates whether the transactional leadership style sup dimensions, TSLS_CR and TSLS_CP, statistically significantly predicted INCO, Mis, and Adp cultural traits. Accordingly, two sub hypothesis were drawn, including H1-1 for model 1 and H1-2 for model 2.

- Model 1 - TFLS and organizational culture traits

Model 1 explains the path model of the TFLS relationships with the INCO, Mis, and Adp culture traits. Given the dynamic nature of organizational culture, employees' experience and tenure were used as control variables for the endogenous variables to improve the model fit. Besides, the covariance among the cultural traits was considered, as they are strongly correlated. The model shows an excellent model fit, as fit measure indices were met. The total variance explained also was statistically significant with R^2 values for INCO ($R^2 = 0.44$, $p < .001$), Mis ($R^2 = 0.30$, $p < .001$), and Adp ($R^2 = 0.16$, $p < .001$).

The result, as shown in Table 9, revealed that TFLS is positively and significantly related to INCO ($\beta = 0.526$, $p < .001$), Mis ($\beta = 0.457$, $p < .001$), and Adp ($\beta = 0.229$, $p < .001$). It means when TFLS increased by 1, the INCO increased by 0.526, Mis increased by 0.457, and Adp increased by 0.229. Furthermore, the result of the standardized estimate revealed that the contribution of TFLS in explaining the variance in INCO is greater than its contribution in explaining the variance in Mis and Adp, respectively. Accordingly, organizations that have leaders who employ more the TFLS are expected to perceive higher involvement and consistency.

Table 9. TFLS and organizational culture traits model

Path		Unstandardized Estimate	Lower	Upper	P-Value	Standardized Estimate		
INCO	<--- TFLS	0.526	0.439	0.603	0.001	0.646		
Mis	<--- TFLS	0.457	0.371	0.536	0.001	0.530		
Adp	<--- TFLS	0.229	0.159	0.297	0.001	0.362		
Model Fit		CMIN/DF	GFI	TLI	CFI	RMSEA	SRMR	Decision
Default model		0.048	1	1.018	1	0	0.005	Excellent

Statistically significant: * $p < .05$, ** $p < .01$, *** $p < .001$

Source: Author's calculation

Overall, the findings of path analysis and the correlation matrix analysis provide evidence of the statistically significant positive relationship between TFLS and organizational culture traits INCO, Mis, and Adp, hence confirming the applicability of H1-1.

- Model 2 - TSLS and organizational culture traits

Model 2 explains the TSLS sub-dimensions TSLS_CR and TSLS_CP relationships with INCO, Mis, and Adp culture traits. Given the dynamic nature of organizational culture, employees' experience and tenure were used as control variables for the endogenous variables to improve the model fit. Besides, the covariance among the cultural traits was considered, as they are strongly correlated. The model shows an excellent model fit, as fit measure indices were met. The total variance explained also was statistically significant with R^2 values for INCO ($R^2 = 0.29$, $p < .001$), Mis ($R^2 = 0.25$, $p < .001$) and Adp ($R^2 = 0.24$, $p < .001$).

The result, as shown in Table 10, revealed that TSLS_CR is positively and significantly related to INCO ($\beta = 0.511$, $p < .001$), Mis ($\beta = 0.492$, $p < .001$), and Adp ($\beta = 0.337$, $p < .001$). It means when TSLS_CR increased by 1, the INCO increased by 0.511, Mis increased by 0.492, and Adp increased by 0.337. Furthermore, the result of the standardized estimate revealed that the contribution of TSLS_CR in explaining the variance in INCO is greater than its contribution in explaining the variance in Mis and Adp, respectively. Accordingly, organizations that have leaders who employ more the TSLS_CR is expected to perceive higher involvement and consistency.

On the other hand, the result revealed that TSLS_CP is negatively and significantly related to Mis ($\beta = -0.159$, $p < .01$), and Adp ($\beta = -0.130$, $p < .001$) but insignificant association with INCO. It means when TSLS_CP increased by 1, the Mis decreased by 0.159, and Adp decreased by 0.130. Furthermore, the result of the standardized estimate revealed that the contribution of TSLS_CP in explaining the variance in Adp is greater than its contribution in explaining the variance in Mis. Accordingly, organizations that have leaders who employ more the TSLS_CP are expected to perceive a reasonable issue in connection to the external adaptability and mission achievement.

Table 10. TSLS and organizational culture traits model

Path		Unstandardized Estimate	Lower	Upper	P-Value	Standardized Estimate	
INCO	<---	TSLS_CR	0.511	0.421	0.609	0.001	0.515
Mis	<---	TSLS_CR	0.492	0.394	0.602	0.001	0.468
Adp	<---	TSLS_CR	0.337	0.261	0.418	0.001	0.438
INCO	<---	TSLS_CP	-0.082	-0.18	0.013	0.092	-0.089
Mis	<---	TSLS_CP	-0.159	-0.265	-0.06	0.002	-0.163
Adp	<---	TSLS_CP	-0.130	-0.204	-0.057	0.001	-0.182
Model Fit	CMIN/DF	GFI	TLI	CFI	RMSEA	SRMR	Decision
Default model	2.013	0.99	0.97	0.994	0.056	0.033	Excellent

Statistically significant: *p<.05, **p<.01, ***p<.001

Source: Author's calculation

Overall, the findings of path analysis and the correlation matrix analysis provide evidence of the statistically significant positive relationship between the TSLS_CR and organizational culture traits INCO, Mis, and Adp, hence confirming the applicability of H1-2-a meanwhile, TSLS_CP has a negative and statistically significant influence on Adp and Mis organizational culture traits, supporting the partial acceptance of H1-2-b. Additionally, the result shows that the contribution of the TSLS_CR in explaining the variance in INCO, Mis and Adp is greater than the TSLS_CP contribution in explaining the variance in INCO, Mis and Adp, which highlights the benefits of employing the TSLS_CR instead of the TSLS_CP.

Accordingly. the result of model 1, model 2, and the correlation matrix analysis as well provides enough evidence to confirm the existence of organizational culture traits and leadership styles links, hence accepting the applicability of **H1, which claimed that there is a significant links between organizational cultural traits and leadership styles.**

3.3.5.2. Organizational culture and organizational performance models

The second hypothesis (H2), which claimed that there is a significant links between organizational cultural traits and organizational performance (Effs and ItQ), was tested through path model analysis. Because of the strong correlation between organizational culture traits and to avoid the multicollinearity effects, separated path models were tested, in which model 1 investigates whether the INCO trait statistically significantly predicted the Effs and the ItQ, model 2 investigates whether the Mis trait statistically significantly predicted the Effs and the ItQ, and Model 3 investigates whether the Adp trait statistically

significantly predicted the Effs and the ItQ. Accordingly, three sub-hypotheses were drawn, including H2-1 for model 1, H2-2 for model 2, and H2-3 for model 3.

