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UNDERSTANDING THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND JOB WITHDRAWAL BEHAVIORS: THE MEDIATING ROLES OF ROLE BURDEN, CONFLICT, LEADERSHIP STYLE, MANAGERIAL SUPPORT, PERFORMANCE EXPECTATIONS, ORGANIZATIONAL CLIMATE, AND SOCIAL DYNAMICS."

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Abstract
This study examines the relationship between organizational culture and work withdrawal. It addresses a significant gap in the literature by investigating the mediating role of role load, conflict, leadership style, managerial support, performance expectations, organizational climate, and social dynamics on organizational culture and turnover behaviors in public sector companies. Using partial least squares structural equation modeling (PLS-SEM), the results indicated that organizational culture significantly influences role load and conflict, leadership style, managerial support, performance expectations, organizational climate, and social dynamics. While there was no direct relationship between organizational culture and turnover behaviors, organizational culture played a crucial role in shaping these behaviors through the aforementioned factors. These findings underscore the importance of fostering a collaborative organizational culture and open communication to mitigate these behaviors in public institutions. The study presents a broad framework for leadership development tailored to organizational contexts, filling a significant gap in the literature on indirect methods for addressing withdrawal behaviors in public organizations.

Keywords: Organizational culture, work withdrawal, leadership, organizational climate

1 INTRODUCTION

Every culture embodies a set of assumptions regarding the universe and the way daily life should be conducted. Individuals often remain unaware of these assumptions until they are confronted with the contrasting beliefs of other cultures (Akpa et al., 2021). Traditions and practices transmitted across generations are central to shaping cultural values and norms (Assoratgoon&Kantabutra, 2023), which in turn influence how individuals perceive themselves and interpret their social and organizational environments (Kocak & Pawlowski, 2023).

Within organizations, culture is understood as a system of shared assumptions built upon values, beliefs, meanings, and expectations of its members (Naveed et al., 2022). A constructive and positive culture encourages favorable employee attitudes, enhances productivity, promotes job satisfaction, and strengthens commitment to the organization (Iskamto, 2023). It also reduces stress by providing a supportive atmosphere. Conversely, when a negative culture dominates, organizational objectives lose clarity and effectiveness, leading to declining performance and increased psychological strain among employees (Grover et al., 2022; Azeem et al., 2022).

Organizational culture is typically defined by key elements—rules, beliefs, and values—that guide institutional performance while aiming to maintain satisfaction and efficiency (Bagga et al., 2023; Nabella et al., 2022; Widarko& Anwarodin, 2022). However, culture is not static; it evolves in response to globalization, technological advances, and financial crises (Kim & Jung,

2022; Leso et al., 2023). Leaders must therefore recognize how such shifts influence employee mindsets, as the workforce is the essential resource of any organization.

Workplace stress, particularly psychosocial stress, emerges as one of the most significant consequences of organizational culture. High demands, job insecurity, harassment, poor management, unsafe environments, and excessive workloads diminish performance, increase absenteeism, and reduce overall organizational quality (Nabella et al., 2022). Persistent exposure to such stressors transforms ordinary stress into distress, which may result in serious health problems such as hypertension and anxiety. Ultimately, these outcomes threaten both employee well-being and long-term organizational sustainability.

My professional background in various public sector organizations has exposed me to both constructive and challenging experiences, which motivated me to undertake this research. As an aspiring entrepreneur, I recognize the importance of establishing an organizational culture in which employees feel engaged and valued. Such a culture not only fosters a healthy workplace but also enhances organizational performance and sustainability.

The central aim of this study is to investigate how organizational culture contributes to workplace disengagement, particularly through mediating factors such as role burden, conflict, leadership approaches, managerial support, performance expectations, organizational climate, social interactions, and the risks encountered by both employees and institutions. Addressing these concerns requires a deep understanding of organizational culture and the potential for its transformation over time.

The primary objective is to propose pathways for organizations to cultivate a supportive and healthy culture that promotes employee well-being and, in turn, improves both individual and organizational productivity through continuous reinforcement. To achieve this, the research adopts a mixed-methods design, combining qualitative and quantitative approaches. Data will be gathered through semi-structured, face-to-face interviews and structured questionnaires. Participants are drawn from employees in the public sector—particularly those working in production, health, and service institutions—with additional consideration of individuals who have gained professional experience abroad.

This study examines the dynamics influencing organizational culture and its impact on operations, focusing especially on how cultural factors drive employee withdrawal behaviors. Such disengagement creates substantial risks for both employees and the organization, ultimately undermining effectiveness and productivity. By analyzing the types and levels of organizational culture, this research highlights how culture can generate either a constructive or detrimental work environment, depending on the prevailing conditions and the supporting or obstructive forces shaping the organizational climate.

2. Theoretical development.

2.1. Theoretical review- Organizational culture

Organizational culture is often regarded as the social glue that integrates organizations and regulates behavior through informal and nonstructural mechanisms such as shared values, beliefs, understandings, and norms. In this sense, culture serves to minimize fragmentation, conflict, and tension by providing cohesion. It operates as both a sense-making framework and a control mechanism that guides attitudes and shapes behaviors (Mulyana et al., 2021).

Scholars have broadly defined organizational culture as a collection of values, beliefs, and behavior patterns that distinguish one organization from another (Aggarwal & Agarwala,

2023). According to Tin and Van Kien (2021), it represents a system of values that subconsciously influences and drives individuals in their choices and decisions. Similarly, Lam et al. (2021) emphasize that organizational culture encompasses the norms experienced by members in their work environment, which in turn determine how they behave, adapt, and contribute to organizational outcomes.

It is also understood as the way members interact not only with each other but also with external stakeholders (Al-Swidi et al., 2021). Anning-Dorson (2021) offers a more detailed perspective, defining organizational culture as a shared set of values, symbols, and rituals that shape the way tasks are carried out within a firm. This cultural framework provides guidance for addressing both internal management challenges and external demands related to customers, suppliers, and the wider environment.

The Agile Culture Matrix (ACM) is presented as a holistic framework that integrates Agile principles with organizational culture. It provides a visual overview of essential cultural dimensions and their alignment with Agile values (Virgiawan et al., 2021). The relevance of the ACM lies in its ability to demonstrate how particular cultural attributes can either accelerate or hinder the effective adoption of Agile practices. Through a combination of literature review and workshop insights, seven fundamental cultural elements were identified as the foundation of the ACM. These elements include:

- **Purpose and Results (PR):** This dimension underscores the importance of clarity of purpose, ensuring that organizational activities are directed toward meaningful goals and the delivery of tangible, value-driven outcomes.
- **Agile Leadership (AL):** Effective leadership is recognized as central to Agile success. Leaders are expected to enable collaboration, eliminate barriers, and nurture a mindset of continuous improvement.
- **Well-being and Fulfillment (WF):** Acknowledging the critical role of employee well-being, this element stresses the need for a supportive environment where individuals experience satisfaction and fulfillment in their professional roles.
- **Collaboration and Autonomy (CA):** This aspect emphasizes balancing teamwork with individual autonomy. It promotes cross-functional collaboration while empowering team members to exercise decision-making authority within their expertise.
- **Trust and Transparency (TT):** A culture of openness and reliability is essential. This element encourages transparent communication, inclusive decision-making, and clear reporting of progress to strengthen trust across teams and stakeholders.
- **Adaptability to Change (AC):** Recognizing change as inevitable, this dimension highlights the value of flexibility and responsiveness. Teams are encouraged to adapt swiftly to shifting requirements, customer insights, and market fluctuations.
- **Innovation and Learning (IL):** Central to Agile philosophy, this element values continuous learning, creativity, and innovation. It promotes experimentation and iterative improvement to foster sustainable organizational growth.

