

Examining the Mediating Role of Employee Perception on the Influence of Leadership Behavior and Organisational Culture on the Reliability of Predictions in Chinese Organisational Context

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This research intends to investigate the role that employee perception plays as a mediator in the link between leadership behaviour, organisational culture, and the dependability of forecasts within Chinese organisations. The business environment in China is quickly changing, and it is becoming more important to have a solid knowledge of how leadership and cultural aspects impact the accuracy of predictions. According to the findings of the study, successful leadership behaviours including communication, support, and adaptation can improve employee views of organisational activities, which in turn influences the dependability of forecasts. Further amplification of this impact may be achieved via the establishment of a robust organisational culture that is characterised by trust and cooperation. Interviews were conducted with representatives from a variety of Chinese businesses to gather data using a qualitative methodology. The results indicate that positive employee views substantially affect the association between leadership behaviour and the reliability of forecasts. This highlights the significance of cultivating a work climate that is both inclusive and supportive of its employees. In the end, the research highlights the need for leaders to create strong employee perceptions and a solid organisational culture to increase predictive capacities. It also offers significant insights for practitioners who are looking to improve decision-making processes in the Chinese market, which is experiencing fast change.

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

1. Introduction

In the initial works on leadership, the primary emphasis was on the importance of leaders and how their traits, behaviours, and methods of influence shaped the beliefs and behaviours of those who followed them. Research on followers has been trickling out for a while now. Supporters of this concept argue that followers do more than just mimic their leaders' behaviour. On the contrary, they are crucial in developing fruitful partnerships among leaders. The followers affect the leadership style that emerges and how effective it is. According to

implicit leadership theories, one way to understand leadership from the perspective of followers is to get familiar with their preferred styles of leadership. These choices reveal what followers believe an ideal leader should be like. A leader's deeds are evaluated by followers about their desired leadership style when choosing somebody to follow. When a potential leader acts by their ideal leadership style, they are more likely to recognise them for what they are: a leader (Gelfand et al., 2021).

There are significant repercussions depending on how well an employee's ideal leadership style aligns with their actual supervisor's. Employees' dedication to the organisation, happiness on the job, and general health are all positively correlated with strong leader-follower interactions. However, workers aren't happy in their roles when there are discrepancies between actual leadership and expected outcomes. For leaders to succeed, they need to know how their followers want to be led and adapt their leadership style accordingly. However, surprisingly little systematic attention has been paid to workers' preferences in leadership styles, especially in emerging countries like China. The Chinese management style is a hybrid of Western and Eastern traditions. Similarly, when considering leadership, this is correct. To begin, the traditional concept of paternalistic leadership is still used by many Chinese enterprises. As an alternative, transformational leadership, which is highly acclaimed by Western scholars, is also common in China. Managers on a global and local scale would do well to survey their Chinese staff to find out which leadership style is more popular so that they may "transplant" or "localise" their approach accordingly. Research on multicultural leadership and followership also benefited theoretically from this since it provided a more comprehensive perspective. China The culture of an organisation is comprised of its long-standing principles and ideas, as well as the beliefs and jobworthiness of its employees, which influence their conduct and demeanour. China To accomplish the organization's objectives, managers often alter their leadership style, which may affect employee satisfaction. As a result, it's crucial to understand how leadership actions, company culture, and work satisfaction are interrelated (Na-Nan, 2019).

2. BACKGROUND OF THE STUDY

Everyone knows that transformative leaders make a difference in their companies. They pioneered the concept of transformational leadership within the discipline of political science. Following this, they analysed the various organisational frameworks that make use of transformational leadership. "Transformational leadership" is a style of management in which the leader encourages followers to think creatively and independently, sets clear goals for the group's future, provides clear direction for making those changes, sets high expectations for their performance, and fosters an environment where everyone feels comfortable speaking up and contributing. To accomplish organisational goals, leaders who use transformational administration encourage their subordinates to go above and beyond the call of duty. Leadership that has a profound impact by being flexible enough to handle global competition, transformational leadership boosts employee engagement, morale, and productivity in the workplace, which in turn helps companies reach their objectives. Furthermore, transformational leadership encompasses both characteristics and deeds; it is an element of idealised authority and the shift. A key component of this approach is the cultivation of