- Model 1 – INCO and organizational performance Effs and ItQ

Model 1 explains the INCO culture trait relationships with the Effs and the ItQ. Given that organizational performance is sensitive to employees' characteristics, employees' their experience and tenure were used as control variables for the endogenous variables to improve the model fit. Besides, the covariance among the performance measure Effs and ItQ was considered, as they are moderately correlated. The model shows an acceptable model fit, as fit measure indices were met. The total variance explained also was statistically significant with R^2 values were for ItQ ($R^2 = 0.18$, $p < .001$) and Effs ($R^2 = 0.39$, $p < .001$).

The result, as shown in Table 11, revealed that the INCO trait is positively and significantly related to the Effs ($\beta = 0.565$, $p < .001$) and is negatively and significantly related to the ItQ ($\beta = -0.539$, $p < .001$). It means when the INCO trait increased by 1, the Effs increased by 0.565, and the ItQ decreased by 0.539. Furthermore, the result of the standardized estimate revealed that the contribution of the INCO trait in explaining the variance in the Effs is greater than its contribution in explaining the variance in the ItQ. Accordingly, organizations characterized by an involvement and consistency culture are anticipated to perceive a higher organizational performance reflected by higher effectiveness and a low rate of employees 'intention to quit.

Table 11. INCO trait and organizational performance Effs and ItQ

Path		Unstandardized Estimate	Lower	Upper	P-Value	Standardized Estimate	
ItQ	<--- INCO	-0.539	-0.732	-0.365	0.001	-0.393	
Effs	<--- INCO	0.565	0.444	0.689	0.001	0.621	
Model Fit	CMIN/DF	GFI	TLI	CFI	RMSEA	SRMR	Decision
Default model	3.876	0.991	0.93	0.986	0.094	0.059	Acceptable

Statistically significant: * $p < .05$, ** $p < .01$, *** $p < .001$

Source: Author's calculation

Overall, the findings of path analysis and the correlation matrix analysis provide evidence of the statistically significant positive relationship between the INCO trait and Effs, hence confirming the applicability of H2-1-a, which claimed that the INCO and the Effs is positively related meanwhile the INCO trait has a negative and statistically significant

influence on the employees ItQ, supporting acceptance of H2-1-b, which claimed a negative relationship existed between the INCO traits and ItQ. Accordingly, model hypothesis H2-1, in which the INCO is positively related to the Effs and negatively related to the ItQ is accepted.

- Model 2 – Mis trait and organizational performance Effs and ItQ

Model 2 explains the Mis culture trait relationships with the Effs and the ItQ. Given that organizational performance is sensitive to employees' characteristics, employees' their experience and tenure were used as control variables for the endogenous variables to improve the model fit. Besides, the covariance among the performance measures Effs and ItQ was considered, as they are moderately correlated. The model shows an excellent model fit, as fit measure indices were met. The total variance explained also was statistically significant with R² values were for the ItQ (R² = 0.16, p < .001) and the Effs (R² = 0.37, p < .001).

The result, as shown in Table 12, revealed that the Mis trait is positively and significantly related to the Effs ($\beta = 0.516$, $p < .001$) and is negatively and significantly related to the ItQ ($\beta = -0.455$, $p < .001$). It means when the Mis trait increased by 1, the Effs increased by 0.516, and the ItQ decreased by 0.455. Furthermore, the result of the standardized estimate revealed that the contribution of the Mis trait in explaining the variance in the Effs is greater than its contribution in explaining the variance in the ItQ. Accordingly, organizations characterized by a clear mission are anticipated to perceive a higher organizational performance reflected by higher effectiveness and a low rate of employees 'intention to quit.

Table 12. Mis trait and organizational performance Effs and ItQ

Path		Unstandardized Estimate	Lower	Upper	P-Value	Standardized Estimate	
ItQ	<--- Mis	-0.455	-0.591	-0.312	0.001	-0.351	
Effs	<--- Mis	0.516	0.434	0.599	0.001	0.602	
Model Fit	CMIN/DF	GFI	TLI	CFI	RMSEA	SRMR	Decision
Default model	2.189	0.995	0.97	0.994	0.06	0.045	Excellent

Statistically significant: * $p < .05$, ** $p < .01$, *** $p < .001$

Source: Author's calculation

Overall, the findings of path analysis and the correlation matrix analysis provide evidence of the statistically significant positive relationship between the Mis trait and the Effs, hence

confirming the applicability of H2-2-a, which claimed that the Mis trait and the Effs is positively related meanwhile the Mis trait has a negative and statistically significant influence on the employees ItQ, supporting acceptance of H2-2-b, which claimed a negative relationship existed between the Mis traits and the ItQ. Accordingly, model hypothesis H2-2, in which the Mis trait is positively related to the Effs and negatively related to the ItQ is accepted.

- Model 3 – Adp trait and organizational performance Effs and ItQ

Model 3 explains the Adp culture trait relationships with the Effs and the ItQ. Given that organizational performance is sensitive to employees’ characteristics, their experience and tenure were used as control variables for the endogenous variables to improve the model fit. Besides, the covariance among the performance measures Effs and ItQ was considered, as they are moderately correlated. The model shows an acceptable model fit, as fit measure indices were met. The total variance explained also was statistically significant with R² values were for the ItQ (R² = 0.17, p < .001) and the Effs (R² = 0.26, p < .001).

The result, as shown in Table 13, revealed that the Adp trait is positively and significantly related to the Effs ($\beta = 0.592$, $p < .001$) and is negatively and significantly related to the ItQ ($\beta = -0.663$, $p < .001$). It means when the Adp trait increased by 1, the Effs increased by 0.592, and the ItQ decreased by 0.663. Furthermore, the result of the standardized estimate revealed that the contribution of the Adp trait in explaining the variance in the Effs is greater than its contribution in explaining the variance in the ItQ. Accordingly, organizations characterized by an adaptability and flexibility are anticipated to perceive a higher organizational performance reflected by higher effectiveness and a low rate of employees ‘intention to quit.

Table 13. Adp trait and organizational performance Effs and ItQ

Path		Unstandardized Estimate	Lower	Upper	P-Value	Standardized Estimate		
ItQ	<--- Adp	-0.663	-0.874	-0.457	0.001	-0.375		
Effs	<--- Adp	0.592	0.460	0.725	0.001	0.506		
Model Fit		CMIN/DF	GFI	TLI	CFI	RMSEA	SRMR	Decision
Default model		4.198	0.99	0.91	0.982	0.099	0.058	Acceptable

Statistically significant: *p<.05, **p<.01, ***p<.001

Source: Author’s calculation

Overall, the findings of path analysis and the correlation matrix analysis provide evidence of the statistically significant positive relationship between the Adp trait and the Effs, hence confirming the applicability of H2-3-a, which claimed that the Adp trait and the Effs is positively related, meanwhile the Adp trait has a negative and statistically significant influence on the employees ItQ, supporting acceptance of H2-3-b, which claimed a negative relationship existed between the Adp traits and the ItQ. Accordingly, model hypothesis H2-3, in which the Mis trait is positively related to the Effs and negatively related to the ItQ is accepted.