Organizational culture does not influence all members in the same way. Some organizations develop strong cultures, while others reflect weaker ones. A culture is considered strong when it is deeply embedded, widely shared among members, and consistently shapes behavior and decision-making. In such settings, employees tend to display higher levels of commitment. Conversely, weaker cultures emerge when shared values are less established, and

employee loyalty is inconsistent. The strength of culture is determined by several factors, including organizational capacity, longevity, executive turnover, and the historical origins of the culture (Zeb et al., 2021; Virgiawan et al., 2021; Al-Swidi et al., 2021).

In essence, organizational culture comprises values, norms, traditions, routines, and practices that are collectively embraced by members as a system of shared meaning. These elements form a distinct identity that differentiates one organization from another. They represent observable patterns and features that persist within the organization and often function as unwritten norms, guiding daily actions and interactions. Even without formal documentation, such cultural traits remain influential in shaping organizational behavior and sustaining cohesion among members.

2.2.psychological withdrawal

Withdrawal behavior can be understood as a set of employee attitudes and actions within the workplace that reflect disengagement or lack of participation (Kaplan et al., 2009; Shapira-Lishchinsky& Even-Zohar, 2011). These behaviors typically include lateness, absenteeism, and turnover intentions. **Lateness**, for instance, refers to arriving late to work or leaving earlier than scheduled (Koslowsky et al., 1997). Shapira-Lishchinsky and Even-Zohar (2011) note its motivational basis, while Blau (1995) categorizes it into three types: **chronic**, often a response to unfavorable working conditions; **avoidable**, when employees prioritize other matters over work; and **unavoidable**, arising from external factors such as transportation difficulties.

Absenteeism represents another form of withdrawal, defined as the absence of employees from the workplace when their presence is expected (Harrison & Price, 2003). Sagie et al. (2002) distinguish between **voluntary absences**, which occur when employees intentionally withdraw to explore other opportunities, and **involuntary absences**, which are outside employees' control. A further manifestation is the **intention to leave**, commonly regarded as a predictor of voluntary turnover (Griffeth et al., 1999; Lambert & Hogan, 2009).

The **Theory of Reasoned Action** (Ajzen & Fishbein, 1980) posits that intention precedes actual behavior. Building on this, Lehman and Simpson (1992) identified two withdrawal patterns: **psychological withdrawal**, which includes mental disengagement such as daydreaming, neglecting organizational goals, or exerting minimal effort (Fuentes & Sawyer, 1989), and **physical withdrawal**, which involves concrete actions like lateness, extended breaks, or sleeping during work hours (Hirschman, 1970; Farrell, 1983). According to this framework, psychological withdrawal often precedes physical forms of disengagement.

Research also connects withdrawal behavior with **Machiavellianism**. Sagie et al. (2002) highlight its negative impact on interpersonal relations, while Pilch (2012) demonstrates that individuals with high Machiavellian traits tend to adopt destructive strategies such as escalation and withdrawal, in contrast to constructive approaches like loyalty or dialogue. More recent studies continue to explore these behavioral differences between high- and low-Mach individuals, underscoring the role of personality traits in workplace disengagement.

3. Hypotheses.

3.1 Organizational Culture, Ambiguity, and Role Conflict to Withdrawal Behaviors.

Role conflict and role ambiguity have been widely acknowledged as critical factors influencing both individual and organizational outcomes. These constructs capture the degree to

which employees encounter contradictory, unclear, or insufficient expectations regarding their job responsibilities (Segal, 2000). Research indicates that in large and complex organizations—particularly those where job descriptions are less formalized—role ambiguity is more likely to occur. The evidence consistently shows that the consequences of ambiguity are largely detrimental.

Findings from multiple meta-analyses demonstrate that weak organizational cultures combined with unclear roles are negatively associated with job performance, employee satisfaction, organizational commitment, and organizational citizenship behaviors. At the same time, role ambiguity and conflict are strongly linked to negative outcomes such as stress, higher absenteeism rates, intentions to quit, and other forms of withdrawal behavior (Hill, Chenevert, & Poitras, 2015).

Employees are frequently faced with conflicting job demands. **Intra-role conflict** arises when expectations within a single role are inconsistent, while **inter-role conflict** occurs when employees occupy multiple roles that place competing demands on them. For example, an individual may be expected to behave in one manner when dealing with superiors and in another when interacting with subordinates. Similarly, many employees experience **work–family conflict**, where obligations at home and work clash. Although a certain degree of conflict is considered normal in organizations, persistent or excessive role conflict can become a significant source of stress.

Drawing on **Organizational Role Theory (ORT)**, conflict develops when expectations, norms, or rules contradict one another, making it difficult for employees to satisfy multiple responsibilities simultaneously. When individuals must prioritize one role, it often prevents them from adequately meeting the requirements of another. This uncertainty about expectations leads to **role ambiguity**, which manifests in unclear job descriptions, inconsistent supervisory guidance, and a lack of clearly defined responsibilities. In many cases, employees rely on tacit knowledge to interpret their obligations.

Research in organizational learning highlights a close relationship between role conflict and role ambiguity, both of which undermine performance. Role ambiguity is often observed when managers fail to clearly articulate responsibilities, allocate tasks appropriately, or provide sufficient information. Some scholars further argue that ambiguity emerges when there is a mismatch between the knowledge required for a task and the information available to employees.

The consequences of role ambiguity are largely negative. It diminishes job effectiveness by making tasks harder to complete and has been linked to stress, anxiety, frustration, reduced confidence, and lower job satisfaction. Meta-analytical evidence based on more than 90 studies confirms that ambiguity consistently undermines performance. Other scholars suggest an **inverted-U relationship**, whereby minimal ambiguity can encourage adaptability, but excessive ambiguity results in emotional exhaustion and declining performance.

H:The effect of organizational culture on withdrawal behavior through role ambiguity as a mediating variable.

3.2 organizational culture, leadership styles, and withdrawal behaviors.

Leadership plays a critical role in shaping and transforming an organization's culture. There is a direct connection between the behavior of leaders and the cultural orientation of their organizations. For example, when executives motivate employees through inspiration, the culture often becomes more supportive and people-focused. In contrast, when leaders emphasize

rewards tied to performance, the culture is likely to evolve into one that is competitive and results-driven. Thus, leadership practices significantly influence cultural development in multiple ways, particularly by setting behavioral standards for others to emulate.

Research highlights that leader behavior, alignment between organizational policies and leader actions, and the modelling of desired conduct are key determinants of how strongly an organization's culture reflects ethical values. Leaders' decisions and actions send powerful signals to employees regarding acceptable and unacceptable behaviors. A culture that prioritizes collaboration, for instance, is more likely to emerge when top management engages employees in decision-making and actively seeks their feedback. By serving as role models, leaders communicate the norms and values that are expected to guide the conduct of organizational members (Powers, 2019).

