

**Exploring the relationship between leadership and organisational culture**

A dissertation submitted in partial fulfillment of the requirements for the degree

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**DECLARATION**

I, **Lebamang Octavia Kolisang**, solemnly declare that this work, **Exploring the relationship between leadership and organisational culture**, is my own work. It has never, on any previous occasion, been presented in part or whole to any institution or board for the awarding of any degree.

I further declare that all the sources I have used or quoted have been indicated and acknowledged by means of complete references.

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**Signature**

.....

**Date**

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## ABSTRACT

This research explores the relationship between leadership and organisational culture in an organisation. Organisational culture is often an important factor influencing the competitive strength of an organisation. Leadership is also a critical component in the success of an organisation. It is important to understand how these two powerful determinants of organisational performance affect each other. Research determining that specific types of organisational culture favour particular styles of leadership is important as it aids organisational leaders to identify which styles of leadership are more likely to be successful in their culture.

In the organisational culture, leadership deals with creating a clearly articulated vision and possessing the skills and the resolve to recruit and develop followers who are committed to carrying out the vision. Having the ability to see the bigger picture and maintaining a balance between high-level strategies and front-line tactics. Inherent to the organisational culture are many values as task-related and relational values that deal with people as individuals and as organisation members.

Leaders act as builders, as maintainers, and as watchdogs of organisational culture and values *per se* (as cited in Bass, 1990: 586-588). Organisational success in achieving its goals and objectives depends on the leaders of the organisation and their leadership styles. By adopting the appropriate leadership styles, leaders can affect employee job satisfaction, commitment and productivity

The results of this research indicate that there is a significant relationship between specific types of organisational cultures and leadership styles. Leadership orientation and organisational culture dimensions proved to be significant predictors of job satisfaction, organisational commitment and intention to quit.

The research concludes with a number of implications and recommendations for theory and practice.

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## **Chapter 1 – Introduction**

### **1.1. Problem statement**

#### **1.1.1. Overview of the problem**

Business today operates in an environment of change. This environment challenges leaders to redirect their organisations from watching returns on investment to watching returns on customers; from emphasising productivity rates to emphasising process improvement; and from satisfying short-term financial goals to satisfying employees by providing long-term opportunities. The chaos created by competition, deregulation, technological advances, mergers, acquisitions, the domestic economy, and the global marketplace is exacerbated by chaos within organisations.

Leadership is critical in codifying and maintaining an organisation's purpose, values, and vision. Leaders must set the example by living the elements of culture, values, behaviours, measures, and actions. Values are meaningless without the other element, such that organisations with clearly codified and enforced cultures enjoy great employee and customer loyalty. Like anything worthwhile, organisational culture is something in which you invest. An organisation's norms and values are not formed through speeches but through actions and team learning. Leadership is a process by which a person influences others (his/her followers) to accomplish an objective and directs the organisation in a way that makes it more cohesive and coherent. Leaders carry out this process by applying their leadership attributes, such as beliefs, values, ethics, character, knowledge, and skills (Sternberg, 1985).

Schein (2004: 1) argues that leadership has been studied in far greater detail than organisational culture, leading to a frustrating diffusion of concepts and ideas of what leadership is really about. Organisational cultures are much more than slogans and empty promises. Some organisations choose to part ways with those who do not manage according to the values and behaviours that other employees embrace. Others

accomplish the same objective more positively. Employees at all levels in an organisation notice and validate the elements of culture.

Kreitner and Kinicki (2008: 66) define organisational culture as a set of shared, taken for granted implicit assumptions that a group holds and that determines how it perceives, thinks about it, and reacts to its various environments. In every organisation, there are systems or patterns of values that are constantly evolving. These shared values will also affect how the employees will deal with issues and concerns inside and outside the organisation.

Every single person comes from a different background and lifestyle but in an organisational culture, each one of them perceives the organisational culture in the same way. Thus, this perception is one of the shared aspects of an organisational culture. Nevertheless, recent events in the business world suggest that understanding organisational culture and its impact on human behaviour in organisations may be of critical importance. Enron, for instance, is an exemplar of how having the wrong organisational culture precipitates business failure. Enron's high achievement oriented, entrepreneurial employees reinforced the competitive "survival-of-the-fittest" culture of the company.

Cummings and Worley (2009: 518) argue that a well-conceived and well managed organisational culture can mean the difference between success and failure in today's demanding environment. Organisational culture is a significant determinant of organisational behaviour and performance.

### **1.1.2. Literature review**

The topics of leadership and organisational culture have attracted considerable interest from both academics and practitioners. Much of the interest in the two areas is based on explicit and implicit claims that both leadership and culture are linked to organisational performance. However, while the linkages between leadership and

culture and work-related outcomes have been examined independently, few studies have investigated the association between the three concepts. This study examines the nature of this relationship and presents empirical evidence which might suggest that the relationship between leadership style and job satisfaction, commitment and intentions to quit is mediated by the form of organisational culture that is presents.

Despite the plethora of studies on corporate culture in the last few decades, there is no widely accepted causal relationship between organisational culture, leadership and performance (Bycio, Hackett and Allen (1995); Hovell & Avolio, 1993). The empirical evidence emerging from various studies on the effect of organisational culture on performance have so far yielded mixed results that are inconclusive and contradictory. Because of these contradictory results, the question of whether corporate culture improves or worsens employees' performance is still worthy of further research, such as being undertaken in this study.

As organisations adapt to be more effective in dynamic and competitive environments, the role of their organisational culture in either supporting or resisting internal changes is critical. The organisation's leadership must seek a culture that fits with new strategic demands, and that culture itself may need to change as the strategy evolves. Changing a culture generally means changing some of the organisation's values, beliefs, and customary ways of doing things. Such changes often are disruptive.

They can violate implied contractual agreements with various stakeholders based on established routines and patterns of past behaviours. It is like one team changing the rules of a game during the game. Depending on how this is done and communicated to the stakeholders, some parties to the game may view the changes as unfair, or even unethical. Leaders must be able to see, understand, and attend to these changes to reduce the likelihood of dysfunctional stakeholder behaviour. We discuss culture as a strategic variable and consider the ethical dimension of culture change. The literature review is essential to this study in that it provides direction and focus for an otherwise extremely broad topic. Additionally, the literature review sheds light on several

organisational problems and gives credibility to the inherent good this research study could provide for the organisation. Prior to this literature review, there was much trepidation by the researcher as to whether a definitive link could be found between leadership and organisational culture. The following research questions can be formulated based on the above-mentioned description of the research problem:

- What is the link between leadership and organisational culture?
- What is the impact of leadership on job satisfaction, commitment and intentions to quit?
- What is the predominant leadership style?

In order to answer the above research questions, the following research objectives are set.

## **1.2. Research objectives**

The specific objectives of this research are:

- To determine the relationship between manager's leadership orientation and organisational culture.
- To determine the impact of manager's leadership orientation and organisational culture on job satisfaction, commitment, and intentions to quit.

## **1.3. Research method**

This research, pertaining to the specific objectives, consists of two phases, namely a literature review and an empirical study.

### **1.3.1. Phase 1: Literature review**

In phase 1, a complete review regarding the following is done:

- Links between leadership and organisational culture.

- Research into the leadership and organisational culture and its impact on job satisfaction, commitment, and intentions to quit.
- An analysis of both organisational culture and leadership styles.

The sources that will be consulted include journals, the internet, publications and textbooks.

### **1.3.2. Empirical study**

The empirical study in the form of descriptive research consists of the research design, participants, a measuring battery, and statistical analysis will be used to gain knowledge by means of questionnaires and experiment.

#### **1.3.2.1. Research design**

The aim of the research design is to give direction, systemise the research and to provide evidence of the links between types of organisational cultures, leadership styles and job satisfaction, commitment and intentions to quit. The research can be classified as descriptive and explorative utilising both qualitative and quantitative methods.

A random sample of participants across different levels in the organisation will be used to provide a broader understanding of leadership and organisational culture. The primary method of data collection will consist of a number of items in a structured questionnaire that will be administered to the respondents. The decision to structure the questionnaire is predicated on the need to reduce variability in the meanings possessed by the questions as a way of ensuring comparability of responses. One important way of ensuring that the right instrument was used and that the correct measurement was taken is that the outcome must be in consonance with two major criteria for measuring quality, known as validity and reliability. Data collected from the questionnaire will be analysed, summarised, and interpreted accordingly with the aid of descriptive statistical techniques such as total score and simple percentage.

### **1.3.2.2 Study population and sample**

In research, the word population is used to mean the total number of people, groups or organisations who could be included in the study. Sampling involves making decisions about which people, settings, events or behaviours to observe. According to Cooper and Emory (1995: 196), a population is the total collection of elements about which one wishes to make inferences. An element is the individual on whom the measurement is being taken and is the unit of study. The random sample will include 150 participants (population = 200), who are employees of large multinational fast moving consumable goods (FMCG's) companies in South Africa. The questionnaire was completed by mid-September 2011.