The result of model 1, model 2, model 3, and the correlation matrix analysis as well provides enough evidence to confirm the existence of organizational culture traits and organizational performance links, hence accepting the applicability of **H2, which claimed that there is a significant links between organizational cultural traits and organizational performance.**

3.3.5.3. Leadership styles and organizational performance models

The third hypothesis (H3), which claimed that there is a significant links between leadership styles and organizational performance (Effs and ItQ), was tested through path model analysis. Because of the strong correlation between TFLS and TSLS_CR ($r=.708$, $p<001$) and to avoid the multicollinearity effects, separated path models were tested, in which model 1 investigates whether the TFLS statistically significantly predicted the Effs and the ItQ meanwhile, model 2 investigates whether the TSLS statistically significantly predicted the Effs and the ItQ, Consequently, two sub-hypothesis were drawn, including H3-1 for path model 1, and H3-2 for path model 2,

- Model 1 – TFLS and organizational performance Effs and ItQ

Model 1 explains the TFLS leadership style relationships with the Effs and the ItQ. Given that organizational performance is sensitive to employees' characteristics, employees' their experience and tenure were used as control variables for the endogenous variables to improve the model fit. Besides, the covariance among the performance measure Effs and ItQ was considered, as they are moderately correlated. The model shows excellent model fit, as fit measure indices were met. The total variance explained also was statistically

significant with R^2 values were for ItQ ($R^2 = 0.23$, $p < .001$), and for Effs ($R^2 = 0.22$, $p < .001$).

The result, as shown in Table 14, revealed that the TFLS is positively and significantly related to the Effs ($\beta = 0.335$, $p < .001$) and is negatively and significantly related to the ItQ ($\beta = -0.469$, $p < .001$). It means when the TFLS increased by 1, the Effs decreased by 0.335, and the ItQ decreased by 0.469. Furthermore, the result of the standardized estimate revealed that the contribution of the TFLS in explaining the variance in the Effs is greater than its contribution in explaining the variance in the ItQ. Accordingly, organizations that have leaders who employ more the TFLS are anticipated to perceive a higher organizational performance reflected by higher effectiveness and a low rate of employees' intention to quit.

Table 14. TFLS and organizational performance Effs and ItQ.

Path		Unstandardized Estimate	Lower	Upper	P-Value	Standardized Estimate	
ItQ	<--- TFLS	-0.469	-0.601	-0.344	0.001	-0.416	
Effs	<--- TFLS	0.335	0.254	0.422	0.001	0.452	
Model Fit	CMIN/DF	GFI	TLI	CFI	RMSEA	SRMR	Decision
Default model	0.048	1	1.028	1	0	0.005	Excellent

Statistically significant: * $p < .05$, ** $p < .01$, *** $p < .001$

Source: Author's calculation

Overall, the findings of path analysis and the correlation matrix analysis provide evidence of the statistically significant positive relationship between the TFLS and the Effs, hence confirming the applicability of H3-1-a, which claimed that the TFLS and the Effs is positively related, meanwhile the TFLS has a negative and statistically significant influence on the employees ItQ, supporting acceptance of H3-1-b, which claimed a negative relationship existed between the TFLS and the ItQ. Accordingly, model hypothesis H3-1, in which the TFLS is positively related to the Effs and negatively related to the ItQ is accepted.

- Model 2 – TFLS and organizational performance Effs and ItQ

Model 2 explains the TFLS sub-dimensions TFLS_CR and TFLS_CP relationships with the Effs and the ItQ. Given that organizational performance is sensitive to employees' characteristics, employees' their experience and tenure were used as control variables for the endogenous variables to improve the model fit. Besides, the covariance among the performance measure Effs and ItQ was considered, as they are moderately correlated. The

model shows excellent model fit, as fit measure indices were met. The total variance explained also was statistically significant with R^2 values were for ItQ ($R^2 = 0.18$, $p < .001$) and Effs ($R^2 = 0.20$, $p < .001$).

The result, as shown in Table 15, revealed that the TSLS_CR is positively and significantly related to the Effs ($\beta = 0.378$, $p < .001$) and is negatively and significantly related to the ItQ ($\beta = -0.504$, $p < .001$). It means when the TSLS_CR increased by 1, the Effs increased by 0.378, and the ItQ decreased by 0.504. Furthermore, the result of the standardized estimate revealed that the contribution of the TSLS_CR in explaining the variance in the Effs is greater than its contribution in explaining the variance in the ItQ. Accordingly, organizations that have leaders who employ more the TSLS_CR are anticipated to perceive a higher organizational performance reflected by higher effectiveness and a low rate of employees' intention to quit.

Table 15. TSLS and organizational performance Effs and ItQ.

Path		Unstandardized Estimate	Lower	Upper	P-Value	Standardized Estimate	
ItQ	<--- TSLS_CR	-0.504	-0.643	-0.373	0.001	-0.367	
Effs	<--- TSLS_CR	0.378	0.287	0.47	0.001	0.417	
ItQ	<--- TSLS_CP	0.086	-0.056	0.21	0.239	0.067	
Effs	<--- TSLS_CP	-0.107	-0.200	-0.006	0.037	-0.128	
Model Fit	CMIN/DF	GFI	TLI	CFI	RMSEA	SRMR	Decision
Default model	0.048	1	1.028	1	0	0.005	Excellent

Statistically significant: * $p < .05$, ** $p < .01$, *** $p < .001$

Source: Author's calculation

On the other hand, the result revealed that the TSLS_CP is negatively and significantly related to the Effs ($\beta = -0.107$, $p < .05$) and is positively but insignificantly related to the ItQ ($\beta = 0.086$, $p > .05$). It means when the TSLS_CP increased by 1, the Effs decreased by 0.10. Furthermore, the result of the standardized estimate revealed that the contribution of the TFLS_CP in explaining the variance in the Effs is greater than its contribution in explaining the variance in the ItQ. Accordingly, organizations that have leaders who employ more the TSLS_CP are anticipated to perceive a lower organizational performance reflected by lower effectiveness and a high rate of employees' intention to quit.

Overall, the findings of path analysis and the correlation matrix analysis provide evidence that TSLS_CR has a statistically significant positive impact on the Effs, hence confirming

the applicability of H3-2-a, which claimed that the TSLS_CR and the Effs is positively related, meanwhile the TFLS_CR has a negative and statistically significant influence on the employees ItQ, supporting the acceptance of H3-2-b, which claimed a negative relationship existed between the TFLS_CR and the ItQ. Accordingly, model sub-hypothesis H3-2, in which the TFLS_CR is positively related to the Effs and negatively related to the employees ItQ is accepted.

Nevertheless, the finding shows that TSLS_CP has a statistically significant negative impact on the Effs, supporting the acceptance of H3-3-a. Furthermore, TSLS_CP has an insignificant positive relationship with ItQ, suggesting the rejection of H3-3-b. Accordingly, model sub-hypothesis H3-3, in which the TSLS is positively related to the Effs and negatively related to the employees ItQ, is partially accepted. Additionally, the result shows that the contribution of the TSLS_CR in explaining the variance in the Effs and the ItQ is greater than the TSLS_CP contribution in explaining the variance in the Effs and the ItQ, which highlights the benefits of employing the TSLS_CR instead of the TSLS_CP. Besides, leaders need to consider the negative impact of TSLS_CP on the organizational effectiveness and the employees ItQ.