Sustained exposure to toxic leadership has been shown to create significant stress and diminish the well-being of subordinates. Employees who remain under such leadership for extended periods often experience reduced self-worth and lower levels of self-efficacy. When leaders engage in behaviors such as shouting, criticizing, or ridiculing subordinates, employees' confidence and sense of competence are immediately undermined. Over time, these practices erode psychological resilience and contribute to feelings of mistreatment.

The consequences extend beyond diminished self-perception to more severe psychological effects, including heightened hostility, anxiety, and depressive symptoms. Research demonstrates a strong relationship between abusive supervision and emotional exhaustion among subordinates, with toxic leadership fostering disengagement and detachment from the workplace. Employees frequently report feelings of pessimism, alienation from their roles, and a lack of motivation when subjected to such environments.

The most notable outcomes of toxic leadership include a marked decline in self-worth, increased irritability, and withdrawal behaviors—all of which signal significant psychological strain. These patterns highlight the destructive influence of toxic leaders on both individual employees and the broader organizational climate (Bhandarker& Rai, 2019)

Leaders who demonstrate toxic behaviors often focus on disrupting others rather than uplifting their subordinates. Such leaders tend to provoke conflict, resort to shouting, and engage in hostile interactions instead of fostering growth and collaboration. In manufacturing organizations, these practices have been associated with emotional strain, declining performance, and the emergence of antisocial behaviors among employees. Similarly, hierarchical structures and high-pressure environments can reinforce toxic leadership, particularly when it is expressed through unfair performance appraisals or authoritarian practices that hinder employees' career progression and compel them to perform tasks outside their expertise. These tendencies are often linked to narcissistic traits observed among organizational leaders.

Toxic leadership is widely recognized as ineffective and destructive. It diminishes employee creativity, enthusiasm, innovation, and morale, functioning as a harmful approach rooted in egocentrism. Such leaders frequently engage in behaviors such as public humiliation, excessive demands, harsh language, and emotional outbursts. These actions can produce serious psychological consequences for employees, including anxiety, anger, memory impairment, and reduced concentration.

Beyond the individual level, toxic leadership also contributes to harmful organizational climates. Under such leadership, workplace dynamics may escalate into harassment, favoritism,

or ethical violations, ultimately resulting in long-term negative consequences for both employees and the organization as a whole (Tiwari & Jha, 2022).

H: The effect of organizational culture on withdrawal behavior through leadership styles as an intervening variable.

3.3 organizational culture, weak administrative support, and withdrawal behaviors.

Supervisor support refers to the assistance provided by supervisors to help employees manage the challenges of balancing work and family responsibilities. This support can be both emotional and practical, enabling employees to cope more effectively with competing demands. By contrast, **management support** reflects employees' perceptions of the organization's overall commitment to their well-being and the degree to which their contributions are valued. It captures the belief that the organization cares for its workforce and actively promotes their welfare.

Supervisor support is often conceptualized in terms of four key psychosocial dimensions (Ashour, Khalil, Ahmed, Nour, & Youssef, 2017). These include:

- **Emotional support**, such as encouragement, empathy, attention, and dependability;
- **Appraisal support**, which provides affirmation, constructive feedback, and opportunities for social comparison;
- **Informational support**, encompassing advice, suggestions, and the sharing of relevant knowledge;
- **Instrumental or material support**, which refers to tangible assistance, including resources, financial aid, leave allowances, workplace adjustments, and staff assistance.

Meanwhile, **management support** extends beyond immediate supervisory interactions to reflect how accommodating and responsive the broader management—supervisors, middle managers, and executives—are to employees' personal and family needs. This form of support includes offering flexibility, showing empathy, acknowledging contributions, and fostering an organizational climate that prioritizes work-life balance and employee well-being (Agarwala, Arizquerín, Castillo, & Muñiz, 2020).

Scholarly literature often conceptualizes informal organizational assistance through **supervisor support** and a **work–family-friendly culture**. One of the key outcomes examined in this context is **employee affective commitment (AC)**, which reflects the emotional attachment employees develop toward their organization. Affective commitment is strongly influenced by the extent to which managers demonstrate genuine concern for employees' emotional needs and their family responsibilities.

Empirical studies consistently suggest that **management support** enhances AC, as managers are typically perceived as representatives of the organization. When employees sense that management is supportive, this perception fosters a positive organizational attitude and strengthens their emotional bond with the company. Moreover, **perceived organizational support** and **management support** together play an important role in cultivating employees' sense of obligation, which further contributes to commitment.

Research also indicates that management support is positively associated with both affective and **normative commitment (NC)**. While affective commitment is rooted in employees' emotional desire to remain with the organization, normative commitment stems from a felt sense of duty or obligation. These two forms of commitment may coexist, with employees'

obligation to reciprocate managerial and organizational support often reinforcing normative rather than affective commitment (Agarwala et al., 2020).

Workplace incivility refers to low-intensity behaviors that breach norms of mutual respect while carrying an ambiguous intent to harm. Such conduct is generally impolite and disrespectful, differing from more severe forms of workplace mistreatment like aggression or violence due to its subtle nature, lower intensity, and lack of overt malicious intent. Examples of **supervisor incivility** include belittling or insulting employees, ignoring their contributions, and excluding them from social interactions. Broader workplace incivility can also manifest in indirect behaviors such as hostile emails, condescending looks, veiled threats, or intentional social neglect.According to the **conservation of resources (COR) theory**, stress escalates when individuals deplete the personal resources necessary to cope with challenges. In this framework, supervisor incivility is considered a workplace stressor that erodes both the physical and psychological well-being of employees. Regardless of intent, such incivility undermines employees' psychological resources, leading to outcomes such as anxiety, unease, depression, and emotional exhaustion.When supervisors engage in unfair criticism, ridicule, bullying, or contemptuous behavior, employees experience a heightened loss of energy and coping capacity. This depletion makes it increasingly difficult for them to manage workplace stressors, ultimately resulting in psychological strain and diminished well-being (Dedahanov, Fayzulaev, & Abdurazakov, 2022).

H: The effect of organizational culture on withdrawal behavior through weak administrative support as an intervening variable.

