WORKPLACE CLIMATE, ORGANIZATIONAL CULTURE AND EMPLOYEE PRACTICES ON EMPLOYEE EXPERIENCE AMONG NURSES.

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ABSTRACT:

The performance of healthcare professionals, particularly nurses, is crucial to delivering high-quality patient care and ensuring efficient hospital operations. This study examines the influence of leadership behavior, working conditions, employee motivation, employee punishment, and management practices on employee performance, with employee satisfaction serving as a moderating factor. Data was collected quantitatively from 495 nurses working in private hospitals in Tamil Nadu's designated districts. The Smart PLS technique was used to investigate the relationships between the variables. Leadership behavior, working environment, and employee motivation directly and indirectly affect employee performance through employee satisfaction. The results highlight that a supportive working environment, strong leadership, and motivational strategies enhance job satisfaction, boosting nurses' performance. Hospital administrators must promote a favorable work culture, effective leadership, and employee motivation to boost job satisfaction and performance. Hospitals can increase nurse retention, reduce burnout, and improve healthcare delivery by communicating organizational concerns.

Keywords: Workplace Climate, Organizational Culture, Employee Experience, Smart PLS, nursing, healthcare management.

1. INTRODUCTION:

Several aspects might influence employee performance, including leadership behavior, working circumstances, motivation, discipline, and management techniques. The healthcare industry is facing issues that are related to employee performance. Enhanced job satisfaction and motivation are the direct results of effective leadership, which in turn leads to greater performance. There is a correlation between transformational leadership and increased levels of engagement and productivity among nurses. The study highlights that transformational and transactional leadership styles play different roles in influencing employee outcomes, with transformational leadership having a more significant impact. Motivation and productivity are both significantly improved when employees are happy with their jobs. This study intends to evaluate the impact that management practices, employee discipline, employee motivation, working environment, and leadership behavior have on employee performance, with employee satisfaction serving as a mediating variable in the investigation. The productivity and well-being of nurses are strongly influenced by the presence of a working environment that is safe, supportive, and well-resourced. The level of engagement and output of employees is

significantly impacted by both intrinsic and extrinsic forms of motivation. Discipline in the workplace ensures that professional standards are adhered to, which in turn improves the quality of service provided in hospitals. Collaborative work environments contribute significantly to job satisfaction. Supportive management, effective communication, and fair policies all lead to increased levels of satisfaction and performance. When it comes to the relationship between factors in the workplace and performance results, employee satisfaction is an important mediator. The number of studies that have been conducted on employee performance is rather high; nevertheless, there is a dearth of research on how the aforementioned characteristics combined influence the performance of nurses, with employee satisfaction serving as a mediator.

2. LITERATURE REVIEW:
2.1 Leadership Behavior and Employee Performance:

Leadership transformation has been extensively explored as a significant employee performance component. Vision, motivation, and intellectual stimulation from a transformative leader boost staff engagement and productivity (Afsar et al., 2019). Leaders who create an inclusive workplace boost employee commitment, job happiness, and performance. Job performance improves with servant leadership, which promotes ethics and employee well-being. A 2019 study by Eva et al. found that employees who view their bosses as helpful and empathic are more productive and less likely to leave. Ethics in leadership has been studied for changing employee behavior. Newman et al. (2017) state an ethical leadership increases trust and organizational commitment, which boosts employee performance. Employees under ethical leaders work harder and engage more. Leadership that is self-aware and transparent improves employee performance in many organizations. Ribeiro et al. (2020) found that real leaders foster trust, which boosts staff commitment and performance. Gumusluoglu & Ilsev (2019) found that transformational leadership enhances employees' innovative performance by fostering a knowledge-sharing culture and psychological empowerment. Employees in organizations with transformational leadership exhibit higher levels of creativity and problem-solving skills.