The result of model 1, model 2, and the correlation matrix analysis as well provide enough evidence to confirm the existence of leadership styles and organizational performance links, hence accepting the applicability of **H3, which claimed that there is a significant links between leadership styles and organizational performance.**

3.3.5.4. The job satisfaction and organizational commitment mediation role.

After establishing the potential links between the organizational culture traits and leadership styles with organizational performance, this section will examine first the potential role of job satisfaction and organizational commitment in mediating the relationship between organizational culture traits (INCO, Mis, and Adp) and organizational performance (Effs, and ItQ), and second the potential role of job satisfaction and organizational commitment in mediating the relationship between leadership styles (TFLS and TSLS and organizational performance (Effs, and ItQ). Accordingly, two main hypotheses were derived, including H4, which argues that job satisfaction and organizational commitment mediate the relationships between organizational culture traits and organizational performance, and H5, which claims

that job satisfaction, and organizational commitment mediate the relationships between leadership styles and organizational performance.

- *Mediation effects of Job satisfaction and organizational commitment on organizational culture and organizational performance relationship.*

The correlation matrix (see Table 8) shows that organizational culture traits INCO, Mis, and Adp are significantly correlated with the organizational performance measures Effs and ItQ. Besides, organizational culture traits and organizational performance measures are significantly correlated with Js and Ocm. Thus, the first step was met. Accordingly, the fourth hypothesis (H4), which claims that job satisfaction and organizational commitment play a significant role in explaining the relationship between organizational culture traits and organizational performance, was tested through path analysis. However Due to the strong correlation between organizational culture traits and to avoid the multicollinearity effects, separated path models were tested, in which model 1 investigates whether Js and Ocm play a significant role in explaining the relationship between INCO trait and performance measures Effs and ItQ, Meanwhile model 2 whether Js and Ocm play a significant role in explaining the relationship between Mis trait and performance measures Effs and ItQ, and Model 3 whether Js and Ocm play a significant role in explaining the relationship between Adp trait and performance measures Effs and ItQ. Accordingly, three sub-hypotheses were drawn, including H4-1 for model 1, H4-2 for model 2, and H4-3 for model 3.

Model 1 explains the potential role of Js and Ocm in mediating the INCO trait relationships with the Effs and the ItQ. Given that organizational performance is sensitive to employees' characteristics, employees' their experience and tenure were used as control variables for the endogenous variables to improve the model fit. The covariance among the performance measure Effs and ItQ was considered, as they are moderately correlated. Besides, the Js and Ocm shows a strong correlation thus a covariance link was considered too. The model shows an excellent model fit, as fit measure indices were met. The total variance explained was statistically significant with R^2 values were for Js ($R^2 = 0.41$, $p < .001$), Ocm ($R^2 = 0.32$, $p < .001$), ItQ ($R^2 = 0.34$, $p < .01$) and Effs ($R^2 = 0.52$, $p < .01$).

The direct path result, as shown in Table 16, revealed that the INCO trait is positively and significantly related to the Js ($\beta = 0.710$, $p < .001$), Ocm ($\beta = 0.604$, $p < .001$) and Effs (β

=0.288, $p < .001$) and is negatively but insignificantly related to the ItQ ($\beta = -0.069$, $p > .1$). Furthermore, the result shows that Js is positively and significantly related to the Effs ($\beta = 0.193$, $p < .01$) and is negatively and significantly related to the ItQ ($\beta = -0.397$, $p < .001$).

Similarly, Ocm is positively and significantly related to the Effs ($\beta = 0.237$, $p < .001$) and is negatively and significantly related to the ItQ ($\beta = -0.323$, $p < .001$). Additionally, the standardized estimate revealed that Js contribution is lower than Ocm contribution in explaining the variance in the Effs, while Ocm contribution is greater than Js contribution in explaining the variance in the ItQ. Accordingly, organizations need to enhance employees job satisfaction to reduce their ItQ and enhance their commitment to improve the organizational effectiveness.

Table 16. Js and Ocm mediation on INCO relationships with Effs and ItQ

Path		Unstandardized Estimate	Lower	Upper	P-Value	Standardized Estimate	
Direct Path							
Js	<--- INCO	0.710	0.594	0.835	0.001	0.637	
Ocm	<--- INCO	0.604	0.493	0.727	0.001	0.567	
ItQ	<--- Js	-0.397	-0.574	-0.237	0.001	-0.323	
Effs	<--- Js	0.193	0.099	0.283	0.002	0.236	
ItQ	<--- INCO	-0.069	-0.261	0.116	0.566	-0.051	
Effs	<--- INCO	0.288	0.193	0.398	0.001	0.316	
ItQ	<--- Ocm	-0.323	-0.462	-0.187	0.001	-0.251	
Effs	<--- Ocm	0.237	0.154	0.317	0.001	0.277	
Indirect Path							
INCO --> Js --> ItQ		-0.282	-0.416	-0.158	0.001	-0.206**	
INCO --> Js --> Effs		0.137	0.079	0.204	0.001	0.150**	
INCO --> Ocm --> ItQ		-0.195	-0.289	-0.118	0.001	-0.142***	
INCO --> Ocm --> Effs		0.143	0.090	0.203	0.001	0.157***	
Model Fit	CMIN/DF	GFI	TLI	CFI	RMSEA	SRMR	Decision
Default model	1.881	0.99	0.98	0.994	0.052	0.071	Excellent
Statistically significant: * $p < .05$, ** $p < .01$, *** $p < .001$							

Source: Author's calculation

The indirect path result showed that the INCO trait has a significant positive indirect impact on Effs via Js and Ocm with ($\beta = 0.137$, $p < .001$) and ($\beta = 0.143$, $p < .001$), respectively. Furthermore, the INCO trait has a significant negative impact on ItQ via Js and Ocm with ($\beta = -0.282$, $p < .001$) and ($\beta = -0.195$, $p < .001$), respectively. Hence, the result provides enough evidence to support the acceptance of the model's sub-hypotheses, including H4-1-a, which claims that Js plays a significant role in explaining the INCO relationships with the Effs and

the ItQ, and H4-1-b, which claims that Ocm plays a significant role in explaining the INCO relationships with the Effs and the ItQ. Yet, the mediation impacts were partially for the Effs and fully for the ItQ. Accordingly, the result of model 1 path analysis suggests that both variables Js and Ocm play a significant role in explaining the INCO trait relationships with the Effs and the ItQ. Accordingly, the model main hypothesis H4-1, which claims that Js and Ocm play a significant role in mediating the INCO trait relationships with Effs and ItQ, is accepted.

Model 2 explains the potential role of Js and Ocm in mediating the Mis trait relationships with the Effs and the ItQ. Given that organizational performance is sensitive to employees' characteristics, employees' their experience and tenure were used as control variables for the endogenous variables to improve the model fit. The covariance among the performance measure Effs and ItQ was considered, as they are moderately correlated. Besides, the Js and Ocm shows a strong correlation thus a covariance link was considered too. The model shows an excellent model fit, as fit measure indices were met. The total variance explained also was statistically significant with R^2 values were for Js ($R^2 = 0.30$, $p < .001$), Ocm ($R^2 = 0.29$, $p < .001$), ItQ ($R^2 = 0.34$, $p < .01$) and Effs ($R^2 = 0.53$, $p < .01$).