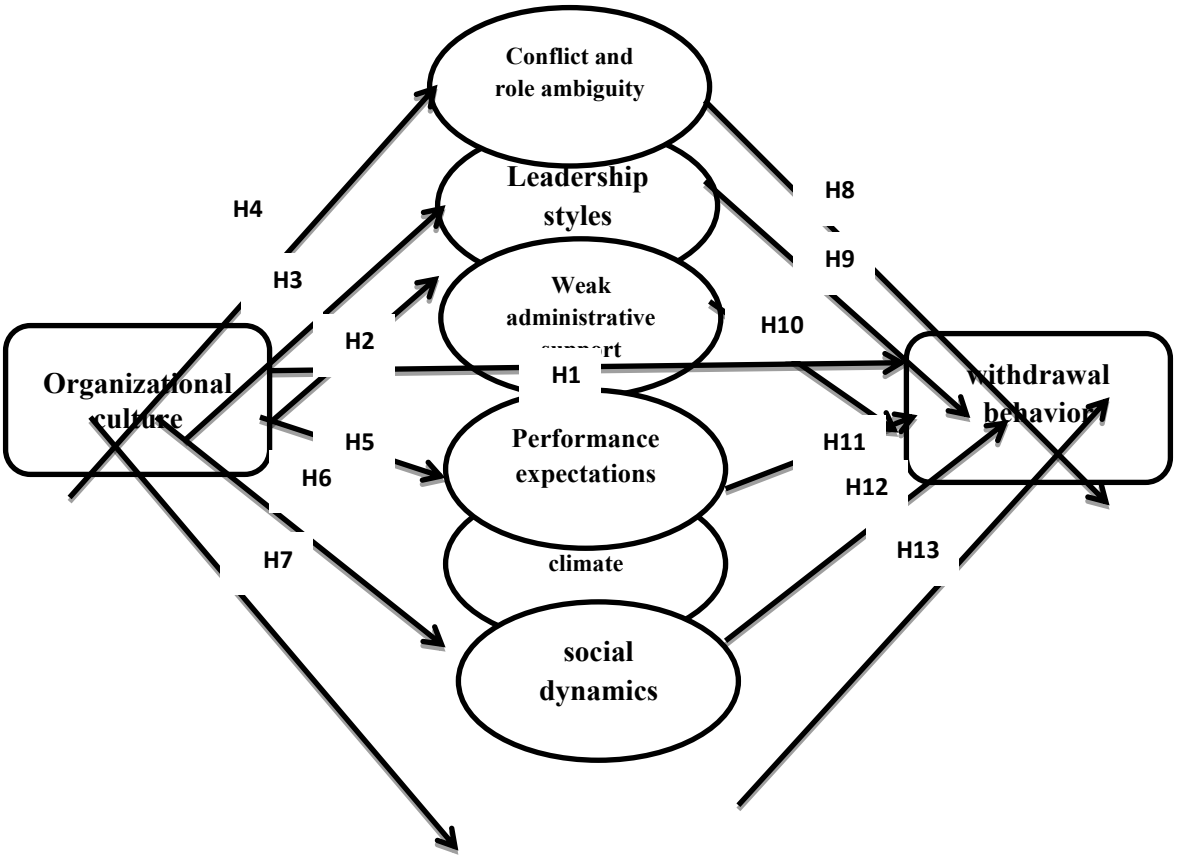

Fig. 1. Conceptual model.

3.4 organizational culture, performance expectations, and withdrawal behaviors.

The concept of **fatigue** refers to the after-effects of various physical or mental activities, such as working an intense day, undertaking long-distance travel, or engaging in short yet highly demanding exercises. Each of these situations can result in exhaustion. Within the occupational context, the terms **workload** and **job demands** are often used interchangeably to explain work-related fatigue. A heavy workload is a key factor contributing to exhaustion, illness, and reduced performance capacity. Research indicates that elevated job demands strongly predict fatigue, as higher workloads are typically associated with greater levels of subjective tiredness. Importantly, the relationship between workload and fatigue is considered dynamic, as the optimal effort required may vary over time.

Work-related fatigue often impairs performance, arising from the imbalance between job demands and employees' individual capacities. For instance, evaluating nine examinations in one day may represent a heavy workload, while reviewing seven might be considered more manageable. **Workload** itself is commonly analyzed through three interrelated dimensions: the

input load, the **effort exerted**, and the **performance outcome** (Fan & Smith, 2017). The input load represents external demands, such as time requirements and task volume. Effort, on the other hand, reflects the individual's internal response to these demands, shaped by motivation, personal objectives, and task-related criteria. Performance emerges as the result of the interaction between input load and individual effort. Among these factors, the level of effort is often regarded as the most crucial determinant when assessing the impact of workload on fatigue and overall job performance.

Although scholarly interest in **work–life balance** and employee well-being has grown in recent years, these topics remain relatively understudied. In many organizations, employees are required to work extensively, often extending beyond standard hours, which heightens stress levels and increases the risk of misbehavior at work. Such stress is frequently linked to negative outcomes, including absenteeism, turnover, and task failure, all of which undermine organizational performance and long-term growth. For organizations to thrive, it is essential to recruit and retain skilled, healthy, and well-trained employees.

However, heavy workloads and extended working hours frequently lead to **work–family conflict**, where job demands interfere with family responsibilities. This conflict contributes to job-to-home spillover, diminishing both employee performance and organizational profitability. Medical research has also associated excessive workloads with neurological conditions such as migraines, which directly affect employees' well-being and productivity.

The demanding nature of modern work leaves many employees physically and mentally drained by the end of the day. Standardized schedules, such as the traditional 8 a.m.–5 p.m. workday, have been linked to a range of medical and psychological issues, including hypertension, diabetes, chronic pain, and shifts in attitudes and behavior (Ukwadinamor&Oduguwa, 2020). These findings underscore the importance of prioritizing work–life balance, as unresolved imbalance can negatively affect not only individual employees but also broader organizational outcomes.

H: The effect of organizational culture on withdrawal behavior through performance expectations as an intervening variable.

3.5 organizational culture, organizational climate, and withdrawal behaviors.

In recent years, growing concern has been directed toward the **mental health of employees in health care organizations**, largely due to workplace-related stressors. Among the most significant factors are **excessive job demands**—including long hours, heavy workloads, and constant pressure—combined with limited autonomy and inadequate supervisory support. These conditions have consistently been linked to psychological ill health among workers (Bronkhorst, Tummers, Bram, &Vijverberg, 2014).

Employee perceptions of the **relevance and purpose** of their work also influence the broader **organizational atmosphere**, which in turn shapes behavior within the workplace. Research shows that such perceptions can be measured collectively, reflect a shared understanding among employees, and serve as predictors of both individual and organizational outcomes. Although organizational culture and performance have been widely examined, increasing attention has been placed on the role of **organizational climate** in determining employee health and well-being. Specifically, poor climates have been associated with higher rates of anxiety, depression, and even physical illness, ultimately raising organizational costs.

Occupational stress often mediates the relationship between organizational climate and employee mental health, with negative climates producing stress-related outcomes such as irritability, distraction, and increased error rates (Arnetz, Lucas, &Arnetz, 2011).

While there is some conceptual overlap, a distinction exists between **organizational culture** and **organizational climate**. Culture refers to the implicit values, beliefs, and assumptions that guide employee conduct, whereas climate reflects employees' interpretations of organizational policies, practices, and procedures. Climate can be studied from two perspectives: a **global (molar) approach**, which evaluates the overall atmosphere, and a **domain-specific approach**, which focuses on particular dimensions such as ethical, safety, or service climates.

As a workplace stressor, **organizational climate** directly affects employee mental health by influencing job design, career development opportunities, and psychological work adjustment. Employee perceptions of fairness, respect, support, and participation are critical in shaping not only their mental well-being but also their outlook on job opportunities and long-term engagement within the organization (Bronkhorst et al., 2014).

H: The effect of organizational culture on withdrawal behavior through organizational climate as an intervening variable.

3. organizational culture, social dynamics, and withdrawal behaviors.

