Explore The Mediating Role of Satisfaction Between Cultural Congruence, Organisational Culture, Leadership, and Organisational Commitment. How Does Trust Moderate?

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Abstract: This paper aims to present a model underscoring the pivotal role of cultural factors in augmenting employee satisfaction and commitment. The research delves into the impact of organizational culture, Cultural Congruence, and leadership on commitment, with a specific emphasis on exploring the mediating function of employee satisfaction. Additionally, the study probes the moderating influence of trust on the interplay between satisfaction, commitment, and other variables. Data for this investigation were gathered from employees within small and medium-sized enterprises (SMEs) in Saudi Arabia, and the questionnaire employed in the research was adapted from prior scholarly sources. A sample of 300 small and medium-sized enterprise (SME) employees was selected through simple random sampling for data collection. The gathered data underwent analysis via SPSS. Results reveal a positive correlation between organizational culture, leadership, Cultural Congruence, and employee satisfaction. Moreover, satisfaction significantly contributes to commitment formation. These outcomes reaffirm the mediating influence of satisfaction and the moderating impact of trust. The implications of this research extend to policymakers and scholars for potential applications in future studies.

Keywords: Organizational Culture, Cultural Congruence, Leadership, Satisfaction, Trust

1. INTRODUCTION

The attainment of organizational success is contingent upon the pivotal role played by human resources. To achieve success at a broader scale, organizations must effectively utilize their human resources. The efficacy of an organization's workforce is intrinsically linked to its organizational culture, with those prioritizing human resources in their cultural framework being more likely to realize their goals (Ermita, Syamsudin and Sugeng 2021). Consequently, human resource management assumes a critical role within organizations. This endeavor extends beyond mere training, development, or personnel recruitment. Human resource management primarily centers on nurturing an organizational culture that promotes the personal development of employees and concurrently prioritizes

organizational advancement. The significance of organizational culture in enhancing employee satisfaction, commitment, and loyalty has been underscored by Famiyeh, Asante-Darko and Kwarteng (2018). These factors collectively play a pivotal role in maintaining elevated levels of performance and work quality within the organization.

As per de la Torre-Ruiz, Vidal-Salazar and Cordón-Pozo (2019), employee commitment and satisfaction constitute critical elements directly influencing the competitiveness and productivity of an organization in the market. The organization may face obstacles in attaining high-quality productivity if employees manifest dissatisfaction with the company (Jawaad *et al.* 2019).

Organizational culture is inherently linked to the strategic direction an organization aims to pursue. The core objective is to manage human resources effectively to improve the overall organizational culture (Al-Swidi, Gelaidan and Saleh 2021). The impact of culture serves as a crucial determinant of organizational success, fostering a dedication to ethical communication and the promotion of positive working relationships among employees. Numerous scholarly investigations have recognized organizational culture as a manifestation of organizational capital, playing a significant role in cultivating harmony among diverse factions and employees. The influence of culture emerges as a critical determinant in shaping organizational success. Organizational culture, in particular, encourages a commitment to ethical communication and the cultivation of positive working relationships among staff members. A multitude of studies has expounded upon the concept of organizational culture as a form of organizational capital, underscoring its substantial role in fostering cohesion among diverse factions and employees (Boudlaie *et al.* 2020).

The significance of leadership is paramount in realizing organizational success, with a pivotal role in accomplishing organizational objectives and enhancing operational effectiveness (Alblooshi, Shamsuzzaman and Haridy 2021). Leadership establishes a robust interpersonal connection with followers to facilitate their success. It extends beyond mere authority, encompassing the capacity to exert a positive influence on others, thereby facilitating the attainment of heightened levels of achievement (Cissna and Schockman 2020). The cultivation of effective leadership skills necessitates the ability to inspire others, requiring individuals to acquire and comprehend new skills while acknowledging their inherent potential. Leadership entails the dynamic communication between leaders and followers. The efficacy of a leader profoundly influences organizational effectiveness, as emphasized by Kelebek and Alniacik (2022), thereby

exerting a substantial impact on the overarching success of the organization.