transformational communication skills, which present leaders in a positive light as role models who uplift their followers and strengthen the organization's sense of unity. The ability to influence subordinates' thinking to move from self-interest to collective interest, helping them improve their strengths while minimising their weaknesses, and guiding them to perform effectively and achieve outstanding results in an organisation going through transformation are all ways in which a transformational leader can boost morale, performance, and motivation. Regardless, inspiring followers is just one part of a transformational leader's job description. To achieve the intended goal, one must be able to keep the confidence and consensus of workers, overcome hurdles, and create a favourable climate to promote employees' devotion to innovation. Four main aspects of transformational leadership may be identified: intellectual stimulation, inspirational motivation, idealised influences, and personalised consideration. The capacity to motivate others to complete their work and provide high-quality results is also covered. The actions of transformational leaders in businesses are characterised by all of these traits. Idealised leaders with influence are those that set a good example, led by example, show a firm dedication to goals, advocate for a clear vision, and convey the organisation's values, purpose, and the importance of its mission to employees. To motivate their teams, leaders must express hope for the future, give their employees a clear sense of purpose, and encourage them to go above and beyond in their jobs. They can't have inspiring motivation without all of them. "Leaders create a safe environment for employees to share ideas and disagree, consider new perspectives for problem-solving, be creative, and complete tasks," which all contribute to intellectual stimulation. "Leaders should be relational, focussing on followers' development and personal growth, mentoring, and demonstrating genuine concern for employee needs," per the concept of individualised attention (Qin, 2021).

3. PURPOSE OF THE STUDY

This study aims to investigate Chinese organisational contexts for data about the role of employee perceptions as a mediator between leadership style and company culture and the reliability of future outcomes. By delving into these linkages, the research aims to provide insight into how to enhance organisational performance and prediction reliability in Chinese contexts. Keeping trustworthy and productive employees is the biggest challenge for companies in the modern corporate environment. Organisations whose success is directly related to the performance of their employees, such as knowledge-based firms, consultancies, and IT companies, find this to be of the utmost importance. Productivity and the profitability of the business are both enhanced when employees like what they do for a living. The concept that "happy employees are more productive employees" has been disproven several times, however, it is far from new. The converse is true in some situations, too, as increased production leads to happiness. If a company's culture is important to its employees, then those employees are happy workers. There have been various models proposed with the aim of characterising and measuring workplace happiness. The other end of the spectrum has more complicated models that ask employees to fill out extensive questionnaires, while the other end has really simple models that concentrate on general satisfaction (Rattrie, 2020).

4. LITERATURE REVIEW

Moral leadership, one of the three components of paternalistic leadership, is defined by the leaders' exemplary character traits. Two values stand out in Chinese culture: selflessness and setting a good example. The Chinese people look up to their leaders and want them to be good examples of how not to abuse power. This expectation stems from the desire for workers' welfare as well as the Confucian tradition. Since legislation and punishment can only control outward actions, Confucianism argues that moral principles and examples should be used to manage inward thoughts. "Rule by man" and nepotism are pervasive occurrences in Chinese organisations, even if legal structures have been developed. So, followers can only hope that their leaders are good people if they want to stay ahead of the game. Honest and upright leaders are highly preferred by Chinese personnel due to both social reality and Confucian philosophy (Meng & Berger, 2019).