Withdrawal behavior is shaped by a variety of **social, cultural, and environmental influences**, ranging from shifts in social status and interpersonal relationships to rapid technological change, work demands, and competition for limited resources such as education, healthcare, and social services. These influences are often described as **psychosocial factors**, referring to the psychological experiences linked to an individual's social or financial circumstances. At work, psychosocial factors may include job-related burdens, lack of control, pressure to help others, or the sense of achievement derived from tasks. When employees are exposed to adverse psychosocial conditions, their health and well-being are negatively affected, often manifesting in insomnia, irritability, anxiety, or depression. The **World Health Organization (WHO)** defines psychosocial factors at work as the interactions between the work environment, job content, organizational conditions, and employees' abilities, needs, culture, and personal circumstances. These interactions influence health, performance, and job satisfaction by shaping perceptions and experiences. Adequate psychological support has been shown to foster engagement, satisfaction, participation, positive moods, retention, and organizational citizenship, whereas the absence of such support contributes to absenteeism, workplace conflict, low productivity, and accidents (Terraskills, 2021).

In parallel, **social stressors** have emerged as a major challenge in modern workplaces, with growing evidence linking them to impaired employee well-being and psychological detachment. Social interactions in the workplace can range from supportive to conflict-ridden. Negative dynamics—such as hostility, unfair treatment, disputes with co-workers or supervisors, and a toxic group atmosphere—violate communication norms and create social strain. These tensions may trigger feelings of inferiority, heighten stress, and undermine the basic human need for belonging and meaningful relationships. Since social interactions demand significant cognitive processing, stressors at work may carry over into employees' personal lives, preventing them from psychologically detaching after work. This inability to disengage contributes to exhaustion and makes recovery from daily stressors more difficult (Schulz, Schoellgen, Wendsche, Fay, & Wegge, 2020).

H: The impact of organizational culture on withdrawal behavior through social dynamics as a mediating variable.

4. Research methodology

4.1. Research Design

This study employed a **cross-sectional research design** using a **quantitative approach** to investigate the relationship between organizational culture and withdrawal behavior. The model also considered several mediating variables, including leadership style, role burden and ambiguity, weak managerial support, performance expectations, organizational climate, and social dynamics (see Figure 1).

Data were collected through a structured questionnaire administered to participants at a single point in time. The choice of a cross-sectional design was deemed appropriate because it enables the examination of associations between variables within a defined timeframe, offering a snapshot of the current state of organizational culture, withdrawal tendencies, and related behaviors.

Moreover, the cross-sectional design is particularly advantageous for applying **structural equation modeling (SEM)**, as it allows for the simultaneous testing of complex relationships among multiple constructs. This methodological approach ensures a comprehensive analysis of both the direct and indirect effects within the proposed research framework.

4.2. Population and Sample Design

This study examined the mechanisms underlying **workplace withdrawal behaviors in oil companies**, focusing on the multicultural nature of these organizations. Data were collected using a **stratified random sampling technique** to ensure representation across different subgroups, including levels of experience, departments, job roles, and members of various exchange networks within the target population. A **power analysis** confirmed that a sample size of 750 respondents was sufficient to achieve the required statistical power for the **SEM-PLS analysis**, considering the model's complexity and anticipated effect size.

The survey instrument was developed using validated **Likert-type scale items** designed to capture the multidimensional relationships that constitute organizational culture. The questionnaire incorporated items addressing **reciprocity, reciprocal behaviors, and workplace withdrawal** linked to cultural diversity (see Table 1). Items relating to **organizational culture** captured contextual factors such as traditions, norms, and rules. Process-related items included **role burden and ambiguity, division of labor, information sharing, and leadership styles**, reflecting mechanisms of support and goal alignment. Measures of **weak managerial support** focused on accountability and responsibility, while **organizational climate** items emphasized open feedback processes and transparent information exchange. **Social dynamics** were assessed through indicators such as cooperation and respect, whereas **performance expectations** reflected the interaction between senior management and employees. Finally, workplace withdrawal was operationalized through dimensions of **physical withdrawal** (e.g., lateness, absenteeism) and **psychological withdrawal** (e.g., disengagement, lack of effort).

This research conceptualizes **organizational culture** as a framework for understanding the development of withdrawal behaviors within hierarchical and bureaucratic structures. It highlights how the interplay of **role burden and ambiguity, leadership styles, managerial support, performance expectations, organizational climate, and social dynamics** shapes

employee withdrawal. In doing so, the study underscores the significance of cultural diversity and complex organizational layers as underlying drivers of withdrawal in oil-sector workplaces.

Table 1: Data sources, variables, and construct.

SN	Latent Variable	Indicator	Data Sources
1a	Organizational culture	cultural values	Survey data
2a		cultural beliefs	
3a		Cultural customs and traditions	
4a		Cultural expectations	
1b	Leadership style	Chameleon Leadership	
2b		external control	
3b		Relative expectations	
1c	Administrative support	Organizational justice	
2c		Participation in making decisions	
3c		Leader support for subordinates	
1d	Stupidity and ambiguity of the role	Expected role	
2d		perceived role	
3d		Real role	
1e	Performance expectations	Customer satisfaction	
2e		Internal Operations Efficiency	
3e		learning and growth	
4e		Creativity	
5e		healthy environment	
1f	Organizational climate	Organizational structure	
2f		reward and punishment system	
3f		Organizational citizenship	
1g	social dynamics	Conflict management	
2g		Collaboration	
3g		Respect	
1h	withdrawal behaviors	physical withdrawal	
2h		psychological withdrawal	

4.3. Validity and Reliability Testing of the Survey Instrument

To verify that the measurement items reflected the intended constructs, a **Confirmatory Factor Analysis (CFA)** was performed within the **SEM-PLS framework**. The **reliability** of the measurement scales was evaluated using both **Cronbach's alpha** and the **composite reliability coefficient**, with all values exceeding the acceptable threshold of 0.60. In addition, assessments of **convergent validity** and **discriminant validity** were conducted, further confirming the adequacy and robustness of the measurement instrument as a whole.

5. Data findings and analysis

This study addresses a key gap in the literature by examining the impact of organizational culture on job withdrawal behavior, with particular emphasis on the mediating effects of role burden and ambiguity, leadership style, managerial support, performance expectations, organizational climate, and social dynamics. While prior research has considered the relationship between culture and withdrawal, few studies have explored how these mediating variables shape the relationship, especially in the context of public sector organizations, which are characterized by distinct structural and procedural complexities.

Grounded in the Social Exchange Theory (SET), this study offers a comprehensive perspective on how organizational exchanges and interactions contribute to withdrawal processes. To ensure robustness of the measurement model, factor loadings, composite reliability, and tests of convergent and discriminant validity were conducted. The structural model was further evaluated through analysis of path coefficients, predictive relevance, and overall model fit, while standard errors and confidence intervals were estimated using regression-based techniques.

By integrating these methodological and theoretical approaches, the study provides valuable insights into the dynamic interplay between organizational culture and withdrawal behavior. The findings underscore the pivotal role of mediating factors in explaining this relationship, thereby extending both theoretical understanding and offering practical implications for managers and policymakers seeking to reduce withdrawal behavior and enhance organizational effectiveness.

5.1. Measurement model assessment.

The statistical analysis confirmed the significant influence of negative organizational culture on several critical factors, including role burden (0.679), conflict, leadership styles (0.595), weak managerial support (0.564), negative performance expectations (0.573), hostile organizational climate (0.677), and social dynamics (0.622). In relation to withdrawal behaviors (0.522), the results indicate that negative employee interactions cultivate harmful relational patterns within organizations. Among the predictors, leadership behavior (0.556) emerged as the most influential determinant of withdrawal tendencies, highlighting the central role of leaders in shaping a toxic or hostile workplace environment. Withdrawal behavior was also shown to have a positive relationship with role burden and conflict (0.522). These effects appeared particularly pronounced in public sector organizations, where poor communication and unfavorable climates exacerbate disengagement. Addressing such conditions is essential to strengthening organizational performance and long-term success.