### **1.3.2.3 Measuring instruments that will be administered**

The *Humming Corporate Culture Questionnaire* (HCCQ) was used to provide incumbent management groups with a view of the organisation that enlightens one on the subject of organisational culture. The components of culture are business focus, discipline, values, behaviours, communications, and workplace harmony/socialisation. These will vary from organisation to organisation. This questionnaire is a 'litmus test' and provides a reflective view of the organisational culture.

The manager's leadership orientation has been developed for the purpose of this study to measure leadership styles as predictors of work related outcomes such as job satisfaction, performance, and intentions to quit. It is measured on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). The dimensions of the manager's leadership orientation include pace and amount of work; mental load; emotional load; work variety; opportunities to learn; work independence; relationships with colleagues; relationship with immediate supervisor; ambiguities at work; information; communications; participation; contact possibilities; uncertainty about future; remuneration; and career opportunities.

The *Intention to Quit Inventory (JtQI)* has been developed for the purpose of this study to measure employees' intention to leave an organisation. The JtQI consists of four items. The intention to leave an organisation was identified and measured on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

#### **1.3.2.4 Statistical analysis**

Descriptive statistics was used to scrutinise the data. Descriptive statistics describe data in terms of measures of central tendency. Descriptive statistics are the most efficient means of summarising the characteristics of large sets of data. In a statistical analysis, the analyst calculates one number or a few numbers that reveal something about the characteristics of large sets of data (McDaniel & Gates, 2002: 488). Cronbach alpha coefficients were determined to indicate the internal consistency of the measuring instruments (Clark & Watson, 1995). Coefficient alpha contains important information regarding the variance proportion of the items on a scale in terms of total variance explained by that particular scale. Exploratory factor analyses were carried out to determine the construct validity of the measuring instruments.

Correlation coefficients ( $r$ ) are calculated to measure the strength of a relationship between two variables. It provides information about the direction of the relationship and the magnitude of the relationship. A correlation of  $r=1$  indicates a perfect positive linear relationship between variables, while  $r=-1$  indicates a perfect negative relationship. A correlation of 0 ( $r=0$ ) means that there is no linear relationship between two variables (Gregory, 2000; Levy, 2006; Terre Blanche & Durrheim, 2002). To assist in determining construct validity, inter-correlations were calculated on the sten scores of the tests to determine the magnitude and significance of their relationship. Pearson product-moment correlation coefficients were used to specify the relationships between the variables. A cut-off point of 0.30 (medium effect) was set for the practical significance of correlation coefficients (Cohen, 1988). A stepwise multiple regression analysis was conducted to determine the proportion of variance in the dependent variable (leadership styles) that is predicted by the independent variables (organisational culture). The effect

size in the case of multiple regressions is given by the following formula (Steyn, 1999):  $f^2 = R^2 / 1 - R^2$ . The following parameters were used: 0.01 (small effect), 0, 1 (medium effect) and 0, 35 (large effect) were set for the practical significance of  $f^2$  (Steyn, 1999).

#### **1.4. Chapter division**

The chapters in this mini-dissertation are presented as follows:

##### **1.4.1 Outline of the study - Proposal**

This study which is presented in five chapters examines the nature of the relationship between leadership style and organisational culture and presents empirical evidence which suggests that the relationship between leadership style and work related outcomes is mediated by the form of organisational culture that is present. The study concludes with a number of recommendations and practice.

###### **1.4.1.1 Chapter 1: Introduction and overview of the study**

This chapter presents an overview of the study, the problem statement, research objectives, and research methods.

###### **1.4.1.2 Chapter 2: Literature review**

The literature review presented in this paper is examined in three stages. Firstly, studies of the links between leadership style and organisational culture are discussed. Secondly, research into leadership and job satisfaction, commitment and the intentions to quit link is examined, and finally, studies combining the analysis of leadership theories are presented.

### **1.4.1.3 Chapter 3: Research methodology**

This chapter discusses in more detail the particular research methodology that has been adopted. It shows how the research was conducted. It provides insight into the sampling method used, data collection techniques, and various other techniques that were used to analyse the data.

### **1.4.1.4 Chapter 4: Research findings and discussion**

All the results gathered from the research questionnaires are presented in this chapter with the aid of graphs and tables. A detailed discussion, regarding the findings of the research study, is presented in this chapter. The understanding of the participants are critically evaluated in order to make sense of, and give a meaning to, the findings and in so doing address the research questions posed in this dissertation.

### **1.4.1.5. Chapter 5: Conclusions and recommendations**

This chapter outlines the findings in relation to the theory and also presents the conclusions and recommendations to the findings of the study.

## **1.5. Chapter summary**

This chapter explored the background to and motivation for this study, with specific reference to organisational culture and leadership commitment during transformation. This chapter's main focus includes the problem statement, the research objectives, research design, as well as the research methods. The theoretical concepts of leadership and organisational culture were examined. The following chapter presents a literature review on leadership, performance and organisational culture transformation.

## **Chapter 2 – Literature review**

### **2.1. Introduction**

In this section, the theoretical background of the key variables within this study is briefly discussed and the mutual relationships among these variables are examined. The major objective of this section is to present the relevant theoretical approaches and linkages regarding leadership, organisational culture and job satisfaction, commitment and intention to quit. Organisational culture influences every facet of an organisation and impacts various organisational outcomes, such as commitment, job satisfaction, productivity, self-confidence, intentions to quit, and ethical behaviour.

### **2.2. Organisational culture**

There is no single definition of organisational culture. The topic has been studied from a variety of perspectives including the applied disciplines of organisational behaviour, management science, and organisational communication. Organisational culture may be defined as a common set of values and beliefs that are shared by members of an organisation which influences how people perceive, think, and act (Schein, 1990). Culture becomes a basic set of assumptions that guide an organisation's social relationships and are moderated by an unspoken socialisation process, which is often taken for granted by vested members.

According to Robbins and Judge (2011), “organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations”. It is the characteristics that define what the organisation is. It is a list of their organisational personality traits where the aggregate of the individual employee's personality traits define the organisational traits (Min-Huei, 2004). Since each culture is an aggregate of the individual employees, each organisational culture is unique.

According to Ivancevich, Konopaske and Matterson (2005), organisational culture influences employees to be good citizens and to “go along”; the rationale being that a strong culture provides shared values that ensure that everyone in the organisation is on the same track. Culture enhances organisational commitment and increases the consistency of employee behaviour (Martins & Martins, 2003).

According to Schein (1999), when a group has enough common experience, it forms a culture. Cultures are formed at any scale, from workgroups to nations. Everyone belongs to many cultures and shows different cultural behaviors in different situations. Oversimplifying culture is very dangerous. Culture exists on several levels:

- Level one: Artifacts – The easiest way to observe culture is to observe artifacts: what you see, hear, and feel around the organisation. You’ll observe how people interact, but you won’t know what that means until you discuss your observations with insiders.
- Level two: Espoused Values – Written material and personal descriptions may try to capture a company’s principles and values, its strategies, goals and philosophies. If you find inconsistencies between some of these espoused values and the behavioral artifacts you’ve observed, a deeper level of culture is driving the behavior.
- Level three: Shared Tacit Assumptions – To grasp this level of culture, look at the organisation’s history. What values, assumptions and beliefs made it succeed? Beliefs that support success come to be shared and taken for granted.

To understand any culture, you must expose background assumptions that members may not even be aware of themselves. Culture controls you more than you control culture, and its key elements are essentially invisible. Members cannot possibly explain their culture to you. No culture is right or wrong, except as to whether it lets the organisation reach its goals. Culture is deep, broad and stable, because members of an organisation cling to what has made them successful. (Schein, 1999).

Culture includes an organisation's view of its mission, strategy and goals; how it detects and corrects errors; how it distributes rewards and status, and its common language. It includes assumptions about how people ought to relate to each other, how people relate to nature. An organisation's structure reflects its culture. If an organisation succeeds, members will believe that their structure is the best. Sub-units and workgroups within an organisation have their own subcultures, which also reflect organisational history. Quick action cannot change culture. You must understand how your organisation works before you can change its culture.

### **2.3. Leadership**

Leadership is complex. It is not easily defined, nor can it be explained by simple gimmicks (Kotter, 1988). According to Northouse (2010), "Leadership is a process whereby an individual influences a group of individuals to achieve a common goal". Based on this definition, leadership can be described as what you do and how you do it to affect change.

By definition, leadership is the ability to influence a group of people toward the achievement of goals (Robbins & Coulter, 2001; Lussier, 1990). A successful leader must be able to establish trust by giving employees more freedom to act autonomously and make decisions. In addition, leaders must clarify the direction towards the attainment of goals to the employees through communication and encourage them to feel confident and able to take risks in work completion.

Kotter (1990) and House (1996: 1999) distinguished management and leadership into two separate terms. Leaders are needed to challenge the status quo, to create visions of the future, and to inspire organisational members to achieve the visions (Rodsutti & Swierczek, 2002). Meanwhile, management is concerned with implementing, coordinating and staffing the organisation, and handling day-to-day problems.

