# Leadership Styles as a Predictor of Employee Performance through the Moderating Role of Organizational Culture in Oman

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*Abstract:* - The study examines how organizational culture affects worker performance in relation to leadership styles in all Omani commercial organizations. Leadership styles, including transactional, transformational, and laissez-faire theories, have a significant impact on employee performance. The way a leadership philosophy functions varies according to the cultural framework in which it is applied. Shared cultural traditions, practices, and fundamental beliefs within a company impact workplace behavior, employee attitudes, and leadership style receptiveness. Through the application of leadership conceptual models with cultural organizational frameworks, this study analyzes employee outcomes, such as commitment, job satisfaction, and productivity, to determine how leadership styles are strengthened or weakened by power distance, collectivism, and uncertainty avoidance. Using quantitative techniques, the researchers gathered 350 data points from employees of Oman's Ministry of Agriculture, Fisheries, and Water Resources. When transformational leadership is paired with transactional, laissez-faire, and participative leadership styles, employee performance is most positively impacted. Research shows that company culture has a significant impact on how employees respond to various leadership philosophies. This study provides firms and executives in Oman with useful information to improve employee performance through appropriate leadership techniques. Research adds fresh insights on the connection between leadership achievement in various cultural contexts.

*Key-Words:* - Leadership styles, employee performance, organizational culture, transformational leadership, transactional leadership, laissez-faire leadership, Oman, cultural moderation.

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## 1 Introduction

Employee performance has a significant impact on the accomplishment of corporate objectives in both the public and private sectors, [1]. Performance is defined as acts or behaviors that are connected to the objectives that the organization hopes to accomplish. Leadership styles have a significant impact on both human and organizational results, including performance, commitment, and satisfaction, according to recent theoretical advancements and empirical claims. Through the influence that arises from interactions between leaders and followers, leadership is used to accomplish organizational goals, [2]. Furthermore, compared to other human resource groupings, leaders significantly help their firms, [3]. By employing and leveraging organizational resources and adopting and putting into practice pertinent strategies, leaders are supposed to guide their organizations toward a better future and produce favorable results, [4]. According to recent studies, transformational leadership has a major impact on the attitudes and behaviors of many people, [5], [6].

Transactional leaders reward followers when they achieve predetermined objectives or performance standards. The give-and-take strategy is used by the transactional leader, who first confirms the link between performance and reward before exchanging it for a suitable reaction that motivates followers to perform better, [7]. The idea of minimum oversight is adhered to by the laissez-faire leadership style, [8]. It can be characterized as a leader who minimizes group interactions, lacks self-reliance in his leadership abilities, and does not establish any goals for the group. This strategy works well when group members can be "self-independent", and the leader needs to do very little to appear good because followers make most of the decisions. In establishments like research institutions, where many intellectuals work autonomously without supervision, this approach is quite likely to be successful. Discussing issues with staff members and letting them participate in decision-making to identify solutions are key components of participatory leadership, [9].

Employees' supportive behavior during organizational change has generally been found to

be increased by participatory leadership change, [10]. The values and ideas that establish standards for anticipated employee behavior are referred to as organizational culture, [11]. The leaders of an organization have a significant influence on its culture, which in turn affects how well the company performs. This study advances our knowledge by examining the connections between employee performance and leadership styles, as discussed in their meta-analysis, [12] indicated that performance above and beyond expectations may be possible with certain leadership philosophies. Examining the potential moderating role of organizational culture in the relationship between employee performance and leadership styles is another addition to this study. According to current research, it is necessary to comprehend the factors that mediate the relationship between employee performance and leadership styles, including organizational culture, [13], [14].

The Omani context as an illustration of a developing nation is the subject of a third essay. More research is advised among government employees in developing nations because the majority of the current research on the association between leadership styles and employee performance has been conducted in large corporations in developed nations, [15]. As a result, this study is being conducted in a developing nation the Sultanate of Oman where not many studies have been conducted on the sector of government personnel, [16]. To properly analyze legislative and regulatory reforms as well as Oman's economic transformation, it is necessary to comprehend the role of organizational culture, [17]. In summary, this study analyzes the probable intervening function of organizational culture as a moderator on the link between leadership styles and employee performance in the context of Omani government employees.