Employee commitment is shaped by cultural congruence, denoting the alignment between employees' cultural needs and the cultural competence provided by the organization, thereby fostering a superior work environment and promoting effective employee-organization interaction. As underscored by Wu *et al.* (2020), cultural congruence is instrumental in facilitating efficient employee performance, exerting a significant influence on employee behavior and attitudes. Prioritizing cultural competence enables organizations to effectively meet the needs of their workforce, subsequently enhancing employee satisfaction (Al Shaher and Zreik 2022). Furthermore, cultural congruence plays a pivotal role in mitigating misunderstandings and communication barriers within an organization (Chen *et al.* 2021).

The degree of trust between organizations and their employees emerges as a pivotal determinant of mutual success. Trust augments the probability of collaboration among organizations, groups, and individuals, as highlighted by Kumari, Abbas and Rashid (2021). Positioned as a fundamental factor, trust forms the bedrock of all organizational relationships, underscoring the imperative for organizational decision-makers to acknowledge its significance. Furthermore, trust is considered foundational to organizational requirements, contributing to the cultivation of democratic practices within the organizational framework. A positive correlation exists among trust, employee commitment, and satisfaction, emphasizing the significance of fostering trust within organizations and among employees (Zhou, Gul and Tufail 2022). This research endeavors to examine the influence of organizational culture, cultural congruence, and leadership on employee satisfaction and commitment within small and medium-sized enterprises (SMEs) in the Kingdom of Saudi Arabia (KSA). Additionally, the study seeks to explore the moderating role of trust in these relationships.

2. LITERATURE REVIEW & HYPOTHESES DEVELOPMENT

2.1 Employee Satisfaction and Organizational Commitment

Inayat and Jahanzeb Khan (2021) have defined job satisfaction as "the collection of feelings and beliefs that people have about their current jobs. People's levels of job satisfaction can range from extreme satisfaction to extreme dissatisfaction". Some of other scholars have also defined job

satisfaction as "a positive feeling about a job resulting from an evaluation of its characteristics" (Alfansi *et al.* 2020). Scholarly literature has scrutinized two dimensions of employee satisfaction, namely extrinsic job satisfaction and intrinsic job satisfaction. Intrinsic satisfaction is elucidated in the literature as an employee's perception of the inherent characteristics and nature of the job, whereas extrinsic satisfaction pertains to the employee's perception of the prevailing job conditions (Emhan *et al.* 2018).

Past research has investigated employee satisfaction as the positive emotional state individuals undergo during job assessment. Sony and Mekoth (2016) explored diverse factors impacting employee job satisfaction. Destructors can be categorized according to their job and personal attributes, subsequently influencing the degree of employee satisfaction. Scholars have identified a direct correlation between employee satisfaction and factors encompassing autonomy, life satisfaction, job design, client base, recruitment, training, and employee benefits (Zhao *et al.* 2016).

Organizational commitment serves as a gauge of an employee's allegiance and significance within the organization. According to Cesário and Chambel (2017), commitment is characterized by the extent of engagement and identification an employee harbors towards a particular organization. Scholars, such as Yanti and Dahlan (2017), define commitment in terms of an employee's ability to consistently align themselves with the activities and policies of the organization. Tharikh *et al.* (2016) articulate organizational commitment as the employee's decision to remain affiliated with the organization. Certain scholars posit that commitment denotes the positive emotional attachment that employees harbor toward their organization. Factors such as losses and gains play a role in an individual's determination to either stay with or depart from a company. The choice to remain or exit an organization is predominantly shaped by an individual's level of commitment, a construct influenced by their sense of obligation and emotional ties (Đorđević *et al.* 2020).

A distinction is evident between job satisfaction and organizational commitment. Within scholarly discussions, commitment in the literature has been conceptualized as an emotional reaction, whereas employee satisfaction has been delineated as the response elicited by one's job. The augmentation of the level of employee attachment to the organization occurs when employees encounter satisfaction. Numerous researchers have recognized satisfaction as a potential predictor of organizational commitment (Novia and Faisal 2021). There is a high probability that an elevated level of organizational commitment will be evident when

employee satisfaction within the organization is heightened. Should employees encounter dissatisfaction with their present organization, they may opt to explore alternative employment opportunities. A study by Kim and Park (2020) established a causal link between job satisfaction and organizational commitment. Numerous empirical studies have illustrated the significant impact of employee satisfaction on organizational commitment (Eliyana, Ma'arif and Muzakki 2019; Mustafa, Ilyas and Rehman 2016; Mwesigwa, Tusiime and Ssekiziyivu 2020).