Leadership style also has a significant impact on performance (Bycio *et al.*, 1995; Avolio & Bass, 1993). In today's dynamic world, leaders must be able to cope with the increasing volatility and turbulence of the environment due to the globalisation era (Fiedler, 1996). Through the actions of top management as an effective leader and adequate training and skills (Kotter, 1990; Avolio & Bass, 1993; Bass, 1998), a successful culture could be developed and valued by the employees (Farid, 2000).

### **2.3.1 Transactional leadership**

Transactional leadership is rooted in the belief that “leaders exchange promises of rewards and benefits to subordinates for the subordinates’ fulfillment of agreements with the leader” (Bass & Stogdill, 1990: 53). This leadership style is one in which the leader does not individualise employee needs, nor do they focus on employee development (Northouse, 2010). Rather, employees are rewarded based on performance (Sarros, Gray & Densten, 2002).

Transactional leadership emphasises the constructing and clarifying of the reward contingencies for subordinates. Transactional leaders engage in instrumental exchange relationships with subordinates by negotiating and strategically supplying rewards in return for achievement of goals. Transactional leadership is based on a rational exchange relationship between leader and subordinate (Bass, 1985; Howell & Costley, 2001). The leader articulates what behaviours are required and what will be rewarded and provides feedback to the subordinate about his/her behaviour. The subordinate, in turn, complies with these behaviour requirements if rewards are desired.

### **2.3.2. Transformational leadership**

To transform is to change and morph an entity into something different. Bass (1990) opines that transformational leadership occurs when leaders broaden and elevate the interests of their employees, when they generate awareness and acceptance of the

purposes and mission of the group, and when they stir their employees to look beyond their own self-interest for the good of the group.

This leadership style tends to focus on the organisational objectives by building employee commitment (Stone, Russell & Patterson, 2004; Yukl, 2002). Based on the research of James MacGregor Burns (1978) and then later Bernard M. Bass (1990; Bass & Avolio, 1990, 1994; Bass & Northouse, 2010) there are several traits that comprise transformational leadership: idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration.

The transformational leader leads by inspiring and stimulating followers and by creating highly absorbing and motivating visions (Bass, 1985; Bass, Waldman, Avolio & Bebb, 1987; Burns, 1978; Conger, 1989; Conger, Kanungo & Menon, 2000; House, 1977; Kark, Shamir & Chen, 2003; Lowe, Kroeck & Sivasubramaniam, 1996; Podsakoff, MacKenzie, Moorman & Fetter, 1990). Transformational leaders utilise behaviours such as charisma and intellectual stimulation to induce performance of subordinates beyond expectations.

Transformational leaders develop a vision and motivate their followers to strive for this vision. Also, they encourage followers to challenge the status quo to be able to pursue that vision.

### **2.3.3. Empowering leadership**

Empowering leadership represents a significant paradigm shift and emphasises follower self-influence, rather than external, top-down influence (Manz & Sims, 1990, 1991). Leaders who use empowering behaviours believe that followers are an influential source of wisdom and direction. These leaders emphasise self-influence; self-management; self-control; or, to use Manz and Sims' term (1990, 1991), self-leadership. Historical perspectives that were instrumental for the development of empowering leadership variables are behavioural self-management (Mahoney & Arnkoff, 1978),

social learning theory (Bandura, 1997), and cognitive behaviour modification (Meichenbaum, 1977).

Empowering leadership creates followers who are effective self-leaders. Self-leadership, in turn, involves developing actions and thought patterns that we use to influence our own behaviour. Several recent studies (Ahearne, Matthieu & Rapp; 2005; Manz & Sims, 1987; Pearce & Sims, 2002; Pearce, Yoo & Alavi, 2004; Yun, Cox & Sims, 2006; Yun, Faraj & Sims, 2005) have recognised empowering leadership as distinct from transformational leadership. Pearce *et al.* (2003) developed a leadership typology based on a literature review and analysis of three samples, and argued that empowering leadership is distinct from transformational leadership.

#### **2.4. Job satisfaction**

Locke (1976) defined job satisfaction as a positive or pleasing emotional state from the appraisal of one's job or experience. This definition suggests that employees form their attitude towards their jobs by taking into account their feelings, beliefs and behaviours (Robbins, 2005; Akehurst, Comeche & Galindo, 2009). Spector (1985) found that if employees find their job fulfilling and rewarding, they tend to be more satisfied with their jobs. Employees' satisfaction is generally regarded as an important ingredient for organisational success. According to Galup, Klein and Jiang (2008), successful organisations normally have satisfied employees, while poor job satisfaction can cripple an organisation.

Job satisfaction is influenced by various factors such as supervisors' displays of nonverbal immediacy (Madlock, 2006b; Richmond & McCroskey, 2000), humour (Avtgis & Taber, 2006), communication satisfaction (Hilgerman, 1998), effects of gender (Madlock, 2006a), and supervisors' communication style (Richmond, McCroskey, Davis, & Koontz, 1980). Lee and Ahmad (2009) found that job satisfaction affects levels of job dissatisfaction, absenteeism, grievance expression, tardiness, low morale, high

turnover, quality improvement, and participation in decision-making. These in turn affect the overall performance of the organisation.

## **2.5. Organisational commitment**

Buchanan (cited in Reyes, 2001: 328) defines commitment as “a partisan, affective attachment to the goals and values of an organisation, to one’s role in relation to goals and values of an organisation, and to the organisation for its own sake, apart from its purely instrumental worth”. Organisational commitment can be defined as the strength of an individual’s identification with, and involvement in the organisation (Levy, 2003). Organisational commitment is distinguished from job satisfaction in that organisational commitment is “an affective response to the whole organisation, while job satisfaction is an affective response to specific aspects of the job” (Williams & Hazer, 1986, in Morrison, 2004: 116).

Organisational commitment has emerged as an important construct in organisational research owing to its relationship with work-related constructs such as absenteeism, turnover, job satisfaction, job-involvement and leader-subordinate relations (Arnolds & Boshoff, 2004; Bagraim, 2003; Buck & Watson, 2002; Wasti, 2003).

According to Mathieu and Zajac (1990), if organisational commitment is intact, then there will be relatively little turnover. Employees with a sense of organisational commitment are less likely to engage in withdrawal behaviour and more willing to accept change (Iverson & Buttigieg, 1998). In a few studies related to organisational commitment, Meyer and associates (Allen & Meyer, 1990; Meyer & Herscovitch, 2001) came up with a three-component model of organisational commitment which incorporates affective, continuance and normative as the three dimensions of organisational commitment. Meyer and Allen (1991) found that the three forms of commitment are related yet distinguishable from one another as well as from job satisfaction, job involvement, and occupational commitment.

On another occasion, affective commitment was found to have a positive relationship with regard to turnover, absenteeism, job performance and organisational citizenship behaviour (Meyer & Herscovitch, 2001). These employees have less intention to leave their respective organisations and are more willing to accept change (Iverson & Buttigieg, 1998). In addition, other researchers found affective commitment as a consistent predictor of turnover. Normative commitment is also expected to have similar consequences as affective commitment.

Employees feel obliged to reward their organisation and therefore are less likely to leave, have low absenteeism, and are more open to change. According to Iverson and Buttigieg (1998), employees who have high levels of continuance commitment have negative reactions towards change but have positive results towards low absenteeism and low turnover. Past research has indicated that employees will be more committed when their values are more aligned with the organisation's values (Abbott *et al.* 2005) and that employees are more likely to remain in organisations that provide a positive match (Van Vianen, 2000).

## **2.6. Intention to quit**

Intention to leave is defined as an employee's plan of intention to quit the present job and look forward to find another job in the near future (Weisberg, 1994). Intention to leave and actual turnover are often highly correlated. For this reason, researchers often use intent to leave as a proxy for turnover. Price (1977) developed a model of turnover which proposes that intention to leave is influenced by personal characteristics, role related characteristics, facility characteristics, turnover opportunities, and job characteristics. Mobley (1982), on the other hand, classes the causes and correlates of turnover into a simple model, which presents the determinants into external economy, organisational variables, and individual variables.

The intention to quit is a subjective measure consisting of the estimated probability that one will leave the organisation at some future time (Vandenburg & Nelson, 1999). This

probability is based on one's behaviour, the target of the behaviour, and the time when the behaviour occurs (Fishbein & Ajzen, 1975). Intentions to quit are expected to have a negative relationship with followers' perceptions of a leader's transformational style.

## **2.7. Transformational leadership and organisational commitment**

The effect of transformational leadership on organisational culture is underpinned by the notion that commitment reflects a psychological linkage between an individual and an organisation and this linkage is rooted in social exchange processes (van Knippenberg & Sleebos, 2006). Leadership has been regarded as an important component in the commitment process. In general, leader behaviour (e.g. leader consideration, supportiveness, receptiveness of employees' needs, leader-member exchange) has been examined as an antecedent variable in regard to affective and normative commitment (Mathieu & Zajac, 1990; Allen & Meyer, 1990; Iverson & Buttigieg, 1999; Lok, Westwood & Crawford, 2005). One of the most empirically supported models of leadership is that of Avolio *et al.*'s (1999), which distinguishes between transactional and transformational leadership.