Insights drawn from Tables 2 through 5 offered a deeper understanding of the model's components within the organizational culture framework. As shown in Table 2, all constructs met the required reliability and validity thresholds. Composite reliability values ranged from 0.724 to 0.890, while Cronbach's alpha coefficients varied between 0.705 and 0.889, confirming internal consistency. The constructs evaluated included: organizational culture, role burden and conflict, leadership behaviors, managerial support, performance expectations, organizational climate, social dynamics, and withdrawal behaviors.

Additionally, all constructs achieved average variance extracted (AVE) values above 0.50, ranging from 0.600 to 0.730, demonstrating adequate convergent validity. These results

confirm that the indicators sufficiently capture the intended latent constructs, ensuring strong construct validity and reliability. Collectively, the findings reinforce that organizational culture and its mediating components—role-related pressures, leadership, managerial support, performance expectations, climate, and social dynamics—are fundamental in shaping employee withdrawal behaviors and, ultimately, organizational outcomes.

Table 2 Construct reliability and validity

Constructs	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational culture	**.783**	**.893**	**.810**	**.627**
Leadership style	**.889**	**.910**	**.890**	**.730**
Administrative support	**.705**	**879**	**.724**	**.633**
Stupidity and ambiguity role	**.792**	**.790**	**.801**	**.715**
Performance expectations	**.880**	**.813**	**.881**	**.600**
Organizational climate	**.759**	**.859**	**.761**	**.676**
social dynamics	**.817**	**.878**	**.827**	**.617**
withdrawal behaviors	**.831**	**.818**	**.829**	**.709**

As presented in Table 3, the results of the Fornell–Larcker criterion confirm the discriminant validity of the constructs. Specifically, the square root of the Average Variance Extracted (AVE) for each construct was greater than its correlations with other constructs. The diagonal values—representing the square root of AVE—were as follows: leadership style (0.854), role burden and conflict (0.845), withdrawal behaviors (0.842), organizational climate (0.822), managerial support (0.795), organizational culture (0.791), social dynamics (0.785), and performance expectations (0.774). These results provide strong evidence that each construct captures a unique dimension of organizational interaction and is empirically distinct from the others.

The cross-loadings in Table 4 further substantiate the discriminant validity findings. Each indicator demonstrated higher loadings on its corresponding construct compared to the others. For example, items measuring performance expectations (e1 = 0.518, e2 = 0.615, e3 = 0.615, e4 = 0.572, e5 = 0.588) loaded more strongly on their designated construct than on alternative constructs. Similarly, items associated with leadership style (b3 = 0.640, b2 = 0.640, b1 = 0.720) exhibited higher loadings on leadership than on competing dimensions.

Together, these results confirm the distinctiveness and reliability of the constructs, reinforcing the notion that different aspects of organizational life—such as leadership behaviors, role pressures, climate, and social dynamics—uniquely influence withdrawal behaviors and related relational outcomes within organizations.

Table 3 Discriminant validity (Fornell-Larcker Criterion)

	Organizational culture	Leadership style	Administrative support	Stupidity and ambiguity role	Performance expectations	Organizational climate	social dynamics	wi be
tional	0.791							
ip style	0.662	0.854						
trative	0.587	0.787	0.795					
and y role	0.561	0.785	0.828	0.845				
ance ons	0.584	0.629	0.616	0.583	0.774			
tional	0.593	0.63	0.67	0.562	0.573	0.822		
namics	0.631	0.607	0.701	0.603	0.667	0.685	0.785	
val s	0.578	0.581	0.612	0.557	0.54	0.722	0.752	0.8

Table 4 Cross loadings

	Organizational culture	Leadership style	Administrative support	Stupidity and ambiguity role	Performance expectations	Organizational climate	social dynamics	withdrawa behaviors
1	.817	.625	.600	.536	.476	.617	.601	.571
2	.617	.319	.270	.275	.391	.210	.311	.263
3	.874	.618	.548	.525	.526	.507	.560	.519
4	.823	.509	.414	.418	.434	.517	.498	.452
1	.720	.636	.561	.492	.404	.497	.532	.511
2	.640	.616	.570	.477	.433	.500	.492	.495
3	.640	.612	.572	.522	.466	.560	.588	.549
1	.649	.637	.543	.548	.423	.555	.521	.542
2	.448	.331	.230	.210	.252	.264	.316	.313
3	.515	.519	.512	.406	.398	.565	.467	.419
1	.584	.466	.423	.350	.413	.419	.476	.364
2	.607	.615	.507	.469	.391	.479	.465	.395
3	.581	.638	.563	.528	.431	.647	.567	.577
1	.518	.528	.563	.513	.382	.606	.511	.517
2	.615	.595	.606	.538	.395	.585	.533	.534
3	.615	.617	.570	.532	.449	694	.538	.557
4	.572	.872	.630	.580	.542	.561	.524	.567

5	.588	.874	.715	.720	.529	.574	.501	.471
1	.564	.775	.647	.734	.444	.481	.504	.438
2	.496	.824	.638	.599	.585	.488	.508	.470
3	.463	.606	.800	.602	.514	.575	.499	.429
1	.462	.599	.809	.633	.544	.626	.627	.506
2	.503	.721	.859	.740	.513	.521	.566	.526
3	.491	.698	.715	.868	.481	.518	.519	.467
1	.481	.682	.792	.892	.520	.590	.564	.525
2	.477	.609	.709	.841	.518	.420	.494	.487

Table 5 Heterotrait-Monotrait Ratio (HTMT)

	Organizational culture	Leadership style	Administrative support	Stupidity and ambiguity role	Performance expectations	Organizational climate	social dynamics	w b
tional								
p style	0.662							
rative	0.587	0.787						
and	0.561	0.785	0.828					
role								
nce	0.584	0.629	0.616	0.583				
ns								
tional	0.593	0.63	0.67	0.562	0.573			
amics	0.631	0.607	0.701	0.603	0.667	0.685		
al behaviors	0.578	0.581	0.612	0.557	0.54	0.722	0.752	

To complement the Fornell–Larcker criterion and cross-loading results, Table 5 presents the findings from the Heterotrait-Monotrait (HTMT) ratio of correlations, an additional measure of discriminant validity. The HTMT value between organizational climate and withdrawal behaviors was 0.722, while the ratio between social dynamics and leadership behaviors was 0.607. Importantly, all HTMT values remained below the conservative threshold of 0.85, providing further confirmation of adequate discriminant validity. These findings indicate that each construct captures a distinct dimension of organizational exchange processes rather than overlapping conceptually or empirically.

The significance of these results lies in demonstrating that multiple dimensions of the organizational environment—such as managerial support, organizational culture, performance expectations, social dynamics, and leadership behaviors—influence withdrawal behavior in unique ways. The combined evidence from Tables 2 through 5 highlights the interconnected yet distinctive nature of these constructs, underscoring the robustness of the measurement model. More broadly, the results reinforce the theoretical proposition that organizational behavior is

shaped by a complex interplay of structural and cultural factors, which together determine the quality of workplace interactions and the emergence of withdrawal behaviors.