# 2 Theoretical Background and Hypothesis Development

## 2.1 Social Exchange Theory

Social exchange theory and leadership are related in that social exchange processes inside an organization can be impacted by leadership, [18]. According to the social exchange theory, people act in ways they think will result in benefits like recognition and rewards. By fostering a culture of trust and collaboration, rewarding and recognizing desired actions, and creating a favorable work environment, effective leaders may promote social interchange, [19].

## 2.2 The Relationship between Transformational Leadership and Employee Performance

A key factor in bringing about the changes required for efficient management is transformational leadership. As suggested by [20], Organizations can be transformed by transformational leaders who have a clear vision for the future and enable their staff to take ownership of realizing that vision. These leaders usually exhibit four distinct behaviors: intellectual stimulation, inspirational motivation, idealized influence, and personalized consideration, [21]. In short, "charisma," also known as idealized influence, describes leaders who exhibit high moral and ethical standards. They are self-assured, well regarded personally, and serve as powerful role models for those who follow them. Consequently, we suggest supporting both theoretical and empirical data:

H1. Transformational leadership has a positive effect on employee performance.

### 2.2.1 The Relationship between Transactional Leadership and Employee Performance

Employee performance has been found to benefit from the transactional leadership style, [22]. This result implied that the transactional leadership style helped reduce stress and increase job satisfaction. Leaders may have both direct and indirect multiplier effects on the factors that drive employee engagement. The elements of a leadership style encourage employees to work hard and develop their abilities, which improves employee performance, [23]. Leaders are involved in more than just improving worker performance. These arguments help to generate the following hypotheses:

H2. Transactional leadership style is positively related to employee performance.

### 2.2.2 The relationship between Laisser-Faire and Employee Performance

There are both advantages and disadvantages to the complex link between employee performance and laissez-faire leadership, [24]. First, because laissez-faire leadership tends to cause team members to become confused and disengaged, it is frequently linked to lower employee performance. According to [25], this strategy might create ambiguity, particularly for people who do well with organized

direction, which would lower performance results. Furthermore, [26] demonstrates how the passive character of laissez-faire leadership can result in situations when workers need help but are left to handle difficulties on their own, which has a detrimental effect on performance and job satisfaction. The following theories are developed with the help of these arguments:

H3. Laisse faire leadership style is positively related to employee performance.

### 2.2.3 The Relationship between Participative Leadership and Employee Performance

Although the leader retains final say, the participative leadership style promotes and strengthens workers' capacity to carry out crucial duties and tasks, [27]. To put it simply, a participative leader fosters a culture of learning in their audience. According to [28], Through cooperative decision-making between management and staff, the participatory approach produces well-informed decisions. Employee performance within the company is improved by this inclusive approach, where workers feel appreciated and included in organizational decision-making. In addition, [29] add that a participatory leader actively works with staff members to establish, define, and accomplish company goals, which enhances worker performance, productivity, and effectiveness. The following theories are developed with the help of these arguments:

H4. Participative leadership style is positively related to employee performance.

## 2.4 The Moderating Role of Organizational Culture

In a supportive organizational culture, a leader with strong technical and interpersonal abilities can effectively foster a positive leadership style; nevertheless, in a toxic or bureaucratic setting, they could require assistance, [30]. According to the current study, the relationship between employee performance and leadership styles is moderated by organizational culture. This theory emphasizes how crucial it is to match leadership philosophies with the cultural setting to foster productive worker performance. To improve employee performance and advance organizational success, it also emphasizes how important it is for businesses to develop a pleasant and encouraging corporate culture. Therefore, the hypothesis is as follows (all hypotheses are shown in Figure 1):

H5. The association between TL and employee performance is moderated by organizational culture.

H6. The association between employee performance and transactional leadership style is moderated by organizational culture.

H7. The association between employee performance and laissez-faire is moderated by organizational culture.

H8. The association between employee performance and participative leadership is moderated by organizational culture.