H1: Employee satisfaction is significantly associated with organizational commitment.

2.2 Organizational Culture & Its relationship with Employee Satisfaction

Various antecedent studies have investigated the theme of culture. Collective security entails individuals joining forces based on common principles to mutually protect each other from environmental challenges. Cultures are delineated as the collective judgments, values, and beliefs that configure a society. In organizational settings, decision-makers must possess an understanding of these factors (Syakur *et al.* 2020). Organizational culture denotes the amalgamation of outcomes, customs, values, and beliefs that configure interpersonal relationships within a community, thereby influencing the operations of institutions and other associated activities. Organizational culture serves as a noteworthy distinguishing attribute for organizations (Soomro and Shah 2019). Extensive scholarly investigations have delved into organizational culture, establishing its pivotal role in shaping the success or failure of an organization. Employee satisfaction can be procured through their job, whether consciously or unconsciously (Taşkıran *et al.* 2017). The influence of organizational culture significantly affects employee satisfaction and the overall experiential dynamics within the organization.

The impact of organizational culture is pivotal in fostering desired behaviors and facilitating the achievement of positive organizational outcomes by employees. A study by Tejayadi, Laba and Pradana (2019) demonstrated a positive relationship across all organizational cultures. Employee factors, including their happiness and satisfaction, are deemed significant. Additionally, it is observed that the organizational atmosphere positively influences work satisfaction (Gaviria-Rivera and Lopez-Zapata 2019). In a recent investigation by Khan *et al.* (2023), employees working in an environment that encourages and rewards were found to experience heightened job security and overall contentment with their current employers.

In contrast, Paais and Pattiruhu (2020) study disclosed a correlation between employee satisfaction and organizational culture. The authors suggest that employee satisfaction relies on the assessment of organizational culture, particularly concerning both organizational and work-related aspects. Tejayadi *et al.* (2019) research demonstrated a noteworthy correlation between corporate culture and employee satisfaction. The results of this investigation underscore a substantial link between the workplace environment and job satisfaction. When an organization's culture embodies appreciation, it can significantly impact the enduring relationship between employees and employers, contributing to employee satisfaction (Cronley and Kim 2017).

H2: Organizational Culture is significantly associated with employee satisfaction.

2.3 Leadership & its Relationship with Employee Satisfaction

In scholarly investigations, leadership is conceptualized as the process by which subordinates are influenced and inspired to attain a specific target, promote cooperation within a group, and establish achievable missions (Akparep, Jengre and Mogre 2019). Scholars underscore that leadership involves the strategic use of tactics to effectively guide individuals toward a common objective. Simultaneously, it includes providing incentives and inspiration to foster employee development and facilitate the achievement of organizational growth. Leadership, in essence, encompasses the act of influencing groups or individuals to collaborate toward a shared goal (Chiniara and Bentein 2016). Effective leadership holds a pivotal role in augmenting employee performance. It encompasses the proficiency to guide and influence group members to elevate their performance and collectively achieve shared objectives (Handayani and Khairi 2022). The fundamental role of leadership is to provide support and motivation to those under its guidance. Leaders bear the responsibility of formulating strategies, planning, and motivating subordinates to enhance their efficiency and effectiveness. It is imperative for leaders not only to prioritize organizational productivity but also to manifest care and consideration for their followers (Pasaribu *et al.* 2022).

Effective leadership has a positive impact on employee job satisfaction, as posited by Alonderiene and Majauskaite (2016). The manner in which a leader interacts with employees significantly shapes their satisfaction levels concerning the organization and job. The approach leaders adopt in decision-making, communication, and interaction can yield a constructive and beneficial influence on the organizational environment. Conversely, it

is imperative to recognize that the existence of a toxic environment can yield adverse consequences for the overarching success and development of an organization. As outlined by Paais and Pattiruhu (2020), the performance and satisfaction of subordinates are subject to the influence of their leader's nature. Research by Purwadi *et al.* (2020) has identified that leadership exerts a substantial impact on employee job satisfaction.

To effectively pursue the objectives of the organization, it is crucial to establish a shared understanding and alignment of viewpoints between leaders and employees. To ensure effective functioning, leaders must actively engage in motivating subordinates and offering them clear directions and guidance. The importance of leaders in fostering job satisfaction cannot be overstated (Alonderiene and Majauskaite 2016). Instilling job satisfaction poses a formidable challenge for leaders. Effectively leading requires consistent provision of motivation to employees. The influence of leadership significantly shapes the level of employee satisfaction, impacting the interactions between organizations and their employees. Leaders endowed with robust skills wield a considerable influence on the extent of employee satisfaction with their work (Mugira 2022).