The direct path result, as shown in Table 17, revealed that the Mis trait is positively and significantly related to the Js ($\beta = 0.574$, $p < .001$), Ocm ($\beta = 0.538$, $p < .001$) and Effs ($\beta = 0.271$, $p < .001$), and is negatively but insignificantly related to the ItQ ($\beta = -0.056$, $p > .1$). Furthermore, the result shows that Js is positively and significantly related to the Effs ($\beta = 0.228$, $p < .001$) and is negatively and significantly related to the ItQ ($\beta = -0.408$, $p < .001$).

Similarly, Ocm is positively and significantly related to the Effs ($\beta = 0.220$, $p < .001$) and is negatively and significantly related to the ItQ ($\beta = -0.322$, $p < .001$). Additionally, the standardized estimate revealed that Js contribution is greater than Ocm contribution in explaining the variance in the Effs and ItQ. Accordingly, organizations need to enhance employees job satisfaction to reduce their ItQ and to improve the organizational effectiveness.

Table 17. Js and Ocm mediation on Mis relationships with Effs and ItQ

Path			Unstandardized Estimate	Lower	Upper	P-Value	Standardized Estimate	
Direct Path								
Js	<---	Mis	0.574	0.488	0.669	0.001	0.546	
Ocm	<---	Mis	0.538	0.458	0.627	0.001	0.535	
ItQ	<---	Js	-0.408	-0.555	-0.265	0.001	-0.332	
Effs	<---	Js	0.228	0.149	0.312	0.001	0.279	
ItQ	<---	Mis	-0.056	-0.189	0.087	0.549	-0.043	
Effs	<---	Mis	0.271	0.196	0.344	0.001	0.316	
ItQ	<---	Ocm	-0.322	-0.463	-0.184	0.001	-0.250	
Effs	<---	Ocm	0.220	0.129	0.304	0.001	0.257	
Indirect Path								
Mis --> Js --> ItQ			-0.234	-0.343	-0.150	0.001	-0.181***	
Mis --> Js --> Effs			0.131	0.089	0.187	0.001	0.152***	
Mis --> Ocm --> ItQ			-0.173	-0.257	-0.106	0.001	-0.134***	
Mis --> Ocm --> Effs			0.118	0.068	0.170	0.001	0.138***	
Model Fit		CMIN/DF	GFI	TLI	CFI	RMSEA	SRMR	Decision
Default model		1.694	0.991	0.984	0.995	0.046	0.067	Excellent
Statistically significant: *p<.05, **p<.01, ***p<.001								

Source: Author's calculation

The indirect path result showed that the Mis trait has a significant positive indirect impact on Effs via Js and Ocm with ($\beta = 0.131$, $p < .001$) and ($\beta = 0.118$, $p < .001$), respectively. Furthermore, the Mis trait has a significant negative impact on ItQ via Js and Ocm with ($\beta = -0.234$, $p < .001$) and ($\beta = -0.173$, $p < .001$), respectively. Hence, the result provides enough evidence to support the acceptance of the model's sub-hypotheses, including H4-2-a, which claims that Js plays a significant role in explaining the Mis relationships with the Effs and the ItQ, and H4-2-b, which claims that Ocm plays a significant role in explaining the Mis relationships with the Effs and the ItQ. Yet, the mediation impacts were partially for the Effs and fully for the ItQ. Accordingly, the result of model 2 path analysis suggests that both variables Js and Ocm play a significant role in explaining the Mis trait relationships with the Effs and the ItQ. Accordingly, the model main hypothesis H4-2, which claims that Js and Ocm play a significant role in mediating the Mis trait relationships with Effs and ItQ, is accepted.

Model 3 explains the potential role of Js and Ocm in mediating the Adp trait relationships with the Effs and the ItQ. Given that organizational performance is sensitive to employees' characteristics, employees' their experience and tenure were used as control variables for

the endogenous variables to improve the model fit. The covariance among the performance measure Effs and ItQ was considered, as they are moderately correlated. Besides, the Js and Ocm shows a strong correlation thus a covariance link was considered too. The model shows an excellent model fit, as fit measure indices were met. The total variance explained also was statistically significant with R^2 values were for Js ($R^2 = 0.21$, $p < .001$), Ocm ($R^2 = 0.14$, $p < .001$), ItQ ($R^2 = 0.36$, $p < .01$) and Effs ($R^2 = 0.52$, $p < .01$).

The direct path result, as shown in Table 18, revealed that the Adp trait is positively and significantly related to Js ($\beta = 0.654$, $p < .001$), Ocm ($\beta = 0.516$, $p < .001$) and Effs ($\beta = 0.304$, $p < .001$), and is negatively and significantly related to ItQ ($\beta = -0.280$, $p < .05$). Furthermore, the result shows that Js is positively and significantly related to the Effs ($\beta = 0.236$, $p < .001$) and is negatively and significantly related to the ItQ ($\beta = -0.354$, $p < .001$). Similarly, Ocm is positively and significantly related to the Effs ($\beta = 0.277$, $p < .001$) and is negatively and significantly related to the ItQ ($\beta = -0.316$, $p < .001$). Additionally, the standardized estimate revealed that Ocm contribution is greater than Js contribution in explaining the variance in the Effs, while Js contribution is greater than Ocm contribution in explaining the variance in the ItQ. Hence, organizations need to enhance employees job satisfaction to reduce their ItQ and enhance their commitment to improve the organizational effectiveness.

Table 18. Js and Ocm mediation on Adp relationships with Effs and ItQ

Path		Unstandardized Estimate	Lower	Upper	P-Value	Standardized Estimate	
Direct Path							
Js	<--- Adp	0.654	0.521	0.784	0.001	0.456	
Ocm	<--- Adp	0.516	0.409	0.635	0.001	0.376	
ItQ	<--- Js	-0.354	-0.518	-0.217	0.001	-0.288	
Effs	<--- Js	0.236	0.152	0.317	0.001	0.287	
ItQ	<--- Adp	-0.280	-0.473	-0.094	0.013	-0.159	
Effs	<--- Adp	0.304	0.207	0.405	0.001	0.259	
ItQ	<--- Ocm	-0.316	-0.454	-0.177	0.001	-0.246	
Effs	<--- Ocm	0.277	0.187	0.356	0.001	0.323	
Indirect Path							
Adp --> Js --> ItQ		-0.232	-0.354	-0.129	0.001	-0.132***	
Adp --> Js --> Effs		0.154	0.104	0.226	0.001	0.131***	
Adp --> Ocm --> ItQ		-0.163	-0.249	-0.096	0.001	-0.093***	
Adp --> Ocm --> Effs		0.143	0.094	0.201	0.001	0.121***	
Model Fit	CMIN/DF	GFI	TLI	CFI	RMSEA	SRMR	Decision
Default model	2.167	0.989	0.97	0.992	0.06	0.073	Excellent

Statistically significant: * $p < .05$, ** $p < .01$, *** $p < .001$

Source: Author's calculation

The indirect path result showed that the Adp trait has a significant positive indirect impact on Effs via Js and Ocm with ($\beta = 0.154$, $p < .001$) and ($\beta = 0.143$, $p < .001$), respectively. Furthermore, the Adp trait has a significant negative impact on ItQ via Js and Ocm with ($\beta = -0.232$, $p < .001$) and ($\beta = -0.163$, $p < .001$), respectively. Hence, the result provides enough evidence to support the acceptance of the model's sub-hypotheses, including H4-3-a, which claims that Js plays a significant role in explaining the Adp relationships with the Effs and the ItQ, and H4-3-b, which claims that Ocm plays a significant role in explaining the Adp relationships with the Effs and the ItQ. Yet, the mediation impacts were partially for both variables the Effs and the ItQ. Accordingly, the result of model 3 path analysis suggests that both variables Js and Ocm play a significant role in explaining the Adp trait relationships with the Effs and the ItQ. Accordingly, the model main hypothesis H4-3, which claims that Js and Ocm play a significant role in mediating the Adp trait relationships with Effs and ItQ, is accepted.