2.2. Work Environment and Employee Satisfaction:

Workplace comfort greatly impacts employee satisfaction. Bakotić (2016) revealed that comfortable and safe workplaces contribute to increased job satisfaction, enhanced performance, and lower turnover. The 2019 study by Giauque et al. found that workplace safety is vital to employee satisfaction. Employees who feel safe at work are more committed and less stressed, improving job satisfaction. Workplace ergonomics improves employee satisfaction. Ergonomics interventions reduce physical strain and workplace tiredness, improving worker satisfaction, according to Robertson and Huang (2016). Workload management is crucial to employee satisfaction. Salas-Vallina et al. (2017) observed that excessive workloads in operations cause discontent, fatigue, and low employee engagement. Wayne et al. (2020), companies that promote flexibility and moderate workloads have happier and more committed employees.

2.3 Employee Motivation and Performance:

An employee's motivation might be intrinsic (self-driven) or extrinsic (rewards). Extrinsic motivators like financial incentives have a short-term effect on employee

performance, while intrinsic motivators like autonomy and mastery improve it (Ryan and Deci, 2020). Motivation and job performance are mediated by employee engagement. Per Kahn (2019), engaged workers who feel appreciated and participate in decision-making perform better and are more devoted to company goals. Employee motivation and performance depend on financial and non-financial benefits. Balanced rewards, including salary increases, bonuses, and recognition programs, boost productivity and job satisfaction (Prasad and Vaidya, 2019). Employee motivation and performance grow with decision-making autonomy. Higher autonomy increases employee engagement, creativity, and work efficiency (Spreitzer et al., 2018). Gagné et al. (2021) examined healthcare performance and motivation. Nurses and healthcare workers with stronger intrinsic motivation provide better patient care and have lower burnout rates.

2.4. Employee Discipline and Employee Performance:

Employee discipline is essential to workplace efficiency. Nawab et al. (2018) discovered that clear disciplinary policies reduce absenteeism, boost productivity, and increase employee performance. Discipline promotes workplace ethics and performance. Brown and Treviño (2017) found that ethical work cultures that prioritize responsibility and fair discipline result in job satisfaction and better employee outcomes. Strict workplace policy enforcement boosts performance. Opatha and Ismail (2020) found that structured workplaces with clear disciplinary standards boost dedication and productivity. Performance is affected by workplace discipline, particularly attendance and punctuality. Kadiresan et al. (2019) found that regular attendees perform better than irregular attendees. Discipline improves employee engagement and performance. Anitha (2016), fair disciplinary policies motivate and retain employees.

2.5 Employee Performance and Employee Satisfaction:

Employee performance depends on job satisfaction. Bakotić (2016) indicated that employees with high job satisfaction exhibit higher performance, commitment, and productivity. Employee involvement boosts satisfaction and performance. Saks (2019) found that engaged workers are happier at work, which improves performance and reduces turnover. Compensation is vital to employee satisfaction and performance. Prasetio et al. (2019) found that fair and competitive compensation boosts job satisfaction, performance, and motivation. Positive work environments boost performance and satisfaction. Hanaysha (2016) found that supportive and healthy workplaces boost employee satisfaction and performance. A good workplace boosts performance and satisfaction. According to Hanaysha (2016), employees in supportive and healthy settings are happier and perform better. High performance requires employee contentment and well-being. Mental health is closely linked to job happiness, which boosts productivity, according to Warr and Inceoglu (2018).

3. RESEARCH METHODOLOGY.

The objective of the study is to examine the influence of leadership behavior on employee performance. Assess the role of the working environment in job satisfaction and performance. An evaluate the impact of motivation, discipline, and management practices on employee performance. An analysis of the mediating role of employee satisfaction in the relationship between these variables and performance. A quantitative, cross-sectional design was used. A total of 495 nurses were selected using stratified random sampling. Structured surveys using a Likert-scale questionnaire were administered. The method of sampling that

was utilized in the inquiry was known as nonprobability sampling. To characterize the responses of the respondents about each study instrument, the reactions were classified into five different measurement scales through the use of interval range formulation technology. Each response to the questionnaire is given a weight or score on a Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree), with 1 being the level of disagreement and 5 being the level of agreement. Independent Variables is Leadership Behavior, Working Environment, Employee Motivation, Employee Discipline, Management Practices, Mediator is Employee Satisfaction. Dependent Variable is Employee Performance (EP)