H3: Leadership is significantly associated with employee satisfaction.

2.4 Cultural Congruence & its Relationship with Employee Satisfaction

Prior academic inquiries have defined cultural congruence as the misalignment between an organization's demonstrated level of cultural competence and the employee's perception of how cultural needs should be addressed (Alizadeh and Chavan 2016). Numerous authors have articulated arguments regarding the challenges commonly faced by firms when managing employees who have relocated for employment purposes, whether within the same city or across various cities or countries. Individuals often face challenges associated with cultural factors that can profoundly impact their performance within a professional context. In such circumstances, it is imperative for managers to possess the capability to understand the requirements of employees from culturally diverse backgrounds. They must demonstrate the ability to adapt their approach to skill utilization based on the specific needs of culturally diverse employees and exhibit proficiency in effectively managing this heterogeneous workforce. Chen *et al.* (2021) underscored the importance of comprehending the distinctions among employees with diverse cultural backgrounds.

Organizations addressing cultural disparities among employees can

garner assistance from cultural congruence to effectively mitigate employee conflicts, resulting in heightened employee satisfaction (Byza *et al.* 2019). Decision-makers within the organization may prioritize communication and training initiatives tailored for culturally diverse employees to foster harmonious relations. Augmenting overall cultural congruence holds the potential to enhance employee similarity. Competent communication serves as a pivotal factor in mitigating misunderstandings and communication barriers. Culture congruence is characterized by the alignment of beliefs and values between individuals and organizations (Chee, Shorty and Robinson Kurpius 2019). Its crucial role in augmenting employee performance substantially contributes to employee development and commitment. The perception of alignment between personal values and organizational culture fosters a sense of belonging among employees (Wilson 2022).

Cultural congruence, as identified by Fogarty *et al.* (2017), serves as a factor diminishing turnover rates and positively influencing job satisfaction among the unemployed. Its significance lies in stabilizing organizational culture, increasing the likelihood of managers effectively handling employees with diverse backgrounds and cultures, and enhancing the relationship between leaders and followers. This elevation in cultural congruence contributes to heightened employee satisfaction. In organizations with diverse employee backgrounds, effective communication among team members is more likely, resulting in lower employee dissatisfaction, as highlighted by Chen *et al.* (2021). Empirical evidence from Ryu (2015) study establishes a positive correlation between cultural congruence and employee satisfaction.

H4: Cultural Congruence is significantly associated with Job satisfaction.

H5: Employee satisfaction mediates among organizational culture and commitment.

H6: Employee satisfaction mediates among leadership and commitment.

H7: Employee satisfaction mediates among cultural congruence and commitment.

2.5 TRUST as Moderator

Trust stands as a pivotal determinant in shaping the relationship between an organization and its stakeholders, wielding positive effects on both employees and the organization itself. The establishment of trust within an organization holds critical importance, as it positively influences employee loyalty and morale (Aristana, Arsawan and Rustiarini 2022). Observable manifestations of good employee behavior are evident in their interactions with the organization,

managers, and colleagues. In the extant literature, trust is characterized as the employee's conviction that the employer is honest, transparent, and fulfills their commitments (Islam, Furuoka and Idris 2021). Organizational trust serves as the cornerstone for the confidence between employees and employers, exerting a paramount influence on employee performance and output. Decision-makers should prioritize the cultivation of trust to nurture enduring relationships among organizational stakeholders. Scholars have pinpointed trust as a crucial factor in creating value for employees in the workplace. A culture that fosters trust between employers and employees is linked with success, motivating diligent work and contributing to enhanced individual and collective performance.

Henceforth, Jiang, Gollan and Brooks (2017) argue that a notable correlation exists between organizational commitment and trust, considering it a pivotal factor contributing to organizational success. Trust is deemed a crucial element in fostering employee commitment within an organization, defined as the bond between employees and their organization (Rahman *et al.* 2021). However, studies by Xu *et al.* (2023) and Agarwal and Sajid (2017) reveal inconsistency in the relationship between satisfaction and commitment, underscoring that trust possesses the capacity to fortify the association between satisfaction and commitment.