While transactional leadership can be reasonably satisfying and effective, transformational leadership has been argued to add substantially to the impact of transactional leadership and, thus, predicts performance and employees' satisfaction beyond what can be accounted for by the transactional scales. As Bass (1985) postulates, leaders are capable of being both transformational and transactional.

In this sense, both styles are regarded as integrated by recognising that both may be linked to the achievement of desired goals and objectives; their primary difference resides in the process by which the leader motivates subordinates and the types of goals set. Bass (1985) depicted transactional leadership as being based on material/economic exchange and transformational leadership as being based on social exchange.

## **2.8. Organisational culture and commitment**

In the organisational culture literature, a connection between culture and commitment has often been theoretically proposed. For instance, commitment has been defined as employees' acceptance of organisational goals (Porter, Steers, Mowday & Boulian, 1974); the idea of employees' sharing values, goals and assumptions, as exemplified by the organisational culture concept, has been seen as indicative of their being committed to them (Virtanen, 2000).

There are a small number of empirical studies which have examined the relationship between organisational culture and commitment. Using a single-component conceptualisation of commitment, two empirical studies have found an association between organisational commitment and culture strength and organisational culture norms (such as respect for people, team orientation, completion of work tasks) (McKinnon, Harrison, Chow & Wu, 2003; Taylor, Levy, Boyacigiller & Beechler, 2008). Finally, other empirical studies have supported the existence of a link between constructive cultural orientations and two commitment components, affective and normative (Garr, 1998; Rousseau, 1990; Vandenberghe & Peiro, 1999; Finegan, 2000; Abbott, White and Charles, 2005).

## **2.9. The relationship between leadership and intention to quit**

Employee intention to quit is defined as an individual's mental consideration or behavioural intention to quit the current job within the next year (Jackofsky & Slocum, 1987). Russell (1996) found a significant negative relationship between transformational leadership and employee intention to quit. Oluokun (2003) also indicates that higher transformational leadership lowers the employee turnover intent.

Effective transformational leaders decrease followers' intentions to leave by showing that a fundamental agreement exists between "the goals and values of the group, follower, leader and organisation" (Bass & Riggio, 2006: 36). Followers are less likely to

quit because the leader is seen as a facilitator of goal accomplishment - specifically, goals that are congruent with that of the organisation. Furthermore, followers who believe that their personal needs are being met through a leader's individualised attention and consideration will be less likely to leave the leader who is meeting these needs and will thus remain as a member of the organisation.

## **2.10. The link between leadership and organisational culture**

Organisational culture and leadership have an empirical link to each other and each plays a part in determining organisational effectiveness (Block, 2003). Furthermore, organisational culture may have an influence on the effectiveness of leaders. The organisation's culture develops in large part from its leadership, while the culture of an organisation can also affect the development of its leadership. For example, transactional leaders work within their organisational cultures following existing rules, procedures, and norms; transformational leaders change their culture by first understanding it and then realigning the organisation's culture with a new vision and a revision of its shared assumptions, values, and norms (Bass, 1985).

Effective organisations require both tactical and strategic thinking, as well as culture building by its leaders. Strategic thinking helps to create and build the vision of an agency's future. The vision can emerge and move forward as the leader constructs a culture that is dedicated to supporting that vision. The culture is the setting within which the vision takes hold. In turn, the vision may also determine the characteristics of the organisation's culture. Transformational leaders have been characterised by four separate components or characteristics denoted as the 4 Is of transformational leadership (Avolio, Waldman & Yammarino, 1991). These four factors are idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration. Transformational leaders integrate creative insight, persistence and energy, intuition and sensitivity to the needs of others to "forge the strategy-culture alloy" for their organisations. In contrast, transactional leaders are characterised by contingent reward and management-by-exception styles of leadership. Essentially,

transactional leaders develop exchanges or agreements with their followers, pointing out what the followers will receive if they do something right as well as wrong. They work within the existing culture, framing their decisions and action based on the operative norms and procedures characterising their respective organisations.

In a highly innovative and satisfying organisational culture we are likely to see transformational leaders who build on assumptions such as: people are trustworthy and purposeful; everyone has a unique contribution to make; and complex problems are handled at the lowest level possible. Leaders who build such cultures and articulate them to followers typically exhibit a sense of vision and purpose. They align others around the vision and empower others to take greater responsibility for achieving the vision. Such leaders facilitate and teach followers. They foster a culture of creative change and growth, rather than one which maintains the status quo. They take personal responsibility for the development of their followers. Their followers operate under the assumption that all organisational members should be developed to their full potential. There is a constant interplay between culture and leadership. Leaders create mechanisms for cultural development and the reinforcement of norms and behaviours expressed within the boundaries of the culture.

The characteristics and qualities of an organisation's culture are taught by its leadership and eventually adopted by its followers. At one extreme, a leader accepts no deviation from standard operating procedures, managing-by-exception in a highly transactional fashion, while at the other extreme another leader rewards followers when they apply rules in creative ways or if they break them when the overall mission of the organisation is best served. How leaders react to problems, resolve crises, reward and punish followers is all relevant to an organisation's culture as well as how the leader is viewed both internally by followers and externally by clients/customers. To reiterate, the culture affects leadership as much as leadership affects culture. For instance, a strong organisational culture, with values and internal guides for more autonomy at lower levels, can prevent top administration from increasing its personal power at the expense of middle-level administration.

Leaders need to be attentive to the conservativeness reflected in beliefs, values, assumptions, rites, and ceremonies embedded in the culture that can hinder efforts to change the organisation. They need to modify key aspects of culture, when it is possible to do so, to fit with new directions desired by the leadership and membership of the organisation. For example, they can invent new rites to replace the old, some of which symbolise the value of change itself. An example is the ceremonial introduction of a new product or process to replace an older one. As organisations move across time, external constraints change forcing the company to question its deeply rooted assumptions and values.

As new members are brought into the organisation, they too will often challenge deeply held assumptions even though organisations often hire people who have similar values to those dominant in the organisational culture. Consequently, it is incumbent upon the leaders in the organisation to view the development of assumptions and values as an evolutionary process by which the organisation and its membership periodically question its assumptions and change them if the conditions warrant such change. Early in its development, an organisational culture is the "glue" that holds the organisation together as a source of identity and distinctive competence (Bass, 1991; 1993). Unfortunately, in an organisation's decline, its culture can become a constraint on innovation since its roots are in the organisation's past

It has been suggested that leaders can help develop, shape, and maintain a desired organisational culture and that they may affect organisational innovativeness by creating new sets of shared values (Schein, 1990). When organisations first form, leaders have a major effect on the emerging culture. At that point, they are "definers" and "givers" of culture, who can create and infuse the values, beliefs, and assumptions that they believe are necessary and good for the organisation (Denison, 1990; Schein, 1990). As an organisation grows and develops, employees draw on their own experiences, and the resulting culture reflects the total group's experience as well as those parts of the founders' beliefs that seemed to work in practice.

The extent to which organisational values are shared among employees is another important point to keep in mind when linking leadership and organisational culture. It has been suggested that the degree of buy-in to the leader's culture-related messages determines the homogeneity or heterogeneity of organisational culture (Waldman & Yammarino, 1999). Employees will be more likely to be committed to and identify with the leader if this person's vision is based on the values and moral justifications that are acceptable to the employees. If employees do not support the leader's stance, divergent subcultures may arise in the organisation (Waldman & Yammarino, 1999).

### **2.11. The impact of leadership on job satisfaction, organisational commitment and intentions to quit**

Effective leadership and employee job satisfaction are two factors that have been regarded as fundamental for organisational success. A capable leader provides direction for the organisation and lead followers towards achieving desired goals. In similar vein, employees with high job satisfaction are likely to exert more effort in their assigned tasks and pursue organisational interests. An organisation that fosters high employee job satisfaction is also more capable of retaining and attracting employees with the skills that it needs (Mosadegh Rad & Yarmohammadian, 2006). Several studies have also examined the relationship between the two factors and concurred that leadership has significant impacts on job satisfaction and organisational commitment (Lok & Crawford, 1999, 2001; William & Hazer, 1986; Mosadegh Rad & Yarmohammadian, 2006).

High job satisfaction enhances employees' psychological and physical wellbeing (Ilardi, Leone, Kansser & Ryan, 1983) and positively affects employee performance (Vroom, 1964; Porac, Ferris & Fedor, 1983). According to Mosadegh Rad and Yarmohammadian (2006), employee job satisfaction refers to the attitude of employees towards their jobs and the organisation which employs them. The researchers pointed

out that job satisfaction is influenced by many organisational contextual factors, ranging from salaries, job autonomy, job security and workplace flexibility, to leadership.

Effective transformational leaders decrease followers' intentions to leave by showing that a fundamental agreement exists between "the goals and values of the group, follower, leader and organisation" (Bass & Riggio, 2006: 36). Followers are less likely to quit because the leader is seen as a facilitator of goal accomplishment—specifically, goals that are congruent with that of the organisation. Furthermore, followers who believe that their personal needs are being met through a leader's individualised attention and consideration will be less likely to leave the leader who is meeting these needs and will thus remain as a member of the organisation.