The personal morality of a leader is seen as an aspect that differs from examples in the West in the study of Chinese implicit leadership theories. The variation in the characteristics of ideal leaders for the Chinese people is best explained by this. Leaders who exhibit acts of kindness and generosity are seen to be behaving in a beneficent manner. Both one's professional and private lives are included in China. Benevolent leaders care about their followers' professional growth, offer them guidance, protect them from public shame, and give them chances to fix their errors when they make them on the job. In the non-work family sector, good leaders foster an environment where followers are treated like family and the vibe is one of a large family. They demonstrate all-encompassing care for their followers by helping them through personal challenges. The Confucian view of superiors and inferiors is that the former should be generous and kind to the latter and that the latter should be submissive and faithful. But loving fathers are rare in Chinese homes, maybe because kindness weakens power and is hard to reconcile with. The researchers anticipate that morality, rather than kindness, was defined as the ideal leader for Chinese workers when the image of a less generous father is "transferred" to the workplace. A leader using authoritarian leadership style emphasizes his or her power and domination over subordinates. A paternal figure and centralised control are hallmarks of authoritarian leadership. They like to communicate from on high and refuse to distribute tasks. Their goals remain vague, they resort to manipulative techniques, and they are preoccupied with presenting themselves in a forceful light. They found that followers are frightened and amazed by these behaviours. Although authoritarian leadership was once common in Chinese organisations, it seems to be losing favour. There have been a lot of recent studies showing that authoritarian leadership styles have negative effects on employees. This is because followers see their leaders as abusive and unfair, which makes them lose faith in them. On the other hand, trust and reciprocity are shown to mediate the relationship between leadership and employee attitudes. Charismatic, inspiring, and visionary leadership traits are supported by all cultures in the GLOBE program. Specifically, transformational leaders tend to address the moral demands of their followers, much as moral leaders do. It encourages its adherents to put the group's interests before their own and to act with more morality and "more principled levels of judgment" (Lai et al., 2020).

5. RESEARCH QUESTION

- What is the influence of leadership behaviour on the reliability of predictions in the Chinese organizational context?

6. METHODOLOGY

Important to qualitative research are the kinds of enquiries like "how" and "why" that do not lend themselves well to quantitative solutions. Qualitative research, in contrast to quantitative research, often does not follow a strict linear pattern since the research questions are more free-form. The capacity of qualitative research to shed light on intangible human behaviour patterns and processes is one of its main advantages. It is not always easy to precisely and statistically record phenomena like attitudes, behaviours, and experiences. When using a qualitative technique, on the other hand, participants are given more leeway to describe their thoughts, feelings, and experiences during the event or period in question. Even though it is theoretically feasible to quantify qualitative data, doing so can be problematic because, at its heart, qualitative data seeks out themes and patterns that defy easy quantitative analysis. It is crucial to avoid losing the narrative and context of qualitative work in the process of attempting to quantify the impossible. Establishing a purpose is the first step in developing a high-quality qualitative research design. Something has to be spoken or clarified explicitly. Someone has to specify the target demographic. To avoid missing any members of the intended sample, data collection procedures for the research population need to be meticulous. The information sought is frequently not well-categorized or gathered, therefore it is important to choose a collecting strategy that helps get the right data without restricting the data too much. Last but not least, proper data analysis techniques should be included in the design. Some of the many facets of qualitative research could be best understood with an example.

Sample: A pilot study was conducted with the questionnaire using a group of 25 employees. The participants in this study are those working at Namvaran Consulting Engineers, Managers Company (NCE for short). Since its inception in 1978, NCE has been providing consultancy services in the oil, gas, and petrochemical industries. The Chinese president's deputy for strategic planning and control has approved this privately held corporation to conduct engineering work in nine different disciplines. The company's human resources systems are completely functional, and it employs around 500 people.

Data Collection: Research goals and nature dictate the kind and quantity of data gathered. In qualitative research, narrative data is gathered via focus groups, individual interviews, or observation. The cases and samples used in this sort of study are smaller. The two main categories of qualitative data-gathering techniques are:

- **Observation:** by keeping a detailed record of what they see in the world, be it people, places, or things.
- o **Ethnographic research:** Researchers who use this approach often prefer to hang out with respondents for an extended length of time, observing their daily lives and writing detailed narratives about how they behave.
- o Analyzing the text's substance or message is the foundation of content analysis.

- Interviews: Researchers find that speaking with respondents one-on-one helps when dealing with delicate or complicated topics.

- o Structured interviews: To eliminate prejudice, all questions and their sequences are predefined, and each respondent has the same chance to answer.

- o Semi-structured interviews: These interviews are often well-organized and guided, but they can include unexpected questions that, when asked at the right time, may provide valuable insights. Among the most well-known methods in this kind of exploratory research is the focus group.

- o In-depth information may be gleaned from the respondent via a free-flowing conversation in unstructured interviews, which do not follow a predetermined interview schedule.

Because this study is qualitative and exploratory, and because organizational culture and job satisfaction are two distinct phenomena with their characteristics and dimensions, a mix of the following approaches was employed:

- Four managers in a semi-structured interview.
- Three groups for focus groups some supervisors and lower-level staff are interviewed one-on-one or in small groups using semi-structured interviews with predetermined open-ended questions.