H8: Organizational trust is a significant moderator between satisfaction and commitment.

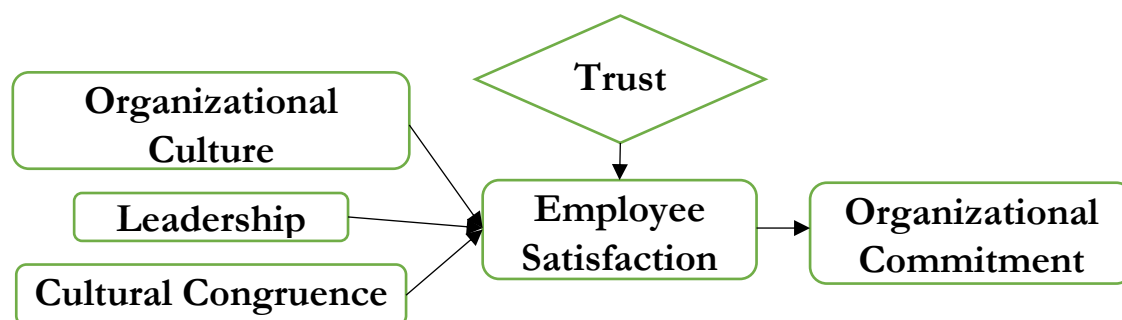H9: Trust has positive effect on commitment.

Figure 1: Framework

3. METHODOLOGY

3.1 Research Goal

The aim of the current investigation is to scrutinize the mediating role played by employee satisfaction in the associations among organizational culture, leadership, cultural congruence, and organizational commitment. Furthermore, the study delves into the moderating impact of trust on the connection between employee satisfaction and organizational commitment. To achieve this aim, a field survey was conducted.

3.2 Sample and Data Collection

The survey was executed using an exhaustive questionnaire, and the study enlisted participants from the workforce of small and medium-sized enterprises (SMEs) in Saudi Arabia. The researcher conducted visits to various SMEs, engaging in discussions pertaining to the study's objectives with the organizational stakeholders. Consent for data collection was obtained from both the employees and the administration. The researcher secured contact details, including phone numbers and email addresses, for the participants. Subsequently, the questionnaire was disseminated to the participants through electronic mail. The researcher employed a simple random sampling technique for the selection of the sample. Participants were assured that the data gathered for the study would be solely employed for academic research purposes, ensuring the confidentiality of their identities. The researcher distributed a questionnaire to 300 respondents and received a total of 150 fully completed questionnaires. Given the response rate surpassed 50%, as recommended by Mellahi and Harris (2016), the data used for analysis was deemed sufficient.

3.3 Measures

The researcher employed a well-designed instrument to collect data, utilising items from previous studies that demonstrated good reliability and validity.

The evaluation of organizational culture employed a six-item scale, previously established as possessing robust reliability and validity in studies (Waheed *et al.* 2021). Employee satisfaction was gauged through a six-item scale developed by Wahjoedi (2021). Trust measurement utilized a four-item scale devised by Iqbal, Ahmad and Allen (2019). Leadership assessment involved a six-item scale (Koohang, Paliszkiewicz and Goluchowski 2017). Cultural congruence was appraised using a three-item scale (Chen *et al.* 2021). Organizational commitment measurement employed a four-item scale that demonstrated satisfactory reliability (Oktarina, Ahadiat and Erlina 2020). Prior research consistently attested to the high levels of reliability and validity of all employed measures. Participant responses were documented on a five-point Likert scale.

3.4 Data Screening

Before commencing data analysis, researchers are obligated to scrutinize the data to ascertain its appropriateness for effective analysis. SPSS was employed for missing value analysis, following the approach outlined by

Ramli *et al.* (2013). Missing values were addressed by imputing the mean value of the respective measure. Questionnaires were excluded if they were incomplete, exhibited repetitive responses, or contained a substantial number of blank responses. Furthermore, outliers and extreme responses were identified and subsequently removed. Following the screening and cleaning procedures, a total of 300 questionnaires were deemed suitable for inclusion in the study.

3.5 Data Analysis

SPSS was utilised to analyse the data and test the hypothesised model.

3.6 Demographics

Understanding the demographics of respondents is crucial for comprehending the underlying mechanism and relationships between constructs.