Overall, the findings of model 1, model 2 and model 3 revealed that job satisfaction and organizational commitment have the potential to play an intermediate role in explaining the organizational culture traits relationships with organizational performance. Both variables have a significant contribution either in reducing the employees ItQ or in enhancing the organizational effectiveness, hence, the findings support the acceptance of **H4, which claimed that job satisfaction and organizational commitment play a significant role in explaining the relationship between organizational culture traits and organizational performance.**

- *Mediation effects of Job satisfaction and organizational commitment on organizational culture and organizational performance relationship.*

The correlation matrix (see Table 21) shows that leadership styles TFLS and TSLS_CR are significantly correlated with the organizational performance measures Effs and ItQ. Besides, leadership styles TFLS and TSLS_CR and organizational performance measures are significantly correlated with Js and Ocm. Meanwhile the TSLS_CP styles is excluded from the mediation analysis as it does not show a significant correlation with the Js, Ocm and ItQ, suggesting that the first step of mediation was only met for TFLS and TFLS_CR relationship with Effs and ItQ.

Consequently, the fifth hypothesis (H5), which claims that job satisfaction and organizational commitment play a significant role in explaining the relationship between leadership styles (TFLS and TSLS_CR) and organizational performance (Effs and ItQ), was tested through path analysis. However, Because of the strong correlation between leadership styles and to avoid the multicollinearity effects, separated path models were tested, in which model 1 investigates whether Js and Ocm play a significant role in explaining the relationship between TFLS style and performance measures Effs and ItQ, and model 2 investigates whether Js and Ocm play a significant role in explaining the relationship between TSLS_CR style and performance measures Effs and ItQ, Accordingly, three sub-hypotheses were drawn, including H5-1 for model 1, and H5-2 for model 2.

Model 1 explains the potential role of Js and Ocm in mediating the TFLS style relationships with the Effs and the ItQ. Given that organizational performance is sensitive to employees' characteristics, employees' their experience and tenure were used as control variables for the endogenous variables to improve the model fit. The covariance among the performance measure Effs and ItQ was considered, as they are moderately correlated. Besides, the Js and Ocm shows a strong correlation thus a covariance link was considered too. The model shows an excellent model fit, as fit measure indices were met. The total variance explained also was statistically significant with R^2 values were for Js ($R^2 = 0.36$, $p < .001$), Ocm ($R^2 = 0.26$, $p < .001$), ItQ ($R^2 = 0.35$, $p < .01$) and Effs ($R^2 = 0.46$, $p < .01$).

The direct path result, as shown in Table 19, revealed that the TFLS style is positively and significantly related to the Js ($\beta = 0.562$, $p < .001$), Ocm ($\beta = 0.440$, $p < .001$). Besides TFLS style has an insignificant positive impact on the Effs ($\beta = 0.043$, $p > .05$), and an insignificant negative impact on the ItQ ($\beta = -0.136$, $p > .05$). Furthermore, the result shows that Js is positively and significantly related to the Effs ($\beta = 0.288$, $p < .001$) and is negatively and significantly related to the ItQ ($\beta = -0.345$, $p < .001$). Similarly, Ocm is positively and significantly related to the Effs ($\beta = 0.294$, $p < .001$) and is negatively and significantly related to the ItQ ($\beta = -0.316$, $p < .001$). Additionally, the standardized estimate revealed that Js contribution is greater than Ocm contribution in explaining the variance in the Effs and the ItQ. Accordingly, organizations leaders need to enhance employees job satisfaction to reduce their ItQ and enhance the organizational effectiveness.

Table 19. Js and Ocm mediation on TFLS relationships with Effs and ItQ

Path			Unstandardized Estimate	Lower	Upper	P-Value	Standardized Estimate	
Direct Path								
Js	<---	TFLS	0.562	0.461	0.657	0.001	0.620	
Ocm	<---	TFLS	0.440	0.340	0.549	0.001	0.508	
ItQ	<---	Js	-0.345	-0.534	-0.146	0.001	-0.280	
Effs	<---	Js	0.288	0.181	0.408	0.001	0.352	
ItQ	<---	TFLS	-0.136	-0.290	0.032	0.106	-0.122	
Effs	<---	TFLS	0.043	-0.048	0.119	0.337	0.058	
ItQ	<---	Ocm	-0.316	-0.478	-0.153	0.001	-0.246	
Effs	<---	Ocm	0.294	0.187	0.389	0.001	0.344	
Indirect Path								
TFLS --> Js --> ItQ			-0.194	-0.295	-0.102	0.001	-0.174**	
TFLS --> Js --> Effs			0.162	0.11	0.226	0.001	0.219***	
TFLS --> Ocm --> ItQ			-0.139	-0.207	-0.082	0.001	-0.125***	
TFLS --> Ocm --> Effs			0.129	0.087	0.182	0.001	0.175***	
Model Fit		CMIN/DF	GFI	TLI	CFI	RMSEA	SRMR	Decision
Default model		2.972	0.985	0.953	0.987	0.078	0.059	Excellent
Statistically significant: *p<.05, **p<.01, ***p<.001								

Source: Author's calculation

The indirect path result showed that the TFLS style has a significant positive indirect impact on Effs via Js and Ocm with ($\beta = 0.162$, $p < .001$) and ($\beta = 0.129$, $p < .001$), respectively. Furthermore, the TFLS style has a significant negative impact on ItQ via Js and Ocm with ($\beta = -0.194$, $p < .001$) and ($\beta = -0.139$, $p < .001$), respectively. Hence, the result provides enough evidence to support the acceptance of the model's sub-hypotheses, including H5-1-a, which claims that Js plays a significant role in explaining the TFLS relationships with the Effs and the ItQ, and H5-1-b, which claims that Ocm plays a significant role in explaining the TFLS relationships with the Effs and the ItQ. Yet, the mediation impacts were fully for both variables the Effs and the ItQ. Accordingly, the result of model 1 path analysis suggests that both variables Js and Ocm play a significant role in explaining the TFLS style relationships with the Effs and the ItQ. Accordingly, the model main hypothesis H5-1, which claims that Js and Ocm play a significant role in mediating the TFLS styles relationships with Effs and ItQ, is accepted.