While a relationship between transformational leadership and affective organisational commitment has been empirically established (Bycio, *et al* 1995; Bono and Judge 2003; Walumbwa, Wang, Lawler and Shi 2004; Wang and Walumbwa 2007), the relationship between transformational leadership and employees' normative commitment has only been theoretically supported; transformational leaders have been thought to experience a sense of moral obligation to the organisation as an end value, which they promote to their followers (Kuhnert and Lewis 1987). Given the fact that normative commitment has been depicted as 'internalized normative pressures to act in a way which meets organisational goals and interests' (Wiener 1982: 421), we can speculate that transformational leaders, who inspire their followers to transcend their own self-interests and align them with the interests of the organisation induce high levels of normative commitment to employees.

## **2.12. Chapter summary**

This chapter reviewed the streams of literature for leadership, organisational culture and work related outcomes. The ability to create new organisational forms and processes, to innovate organisational cultures and create stronger organisational cultures, is crucial to

remaining competitive in an increasingly turbulent world. Leadership styles and organisational culture are not independent of each other.

Research has shown there is constant interplay between leadership and organisational culture (Bass & Avolio, 1993; Berrio, 2003; Parry, 2002). Bass and Avolio (1993) found that an organisation's culture derives from its leaders and culture affects the development of its leadership. Furthermore, effective leaders need to be attentive to beliefs, values and assumptions in an organisation, in short, the culture. By having higher levels of emotional intelligence, these leaders can understand the emotions of followers and the influence of organisational culture on the situation (Barling, Slater & Kelloway, 2000).

## **Chapter 3 – Research methodology**

### **3.1. Introduction**

This chapter discusses in more detail the particular research methodology that has been adopted. It shows how the research was conducted. It provides insight into the sampling method used and the data collection techniques used to analyse the data.

### **3.2. Research design**

According to Bargrain (2001), practitioners that diagnose a corporate culture falsely assume that top management fully reflect the culture of the organisation. In order to avoid this, this research will focus on quantitative research. A quantitative study is an inquiry into a social or human problem, based on testing a theory composed of variables, measured with numbers, and analysed with statistical procedures in order to determine whether the predictive generalisations of the theory hold true (Babbie & Mouton, 2002: 646).

This research investigated the relationship between leadership styles and organisational culture by correlating different leadership styles as the dependent variables to various organisational cultures. This study surveyed employees within the FMCG industry with different cultures. The respondents also identified the dominant leadership style of their superior and the effectiveness of that leader. This design is ideally suited to the descriptive and predictive functions associated with correlation research. However, there are serious limitations to using the results of this type of research to understand causal relationships (Shaughnessy & Zechmeister, 1997).

### **3.3. Ethical aspects**

The goal of ethics in research is to ensure that no one was harmed or suffers adverse consequences from the research activities (Cooper & Schindler, 2001: 112). A letter,

along with the questionnaire, was sent to all the persons who indicated that they would consider participating in the research. The nature and goal of the research were explained, the different constructs were explained and put in relation to the value it held for the person and organisation. The fact that all questionnaires were to be conducted anonymously was emphasised and the total time and arrangements were explained to candidates. Lastly, the candidates were asked to indicate if they would voluntarily participate in the study.

### **3.4. Study population and sample**

In research, the word population is used to mean the total number of people, groups or organisations who could be included in the study. Sampling involves making decisions about which people, settings, events or behaviours to observe. According to Cooper and Emory (1995: 196), a population is the total collection of elements about which one wishes to make inferences. An element is the individual on whom the measurement is being taken, and is the unit of study.

The study population includes 150 participants from a larger sample ( $N = 200$ ) of employees of large multinational fast moving consumable goods (FMCG) companies in South Africa. The questionnaire was completed by mid-September 2011. The sample of people comprised a wide range of skilled employees.

The sample ( $N=150$ ) consisted mainly of female employees (52%), and males represented 48% of the entire population. The age of the participants varied between 20 and 65 years, with the largest (43.3%) respondent age group between 30 and 39 years. A total of 42.7% of the sample indicated their race as white, with African the second largest at 33.3%. The Coloured and Indian race, respectively, accounted for 12.7% and 11.3%. Very few respondents indicated that they are willing to leave their organisation even though some are not happy with the organisational culture and/or leadership styles. The majority of the respondents indicated that they are very productive and there is a significant correlation between productivity (42.7%) and job satisfaction (29.3%). It

is interesting to note that the qualification profile of the respondents is evenly spread (Degree 28%, Diploma 23.3%, Matric 28%, and Postgraduate 20.7%). Table 1 below represents some of the characteristics of the participants.

**Table 1. Characteristics of participants**

Item	Category	Frequency	Percentage
Gender	1. Male	1. 72	1. 48%
	2. Female	2. 78	2. 52%
Age	1. 20 – 29	1. 40	1. 26.7%
	2. 30 – 39	2. 65	2. 43.3%
	3. 40 – 49	3. 29	3. 19.3%
	4. 50+	4. 16	4. 10.7%
Race	1. African	1. 50	1. 33.3%
	2. White	2. 64	2. 42.7%
	3. Coloured	3. 19	3. 12.7%
	4. Indian	4. 17	4. 11.3%
Qualifications	1. Degree	1. 42	1. 28%
	2. Diploma	2. 35	2. 23.3%
	3. Matric	3. 42	3. 28%
	4. Postgraduate	4. 31	4. 20.7%
Productivity	5. Strongly disagree	5. 2	5. 1.3%
	6. Disagree	6. 15	6. 10%
	7. Neutral	7. 42	7. 28%
	8. Agree	8. 64	8. 42.7%
	9. Strongly Agree	9. 27	9. 18%
Satisfaction	1. Strongly disagree	1. 11	1. 7.3%
	2. Disagree	2. 27	2. 18%
	3. Neutral	3. 52	3. 34.7%
	4. Agree	4. 44	4. 29.3%
	5. Strongly Agree	5. 16	5. 10.7%
Quitting	1. Strongly disagree	1. 21	1. 14%
	2. Disagree	2. 41	2. 27.3%
	3. Neutral	3. 52	3. 36%
	4. Agree	4. 24	4. 16%
	5. Strongly Agree	5. 10	5. 6.7%

### **3.5. MEASURING BATTERY**

#### **3.5.1 Instruments administered**

The *Humming Corporate Culture Questionnaire* (HCCQ) was used to provide incumbent management groups with a view of the organisation that enlightens on the subject of organisational culture. The components of culture are business focus, discipline, values, behaviours, communications and workplace harmony/socialisation. These will vary from organisation to organisation. This questionnaire is a 'litmus test' and provides a reflective view of organisational culture.

The *Manager's leadership orientation* has been developed for the purpose of this study to measure leadership styles as predictor of work related outcomes such as job satisfaction, performance and intentions to quit, and measured on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). The dimensions of the manager's leadership orientation include pace and amount of work; mental load; emotional load; work variety; opportunities to learn; work independence; relationships with colleagues; relationship with immediate supervisor; ambiguities at work; information; communications; participation; contact possibilities; uncertainty about future; remuneration; and career opportunities.

The *Intention to Quit Inventory* (JtQI) has been developed for the purpose of this study to measure employees' intention to leave an organisation. The JtQI consists of four items. The intention to leave an organisation was identified and measured on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

#### **3.5.2 Administration of the measuring instruments**

The respondents had the opportunity to complete the questionnaire at home or at work. They had approximately two weeks to complete and return the questionnaire to the researcher.

### **3.5.3 Data capturing**

After the completed questionnaires had been submitted, the data was captured in an MS Excel spread sheet, statistically processed, and conclusions were drawn.

### **3.6. Biographical information questionnaire**

The respondent's biographical information was collected to establish a profile of the sample group in relation to age, race, gender and educational qualifications.

### **3.7. Statistical analysis**

Descriptive statistics was used to scrutinise data. Descriptive statistics describe data in terms of measures of central tendency. Descriptive statistics are the most efficient means of summarising the characteristics of large sets of data. In a statistical analysis, the analyst calculates one number or a few numbers that reveal something about the characteristics of large sets of data (McDaniel & Gates, 2002: 488). Cronbach alpha coefficients were determined to indicate the internal consistency of the measuring instruments (Clark & Watson, 1995). Coefficient alpha contains important information regarding the variance proportion of the items on a scale in terms of total variance explained by that particular scale. Exploratory factor analyses were carried out to determine the construct validity of the measuring instruments.

Correlation coefficients ( $r$ ) are calculated to measure the strength of a relationship between two variables. It provides information about the direction of the relationship and the magnitude of the relationship. A correlation of  $r=1$  indicates a perfect positive linear relationship between variables, while  $r=-1$  indicates a perfect negative relationship. A correlation of 0 ( $r=0$ ) means that there is no linear relationship between two variables (Gregory, 2000; Levy, 2006; Terre Blanche & Durrheim, 2002). To assist in determining construct validity, inter-correlations were calculated on the sten scores of the tests to determine the magnitude and significance of their relationship.