The male respondents accounted for 70% of the total, while the female respondents comprised 30%. 37% of the respondents fell within the age range of 20 to 30 years. 40% of the respondents fell within the age range of 30 to 40 years. 23% of the respondents were aged 40 years or above. In terms of respondents' qualifications, 50% held under-graduate degrees, 59.3% held graduate degrees, and 14.7% held postgraduate degrees.

Table 1 Demographics

Variable	groups	frequency	%age
Gender			
	Male	210	70 %
	Female	90	30%
Age			
	20–30 years	110	37%
	30– 40 years	120	40%
	> 40 years	70	23%
Education	Undergraduate	150	50%
	Graduate	106	59.3%
	Postgraduate	44	14.7%

3.7 Correlation

For the assessment of the measurement model, it is important to test the relationship among the variables i.e., independent and dependent variables.

Table 2: Correlation

	Mean	SD	1	2	3	4	5	6
TR	3.89	1.46	**1**					
ES	3.98	1.86	0.26**	**1**				
OC	3.41	1.62	0.31**	0.29**	**1**			
LD	3.42	1.55	0.26**	0.20**	0.24**	**1**		
CC	3.64	1.82	0.21**	0.36**	0.37**	0.39**	**1**	
OCM	3.86	1.60	0.39**	0.28	0.22**	0.33**	0.24**	**1**

3.8 Factor loadings

The variables and measurements in the table below have a reliability of over 70% (Hallgren 2012). All items have a loading value exceeding 0.70 (O'Brien 2007).

Table 3: Factor Loading

Measure	TR	ES	OC	LD	CC	OCM
Trust						
I receive assistance with technical problems whenever I need it.	0.79					
There are work practices in my organisation that help us to overcome exceptional situations	0.72					
Top management never put their success ahead of that of the employees	0.76					
Information I get in my organisation is up to date	0.72					
Employee Satisfaction						
I feel ease while I am working		0.76				
I am disciplined when I work.		0.80				
I have good communication ties with colleagues and leaders		0.83				
My type of work matches my expertise.		0.76				
Working time arrangements according to my type of work.		0.71				
The system and amount of salary that I receive every month are in accordance with the results of my work.		0.70				
Organization Culture						
The management style is characterized by risk taking and innovation			0.71			
My organization is results oriented			0.78			
My organization is characterized as creative			0.76			
My organization is a pressurized place			0.77			

My organization is a very stimulating and dynamic place			0.75		
My organization creates new challenges. Being on cutting edge is emphasized			0.79		
Enterprising – my organization emphasizes acquiring new resources			0.80		
Leadership					
Motivation: a leader must motivate and bring out the best in people.				0.79	
listening: a leader must empower others to do their jobs;				0.77	
empowerment: a leader must be a good listener and put people at ease;				0.83	
interpersonal communication: a leader's interpersonal communication is necessary to bring people together to work effectively;				0.80	
building relationship: a leader must build and maintain relationships with subordinates; and				0.76	
conflict: a leader should not be afraid of conflict				0.71	
Cultural congruence					
The organization encourages attendance at training in cultural awareness.					0.80
The organization has an internal mission statement assessing a commitment to cultural awareness					0.79
The organization understands my culture and uses ethnic-specific communication channels					0.77
Organization Commitment					
I have trust on my organisation					
I suggest my friends to work at the same organization					
I'm willing to make great efforts to help the organization to succeed					
I'm willing to make great efforts to help the organization to succeed					

3.9 Model Testing

The measurement model was assessed using SPSS, and stepwise regression analysis was conducted to examine mediation analysis (Demming, Jahn and Boztuğ 2017).

Table 4: Direct Result

	Independent Variable	Dependent Variable	Standardized β	Sig	Adjust R2	F-value	T value
1	Organizational Culture	Organizational Commitment	0.43	0.000	0.19	71.28	23.90
	Leadership		0.28	0.000	0.21	26.50	31.82
	Cultural congruence		0.63	0.000	0.40	201.64	20.91
	Trust		0.62	0.000	0.39	193.46	13.91
	Empl sat		0.60	0.000	0.36		13.08
2	Organizational Culture	Employee Satisfaction	0.42	0.000	0.18	65.56	8.09
	Leadership		0.25	0.000	0.19	6.71	2.59
	Cultural congruence		0.64	0.000	055	210.07	29.94