Reliability: Researchers state that reliability is primarily concerned with the data-collecting process and how well it converges to consistent findings. The following features of the study must be shown by the researcher to guarantee reliability:

- The same outcome was obtained on subsequent times.
- Other observers also make similar observations.
- The process of deducing meaning from data needs to be open and transparent.
- There are four distinct risks to dependability, as identified by Robson.

Conceptual Framework



7. RESULT

Factor Analysis

One of the most common applications of factor analysis (FA) is the process of confirming the underlying component structure of a collection of measurement items. It is claimed that the

scores of the variables that have been observed are impacted by factors that are not necessarily apparent to the naked eye. The accuracy analysis (FA) method is a strategy that is focused on developing models. Through the building of causal routes that link observable events, hidden causes, and measurement mistakes, the major focus of this investigation is on the construction of causal pathways.

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

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

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

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

Kaiser's cutoffs for acceptability are as follows:

Something pitiful between 0.050 and 0.059.

- Below-average by 0.60 to 0.69

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

Ranging from a quality point value of 0.80 to 0.89.

Astoundingly, it spans from 0.90 to 1.00.

Table 1: KMO and Bartlett's

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

The overall significance of the correlation matrices was further confirmed by using Bartlett's Test of Sphericity. A value of 0.981 is the Kaiser-Meyer-Olkin sampling adequacy. By using

Bartlett's sphericity test, researchers found a p-value of 0.00. A significant test result from Bartlett's sphericity test demonstrated that the correlation matrix is not a correlation matrix.

Reliability

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

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

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

Credibility Of Findings

A proper study design is the only way to ensure that the research does not provide an incorrect response, which is crucial to the credibility of the research findings. Two specific emphases, reliability, and validity must be emphasized to obtain convincing conclusions.

❖ Test for Hypothesis

- Dependent Variable

Reliability of predictions in Chinese organisation

Several variables may cause a large variation in the dependability of forecasts in Chinese organisations. To start, it might be difficult to make accurate long-term predictions because China's economy is changing at a quick speed due to policy changes and technological developments. In a constantly changing environment, organisations often depend on data from the past and trends in the market, yet these may become irrelevant very fast. Additionally, decision-making processes are impacted by cultural elements. Biases in data collection and analysis might result from hierarchical systems that prevent employees from freely communicating with one another. Prediction accuracy may be affected by risk aversion, which might arise from a focus on consensus. Contrarily, a growing number of Chinese companies are improving their predictive capabilities by using big data and sophisticated analytics. Machine learning and artificial intelligence are receiving funding from businesses because of their ability to sift through massive information and spot trends and patterns that humans may miss. Although there are still obstacles to obtaining accurate forecasts, Chinese organisations are enhancing their forecasting capacities via the continuous integration of technology and growing business processes. Their capacity to make accurate predictions was certainly improved with time as they learn to thrive in new settings and rely more on data (Saad,2019).

- Mediating Variable

Employee perception

The term "employee perception" describes the way workers understand and make sense of their jobs, the company's values and norms, and the way management operates. Employees evaluate the efficiency and equity of their leaders, which impacts their faith in and enthusiasm

for the company, as well as their sentiments, views, and opinions about other elements of the workplace. Everything from cultural standards to everyday routines has an impact on the workplace. Staff morale and productivity may both benefit from an upbeat work environment. Workers' motivation, engagement, and productivity are all affected by how they see their job's overall purpose and duties. How workers feel about their role and impact in the company is influenced by how well the company communicates with them. How employees feel their efforts are recognised and compensated may impact their level of motivation and dedication to the company. Organisational success, morale, and productivity are all affected by how employees see their bosses and the company as a whole. To assess and enhance employee perception, organisations might use regular surveys and feedback methods (Lai et al., 2020).