Pearson product-moment correlation coefficients were used to specify the relationships between the variables. A cut-off point of 0.30 (medium effect) was set for the practical significance of correlation coefficients (Cohen, 1988). A stepwise multiple regression analysis was conducted to determine the proportion of variance in the dependent variable (leadership styles) that is predicted by the independent variables (organisational culture). The effect size in the case of multiple regressions is given by the following formula (Steyn, 1999):  $f^2 = R^2 / 1 - R^2$ . The following parameters were used: 0.01 (small effect), 0, 1 (medium effect) and 0, 35 (large effect) were set for the practical significance of  $f^2$  (Steyn, 1999).

### **3.8. Chapter summary**

This chapter outlined the research methodology applied in the study. The discussion of the methodology allows for an easier understanding of the following chapter, which focuses on the presentation of results.

## **Chapter 4 – Research findings and discussion**

### **4.1. Introduction**

All the results gathered from the research questionnaires are presented in this chapter with the aid of tables. This is done to present a detailed picture that reflects how these individuals have understood the role of their leaders in driving culture transformation. A detailed discussion regarding the findings of the research study is presented in this chapter. The understandings of the participants are critically evaluated in order to make sense of, and give a meaning to, the findings and in so doing addresses the research questions posed in this dissertation.

### **4.2. Research objectives**

The following research objectives are formulated for the purposes of this study:

- To determine the relationship between manager's leadership orientation and organisational culture.
- To determine the impact of manager's leadership orientation and organisational culture on job satisfaction, commitment and intentions to quit.

### **4.3. Descriptive statistics**

Descriptive statistics in Table 2, describe data in terms of measures of central tendency. Descriptive statistics are the most efficient means of summarising the characteristics of large sets of data. In a statistical analysis, the analyst calculates one number or a few numbers that reveal something about characteristics of large sets of data (McDaniel and Gates, 2002:488).

**Table 2. Descriptive Statistics**

Item	Mean	Std Deviation	Skewness	Kurtosis	Cronbach's Alpha
Planning	3.35	0.93	-0.56	-0.19	0.92
Role modeling	3.2	0.92	-0.38	-0.36	0.92
Team orientation	3.35	0.84	-0.51	-0.05	0.89
Performance orientation	3.34	0.91	-0.46	-0.49	0.86
Consideration	3.09	0.68	-0.19	0.68	0.64
Challenge	3.26	0.92	-0.42	-0.34	0.93
Feedback	3.29	0.78	-0.49	0.93	0.89
Business focus	3.16	0.75	-0.39	0.11	<b>0.69</b>
Internal communication	3.22	0.77	-0.36	0.05	<b>0.55</b>
Values	3.41	0.81	-0.83	0.79	<b>0.77</b>
Discipline in the business	3.23	0.74	-0.43	0.45	<b>0.93</b>
Workplace behaviour	3.11	0.81	-0.36	-0.22	<b>0.83</b>
Workplace harmony	3.16	0.80	-0.28	-0.63	<b>0.90</b>
Commitment	3.16	0.66	-0.52	1.05	0.75
Intentions to Quit	3.02	0.73	-0.12	-0.25	0.71
Job satisfaction	3.16	0.68	-0.23	-0.07	0.95

Prior to exploring and describing the associations between leadership style and organisational culture, it was deemed necessary to gauge the extent of reliability and validity for each of the indices used in later analysis. Reliability was judged via the calculation of a Cronbach alpha coefficient (Cronbach, 1951). The calculation of Cronbach alpha coefficients resulted in alpha coefficients which ranged from 0.55 to 0.95 (see Table 2). Thirteen of the sixteen measures were above the Nunnally (1978) criterion of 0.7 and could therefore be classified as acceptably reliable without further discussion. However, three of the measures fell just below this criterion, causing concern. In contrast to the Nunnally (1978) criterion of 0.7, Peterson (1994) and Slater (1995) suggest that 0.6 is the 'criterion-in-use'. This suggestion, coupled with the finding that the deletion of additional items would merely reduce the coefficient, led to the conclusion that scales were well above the 'criterion-in-use' and thus reliable.

**Table 3. Correlations**

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Planning orientation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Role-modelling	.80**	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Team orientation	.67**	.72**	-	-	-	-	-	-	-	-	-	-	-	-	-
Performance orientation	.51**	.47**	.65**	-	-	-	-	-	-	-	-	-	-	-	-
People consideration	.53**	.52**	.55**	.57**	-	-	-	-	-	-	-	-	-	-	-
Challenge	.70**	.67**	.70**	.57**	.68**	-	-	-	-	-	-	-	-	-	-
Provide Feedback	.68**	.68**	.68**	.48**	.58**	.68**	-	-	-	-	-	-	-	-	-
Business focus	.71**	.69**	.61	.50**	.55**	.65**	.74**	-	-	-	-	-	-	-	-
Internal communication	.78**	.72**	.61**	.52**	.56**	.70**	.69**	.80**	-	-	-	-	-	-	-
Culture: Values	.67**	.63**	.58**	.51**	.50**	.56**	.63**	.72**	.74**	-	-	-	-	-	-
Culture: Discipline	.69**	.66**	.50**	.47**	.44**	.58**	.52**	.69**	.74**	.67**	-	-	-	-	-
Workplace behaviour	.69**	.66**	.50**	.41**	.42**	.54**	.52**	.71**	.76**	.61**	.77**	-	-	-	-
Workplace harmony	.71**	.64**	.58**	.43**	.50**	.65**	.62**	.60**	.71**	.64**	.68**	.70**	-	-	-
Commitment	.69**	.60**	.63**	.43**	.41**	.61**	.72**	.65**	.68**	.63**	.57**	.55**	.71**	-	-
Job satisfaction	.72**	.68**	.60**	.50**	.50**	.67**	.62**	.70**	.77**	.69**	.72**	.70**	.72**	.69**	-
Quit Intentions	.18 <sup>†</sup>	.10 <sup>†</sup>	.12 <sup>†</sup>	.06	.21 <sup>†</sup>	.19 <sup>†</sup>	.27 <sup>†</sup>	.20 <sup>†</sup>	.21 <sup>†</sup>	.10 <sup>†</sup>	.08 <sup>†</sup>	.10 <sup>†</sup>	.16 <sup>†</sup>	.30 <sup>†</sup>	.23 <sup>†</sup>

\*\* . Correlation is significant at the 0.01 level (2-tailed). / <sup>†</sup> . Correlation is significant at the 0.05 level (2-tailed).

Inspection of Table 3 reveals that leaders' planning orientation is statistically significantly positively related to role modelling (with a large effect), team orientation (with a medium effect), improvement (with a medium effect), and quit intentions (with a medium effect) at work. Role modelling is statistically significantly positively related to team orientation (with a large effect), performance orientation (with a medium effect), and leaders' people orientation (with a large effect). Team orientations are statistically significantly positively related to performance orientation (with a large effect), challenges (with a large effect), and intentions to quit (with a small effect). Performance orientation is statistically significantly positively related to consideration (with a large effect), feedback (with a medium effect), and challenge (with a large effect) at work.

Business focus is statistically significantly positively related to workplace behaviour (with a medium effect), and statistically significantly positively related to workplace harmony (with a medium effect). Internal communication is statistically significantly positively related to values (with a large effect), and statistically significantly positively related to discipline (with a medium effect). Statistical and practical significant positive correlations (with a large effect) were also observed between commitment and job satisfaction.

The final objective of the study was to determine the impact of leadership styles on organisational culture. The results of a series of regression analyses are provided in Table 4 below.

**Table 4:** Regression analysis with organisational commitment, job satisfaction and intentions to quit as dependent variables

Predictors	Commitment		Job satisfaction		Intentions to quit	
	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2
<b>Leadership/management orientation</b>						
1. Leaders planning orientation	.37*	.20*	.34*	.04	.16	.16
2. Leader: Role-modelling	-.11	-.16	.18	.05	-.25	-.24
3. Leader team orientation	.16	.18*	-.06	.01	-.06	-.05
4. Leaders performance orientation	-.01	-.05	.11	.03	-.12	-.11
5. Leaders people consideration	-.14	-.16*	-.03	-.05	.14	.13
6. Leaders challenge employees	.11	.02	.23*	.13	.05	.01
7. Leaders provide feedback	.44*	.32**	.11	.00	.31*	.26
<b>Organisational culture elements</b>						
8. Culture: Business focus	(.27*)	.10	(.10)	.05	(.21)	.09
9. Culture: Internal communication	(.17)	.10	(.26*)	.19	(.27)	.20
10. Culture: Values	(.12)	.09	(.11)	.11	(-.16)	-.15
11. Culture: Discipline	(-.01)	.00	(.18*)	.16	(-.13)	-.10
12. Culture: Workplace behaviour	(-.16)	-.09	(.06)	.08	(-.15)	-.06
13. Culture: Workplace harmony	(.47*)	.34**	(.23*)	.18*	(.13)	.04
R	.78* (.78*)	.85*	.77* (.83*)	.84*	.34* (.28)	.36
R <sup>2</sup>	.61* (.60*)	.68*	.60* (.69*)	.71*	.11* (.8)	.13

\*\* . Correlation is significant at the 0.01 level (2-tailed). / \* . Correlation is significant at the 0.05 level (2-tailed).