Table 5: Indirect Result

	Independent Variable	Mediator	Dependent Variable	Standardized β	Sig	T value
3	Organizational Culture	Employee Satisfaction	Organizational Commitment	0.26	0.000	2.68
	Leadership			0.17	0.001	31.82
	Cultural congruence			0.38	0.000	20.91

Above Table demonstrate that organizational culture significantly effects the organization commitment (β=0.43; P=0.000), Leadership significantly positively effects the organization commitment with (β=0.28; P=0.000). Trust positively significantly effects the organization commitment with (β=0.62; P=0.000). Employee satisfaction significantly positively effects the organization commitment with (β=0.60; P=0.000).

Organization culture positively significantly effects the employee satisfaction with (β=0.42; P=0.000). Leadership positively significantly effects the employee satisfaction with (β=0.25; P=0.000). Culture congruence significantly positively effects the employee satisfaction with (β=0.64; P=0.000).

Employee satisfaction assumes a crucial mediating role in the association between organizational culture and organizational commitment (β=0.26; P=0.000). Likewise, employee satisfaction mediates the connection between leadership and organizational commitment positively and significantly (β=0.17; P=0.001). Furthermore, the mediation of employee satisfaction in the relationship between cultural congruence and organizational commitment is both significant and positive (β=0.38; P=0.000).

Table 6: Moderation Results

Relationship	Coefficient	St.Error	T-statistics
Trust*ES-----OCM	0.24	1.22	14.636

Trust significantly positively moderates the effect of employee satisfaction on the organization commitment
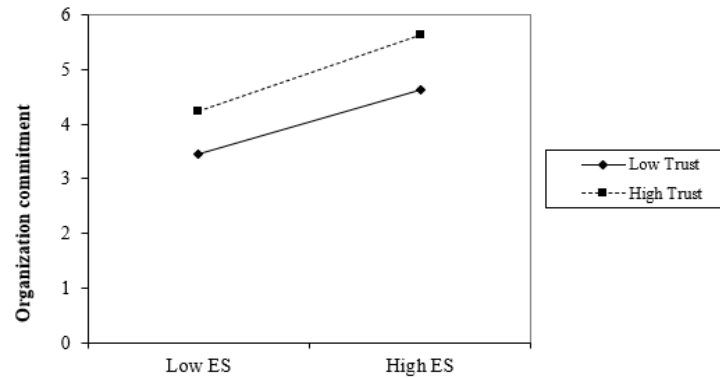

Figure 2: Mod Graph

4. DISCUSSION

Employees constitute invaluable assets for organizations, wielding a pivotal influence in attaining a competitive advantage in the market. To fulfill this objective, it is imperative for the organization to prioritize both employee satisfaction and the cultivation of employee commitment. The relevance of these factors is equally crucial for small and medium-sized enterprises (SMEs) in Saudi Arabia. The primary objective of this study was to examine the impact of cultural elements, including organizational culture, cultural congruence, and leadership roles, on employee commitment and satisfaction. Data from employees within small and medium-sized enterprises (SMEs) in Saudi Arabia were subjected to analysis using SPSS. The outcomes of the study highlighted the pivotal role of employee satisfaction for the organization, revealing a noteworthy positive correlation between satisfaction and organizational performance.

Contrarily, Eliyana *et al.* (2019) likewise reported comparable outcomes, signifying a positive association between employee job satisfaction and commitment. Various plausible explanations may account for the observed findings in the present study. Participants in the study may articulate satisfaction as a result of their commitment to discipline within their current organization. A disciplined employee exhibits a heightened level of organization in their work. Furthermore, these employees demonstrate effective communication skills with both superiors and subordinates. In

this context, individuals have the privilege to engage in work within the organization in a relaxed manner. The tasks assigned to these workers are delineated according to their areas of expertise, thereby notably enhancing the reported satisfaction levels among the study participants. Furthermore, these employees enjoy the flexibility to efficiently organize their work hours in alignment with job requirements. Given these aspects, individuals are more inclined to demonstrate a sustained commitment to their current employer.