- Independent Variable

Leadership behaviour

How leaders manage, inspire, and direct their teams or organisations is characterised by their leadership behaviour. Team dynamics, employee engagement, and company culture are all impacted by the many practices that make up this umbrella term. Team members should be able to grasp the leader's expectations, objectives, and criticisms because of the leader's clear and open communication. Team engagement and morale are affected by leaders' decision-making styles, which may range from authoritarian to democratic. To get the most out of their teams, leaders motivate and inspire them while also giving them what they need to succeed. By articulating a compelling future state for the company, leaders inspire their followers to work towards common objectives. To successfully lead their teams through times of uncertainty and change, effective leaders must be adaptable and quick to respond. Team members feel more invested and accountable when leaders trust them and give them responsibility. To keep people motivated and involved, it's important to provide them with feedback and praise when they do well (Nigussie, 2019).

Relationship between Reliability of predictions in Chinese organisation and Leadership behaviour through Employee perception

There is a substantial and interdependent link between leadership conduct, employee perception, and the accuracy of forecasts in Chinese organisations. Transparent communication and decisiveness are two examples of effective leadership behaviours that build trust among workers. Employees are more inclined to accept and back organisational projections when they believe their leaders are competent and dependable. Because workers are invested and appreciated, the total accuracy of the forecasts improves as a result of this trust. Workers are more inclined to coordinate their activities with company objectives if they believe their bosses' forecasts are based on solid information. Employees are more likely to work together and put their best effort when they have a positive impression of the company, which in turn improves the reliability of the results. An environment of candour is fostered when leaders try to hear out their staff. The precision of forecasts may be enhanced by the useful insights offered by this feedback. Workers are more invested in the process, which improves data collection and analysis when they believe their voices are being heard (Na-Nan, 2019).

According to the researcher's theory, which was based on the previous debate, the relationship

between the Reliability of predictions in Chinese organisation and Leadership behaviour through Employee perception.

“H₀: There is no significant relationship between Reliability of predictions in Chinese organisation and Leadership behaviour through Employee perception.”

“H₁: There is a significant relationship between Reliability of predictions in Chinese organisations and Leadership behaviour through Employee perception.”

8. DISCUSSION

According to the results, leadership actions have a major impact on how workers see their bosses. Leaders inspire confidence and buy-in from their teams when they model these traits themselves via openness, clarity, and encouragement. Building trust is essential because it boosts morale and gets people involved in company projects. Organisational forecasts are more likely to be accepted and committed to when workers have faith in and see their leaders as competent. Another important component that affects how employees see their organisation is its culture. Staff members are more likely to work towards common objectives in an environment that values teamwork, diversity of opinion, and public praise. Because invested workers are more likely to provide helpful criticism and suggestions, this harmony is critical for enhancing forecast accuracy. Based on the results, companies should make fostering a pleasant culture a top priority if they want to improve the perception and predictive dependability of their employees. Leadership behaviour and culture are not sufficient on their own because of the mediating effect of employee perception. Rather, they need to think about the interplay between these factors. For instance, if workers feel unappreciated or disengaged, not even the most effective leadership can provide accurate forecasts. On the other side, if leadership isn't actively involved with workers, even a friendly culture cannot work. Leadership training programs should prioritise communication and engagement tactics, according to the study's findings, which are important for practitioners. Furthermore, businesses should put money into programs that fortify their culture and make sure it meshes with their long-term goals. It would be interesting for future studies to investigate which aspects of leadership style have the most impact on how employees see their boss and how accurate their predictions are. A more complex picture of how contextual variables impact these dynamics may emerge from an investigation of these linkages across a range of Chinese sectors and organisational sizes.

9. CONCLUSION

The main motivation for doing this study was to get a better understanding of how business culture influences the activities of personnel. Time and resources were limited, so the researchers only interviewed the chief executive officer and two IT department employees. The tiny sample size raises the possibility of some omissions. There was a lack of in-depth exploration of the company's culture in the interview questions, and there was insufficient time for follow-up enquiries. What follows is an explanation of the larger view of globalisation that prompted the main research problem. Since it is based on philosophical and literary concepts, this matter requires both theoretical and practical validation. Determine the overall format and *Nanotechnology Perceptions* Vol. 20 No. S16 (2024)

organisation of this thesis. Starting with an examination of commitment, they go on to the study's subject, questions, goals, methodology, expected contributions and limitations, scope and significance, and the research challenge. If the researchers want to know how reliable the study is, read the research methodology section. It's got all the details. A synopsis of the research methods that were used in this study is provided below. Researchers provide a new perspective on the moderating role of trust and connections in this article.

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