5.2. Evaluating the Structural Model

The findings reported in Tables 6 to 9 provide critical insights into the interrelationships among the constructs within the organizational climate framework. Drawing on theories of organizational behavior, which posit that individuals aim to maximize rewards and minimize costs in social exchanges, the analysis demonstrates how various organizational elements influence withdrawal behaviors. Specifically, organizational culture ($\beta = 0.679$, $p = 0.000$), leadership style ($\beta = 0.595$, $p = 0.000$), managerial support ($\beta = 0.564$, $p = 0.002$), performance expectations ($\beta = 0.573$, $p = 0.000$), and social dynamics ($\beta = 0.677$, $p = 0.002$) were all found to exert significant positive effects on withdrawal behavior.

The significance of these relationships is further underscored by the high t-values (7.858, 8.548, and 7.976) and positive beta coefficients, which indicate that environments characterized by limited communication and negative cultural attributes are more likely to foster employee withdrawal. These results align with organizational behavior theories suggesting that withdrawal behaviors often emerge as a response to ineffective or unbalanced social exchanges, where poor communication and weak relational ties create conditions for disengagement.

Notably, the analysis highlights a strong link between negative leadership behaviors and withdrawal ($\beta = 0.556$, $p = 0.000$). This finding suggests that inconsistent or unfair leadership practices may trigger withdrawal behaviors among employees, reflecting the role of perceived inequity in shaping workplace disengagement.

Table 6 Direct hypothesis results

Hypothesis	Relationships		Beta coefficient	Decision	Standard Deviation	T Statistics	P Values
H1	Organizational culture ->	Conflict and role ambiguity	.679	Supported	.069	9.803	.000
H2	Organizational culture ->	Leadership styles	.595	Supported	.079	8.038	.000
H3	Organizational culture ->	Weak administrative support	.564	Supported	.075	7.522	.000
H4	Organizational culture ->	Performance expectations	.573	Supported	.072	7.976	.000
H5	Organizational ->	culture Organizational climate	.677	Supported	.083	8.178	.000
H6	Organizational culture ->	social dynamics	.622	Supported	.069	9.013	.000
H7	Organizational culture ->	withdrawal behavior	.533	Supported	.068	7.858	.000
H8	Conflict and role ->	ambiguity withdrawal behavior	.522	Supported	.066	7.908	.000
H9	Leadership styles ->	withdrawal behavior	.556	Supported	.065	8.574	.000
H10	Weak administrative ->	support withdrawal behavior	.512	Supported	.069	7.440	.000

H11	**Performance expectations → withdrawal behavior**	**.508**	**Supported**	**.071**	**7.121**	**.000**
H12	**Organizational climate → withdrawal behavior**	**.583**	**Supported**	**.050**	**11.558**	**.000**
H13	**social dynamics → withdrawal behavior**	**.704**	**Supported**	**.056**	**12.672**	**.000**

The results in Table 7 illustrate the indirect effects within the model, emphasizing the mediating roles of role burden, leadership style, managerial support, performance expectations, organizational climate, and social dynamics in linking organizational culture with withdrawal behaviors. Findings reveal that organizational culture positively influences these mediators, which subsequently increase withdrawal behaviors. For example, significant indirect effects were observed through role burden ($\beta = 0.110$, $p = 0.000$) and leadership style ($\beta = 0.116$, $p = 0.002$), indicating that negative cultural attributes indirectly foster disengagement. These results underscore the role of mediating interactions in shaping withdrawal tendencies and are consistent with organizational behavior and psychological theories that highlight the importance of context in influencing employee outcomes.

Interestingly, the analysis also identified a significant negative indirect effect of social dynamics on withdrawal ($\beta = -0.095$, $p = 0.000$). This suggests that, in contexts where social exchanges between supervisors and employees are inconsistent, social dynamics can still act as an effective mediator by reducing withdrawal behaviors. This highlights the value employees place on reciprocal, supportive interactions.

Further evidence from Tables 8 and 9 supports the explanatory strength of the model. Effect size values (f^2) demonstrated large impacts of organizational culture on role burden (0.782), leadership style (0.524), managerial support (0.459), performance expectations (0.517), organizational climate (0.543), and social dynamics (0.661). These results reflect the central role of organizational culture in shaping behavioral and relational outcomes. Similarly, R^2 values indicated substantial explanatory power across constructs: role burden (0.439), leadership style (0.334), managerial support (0.315), performance expectations (0.341), organizational climate (0.335), and social dynamics (0.398). Collectively, these findings confirm that much of the variance in these dimensions can be attributed to organizational culture, while also suggesting the existence of additional factors influencing withdrawal behaviors not fully captured in the present model.

6.Discussion of findings

Table 7 Indirect effects

Relationships	**Beta coefficient**	**Decision**	**Standard Deviation**	**T Statistics**	**P Values**
Organizational culture → Conflict and role ambiguity → withdrawal behavior	**.100**	**Decision**	**.086**	**2.637**	**.000**
Organizational culture → Leadership styles → withdrawal behavior	**.116**	**Decision**	**.077**	**3.137**	**.000**
Organizational culture → Weak administrative support → withdrawal behavior	**.111**	**Decision**	**.077**	**3.050**	**.000**

Organizational culture → withdrawal behavior	**Performance expectations → withdrawal behavior**	**.106**	**Decision**	**.080**	**2.808**	**.000**
Organizational culture → withdrawal behavior	**Organizational climate → withdrawal behavior**	**.100**	**Decision**	**.065**	**2.869**	**.000**
Organizational culture → withdrawal behavior	**social dynamics → withdrawal behavior**	**.095**	**Decision**	**.069**	**2.208**	**.000**

The findings highlight the intricate interplay between organizational culture, role burden and conflict, leadership style, managerial support, performance expectations, organizational climate, social dynamics, and withdrawal behaviors. Consistent with prior research, the results confirm that a negative and unhealthy organizational culture fosters disengagement and withdrawal. High role burden and conflict, authoritarian leadership, insufficient managerial support, adverse climates, unrealistic performance expectations, and weak social ties collectively create fertile conditions for withdrawal behaviors within organizations.

The analysis underscores that organizational culture serves as a key predictor of withdrawal, influencing multiple organizational pathways. Role conflict and ambiguity were positively associated with withdrawal behavior ($\beta = 0.100$, $T = 2.637$, $p = 0.000$), supporting longstanding role theory, which argues that unclear or conflicting responsibilities heighten stress and disengagement (Wang et al., 2022). Among the pathways, leadership style emerged as the most influential factor ($\beta = 0.116$, $T = 3.137$, $p = 0.000$). This finding is aligned with transformational leadership theory, which suggests that inspirational leaders mitigate withdrawal and enhance commitment (Bass & Riggio, 2006; Kim & Fernandez, 2021).

Weak managerial support also showed a strong association with withdrawal ($\beta = 0.111$, $T = 3.050$, $p = 0.000$), resonating with social support theory, which emphasizes that lack of support fosters isolation and turnover (Eisenberger et al., 2020). Similarly, performance expectations ($\beta = 0.106$, $T = 2.808$, $p = 0.000$) were shown to increase withdrawal when employees face high demands without adequate resources (Colquitt et al., 2019). The significance of organizational climate ($\beta = 0.100$, $T = 2.869$, $p = 0.000$) further validates organizational climate theory, which maintains that a positive climate reduces turnover (Albrecht et al., 2018). Finally, social dynamics ($\beta = 0.095$, $T = 2.208$, $p = 0.000$) revealed that weak relational cohesion correlates with withdrawal, confirming previous studies that emphasize the protective role of social ties in fostering stability.