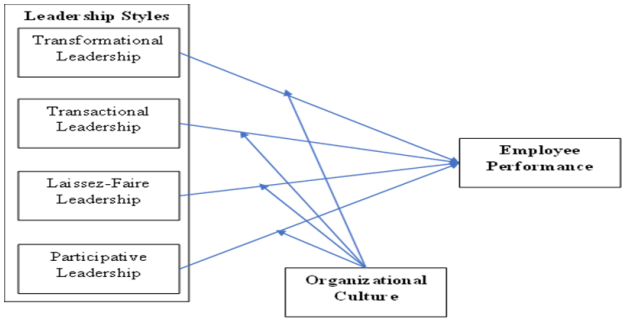


Fig. 1: Proposed Conceptual Framework

# 3 Methodology

## 3.1 Research Design, Population, Respondents and Sample Size

The quantitative technique was chosen in part because the domain researchers prefer, [5], [6], [31]. investigated employee performance and leadership styles in numerous firms using quantitative methods. All employees of the General Office of the Sultanate of Oman's Ministry of Agriculture, Fisheries, and Water Resources roughly 5002 people in across the different directorates, centers, and offices connected to the General Office made up the study's target group. As established, a representative sample size of at least 10% of the workforce was chosen. In addition, [32] is enough for studies that are quantitative in nature.

Systematic random sampling was chosen for the investigation using a probability systematic technique. Systematic random sampling was chosen for the investigation using a probability systematic technique. This method involves selecting every kth individual from a comprehensive and systematically arranged list of employees. The value of k, representing the sampling interval, is calculated by dividing the total population size by the intended sample size. This approach guaranteed that all employees were afforded a clear and uniform opportunity for selection, thereby improving representativeness and minimizing sampling bias.

Considering the data from [33], and a sample of 361 is sufficient to continue the data collection process out of a population of 5002.

Ethical consideration is paramount important to establish the study is of high moral values and unquestionable integrity in conducting the study, collecting the data and reporting of the data. The ethical consideration of this study will be based on the researcher, the respondents and the reporting. The ethical considerations are presented for all the researchers and respondents and then the reporting of the findings and conclusion of the study.

### 3.2 Reliability and Validity of the Questionnaire

The importance of assessing a questionnaire's validity and reliability cannot be overstated. These serve as the cornerstones of good research and ensure that the information gathered is trustworthy, consistent, and dependable, [34]. When a questionnaire is reliable and yields responses that are consistent throughout time and under comparable conditions, the validity of a study is increased, [35]. Therefore, to verify the validity and reliability of the questionnaire, we collected 50 samples for pilot research.

### 3.3 Common Method Bias

We made sure the variance inflation factor (VIF), a fundamental metric for determining the presence of common method bias (CMB) recommended by prominent experts including [36] because each construct is regressed against a common variable in this technique. This strategy is useful for removing any bias that may arise from using a survey or questionnaire as a single source of data. There should be no CMB in the data if the VIF value is less than 3.3, [36]. The presence of CMB is guaranteed because the VIF values for each variable fall within the suggested range.

### 3.4 Data Collection Procedure

Measurement scales from known research were used to develop a self-administered online questionnaire, which was translated into Arabic because it is the respondents' mother tongue by recommended [37], With a 96.1% response rate, 350 of the 361 sent questionnaires were returned and were suitable for study. Additionally, we gave ethical considerations priority by guaranteeing respondents' anonymity and confidentiality and making sure the data gathered would only be utilized for this study. These efforts led to the collection of 350 genuine responses, which served as the foundation for our thorough final study.

### 3.5 Measures

The questionnaire was designed to include 35 items, and the variables were measured using the five-point Likert scale that goes from strongly agree to strongly disagree, we took all the scale questions from the previous research. As embraced by [38], seven items to measure transformational leadership. Likewise, the study assessed transactional leadership by borrowing four items from [38]. We measured laizzerfair leadership on three items, participative leadership with four items all from [39] organizational culture on six items by [40] and employee performance on eleven items from [41].

### 3.6 Analysis Packages and Statistical Tests

After conducting a measurement model (model fitness, AVE, CR, alpha, and VIF) using SmartPLS4, we evaluated the structural model using path analysis. Lastly, we used descriptive statistics to observe the demographic trends of the respondents using a statistical package of social sciences (SPSS) version 29.0 for Windows.

## 4 Analysis

### 4.1 Respondent's Profile

In total, this study had 350 respondents, of whom 82% of them being male and 18% being female. According to the research findings, most respondents (48%) were between 41 - 50 years old, followed by those between 31 - 40 years old (29%). Respondents 50 years above make up the lowest percentage of those who took part in this research (9%). It reveals that a significant portion, specifically 71%, of the respondents held a bachelor's degree. Additionally, 26% of the participants obtained a Diploma. The data reveals that 40% of the respondents have working experience ranging from 3 to 5 years, whereas only 18% of the respondents have working experience for 1-2 years (Table 1).