Model 2 explains the potential role of Js and Ocm in mediating the TFLS_CR style relationships with the Effs and the ItQ. Given that organizational performance is sensitive to employees' characteristics, employees' their experience and tenure were used as control

variables for the endogenous variables to improve the model fit. The covariance among the performance measure Effs and ItQ was considered, as they are moderately correlated. Besides, the Js and Ocm shows a strong correlation thus a covariance link was considered too. The model shows an excellent model fit, as fit measure indices were met. The total variance explained also was statistically significant with R^2 values were for Js ($R^2 = 0.23$, $p < .001$), Ocm ($R^2 = 0.17$, $p < .001$), ItQ ($R^2 = 0.35$, $p < .01$) and Effs ($R^2 = 0.47$, $p < .01$).

The direct path result, as shown in Table 20, revealed that the TSLs_CR style is positively and significantly related to Js ($\beta = 0.533$, $p < .001$), Ocm ($\beta = 0.440$, $p < .001$). Besides TSLs_CR style has a significant positive impact on Effs ($\beta = 0.102$, $p < .05$), and a significant negative impact on ItQ ($\beta = -0.170$, $p < .05$). Moreover, the result shows that Js is positively and significantly related to Effs ($\beta = 0.278$, $p < .001$) and is negatively and significantly related to ItQ ($\beta = -0.367$, $p < .001$). Likewise, Ocm is positively and significantly related to the Effs ($\beta = 0.286$, $p < .001$) and is negatively and significantly related to the ItQ ($\beta = -0.313$, $p < .001$). Moreover, the standardized estimate revealed that Js contribution is greater than Ocm contribution in explaining the variance in the Effs and the ItQ. Hence, organizations leaders need to enhance employees job satisfaction to reduce their ItQ and enhance the Effs.

Table 20. Js and Ocm mediation on TSLs_CR relationships with Effs and ItQ

Path		Unstandardized Estimate	Lower	Upper	P-Value	Standardized Estimate	
Direct Path							
Js	<--- TSLs_CR	0.533	0.437	0.635	0.001	0.481	
Ocm	<--- TSLs_CR	0.440	0.344	0.538	0.001	0.415	
ItQ	<--- Js	-0.367	-0.518	-0.219	0.001	-0.299	
Effs	<--- Js	0.278	0.198	0.369	0.001	0.341	
ItQ	<--- TSLs_CR	-0.170	-0.299	-0.031	0.038	-0.124	
Effs	<--- TSLs_CR	0.102	0.023	0.170	0.030	0.113	
ItQ	<--- Ocm	-0.313	-0.455	-0.174	0.001	-0.244	
Effs	<--- Ocm	0.286	0.194	0.367	0.001	0.335	
Indirect Path							
TSLs_CR --> Js --> ItQ		-0.196	-0.293	-0.114	0.001	-0.144**	
TSLs_CR --> Js --> Effs		0.148	0.105	0.212	0.001	0.164***	
TSLs_CR --> Ocm --> ItQ		-0.138	-0.205	-0.079	0.001	-0.101***	
TSLs_CR --> Ocm --> Effs		0.126	0.085	0.175	0.001	0.139***	
Model Fit	CMIN/DF	GFI	TLI	CFI	RMSEA	SRMR	Decision
Default model	2.193	0.989	0.969	0.991	0.06	0.059	Excellent

Statistically significant: * $p < .05$, ** $p < .01$, *** $p < .001$

Source: Author's calculation

The indirect path result showed that the TSLS_CR style has a significant positive indirect impact on Effs via Js and Ocm with ($\beta = 0.148, p < .001$) and ($\beta = 0.126, p < .001$), respectively. Furthermore, the TSLS_CR style has a significant negative impact on ItQ via Js and Ocm with ($\beta = -0.196, p < .01$) and ($\beta = -0.138, p < .001$), respectively. Hence, the result provides enough evidence to support the acceptance of the model's sub-hypotheses, including H5-2-a, which claims that Js plays a significant role in explaining the TSLS_CR style relationships with the Effs and the ItQ, and H5-2-b, which claims that Ocm plays a significant role in explaining the TSLS_CR style relationships with the Effs and the ItQ. Yet, the mediation impacts were partially for both variables the Effs and the ItQ. Accordingly, the result of model 2 path analysis suggests that both variables Js and Ocm play a significant role in explaining the TSLS_CR style relationships with the Effs and the ItQ. Accordingly, the model main hypothesis H5-2, which claims that Js and Ocm play a significant role in mediating the TSLS_CR styles relationships with Effs and ItQ, is accepted.

Overall, the findings of model 1, and model 2 revealed that job satisfaction and organizational commitment have the potential to play an intermediate role in explaining the leadership styles relationships with organizational performance. Both variables have a significant contribution either in reducing the employees ItQ or in enhancing the organizational effectiveness, hence, the findings support the acceptance of **H5, which claimed that job satisfaction and organizational commitment play a significant role in explaining the relationship between leadership styles and organizational performance.**

4. NEW AND NOVEL RESULTS OF THE DISSERTATION

The dissertation main objective was to empirically investigate the links between the employed leadership styles of insurance companies leaders and the organizational culture of Jordanian insurance companies and assessing the impacts of leaders leadership styles and the cultural traits impact on the performance and employees attitudes within the companies under investigation. The study treated the employees performance indicators JS and Ocm as mediators of the leadership styles and cultural traits links with the organizational performance, including effectiveness and employees intention to quit.

The new outcome of this dissertation mainly appeared by its contribution to the body of knowledge by evaluating the applicability of Western theories and testing a theoretical model within a non-Western context, precisely, the Jordanian context. The dissertation proves the applicability of the proposed theories and model in a different context by offering empirical support that links the research variables in such a model in this way, which has not been tested before. The novel findings of this study can be illustrated through three-level involving the research topic, study design, and the study findings, which can be summarized as follows:

- The novelty of the research topic is attributed to the scarcity of empirical results that examine the relationships among the research variables within the Jordanian insurance sector. Although the links between organizational culture and leadership styles with organizational performance are firmly established, in Western culture, still, there is a need to know whether or not the other part of the world behaves similarly. The study is one of the first empirical research used a sample of Jordanian insurance companies to test the links among the research variables.
- The study design novelty emerges through the applicability of a strong methodological approach in new context; using a mixture of survey items in exploring the complex relationships among the research variables; and the steps undertaken to choose the study sample, and research instrument reliability and validity evaluation. The study uses a subsequence approach to support the study conclusions, including forward-backward translation, the EFA and CFA analysis, correlations and path analysis, and mediation analysis in the evaluation of the relations among the study variables.

- The research findings' novelty arises from the absence of previous studies that empirically examine the association between organizational culture traits, leadership styles, job satisfaction, organizational commitment, and organizational performance by evaluating the effectiveness and employees' intention to quit among the Jordanian insurance companies. The novel research findings of the research problem are demonstrated as follows:

1st – In terms of leadership styles and organizational culture traits relationships, the novel findings indicate that the TFLS and the TSLS leadership styles significantly contribute to better organizational culture traits, including INCO, Mis, and Adp cultural traits, which means that the more perceived transformational and transactional styles, the more innovative, creative, adaptable, and attractive mission culture is perceived within the organization. The leadership styles empirically prove that it is accountable for cultural evolution and articulating as consistent as the functionalist view of leadership.