Taken together, the findings suggest that organizational culture indirectly influences withdrawal behaviors through multiple mediating channels, including leadership, managerial support, conflict, role ambiguity, organizational climate, and social relationships. These results align with both classical and contemporary organizational theories, reinforcing the argument that building a positive and supportive culture is a strategic lever for reducing turnover and enhancing organizational sustainability.

Table 8 f Square

ructs	**Stupidity and ambiguity role**	**Leadership style**	**Administrative support**	**Performance expectations**	**Organizational climate**	**social dynamics**	**Organizational culture**	**withd beha**
ity and								**.508**

uity role							
rship							**.597**
istrative							**.449**
rt							
mance							**.412**
ations							
izational							**1.087**
e							
							1.304
ics							
izational	**.782**	**.524**	**.459**	**.517**	**.543**	**.661**	
e							
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ors							

Table 9 R Square

Constructs	R	R Square (R^2)	Adjusted R Square
Stupidity and ambiguity role	**0.662**	**0.439**	**0.434**
Leadership style	**0.587**	**0.344**	**0.339**
Administrative support	**0.561**	**0.315**	**0.309**
Performance expectations	**0.584**	**0.341**	**0.336**
Organizational climate	**0.593**	**0.352**	**0.347**
social dynamics	**0.631**	**0.398**	**0.393**
withdrawal behaviors	**0.752**	**0.566**	**0.563**

However, the findings support the hypothesis that organizational culture indirectly influences withdrawal behavior through role play and conflict, leadership style, managerial support, performance expectations, organizational climate, and social dynamics. These findings confirm the assumption of organizational, psychological, and leadership theories that it influences the development of withdrawal behavior and suggest that efforts to eliminate withdrawal behavior should focus more on the employee's role, leadership style, managerial support, performance expectations, organizational climate, and social dynamics rather than relying on other factors.

6.1Conclusion:

This study concludes that organizational culture shapes work dynamics within a broader framework and that a set of mediating variables, including leadership styles, role ambiguity and conflict, managerial support, performance expectations, organizational climate, and social dynamics, enhance its impact on withdrawal behavior. Leadership was found to be the most influential factor in generating withdrawal ($\beta = 0.556$), followed by conflict and role ambiguity ($\beta = 0.522$) and weak managerial support ($\beta = 0.564$). These findings align with those of Bass &

Riggio (2006) and Kim & Fernandez (2021), who posited that effective transformational leadership mitigates withdrawal intentions, whereas toxic leadership fosters psychological distress and job withdrawal. The results also support the arguments of Kahn et al. (1964) and Wang et al. (2022), who claimed that role ambiguity and organizational conflict are among the most significant determinants of withdrawal and burnout.

Regarding managerial support, the study confirmed that a lack of support is directly linked to employee withdrawal. This finding aligns with the results of a study by Eisenberger et al. (2020), which showed that a lack of perceived organizational support increases employees' intentions to leave their jobs. The results also showed that a negative organizational climate contributes to increased withdrawal. This is consistent with the findings of Albrecht et al. (2018), who demonstrated that a positive climate enhances commitment and job satisfaction while a hostile climate increases absence and turnover rates. Exaggerated performance expectations were shown to lead to significant job withdrawal, which supports Colquitt et al.'s (2019) findings on the relationship between the fairness of expectations and job stability. Finally, social dynamics within the organization significantly impacted withdrawal. This aligns with the findings of Schulz et al. (2020) who confirmed that social conflicts and tensions among colleagues weaken belongingness and increase psychological disengagement from work. Thus, this study contributes to the current literature by confirming that organizational culture is an integrated system of variables that influence job turnover through several intermediate pathways. This is consistent with classical and contemporary organizational theories. The study also emphasizes the importance of adopting institutional strategies that foster a positive and supportive culture, develop leadership skills, reduce role ambiguity, and provide administrative support. These strategies reduce turnover motivations and enhance long-term organizational sustainability.

6.2. Recommendations and implications for practice

The findings confirm that sector-specific conditions significantly influence the development of withdrawal behaviors in organizations. Therefore, tailored strategies are needed rather than general solutions. For public organizations, eliminating withdrawal behaviors may require a cultural change based on open government policies and processes. For oil companies, eliminating withdrawal activities can be more easily integrated into team building, employee motivation, and participative leadership programs.

Given that the study found that leadership behaviors have a significant direct impact on withdrawal behaviors, practitioners should adopt sector-specific leadership development strategies. In sectors with flat organizational structures, such as technology and creative industries, leadership development should focus on collaborative leadership, employee empowerment, and practices that eliminate withdrawal within the organization. In more formalized sectors, such as healthcare, education, finance, and government agencies, where leadership authority is institutionalized rather than individualized, eliminating withdrawal relies more on procedural transparency, ethical decision-making, and adherence to regulations than on charismatic leadership traits. In public sectors, such as healthcare and education institutions, ethical management, accountability, and public service may be more effective motivators. In corporate settings, leadership development should focus on emotional intelligence, transformational leadership, and participatory management.

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needed rather than generic solutions. For public organizations, eliminating these behaviors may require a cultural shift toward open government policies and processes. For oil companies, eliminating disengagement activities can be more easily integrated into team building, employee motivation, and participatory leadership programs.

Since the study found that leadership behaviors significantly influence disengagement behaviors, practitioners should adopt sector-specific leadership development strategies. In sectors with flat organizational structures, such as technology and creative industries, leadership development should focus on collaborative leadership, employee empowerment, and practices that eliminate disengagement within the organization. In formalized sectors, such as healthcare and education institutions, the financial sector, and government agencies, where leadership authority is institutionalized rather than individualized, eliminating disengagement relies more on procedural transparency, ethical decision-making, and adherence to regulations than on charismatic leadership traits. In the public sector, ethical management, accountability, and public service may be more effective motivators. In organizations, leadership development should focus on emotional intelligence, transformational leadership, and participative management.

6.3. Limitations

The study's use of cross-sectional data, which records associations at a single point in time, is a limitation. This methodological limitation hinders the ability to detect changes over time or draw conclusions about causality. Longitudinal research provides a more comprehensive understanding of how organizational culture, leadership styles, and other elements change and influence withdrawal behaviors over time. Furthermore, the study's focus on a specific organizational context may limit the applicability of the findings to other settings or organizations because cultural and contextual elements can vary greatly.

Another limitation is the evaluation of concepts, particularly the operationalization of leadership behaviors, managerial support, organizational climate, social dynamics, performance expectations, and employee roles, as well as their impact on withdrawal behaviors. The study's findings reveal no significant direct association between these concepts and withdrawal, which may indicate that the specific behaviors under investigation do not adequately represent the complexity of this relationship. Future studies examining a broader range of leadership behaviors and styles, as well as their interactions with other factors, would be useful. This would provide more detailed insight into how the aforementioned factors contribute significantly to withdrawal behaviors and address any gaps found in this study.

Data Availability:
The data used to support the findings of this study are included in the article.

Conflict of Interest:
The authors declare that they have no conflict of interest.

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