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Leadership, organization Culture and job Satisfaction influence employee performance in private companies in Bahrain

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Abstract

There are many factors that affect the employees' performance but in this study, the companies should take into consideration the massive influence on the employee's performance. Such as organization culture, leadership, and job satisfaction are the important factors that contribute to decrease or increase the employees' performance in the companies. This study aims to examine the relationship between the employee's performance and the three factors: leadership, job satisfaction, and organizational culture, in private companies in the kingdom of Bahrain. However through this study, in conclusion, we found out that there is a significant impact of the three elements on the performance of private companies' employees in the kingdom of Bahrain.

Keywords

leadership, organization culture, job satisfaction, employees' performance, Kingdom of Bahrain

1. Introduction

Employee performance is attracting attention to the great impact on organizational achievement. The employees in small and medium companies usually suffer from poor performance, the companies conflict with the employee's

on how to perform tasks, the responsibility of this issue will be handled by having more skills in leadership and job satisfaction for employees and expecting the other employee's different culture in the organization (Alaradi & P Sankar, 2019; Raju, 2021). The employee's contribution to the organization will determine the organization's progress or pullback by three factors which are the leadership, job satisfaction, and organization culture (Ilham, 2018).

However, the key to failure or success of any business is the management and leadership skills, if the company have a lack of leadership or mismanagement the chances of fail in the business will be big, the experience and knowledge of leaders to establish goals is insufficient because of the limited budget to develop the skills of the employees and leaders which will decrease the performance in the company such as taking longer time to perform a single task. (Alaradi & P Sankar, 2019). The leader consider as a part of the organizational culture, and he has the ability to change in culture to make difference in the firm (Ilham, 2018).

The organizational culture is the values and beliefs and untold assumptions that the employees of the organization have in common, sharing the values of each person in the firm form the basis of communication between them, and mutual acceptance and understanding affect the employees' behavior and performance in the work environment (Naranjo-Valencia et al., 2016).

And to meet the standards of the organization, a working environment should allow the employees to work freely without problems that may stop them from performing their best, the working environment impacts employee job satisfaction (Raziq & Maulabakhsh, 2015).

Fadlallah (2015), found that if managers motivate and control the employees by participatory forms of rewards, promotion opportunities, and increasing the chances to social relations in the organization, the employee performance develops gets better, which explain the relationship between job satisfaction and the employee performance (Raju, 2021).

2. Significance of The Study

This study focuses on selected factors that affect the employees' performance in the Kingdom of Bahrain, this topic is important for private companies, by measuring the factors that affect the performance of employees, private firms will be able to improve their performance (Raju, 2021). The goal of the study is to contribute to previous studies, by measuring employee performance. After we collect the data we will develop a conceptual framework that will help us in analyzing the results that will lead us to confirm or deny the hypothesis of the research. By this study, we try to give the private companies in the kingdom of Bahrain the solution of weak employee performance by increasing the knowledge of accepting other employees' culture and improving the leadership skills by training and development and solving the job satisfaction by appreciating every effort of each employee put into the company (Raju, 2021).

This study will be helpful for other researchers who may be focusing on understanding the concept of employee performance influenced by leadership, job satisfaction and organizational culture. And the possibility that other researchers may use this study for future studies that will be helpful in entering changes in future business and creating a huge impact on the present private companies in Bahrain.

3. Literature Review

3.1: definition of employee performance

The research study conducted by [Ilham \(2018\)](#) defined as It's the result of work given to the employee with the responsibilities to achieve the quality and quantity performance in the duties given to the employees ([Raju, 2021](#)). And the record of success in a business is by the performance of employee presented inactivity or particular job in a given period of time. Employee performance has six categories to measure it and is quality the conformance to requirements as Philip Crosby said, and quantity the two primary areas focus on the employee performance process and effectiveness given by employees in the work, and also the behaviors of employees in the workplace, discipline, and punctuality, independence and work commitment ([Raju, 2021](#)).

According to the results of the study conducted by ([Inuwa, 2016](#)) defining the job performance as the overall performance of workers in accomplishing the expected value and tasks by the time required and procedure of the organization. However, the research paper written by ([Alagaraja & Shuck, 2015](#)) aims to explore the general view of the organization and employee participation in order to understand the reasons related to improving employee performance and it appears that the employee performance can be upgraded through training and development the leadership skills and making the organization a comfortable environment for the employees where they feel safe.