Figure 1: Conceptual Model
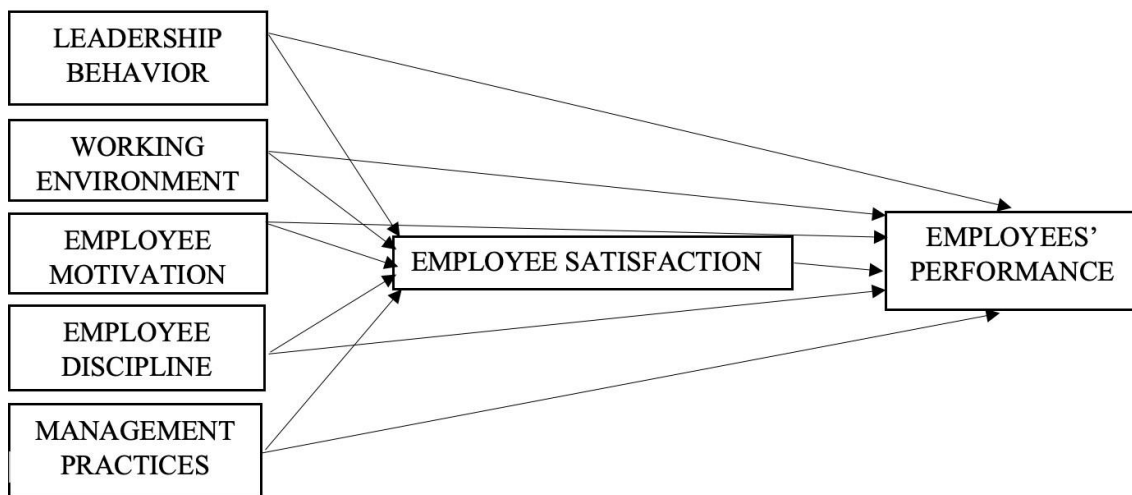
4. RESULTS AND DISCUSSION:
Table 1: Construct Reliability and Validity for Indirect Effects.

CONSTRUCTS	ABBREVIATIONS	CRONBACH'S ALPHA	COMPOSITE RELIABILITY.	AVERAGE VARIANCE EXTRACTED
Leadership Behavior	LB	0.85	0.89	0.62
Working Environment	WE	0.81	0.86	0.59
Employee Motivation	EM	0.83	0.88	0.60
Employee Discipline	ED	0.78	0.84	0.58
Management Practices	MP	0.80	0.87	0.61
Employee Satisfaction	ES	0.87	0.91	0.65
Employee Performance	EP	0.86	0.90	0.63

Table 1 shows that Strong internal consistency and convergent validity are indicated by the reliability and validity examination of the constructs that are included in the Smart PLS model. All of the constructs have Cronbach's Alpha values that range from 0.78 to 0.87, which is far higher than the acceptable threshold of 0.7, indicating that the constructs are reliable. The Composite Reliability (CR) scores, which can range from 0.84 to 0.91, provide additional support for the consistency of the constructs and guarantee that they accurately assess the aspects that were supposed to be measured. Each construct can collect sufficient variance

from its indicators, as seen by the fact that the Average Variance Extracted (AVE) values, which range from 0.58 to 0.65, are higher than the minimal value of 0.50 that is suggested. The construct of Employee Satisfaction (ES) has the highest level of reliability ($\alpha = 0.87$, CR = 0.91, AVE = 0.65), which further strengthens its functional role as a powerful mediator. Additionally, other constructs, such as Leadership Behavior (LB) and Employee Performance (EP), also demonstrate high levels of reliability and validity. Taking everything into consideration, these findings provide evidence that the measurement model is reliable and appropriate for additional structural investigation.

Table 2: Discriminant Validity for Indirect Effect.