Table 4 summarises regression analysis with commitment, job satisfaction, and intentions to quit as dependent variables. A closer inspection of Table 4 revealed that leadership orientation and organisational culture explained 68%, 71%, and 13% of organisational commitment, job satisfaction, and intentions to quit, respectively. Planning orientation and providing feedback were the only statistical significant predictor in the first model, however, with the inclusion of organisational culture in the second model (68%) an additional 7% was explained in the variance of organisational commitment with a planning orientation, a team orientation and people consideration, providing feedback, and workplace harmony proving to be the only significant predictors of organisational commitment.

Planning orientation and leaders challenging employees proved to be the only statistical significant predictors of job satisfaction in the first model (explaining 60% of the variance). However, with the inclusion of organisational culture an additional 9% was realised in the variance explained with workplace harmony proving to be the only statistical significant predictor of job satisfaction in the second model. Leadership providing feedback was the only statistical significant predictor of intentions to quit (explaining 11 percent of the variance). An additional 2% was realised in the variance explained of intentions to quit, but none of the predictors were statistically significant. When organisational culture dimensions were added alone in a model it explained the same amount of variance in organisational commitment (60%), with business focus and workplace harmony being the only statistically significant predictors.

Organisational culture explained more variance (69% compared to the 60% of leadership orientation) in job satisfaction, internal communication, discipline, and workplace harmony being the only statistically significant predictors of job satisfaction. Organisational culture explained less variance (8% compared to the 11% of leadership orientation) in intentions to quit, with none of the organisational culture dimensions being statistically significant predictors of the dependent variable.

#### **4.4. Chapter summary**

This chapter discussed the findings of the research study. The existing organisation cultures, as per the research findings, were also articulated in this chapter.

## **Chapter 5 – Conclusions and recommendations**

### **5.1. Introduction**

This chapter outlines the findings in relation to the relevant theory and also presents the conclusions and recommendations to the findings of the study.

### **5.2. Conclusions**

To be effective, leaders need to be aware not only of what their subordinates' value in leaders but also aware of their own leadership and be able to work towards aligning their leadership with what subordinates value. In addition, within a global context, leaders need to be prepared to operate across national boundaries and be sensitive to what subordinates of different cultures expect of leaders and to be flexible in their approach.

Leaders in the workplace operate in an extremely diverse workforce. This study demonstrates that even though organisations are diverse in terms of their subordinates comprising mixed gender and diverse cultures, to be effective in the workplace in the future, leaders need to be loyal, have integrity, show openness, and be visionary and inspirational. A loyal leader is one who is faithful, devoted, trustworthy and reliable and a leader who has integrity is honest, upright and principled. Leaders who are open are willing to hear the opinions suggested by their subordinates and those who have vision are able to formulate clear goals about the future of the organisation. Additionally, leaders who are inspirational have the ability to motivate and inspire organisational spirit among their subordinates. Gender does not influence the values of loyalty and openness and culture does not influence vision, integrity and openness.

A misalignment between what subordinates value and the leadership of a leader will result in the leader being ineffective (Mastrangelo, Eddy and Lorenzet (2004). Leaders who are autocratic and strict, use consensus and perceived external control, and are

religious, ritualistic and traditional will be regarded as ineffective. An autocratic leader is domineering and controlling, and those who are strict have been found to be inflexible regarding exact performance. Leaders who use consensus and perceived external control take the majority view suggested by the subordinates and believe that subordinates are not in control, as their lives are controlled by external factors.

We see organisational culture as the critical foundation which shapes the way that the work of the organisation gets done (established through goals, plans, measures, and rewards) and the infrastructure (systems process and structures) gets utilised. Aligning organisational culture with strategy is a powerful means for gaining competitive advantage and industry or sector leadership. We use the concept of “culture” to describe how members of a group understand their world and their place in it.

A highly productive business invariably has a high performing organisational culture that aligns well both internally and externally to support the overall objectives of the business. This organisational culture shapes employee experience, which in turn impacts customer experience, business partner relationships and, ultimately, shareholder value. An understanding of organisational culture, and how to transform it, is a crucial skill for leaders trying to achieve strategic outcomes. Strategic leaders have the best perspective, because of their position in the organisation, to see the dynamics of the culture, what should remain, and what needs transformation. This is the essence of strategic success. Effective organisations empower and engage their people, build their organisation around teams, and develop human capability at all levels.

Schein (2004) provides specific prescriptions for developing and changing cultures based upon the theoretical relationship between leader characteristics and organisational culture. Given empirical support for his fundamental assumptions, additional research could take a longitudinal approach to investigate the process of culture creation, including the means by which cultures develop and change, and specific strategies for managing culture. The results of this study suggest that relationships exist between leader characteristics and cultural values, which may

indicate an underlying process; however, they do not reveal the steps contained in the process itself.

Researchers could empirically and clinically track the steps organisational founders and leaders take to embed their characteristics and assumptions in the organisations they lead. The choices and decisions founders make throughout the first few years of their organisation's lifecycle are likely of particular interest. Using a longitudinal perspective will help to identify the intricacies in the culture formation process. This study also suggests that leaders may play a critical role in the success or failure of organisational change and development initiatives, which likely proves a significant challenge for such "change leaders". Schneider and Smith (2004: 364) describe the "myth of infinite flexibility"; that is, leaders can change their impact on the organisation simply by becoming aware of the need to change.

Perhaps organisational initiatives that require a change in culture also require a change in leadership if their personal values and personality characteristics are not aligned with the new direction of the organisation. Imposed changes that are inconsistent with the leadership's personal characteristics will likely go unsupported, as leaders may be unable or unwilling to make decisions consistent with the needed changes. As a result, perhaps organisations need to "change leaders" to match the requirements of evolving organisational requirements.

Future theory and research should focus on the role of the leader's personality and values in change initiatives. In conclusion, this study provides some evidence that leadership personality and values affect not only their actions and decisions, but also the culture of the organisations they lead. As a result, the personality of top-level leaders is felt throughout the organisation by impacting the types of people who join and remain with the organisation, norms that sanction or discourage member behaviour and decision making, and patterns of behaviour and interaction among members.

### **5.3. Directions for future research**

It is suggested that future research could be done on other variables, such as national culture in determining its direct or indirect influence on the organisational culture. Since national culture might be more influential and must be taken into account if accurate predictions are to be made about organisations' behaviour in different countries. Secondly, it is recommended that future research could also use different methods or models to measure culture and leadership styles, as these methods may result in different findings. Finally, in term of research methodology, this study used only quantitative methods. Given the respective shortcomings of employing purely quantitative or purely qualitative methods, it is suggested that future research employs a combination of these two approaches in obtaining measures that are more reliable for culture and leadership style.

### **5.4. Implications**

The findings have important implications for the organisation's current employment and retention practices. Practices that match the needs of the individual with those of the organisation are likely to result in higher levels of satisfaction, commitment and performance (Dschel, Basson and Coetzee (2006); Michaels, Hardfield-Jones and Axelrod (2001); Robinson, 2006). Appelbaum, Barley, Berg and Kalleberg (2000) found a significant link between management behaviour related to recruitment, selection and training, extrinsic, intrinsic and relational employee motivation-related factors, as well as practices designed to secure involvement and participation in decision making and organisational performance and employee commitment levels.

Furthermore, as expected from previous research, managers in the Western organisational context tend to support rational approaches to decision-making, which emphasise creating challenging visions, setting "stretching" goals and demonstrating the self-confidence in achieving these targets in an objective, detached and "hard-headed" manner. Emotions are typically put aside as the logic is followed wherever it

leads (Myers, McCaulley, Quenk and Hammer (2003). Therefore, it is recommended that leader development efforts focus on instilling an awareness in senior managers of how their behaviour (particularly showing respect for employees' needs, the degree of support and encouragement they provide, the trust they demonstrate in employees' ability, and the overall effectiveness of their current leadership behaviour) influences the degree to which employees feel committed to the organisation and are motivated to perform (Robinson, 2006).

## **5.5. Limitations**

There are several important limitations related to the framework and the design process common when analysing organisational cultures. This study used each respondent as a unit of study to compare the organisational culture to the reported style of respondents' leaders. Schein (1992) urged studying organisational culture using more than surveys. He suggested that the researcher should visit the organisation when possible and confirm the survey results with follow-up investigations. Confirming reported organisational cultures by all the organisations in this study was not possible due to the need to collect surveys from many different cultures.

Perceptions cannot be considered absolutes; rather, they are all about different realities. The overall response rate to the survey compared with the total number of potential recipients is in itself a limitation to this study. The study was limited to a brief period of two months. Most of the time was spent in preparation of the questionnaire and pilot testing. Also due to the busy schedule of the employees, responses were delayed and subsequently less time was spent in analysing the results.

The questionnaire included objective answers, so it was difficult to reflect the reasons for certain patterns. Since organisational culture is a study of perceptions the accuracy of the findings remains doubtful. The sample in this study covered a mixture of companies within the FMCG industry. Since certain cultures might relate to specific industry types, this might also affect the accuracy and generalisability of the findings.

The independent variables in this study were in the form of nominal data. As a result, the use of more advanced statistical analysis could not be carried out due to the limitations of these types of data.