The gender distribution reveals a pronounced imbalance, with male respondents comprising 82%. This suggests that the perceptions of leadership and employee performance could be influenced by experiences predominantly shaped by male perspectives within the Ministry. It is essential to take this imbalance into account when analyzing results, especially in relation to how gender differences might affect perceptions of leadership or

performance outcomes. This study does not directly evaluate addiction or usage behaviors; however, future research may investigate the potential influence of demographic variables such as gender and age on the effectiveness of leadership styles or the alignment with organizational culture.

Table 1. Demographic Profile of respondents

| Demographic Factor | Category | Frequency | Percent |
|---|---|---|---|
| Gender | Male | 284 | 82% |
| | Female | 62 | 18% |
| Age Range | Below (<) 30 | 48 | 14% |
| | 31 - 40 years old | 101 | 29% |
| | 41 - 50 years old | 170 | 48% |
| | 51 and above | 31 | 9% |
| Qualification | Doctorate | 0 | 0% |
| | Master | 10 | 3% |
| | Bachelor | 246 | 71% |
| | Diploma | 90 | 26% |
| | Others | 0 | 0% |
| Working Experience | 1-2 years | 63 | 18% |
| | 3 – 5 years | 138 | 40% |
| | 6 – 10 years | 69 | 20% |
| | Above 10 years | 76 | 22% |

## 4.2 Evaluation of Measurement Models

The fitness of the built model may be evaluated as part of the structural model's validity assessment. The results indicate that all items' loadings are higher than 0.707 and all average value extracted (AVE) values are greater than 0.50, as shown in Table 2 (Appendix) and Figure 2. Additionally, Table 3 (Appendix) emphasizes that every HTMT value is less than 0.85. Thus, the measuring model's discriminant validity is deemed appropriate.

## 4.3 Structural Model Assessment

Using PLS-SEM and a bootstrapping strategy for path coefficients and hypothesis testing, we employed structural model analysis. Transformational leadership significantly improved employee performance (path coefficient = T.3.421, $p < 0.01$), followed by transactional leadership (path coefficient = T.2.013, $p < 0.044$), lazier faire leadership (path coefficient = T.2.891, $p < 0.004$), and participative leadership (path coefficient = T.3.536, $p < 0.004$), according to the results shown in Figure 3 and Table 4 (Appendix). H1, H2, H3, and H4 are so supported. For examining the effects of moderation. A nonparametric resampling technique renowned for its statistical rigor and resilience is called bootstrapping, [42]. The results of this study demonstrate that the relationship between employee performance and transactional, transformational, laissez-faire, and participatory leadership is moderated by organizational culture. (TFLxOC → EP) (path coefficient = T.2.100, $p < 0.036$), (TRLxOC → EP) (path coefficient = T.2.674, $p < 0.008$), (LFLxOC → EP) (path coefficient = T.2.454, $p < 0.014$) and (PALxOC → EP) (path coefficient = T.2.544, $p < 0.011$). (Therefore, H5, H6, H7, and H8 were supported.

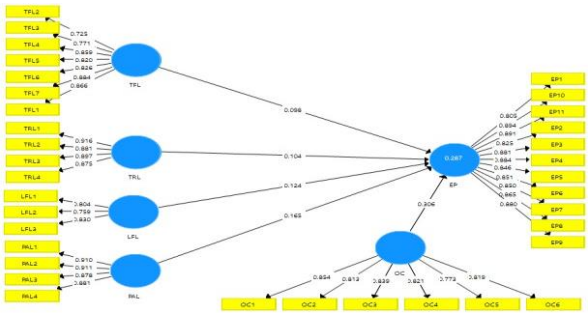

Fig. 2: Measurement Model Path Coefficient

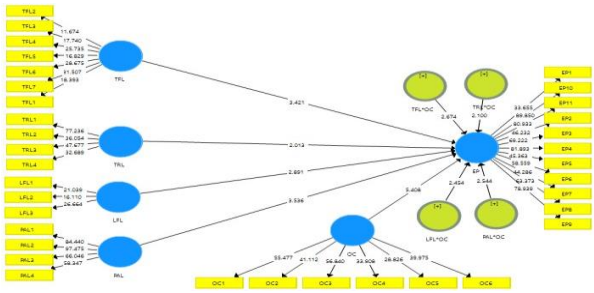

Fig. 3: Structural Model with Constructs and Indicators

Table 4 (Appendix) presents the research hypotheses that are analyzed in the structural model for all relationship between all variables.