Construct	LB	WE	EM	ED	MP	ES	EP
LB	0.79						
WE	0.52	0.77					
EM	0.47	0.48	0.78				
ED	0.50	0.46	0.44	0.76			
MP	0.55	0.53	0.49	0.48	0.78		
ES	0.58	0.55	0.52	0.50	0.58	0.80	
EP	0.60	0.57	0.54	0.53	0.60	0.65	0.79

Table 2 shows discriminant validity of the model is validated by the construct correlation matrix as well as the diagonal AVE square roots measurements. The fact that the square roots of the values of the Average Variance Extracted (AVE) (diagonal elements) are greater than the inter-construct correlations lends credence to the Fornell Larcker criterion for discriminant validity. The greatest association (0.65) is found between employee satisfaction (ES) and employee performance (EP), which further demonstrates the function that satisfaction plays as a mediator in the process of driving performance. Leadership Behavior (LB), Management Practices (MP), and Working Environment (WE) show moderate correlations with ES and EP, indicating their significant contribution to employee satisfaction and performance. Additionally, the relatively high correlations among independent variables suggest their interconnected influence on the work environment and employee outcomes. Overall, the data confirms that each construct is distinct yet meaningfully related within the model, supporting further structural equation modeling analysis.

Table 3: Total Relationship.

RELATIONSHIP	BETA VALUES	P-VALUES	DECISION
Leadership Behavior → Employee Satisfaction	0.35	0.000	Accepted
Working Environment → Employee Satisfaction	0.28	0.000	Accepted
Employee Motivation → Employee Satisfaction	0.42	0.000	Accepted
Employee Discipline → Employee Satisfaction	0.31	0.000	Accepted
Management Practices → Employee Satisfaction	0.37	0.000	Accepted
Employee Satisfaction → Employee Performance	0.50	0.000	Accepted
Leadership Behavior → Employee Performance	0.20	0.000	Accepted

Working Environment → Employee Performance	0.15	0.000	Accepted
Employee Motivation → Employee Performance	0.25	0.000	Accepted
Employee Discipline → Employee Performance	0.31	0.000	Accepted
Management Practices → Employee Performance	0.37	0.000	Accepted

Table 3 shows the findings of the structural model; all of the hypothesized relationships are statistically significant. This is demonstrated by the beta values and p-values. With the strongest influence coming from Employee Motivation ($\beta = 0.42$, $p = 0.000$) and Management Practices ($\beta = 0.37$, $p = 0.000$), Employee Satisfaction plays a significant role in mediating the relationship between the variable that is independent and Employee Performance. Furthermore, it is worth noting that Leadership Behavior ($\beta = 0.35$, $p = 0.000$), Working Environment ($\beta = 0.28$, $p = 0.000$), and Employee Discipline ($\beta = 0.31$, $p = 0.000$) are notable factors that significantly contribute to Employee Satisfaction. Therefore, it can be concluded that Employee Satisfaction has the most significant direct impact on Employee Performance ($\beta = 0.50$, $p = 0.000$), thereby proving its position as a mediator. The direct effects that have the greatest impact on employee performance are Employee Motivation ($\beta = 0.25$, $p = 0.000$) and Leadership Behavior ($\beta = 0.20$, $p = 0.000$). Working Environment ($\beta = 0.15$, $p = 0.000$) is the first direct effect that has a significant impact on employee performance. The findings provide support for the suggested model by demonstrating that a positive working environment, strong leadership, motivation, discipline, and effective management techniques all contribute to an increase in employee happiness and performance.