Finally, the results of this study are limited and constrained by the measures adopted to gauge organisational culture and manager's leadership orientation. While the measures used are accepted as reliable and valid, additional insights into association may be gained by adopting different measures of culture and manager's leadership orientation that may reflect different perspectives.

This study assumes organisational culture as the independent variable and leadership as the dependent variable. Grojean, Resick, Dickson and Smith (2004) and Block (2003) reported that leaders may have an influence on organisational culture. Furthermore, Ahn, Adamson and Dornbusch (2004) found that managers often control the changes in an organisation's culture. Further research is needed to determine the causality of this relationship and how this relationship develops.

## **5.6. Recommendations**

Since leaders create organisational culture it is also their responsibility to maintain such culture and all the processes, systems and frameworks that accompanies it. An aggressive approach of integrating values and knowledge from internal and external sources that support the positive development of organisational culture is critical. Internally, there are primary and secondary embedding mechanisms that an organisation must utilise. The involvement of tried and tested processes, exploiting them and discovering both functional and dysfunctional attributes within the organisation purports the evolution of new patterns of organisational culture. Below are the recommendations to further enhance the relationship between leadership and organisational culture:

1. A far-reaching vision that both excites and captures the imagination of individuals. A vision is the idealistic future of the organisation that can renew or transform an organisation. Individuals need to find meaning in their work.
2. A set of values aligned with the vision that proclaims the organisation's beliefs. Values are the abstract that influence the thinking and actions in the organisation and can also shape assumptions about the future and range of choices to be considered.
3. Accountability for both performance and behaviours, along with the consequences when standards of performance and behaviours are not met.
4. High performing teams that work interdependently and put the needs of the organisation before their personal needs.
5. Value-added communication to establish the tenor/tone/energy of the organisation. Communication is timely, informative and widely shared with all stakeholders.
6. Rewards and recognition – both extrinsic rewards and intrinsic acknowledgement for quality performance and behavioural integrity.
7. A stake in the organisation – everyone gains or loses on the ability of the organisation to achieve its goals. Internal competition among departments and functions is destructive and dysfunctional.
8. A new vocabulary in the organisation helps support the climate.
9. Intellectual capital is vital. Ongoing talent development, retention and promoting from within are potent messages of the organisation's culture.

10. Change management protocols in place for the next changes to support the organisation's abilities to anticipate and move quickly to take advantage of market conditions.
11. A public relations campaign specific to the change initiative can contribute to building a critical mass of supporters to the change.
12. Organisational alignment makes a difference in measuring the successful implementation of change.
13. A results-driven environment with everyone performing at their best. Goals are clear and individuals' talents are tapped.
14. Utilise the progressive attitude of the executive leadership to grow a progressive organisational culture institution wide.
15. Effective communication about company performance and employees' contribution to this.
16. Employees' satisfaction and feelings of being treated fairly with respect to performance appraisal methods.
17. Pay and benefits, sense of job security, and career advancement opportunities.
18. Employee involvement in decisions affecting the job or work.
19. Positive and supportive relations with managers.
20. Levels of job satisfaction stemming from the degree of influence felt over the job.
21. Work/life balance.

22. The amount of respect gained and a sense of achievement in doing the job (Bowen, Gilliland & Folger, 1999; Kotze, 2004; Purcell, Kinnie, Hutchinson, Rayton and Swart (2003)

23. Use 360-degree feedback instruments and other inventories to provide practical, specific feedback to managers about their style and its impact.

The findings of this study clearly show the daunting challenges that face managers in South African organisations. South African managers need to pay attention to efforts that attempt to reconcile the needs of the organisation with those of the employees. They also need to implement Human Resource strategies and management practices that not only further the organisation's performance but at the same time satisfy the quality of work life and extrinsic, intrinsic, and relational motivation-related needs of a diverse group of employees. This includes improving the way things are done to ensure the long-term effectiveness and success of the organisation in a dynamic, competitive business environment. To facilitate this process, the continuous development of managerial leadership at all levels in the organisation remains essential (Kotze, 2004).

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## Questionnaire

### Demographic Information

<b>I</b>	Gender	Male	Female	ii. Age	Years				
<b>iii</b>	Race	White	Black	Coloured	Indian	Other			
<b>iv</b>	Highest Qualifications	Grade	Certificate	Diploma	Degree	Post graduate			
<b>V</b>	I was productive during the last 3 months?			1	2	3	4	5	
<b>Vi</b>	I am satisfied with your job?			1	2	3	4	5	
<b>Vii</b>	I intend quitting my job			1	2	3	4	5	

Please rate the extent to which you agree/disagree with the following statements by making an "X" over the appropriate number on the 1 to 5 point scale next to the statement.

	1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
1					
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29	The organisation has clear business and operational objectives that are understood by all employees	1	2	3	4	5
30	Employees understand how their individual efforts contribute to business success	1	2	3	4	5
31	Management shares business strategies with all employees	1	2	3	4	5
32	Management shares business results with employees regularly	1	2	3	4	5
33	Management has put in place a clear set of values that underpin business	1	2	3	4	5
34	Management measures business performance against objectives	1	2	3	4	5
35	Management actively seeks feedback from clients and customers with a view to improve service	1	2	3	4	5
36	Management is constantly looking for ways to improve products and services	1	2	3	4	5
37	Management is disciplined with employee performance feedback and appraisals	1	2	3	4	5
38	Management puts a great deal of effort into hiring new employees who will fit	1	2	3	4	5
39	Management does an excellent job of communicating with employees on a host of issues	1	2	3	4	5
40	Management encourages and rewards specific behaviours	1	2	3	4	5
41	Management is quick to deal with problem employees	1	2	3	4	5
42	Management rewards employees for business success	1	2	3	4	5
43	Management encourages all employees to challenge how well things are done	1	2	3	4	5
44	Employee morale is generally high - most of the time	1	2	3	4	5
45	Employee tenure is generally strong	1	2	3	4	5
46	Employees engage in a host of socialisation activities in and out of the workplace	1	2	3	4	5
47	Employees feel comfortable talking about personal issues with other employees and management	1	2	3	4	5
48	Most employees would speak very positively about the company	1	2	3	4	5
49	Employees feel confident about the organisation's future	1	2	3	4	5
50	Employees encourage friends and relatives into employment opportunities with the organization	1	2	3	4	5
51	Management does an excellent job of communicating with employees on a host of issues	1	2	3	4	5
52	I feel that it is worthwhile to work hard for this organisation.	1	2	3	4	5
53	I am committed to this organisation.	1	2	3	4	5
54	I am prepared to take on more tasks not in my job description.	1	2	3	4	5
55	I enjoy working for this organisation to the extent that I am not actively seeking a job elsewhere.	1	2	3	4	5
56	I am proud of this organisation.	1	2	3	4	5
57	I often consider quitting my job	1	2	3	4	5
58	I am looking for another job	1	2	3	4	5
59	I frequently ask around for a job somewhere else	1	2	3	4	5
60	My job to keeps me busy all the time.	1	2	3	4	5
61	My manager gives chance to work alone on the job.	1	2	3	4	5
62	My manager gives me the chance to do different things from time to time.	1	2	3	4	5
63	My manager gives me the chance to be "somebody" in the community.	1	2	3	4	5
64	I am happy in the way my boss handles his/her workers.	1	2	3	4	5
65	I am satisfied with the competence of my supervisor in making decisions.	1	2	3	4	5
66	I am able to do things that don't go against my conscience.	1	2	3	4	5
67	My job provides for steady employment.	1	2	3	4	5

68	My job gives me the chance to do things for other people.	1	2	3	4	5
69	My manager gives me the chances to tell people what to do.	1	2	3	4	5
70	The chance to do something that makes use of my abilities.	1	2	3	4	5
71	I am happy with the way company policies are put into practice.	1	2	3	4	5
72	I am happy with my pay and the amount of work I do.	1	2	3	4	5
73	I am satisfied with the chances for advancement on the job.	1	2	3	4	5
74	My job allows me the freedom to use my own judgement.	1	2	3	4	5
75	The chance to try my own methods of doing the job.	1	2	3	4	5

## Letter to respondents

Dear Participant

I am conducting a study on the relationship between leadership and organisational culture as part of MBA requirement. The objectives of this research are:

- To determine the link between leadership and organisational culture.
- To determine the impact of leadership on job satisfaction, commitment and intentions to quit
- To define the predominant leadership styles
- To define the predominant cultural characteristics.

I hope you will take a few minutes to complete this questionnaire and return it as soon as possible, preferably within the next week. Instructions for completing the questionnaire can be found on the form itself.

To insure anonymity of the survey, please do not write your name on the questionnaire. Your responses will not be identified with you personally, nor will anyone be able to determine which company you work for. Nothing you say on the questionnaire will in any way influence your present or future employment with your company.

Your participation is voluntary and there is no penalty if you do not participate.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me at 083 703 9613 or at [libby.kolisang@gmail.com](mailto:libby.kolisang@gmail.com)

Your participation represents a valuable contribution to this research, and I thank you again for your cooperation.

Sincerely

Lebamang Kolisang