Table 2 (Appendix) demonstrates that all constructs demonstrate robust internal consistency, as evidenced by Cronbach's alpha and composite reliability values significantly exceeding the 0.7 threshold, which confirms the reliability of the measurements. The Average Variance Extracted (AVE) values surpass 0.5 for each construct, thereby affirming the presence of acceptable convergent validity. This indicates that each collection of items effectively assesses its designated latent construct, thereby strengthening the validity of the measurement model in evaluating leadership styles, organizational culture, and employee performance.

Table 3 (Appendix) demonstrates that HTMT values are consistently below the conservative threshold of 0.85, thereby affirming the discriminant validity among the constructs. This suggests that the constructs employed in the study, such as transformational leadership, organizational culture,

and employee performance, are clearly defined and exhibit minimal overlap in their measurement. The HTMT value between TFL and EP is 0.193, indicating a distinct conceptual separation between transformational leadership and employee performance.

Table 4 (Appendix) demonstrates that all proposed hypotheses (H1–H8) receive support at statistically significant levels ($p < 0.05$). Transformational and participative leadership styles exhibit the most significant positive correlations with employee performance (T = 3.421 and 3.536, respectively), indicating that leadership methods that motivate and engage employees are the most effective. Analysis reveals that organisational culture plays a crucial role in enhancing these relationships, as demonstrated by the significant interaction terms (e.g., TFLxOC → EP: T = 2.100, p = 0.036). The findings underscore the significance of cultural context in improving the efficacy of different leadership styles.

# 5 Discussion

The findings of the study provide valuable insight into the relationship between leadership style and performance and demonstrate the role of organizational culture as an influencing factor. The study's findings support previous findings by demonstrating that transformative leadership significantly improves employee performance [43], [44]. One of the main goals that this leadership style intentionally supports is productivity improvement. According to research, transactional leadership creates favorable relationships with worker performance that are comparable to those found in earlier studies of rule-driven work systems [45], [46]. Research confirms earlier findings regarding this behavior pattern by demonstrating that laissez-faire leadership improves performance, [24]. Throughout the study, organizational culture demonstrated a strong moderate influence. Employees in high-distance cultures performed better under products leadership, whereas transformational leadership performed better under low power-distance cultures. The cultural dimensions hypothesis of Hofstede states that hierarchical systems affect the effectiveness of leaders, [47]. Transformational leadership is favored by cultures that prioritize group-oriented behavior and common goals, [48].

The implications of these results extend beyond the organisational setting. Better teacher performance, professional growth, and cooperative learning environments are all potential outcomes of transformational leadership in the education sector. While transformational leadership may encourage patient-centered care and multidisciplinary cooperation, transactional leadership may strengthen protocol compliance and operational efficiency in healthcare settings. While emphasis on laissez-faire leadership may result in uncertainty and disengagement in team dynamics, participatory and transformational leadership approaches socially promote improved communication, trust, and collaboration among group members. As a result, the leadership approach chosen influences not just output but also the standard of social and interpersonal relationships in professional environments.

## 5.1 Theoretical Implications

By integrating leadership techniques with cultural organizational models, the research expands the body of knowledge in both organizational behavior and leadership. Applying cultural elements to the transformational and transactional leadership framework helps to clarify employee responses. The study offers evidence that supports contingency theory by demonstrating that the effectiveness of leadership varies depending on the circumstances. To improve our understanding of leadership changes across enterprises, the research focuses on cultural elements to explain leadership adaptation across various business settings.

## 5.2 Practical and Managerial Implications

The results of the study point practical organizations in the direction of more effective leadership techniques to boost employee performance. The preferred cultural customs of employees should be accommodated in the leadership style of multicultural organizations. While transactional leadership programs are more effective in hierarchical cultural contexts, firms located in collectivist nations with low power-distance values should prioritize training sessions on transformational leadership techniques. To assist its managers in adapting their leadership styles to cultural preferences, organizations should set up leadership development programs that foster cultural intelligence skills. Organizations must establish leadership systems that restrict laissez-faire leadership while giving employees the right guidance and support.