Similarly, ([Inuwa, 2016](#)) defined job performance as the standard for improving the organization by satisfying the employee's needs such as rewards, salary rise, and reviews for them to realize themselves. Also identify employee performance as an indicator of the organization outcome that is directly relevant to the organization's performance, further disclose that working environment and the relationship between the employees, the leadership, and the well-being of the workplace, as well as employee participation, are the main factors that determine employee performance.

[Sal and Raja \(2016\)](#) defined performance as the achievement tasks measured on the foundation of defined or pre-defined criteria for completeness and accuracy. And many previous studies show the fact that the performance of employees can be improved by specific factors such as improving leadership skills and by building the spirit of teamwork among the staff and developing the awareness of culture. [Sal and Raja \(2016\)](#) also defined in their study that the

employee is the key component of every company its success, and failure of the organization depends mainly on the employee's performance.

The study conducted by [Hentati et al. \(2021\)](#) mainly aims at examining the impact of factors such as job satisfaction, organizational culture, and leadership that communication between leaders and employees in the organization change which they are independent variables. And for accomplishing the objectives of this study indicate that good leadership skills help to reduce employee's anxiety which affects the employee's performance and the industry's ability to make successful achievements. Furthermore, this paper recommends that the managers should be trained to deal with changes and be concentrate on the job satisfaction of employees and eliminate cultural differences.

3.2 The impact of job satisfaction on employees' performance

According to [Fadlallah \(2015\)](#) job satisfaction is defined as the emotional state of employees that can be a positive outcome resulting from job evaluation or experience. Implicit in [Fadlallah \(2015\)](#) definition is the importance of the employee thinking and feeling that may affect the performance, thus cognition and influence are inextricably linked in the human being which affects his surroundings, including his performance.

[Fadlallah \(2015\)](#), also found that if managers motivate and promote for promotion opportunities the employees perform to develop and gets better because most measures of job satisfaction is satisfying the employees such as reward, high opportunities, and good social relationships.

[Inuwa \(2016\)](#) defined the job satiation based on his view that job satisfaction is a form of the psychological and environmental condition that can cause an employee to admit wholeheartedly that he is grateful for the work he is doing in order to leave. According to [Inuwa \(2016\)](#) also added to the definition of job satisfaction that it means the level of job satisfaction the employee has is represented by what actually causes the feeling of satisfaction. And he also defined Job satisfaction that it is mostly focused on the employees' feelings such as how they feel about their job fully not just in general, emphasizing the level at which employees like or dislike their jobs. Therefore, job satisfaction is a criterion about how an employee feels positive or negative about his job and this is the main reason why job satisfaction and job dissatisfaction always exist at a certain stage.

[Squires et al. \(2015\)](#) have argued that dissatisfied employees will probably not quit their jobs but that dissatisfaction will affect their performance and work colleagues' performance which will decrease the quality of the organization's performance and the service they provide. Dissatisfied employees show many signs of unreliable work such as being late and taking unscheduled vacation days.

From another perspective [Almaamari and Alaswad \(2021\)](#) argue that Job satisfaction is related to mental health because being satisfied with the job will improve the performance of the employee and it will decrease the unreliable work ethic such as absenteeism and tardiness. Moreover, when the employees feel

satisfied their sense of morale will increase which will increase their productivity and performance in the firm.

H1: Job satisfaction has a positive significant impact on employee' performance

3.3 The impact of leadership on employees' performance

Iqbal et al. (2015) defined leadership as the ability to influence the group's understanding to reach the goals, as leaders are important to enhance the vision of the future and also encourage the organization's employees and make them want to reach the goals and develop their performance.

The study done by Nikpour (2017) considered leadership as managerial leading that gives priority to control, organize, monitor, assign and supervise every employee performance in an individual. Which leaders will give the employees rewards regarding to their outstanding and give warnings, instructions, and punishments to those who are not following the standards.