Nevertheless, the results underscored the importance of cultural elements in augmenting employee satisfaction, with overall organizational culture emerging as a pivotal factor. The study's findings indicate a positive association between organizational culture and employee satisfaction. The way employees perceive management support can wield influence over their commitment and engagement within the organization. Furthermore, the current employer of these individuals underscores a dedicated focus on attaining desired outcomes, with their primary emphasis placed on the ultimate results. A pivotal aspect involves giving precedence to creativity within the organization, with the paramount significance of augmenting employee skills to foster creativity. Individuals may hold a positive view of a company that affords them opportunities for skill enhancement. A plausible rationale for these observations is that the study participants perceive their workplace as dynamic. Furthermore, the employees view this small and medium-sized enterprise (SME) as devoid of a high-pressure environment, enabling them to proficiently fulfill their assignments. Correspondingly, Cronley and Kim (2017) reported analogous findings in their research.

Moreover, the research outcomes suggest that cultural congruence significantly contributes to nurturing employee satisfaction and fostering their development and well-being. The employees within these small and medium-sized enterprises (SMEs) represent diverse cultural backgrounds, illustrating organizational diversity in employee composition. The study participants assert that the management of SMEs places importance on adhering to its norms and values. Employees are allocated roles by the management according to their cultural backgrounds. The management of small and medium-sized enterprises (SMEs) implements training and development initiatives aimed at mitigating cultural disparities among employees and between management and employees. Employees within SMEs value organizations that take into account their ethnic preferences for communication. Importantly, the SME underscores the importance of culture in its mission statement. Chen *et al.* (2021) corroborated these

findings, revealing that employees experience job satisfaction within their current organization.

Furthermore, the results highlight the importance of leadership within small and medium enterprises (SMEs) in cultivating employee satisfaction. The findings emphasize the concept that leaders consistently act as role models for their subordinates. The individual fosters an organizational culture where all employees engage in mutual learning, both amongst themselves and with the leader. In all instances, there is a reciprocal exchange of information between the leader and employees. Furthermore, the leaders take on the responsibility of serving as motivators for the employees, providing encouragement during challenging circumstances. Additionally, these leaders not only cultivate a positive and productive relationship with their employees but also prioritize sustaining this relationship over an extended period.

In this context, it is crucial for the employee to uphold their connection with the organization, considering their satisfaction with the leadership and managerial staff. Similar findings were reported by Mugira (2022) in a prior study. Ultimately, the statistical analysis in this study adds more support for the moderating impact of trust. This suggests that when trust is established among employees within small and medium-sized enterprises (SMEs), the connection between satisfaction and commitment becomes strengthened. Individuals express a willingness to share their experiences and acquired knowledge with fellow employees, propelled by a sense of trust in their collaborating colleagues.

5. CONCLUSION, LIMITATIONS AND IMPLICATIONS

Small and medium-sized enterprises (SMEs) play a crucial role in the economic fabric of all nations. Hence, it is essential to accord priority to the advancement of SMEs. This study underscores the importance for SMEs to prioritize the development of their organizational culture to enhance employee satisfaction. Additionally, decision-makers in SMEs should prioritize Cultural Congruence as a fundamental consideration, especially considering the diverse cultural backgrounds of employees. The presence of cultural variations presents substantial challenges in achieving a common objective within an organization. Hence, prioritizing cultural cohesion within the workforce of these SMEs becomes crucial. Additionally, leaders bear the responsibility for their subordinates. It is advisable to foster an organizational culture where every employee is

provided the chance to enhance their learning and skill development. Individuals should feel at ease when sharing their personal experiences with others. The moderating role of trust has the potential to fortify the strength of all these relationships.

The study is subject to certain limitations. It adopts a cross-sectional research design, and it is recommended that future research endeavors prioritize the use of longitudinal research designs. Additionally, the current study relies on SPSS as the main software for data analysis, and future studies could explore the use of AMOS as a reliable tool for hypothesis testing. Furthermore, it is worth contemplating the analysis of a similar model in the context of small and medium-sized enterprises (SMEs) within the Association of Southeast Asian Nations (ASEAN) countries in future investigations. This study stands as one of the initial efforts to underscore the importance of organizational culture and Cultural Congruence in promoting satisfaction among small and medium-sized enterprises (SMEs) in the Kingdom of Saudi Arabia (KSA). Moreover, managers are entrusted with leveraging culture as a tool to augment employee satisfaction. These outcomes offer insights for policymakers on leveraging culture to boost employee commitment and satisfaction within SMEs. The model proposed in this research can serve as a valuable resource for academics in future investigations.

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