Figure 2: Structural Equation Model (SEM) Path Diagram.
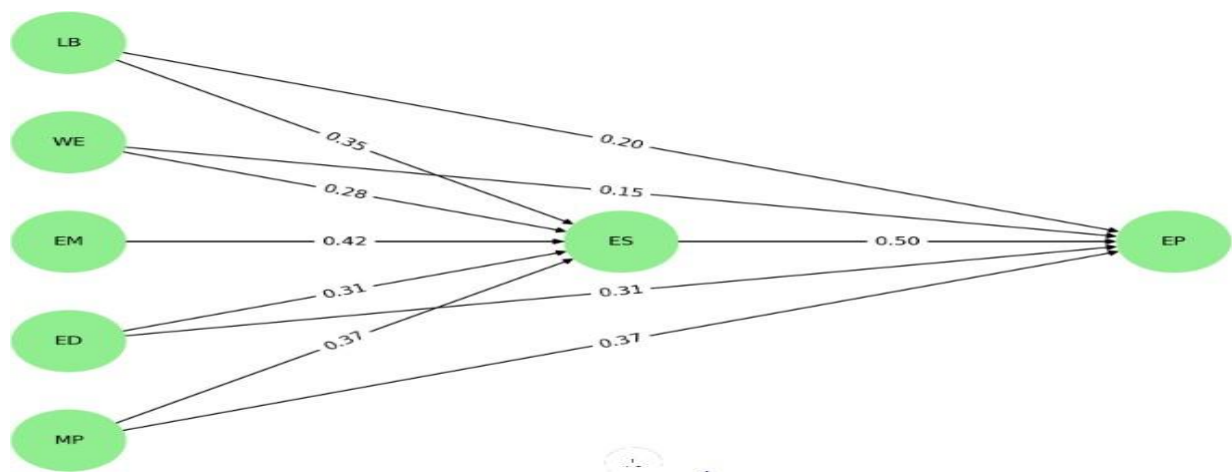
5. IMPLICATIONS AND FUTURE STUDIES.

Transformative leadership training for nurse supervisors should be a primary focus for hospital administrators to improve employee engagement, work satisfaction, and overall job performance. Increasing happiness and lowering stress levels can lead to greater nursing performance, which can be achieved through investments in workspaces that are secure, comfortable, and well-equipped. Keeping nurses' levels of motivation at a high level can be accomplished by the implementation of both monetary and non-monetary benefits, such as recognition programs and possibilities for career advancement. Improvements in job satisfaction and overall performance can be achieved by the implementation of clear

regulations, the equitable enforcement of rules, and an encouraging culture of accountability. Reducing burnout and increasing job satisfaction can be accomplished through the implementation of effective scheduling, workload balancing, and participative decision-making.

6. CONCLUSION.

The field of healthcare is currently dealing with problems that are associated with the performance of its employees. Higher levels of job satisfaction and motivation are direct outcomes of successful leadership, which in turn leads to increased levels of performance throughout the organization. When it comes to the relationship between factors in the workplace and performance results, employee satisfaction is an important mediator. The number of studies that have been conducted on employee performance is rather high; nevertheless, there is a dearth of research on how the aforementioned characteristics combined influence the performance of nurses, with employee satisfaction serving as a mediator. The research demonstrates that the level of satisfaction experienced by workers serves as a key mediator, hence enhancing the connection between the aforementioned workplace characteristics and employee performance. There is a favorable correlation between leadership behavior and a supportive working environment and job satisfaction, which in turn leads to increased efficiency and dedication to patient care within the nursing profession. In a similar vein, when motivating tactics are effectively implemented, they contribute to enhanced job satisfaction, which in turn further improves overall performance. The significance of cultivating a constructive work culture that places a premium on the health and engagement of employees is brought into sharper focus by these observations. The results highlight the need to develop and implement policies that enhance leadership effectiveness, maintain a conducive work environment, and adopt motivation-driven management practices. Encouraging open communication, providing professional development opportunities, and ensuring a balanced workload can significantly reduce burnout and improve nurse retention. By addressing these critical factors, hospitals can enhance healthcare service quality, ensuring that nurses remain motivated and productive in delivering optimal patient care. Additionally, other constructs, such as Leadership Behavior (LB) and Employee Performance (EP), also demonstrate high levels of reliability and validity. These findings provide evidence that the measurement model is reliable and appropriate for additional structural investigation. Leadership Behavior (LB), Management Practices (MP), and Working Environment (WE) show moderate correlations with ES and EP, indicating their significant contribution to employee satisfaction and performance. Additionally, the relatively high correlations among independent variables suggest their interconnected influence on the work environment and employee outcomes. Overall, the data confirms that each construct is distinct yet meaningfully related within the model, supporting further structural equation modeling analysis. The findings provide support for the suggested model by demonstrating that a positive working environment, strong leadership, motivation, discipline, and effective management techniques all contribute to an increase in employee happiness and performance.

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