According to Kalsoom et al. (2018) Leaders provide the employees with support to motivate them to perform beyond expectations. And by keeping a strong connection between the employees and leaders will increase the motivation of employees and the morality of leaders.

However, a study conducted by Wiradendi Wolor et al. (2020) declared that leadership is needed to increase the employees' performance by motivating the staff to work, by challenges encountered in the form of confusion, cultural differences, and technological disruption, and by overcoming challenges the employee's performance develop.

Pancasila et al. (2020) revealed that having a supportive effective leadership carries highly motivated employees and encourages them to work and give the highest quality performance. Another feature is that will lead to satisfaction in work is completing tasks by the rules for the employees which will improve their performance.

According to Eliyana and Ma'arif (2019), concentrates on examining the leadership variable and the way it influences performance specifically leaders of private organizations authors of this study confirm that leadership incorporates a significant impact on organizational commitment and job satisfaction.

Obicci (2015) stated that when a corporation wants to seek efficiency it target leadership and therefore the relationship between people regularity and also the way within which interactions occur between leaders and employees, and also the mutually satisfactory relationship between managers and employees has the power to affect the functioning of a company and performance of employees.

Obicci (2015) also declared that leaders must always communicate with employees in a manner that will convey expectations clearly. This communication is important to achieve success in the organization and that also will lead to a greater commitment on the side of the employees, thereby improving employees' motivation, and that would foster the employees' performance.

[Pancasila et al. \(2020\)](#) Also stated is leadership is people who can present work motives to the employees in such a way that they want to work wholeheartedly for the effective and efficient achievement of organizational goals, and effective leadership is the most trusted way for improving employee performance.

H2: leadership has a positive significant impact on employees' performance

3.4 The impact of organizational culture on employees' performance

Culture is derivative from the Sanskrit "Buddhism," and it means "to feel everything". Culture is the human way of life that's founded on the value of great manners and is the nature of habits and therefore the thrust that gives humans a positive power to constantly succeed [Arif \(2018\)](#). From the perspective of [Batcha et al. \(2017\)](#) organizational culture is the collaborative behavior of those that add the organization, which is created through the firm norms, values, systems, working languages, symbols, and visions, also it involves habits and beliefs. Which it's considered also as a pattern of cooperative behaviors and assumptions that new employees within the organization learn to perceive, think and feel.

The study paper written by [Priyadharsan and Nithiya \(2020\)](#) defined organizational culture as a dynamic system that has philosophies, habits, expectations, shared values, norms, values, and behaviors that provides the corporate a special character.

[Dom and Ahmad \(2019\)](#), also defines organizational culture as the combination of employees' beliefs and attitudes towards organizing and evaluating their performance while dealing with the difficulties of external modifications and internal integration, as well as the way they believe and feel towards their enterprises. [Anoliefo \(2018\)](#) The way individuals act in an organization is governed by a system of shared values, beliefs, and standards. This strong value has a significant impact on the organization's employees, dictating how they dress, act, and execute their jobs.

According to [Naranjo-Valencia et al. \(2016\)](#) claims that the role of organizational culture, as an element that will motivate or limit innovation, and thus affect the performance of the corporate. [Anoliefo \(2018\)](#) suggested the role of organizational culture in firms is so important in specifying employees' success to increase their performance. And organizational culture in the appearance of honesty and different Identities, discipline and direct output these factors have been applied so far in organizations and have been working optimally to reach the goals of the organization and increasing the performance of both employees and organization overall.

[Priyadharsan and Nithiya \(2020\)](#), Stated that the organization's culture emerges through the interplay of top management's assumptions and shared ideas of cultural values and human behavior, as well as what workers learn from their

own experiences. Managers connect corporate culture with employee performance in order to assist firms to gain a competitive edge. As a result, organizational culture is critical in improving employee performance.

Batcha et al. (2017), Asserts that a great culture encourages workers to participate more and feel more secure in their jobs, as well as encourages them to trust and be committed to the company and grow old with it. These would be the results of a great culture in which the worker appreciates and feels more comfortable, so the employee feels obligated to give his or her all in whatever he or she does. Employee performance is heavily influenced by organizational culture. As a result, it is in businesses' best interests to eliminate negative elements that impede employee performance in order to establish a pleasant working environment or organizational culture.