2ed – The leadership styles and organizational culture links with organizational performance are empirically proved, as both constructs significantly influence insurance companies' effectiveness and employees' intention to quit. The novelty findings are that both TFLS and TSLS_CR leadership styles and the three cultural traits have a significant contribution to enhancing the effectiveness and minimizing the employees' intention to quit. Besides, the TSLS_CP was accountable for the negative impact on the insurance companies' performance.

3rd – The novelty findings also appear when considering the role of the employees' job satisfaction and commitment towards their organization in explaining the links among the leadership styles, cultural traits, and organizational performance. The findings revealed that the much satisfied and committed members perceived sufficiently good relations with their managers within a healthy cultural context, which, in turn, significantly reflected in their performance and intention to keep their membership with the organization, resulting in continuous improvement in the organizational effectiveness and employees' retention.

Briefly, the study contributes to the body of knowledge about organizational behavior within a non-Western context by providing an empirical finding about the organizational culture and the leadership styles impact on Jordanian insurance companies' performance.

5. PRACTICAL APPLICABILITY OF THE RESULTS

The result showed that the transformational leadership style (TFLS) has a significant role in maintaining a strong internal culture, that is, by enhancing company consistency and the employees' involvement, articulating the company mission, and stimulating new ways of thinking to increase company adaptability towards the company's external environment, and the result remains consistent with LASRADO and KASSEM (2021) and SARROS et al. (2002). Moreover, the result revealed that the transactional contingent rewards leadership style (TSLS_CR) also has a significant contribution to shaping and enhancing company culture, and the result is consistent with SARROS et al. (2002). In contrast, the transactional contingent punishment leadership style (TSLS_CP) showed a significant negative impact on the company's organizational culture. Accordingly, company leaders need to consider the impact of their behaviors and practices on the company culture. They need to adopt the best set of leadership styles to ensure strong consistency and employee involvement, a clear organizational mission, and foster an adaptable response towards the changes within and without the company. Overall, the result offers evidence to confirm the presence of a strong link between the leadership styles and the organizational culture.

The result showed that the organization's members' intention to leave is minimized when they perceive that their organization employs a consistent policy, encourages employees' involvement, clarifies its mission, and adopts new ideas in dealing with external change. The result remains consistent with LEISANYANE and KHAOLA (2013). Along the same line, organizational effectiveness is maximized when a stable internal environment, collective efforts from every member within the organization, an attractive and well-established mission, and flexibility exist within the organization. The result remains consistent with DENISON et al. (2003). In conclusion, organizational culture has a significant impact on company performance in several ways, in which a positive culture can foster employee engagement, encourage innovation and collaboration, improve employee retention, and enhance employees satisfaction and commitment, all of which can lead to better performance and significant improvement in the overall organizational success. Hence, it is a matter of necessity that an organization's leaders pay more attention to their organization's culture besides taking steps toward cultivating a positive, creative, and

attractive culture within their organization that aligns and fits with the company's goals and values.

The result indicated that TFLS significantly boosts organizational effectiveness and reduces employees' intention to quit. That is why leaders are required to rely more on TFLS to inspire, motivate, and foster their followers' performance and desire to stay. In connection to organizational performance, the result remains consistent with LASRADO and KASSEM (2021) and TOJARI et al. (2011). Furthermore, in connection to intention to quit, the result remains consistent with DEWI and MANSYUR (2022) and NTSEKE et al. (2022). Likewise, the TSLS_CR showed a positive impact on effectiveness and employee retention. The result remains consistent with SAEED and MUGHAL (2019) and AGA (2016) regarding organizational performance. However, it is reasonable to mention that the impact of TSLS_CR is conditional, as leaders must respect their promises of rewarding those who perform outstanding performances. Concerning the intention to quit, the result remains consistent with LAULIÉ et al. (2021). However, a negative influence was raised when using TSLS_CP, as that type of leadership style relies more on adopting fear and obligatory practices to influence the employees' performance, which might reduce their satisfaction or commitment to perform well.

The result revealed that job satisfaction and organizational commitment play a significant role in explaining the relationships of INCO, Mis, and Adp cultural traits with the organizational performance measures. According to the findings, it is noticeable that the three cultural traits positively affect the insurance companies' members' job satisfaction and commitment, which in turn, the satisfied and committed employees will contribute significantly to enhance their companies' effectiveness and show less intention to leave. Furthermore, the result showed that job satisfaction and organizational commitment play a significant role in explaining the relationships of TFLS and TSLS leadership styles with the organizational performance measures, including Effs and ItQ. According to the findings, it is observed that the TFLS and TSLS_CR positively affect the insurance companies' members' job satisfaction and commitment, which, in turn, will contribute significantly to enhancing their companies' effectiveness and reducing their intention to leave. However, TSLS_CP showed that it has a negative impact on employees' job satisfaction and commitment, suggesting the need for implementing more positive leadership practices.

6. LIST OF PUBLICATIONS RELATED TO THE DISSERTATION



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Registry number: DEENK/392/2023.PL
Subject: PhD Publication List

Candidate: Said Ahmad Mohammad Abujudeh
Doctoral School: Károly Ihrig Doctoral School of Management and Business
MTMT ID: 10071556

List of publications related to the dissertation

Articles, studies (3)

1. **Abujudeh, S. A. M.**, Fnjan, H., Matkó, A.: Leader' Perceptions Towards Corporate Social Responsibility Practices: A Case Study from Saudi Arabia.
Res Militaris. 12 (2), 293-304, 2022. ISSN: 2265-6294.
2. **Abujudeh, S. A. M.**: Examining the impacts of organizational culture and leadership styles on the organizational performance indicators.
Acta medicinae et sociologica. 11 (31), 39-54, 2020. ISSN: 2062-0284.
DOI: <http://dx.doi.org/10.19055/ams.2020.11/31/4>
3. **Abujudeh, S. A. M.**: The role of human resource management in employees' job satisfaction and organizational commitment.
SEA: Practical Application of Science. 7 (20), 137-145, 2019. EISSN: 2360-2554.

List of other publications

Articles, studies (3)

4. **Abujudeh, S. A. M.**, Matkó, A.: Examining Job Satisfaction and Organizational Commitment Relationships: Case of Jordanian Government Institution.
Rewiew of International Geographical Education Online. "Accepted by Publisher" (-), 1-18, 2023. EISSN: 2146-0353.
5. Alobid, M., **Abujudeh, S. A. M.**, Szűcs, I.: The Role of Blockchain in Revolutionizing the Agricultural Sector.
Sustainability. 14 (7), 1-15, 2022. ISSN: 2071-1050.
DOI: <http://dx.doi.org/10.3390/su14074313>
IF: 3.9





6. **Abujudeh, S. A. M.:** Improving the Work Breakdown Structure of the Plant Installation - Case:
Asphalt Plant.
International Journal of Engineering and Management Sciences. 3 (5), 174-187, 2018.
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The Candidate's publication data submitted to the iDEa Tudóstér have been validated by DEENK on the basis of the Journal Citation Report (Impact Factor) database.

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