### 5.3 Limitations and Suggestions for Future Studies

Along with its proven effectiveness, the research has several limitations. Researchers are unable to ascertain if leadership practices influence changes in employee job outcomes because the study only collects data from a single point in time. Employing longitudinal designs to track changes in employee performance might be beneficial to the study. Because the study was conducted in Omani institutions, its findings might not be readily generalizable to other cultural contexts. A broader knowledge of how culture influences behavior might result from studies that compare cultures across different countries. This study primarily looked at organizational culture and leadership techniques, but it overlooked other crucial organizational components like industry segmentation, organizational structure, and technology advancement. Additional aspects that will provide a more comprehensive view of leadership effectiveness should be examined by research.

### 5.4 Conclusion

The study shows how leadership styles affect employee performance, but organizational culture is a crucial influencing factor. Enhancing business productivity and employee commitment levels should prioritize leadership tactics that honor cultural variations. To create more successful leadership training techniques, the research offers practical fields and research communities in a variety of organizational contexts important culturally oriented leadership insights.

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# APPENDIX

Table 2. Reliability and Convergent Validity of Constructs (Measurement Model)

| Variable | Items | Dimension Loadings | Cronbach's Alpha | Composite Reliability | Average Variance Extracted (AVE) |
|---|---|---|---|---|---|
| Transformational Leadership | TFL1<br>TFL2<br>TFL3<br>TFL4<br>TFL5<br>TFL6<br>TFL7 | 0.866<br>0.725<br>0.771<br>0.859<br>0.820<br>0.826<br>0.884 | 0.920 | 0.938 | 0.836 |
| Transactional Leadership | TRL1<br>TRL2<br>TRL3<br>TRL4 | 0.916<br>0.881<br>0.897<br>0.875 | 0.899 | 0.864 | 0.617 |
| Laissez Fair Leadership | LZL1<br>LZL2<br>LZL3 | 0.804<br>0.759<br>0.830 | 0.791 | 0.830 | 0.582 |
| Participative Leadership | PAL1<br>PAL2<br>PAL3<br>PAL4 | 0.910<br>0.911<br>0.878<br>0.881 | 0.818 | 0.895 | 0.633 |
| Organizational Culture | OC1<br>OC2<br>OC3<br>OC4<br>OC5<br>OC6 | 0.854<br>0.813<br>0.839<br>0.821<br>0.773<br>0.819 | 0.852 | 0.879 | 0.549 |
| Employee Performance | EP1<br>EP2<br>EP3<br>EP4<br>EP5<br>EP6<br>EP7<br>EP8<br>EP9<br>EP10<br>EP11 | 0.805<br>0.825<br>0.881<br>0.884<br>0.846<br>0.851<br>0.850<br>0.865<br>0.880<br>0.894<br>0.891 | 0.833 | 0.867 | 0.671 |

Table 3. Heterotrain-Monotrain Ratio for Constructs

| | EP | LFL | OC | PAL | TFL | TRL |
|---|---|---|---|---|---|---|
| EP | | | | | | |
| LFL | 0.371 | | | | | |
| OC | 0.494 | 0.425 | | | | |
| PAL | 0.388 | 0.333 | 0.532 | | | |
| TFL | 0.193 | 0.149 | 0.170 | 0.157 | | |
| TRL | 0.220 | 0.400 | 0.216 | 0.051 | 0.089 | |

Table 4. Hypothesis Results

| Hypotheses | Relationship | T- Statistics | P-Value | Results |
|---|---|---|---|---|
| H1 | TFL → EP | 3.421 | 0.001 | Accept |
| H2 | TRL → EP | 2.013 | 0.044 | Accept |
| H3 | LFL → EP | 2.891 | 0.004 | Accept |
| H4 | PAL → EP | 3.536 | 0.000 | Accept |
| H5 | TFLxOC → EP<br>TRLxOC → EP<br>LFLxOC → EP<br>PALxOC → EP | 2.100<br>2.674<br>2.454<br>2.544 | 0.036<br>0.008<br>0.014<br>0.011 | Accept |

*P-Value < 0.001, P-Value < 0.01, P-Value < 0.05*