The way how individuals and groups behave among themselves or with customers and shareholders is influenced by organizational culture. Once an employee enters the organization, they bring in their learned values and beliefs and share them with people. But these values and beliefs aren't enough to enable the worker to achieve success within the company. Individuals must gain an understanding of how the organization operates. It's a misconception when people think that companies have a unified culture (Batcha et al., 2017)

H3: organizational culture has a positive significant impact on employee' performance

3. Conceptual framework

The conceptual framework is an explanation of the results that we are looking to find by identifying the dependent and independent variables in the research study to show the relationship between the variables. There are four variables in the present research which are the independent variables in our research are three: leadership, job satisfaction and, organization culture and, our problem statement the dependent variable is the employees' performance in the private companies in Bahrain.

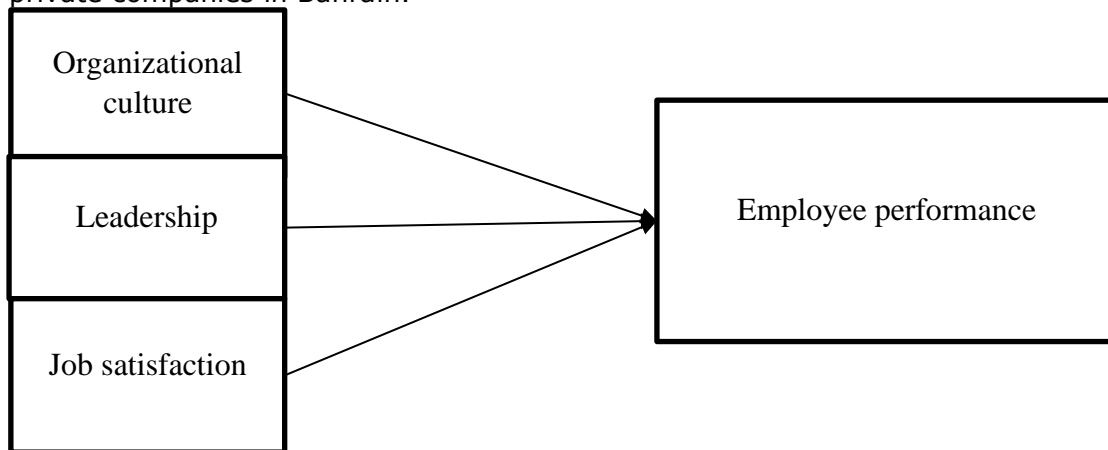


Figure 1 Conceptual Framework

4. Limitations and Recommendation

The private companies in the kingdom of Bahrain are expected to pay more attention to the needs and wants of the employees in terms of the achievement of good performance for the organization.

- First the leaders should notice what kind of difficulties employees go through and provide solutions for any problems that occur.
- Always keep the employees motivated continuously to give them spirit and solidity in performing their work.
- Try to avoid work discipline problems by permanently reminding the employees of the already existing rules of the organization.
- Thus private companies must make improvements to the existing efficiency to keep up with the current era

On the basis of our research organizational culture, leadership, and job satisfaction has a strong significant impact on the performance of the employees, and it all aims to increase the satisfaction in the employees which causes to improve the organization's performance overall. For future researchers, this study is not the object of specific kinds of companies this study is expanded to all organizations in the kingdom of Bahrain.

5. Conclusions

1. There is a significant impact of job satisfaction on employees' performance in private companies in Bahrain.
2. There is a significant impact of leadership on the performance of private organizations employees in the kingdom of Bahrain.
3. There is a significant impact of organization culture on the employee's performance of private firms in the kingdom of Bahrain.
4. The employees' performance is effective in private organizations in Bahrain with the help of the three elements, job satisfaction, organization culture, and leadership.
5. The performance of employees in private companies witnessed a big improvement because of the elements of the influence
6. The impact of developing awareness of the different cultures in the organization's environment led to a positive increase in the performance of employees in private companies in the kingdom of Bahrain.
7. The attention given by the leaders of the organization affects the performance of the employees in private organizations in Bahrain.
8. Satisfied employees impact the performance of other co-workers, themselves, and the organization overall.

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