



The Influence Of Leadership Styles On Organizational Culture

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I. ABSTRACT

Leadership styles and culture within an organisation necessarily have to co-exist for its success, and performance. There is a correlation between the two since they influence each other in many ways. The organizational culture is affected by the leadership styles used by the leaders in different situations. What the leaders decide shall be implemented according to the powers they hold within an organization, and the organizational culture changes and adapt accordingly.

Based on literature review, we have been able to understand the details about organizational culture, and leadership styles using different theories and models. In fact, organizational culture is there to assist the leaders to attain the goals and objectives established for the company. Organizational culture consists of value, rituals, heroes and symbols. While the leadership styles are applied according to the company's objectives about the people orientation, task orientation, effectiveness of the leaders, situational variables, etc.



This article will explain in details and clarify how the choice of leadership style in an organization determines and shapes which organizational culture to be followed and implemented by the subordinates.

II. INTRODUCTION

Nowadays, the structure of a company plays an important role in its success. The employees of a company or organisation, not only they have to be qualified enough for the positions that they occupy, they have also to be freely willing to work as hard as they can toward achieving the goals and objectives of the organization.

We know for a fact that the organizational culture and leadership styles play a very important role in achieving the goals, objectives and the vision of the organization. They complement each other since if one of them is missing, or inefficient, the organization struggles and performs poorly. With the use of different theories, models and ideas from different authors, we are going to construct a detailed literature review that will help us understand both concepts, so that we can analyse and assert how leadership styles influences organisational culture.

III. LITERATURE REVIEW

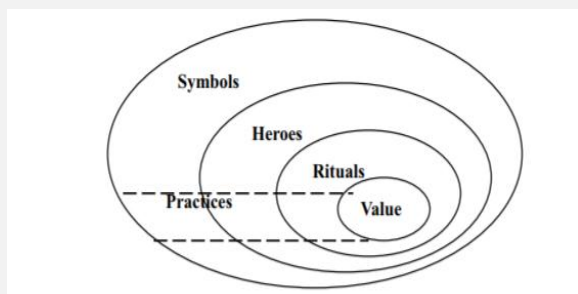
III.1 ORGANISATIONAL CULTURE

III.1.1 DEFINITIONS

Organisational culture its self has many definitions, according to many researchers based on their area of focus. According to

the business dictionary, Organizational culture is defined as “the values, attitudes, and behaviours that contribute to the unique social and psychological environment of an organisation” (Business dictionary.com).

According to Geert, H. Hofstede in his book called “*culture and organisations: software of the mind: intercultural cooperation and its importance of survival*”, he argues that culture can be divided into four parts such as symbols, heroes, rituals and value. (hofstedes, 1997).



Source: (Hofstede article, 1997)

According to his definition, value stands for moral and ethics. It stands for what is generally accepted as right, reasonable and logic to do. It is about the practices. On the other hand, rituals stand for how things are conventionally done within the organisation. The heroes are the individuals that everyone looks up to when it comes to motivation, ethics of conduct, solving important issues etc. It is the exemplary individual that

others refer themselves to. At the end, symbols stand for the general representation of actions, symbols, words, etc that have a same meaning to all people in the group.

According to Edgar H SCHEIN, organisational culture is also defined as a “dynamic phenomenon that is being constantly developed by our interactions with others, shaped by leadership behaviours and sets of structures, routines, rules and norms that guides the subordinates within an organization”.(Edgar, 1986)

Organisational culture is defined again by Edgar H Schein in his book “*organisational culture and leadership*” as a pattern of shared values, norms, and practices conventionally and practically followed within an organisation, and which distinguish an organisation from another” (Edgar, 2004).

According to him, values and practices within an organisation define its organisational culture.

III.1.2 ORGANIZATIONAL CULTURE PROFILE

According to Jennifer Chatman and Karen Jehn in their book about the organizational culture, they talk about the

organizational culture profile, which is often called “OCP” and they summarize the organizational culture in seven categories, based on the vision, mission, and the desired performance of the organizations.(Chatman & Jehn, 1991).

Organizational culture profile



Source: Adapted from information in O'Reilly, C. A., III, Chatman, J. A., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. Academy of Management Journal, 34, 487-516.

Innovative culture (often called risk oriented culture)

Some organizations have understood that, they better change the way they operate while others prefer to stick to the old way of doing things..

According to Innovation in practice Website, “*an innovative culture is the one that supports the creation of new ideas and their implementation*” (innovationinpractice.com, 2012).

Organizations with innovation culture encourage its employees to be risk takers, do researches, create, make positive changes etc.

According to David J cord, companies like Nokia experienced a tragic downfall for many reasons, one of them being the fact that they could not compete anymore with companies like Apple and Samsung, due to poor innovation and improvement strategies. (David,2014).

In the past years, companies like Nokia, in the telecommunication industry, didn't emphasize on innovation. Even though it was one of the best companies from long ago to year 2010, it saw other companies like Apple and Samsung taking over the telecommunication global market. Their market share dropped significantly, which resulted in losing potential customers counting billions of dollars in loss. It is until recently that this company has understood that in fact innovation is a key factor, and very important to keep up with the market



requirements. They are trying to rectify this, but they are still far behind companies like apple and Samsung.

According to OCP FRAMEWORK, organizations with innovative and risk oriented cultures are characterized by the following criteria:

Flexibility: they do not stick to the old ideas, or stay conservatives. They are open to new ideas, and ready to do whatever it takes, to make them work, and satisfy their clients

Invest: they are ready to invest capital and time, buy equipment and conduct experiments, to make their ideas become applicable.

Practical: they develop reasonable, ambitious but feasible ideas

Low pressure: in such companies, it is so hard to see the hierarchy that we normally see in different organization, where the bosses are autocratic. The employees work freely because they understand very well what is expected of them, and they do not need pressure to fulfill their responsibilities

Aggressive cultures (competitive oriented cultures)

Aggressiveness is one of the famous strategies that have been present on the market for a very long time.

The competition happens often between the companies of the same size, with similar products, and each one of them wants to be at the top and have a bigger market share. Organizations with competitive orientations do each and everything they can to outperform their competitors. They believe that they must win at all cost. For them it doesn't matter how they do it, all they are looking for is just the results. Practical example here is two telecommunication companies called, Verizon and T-Mobile in the United States of America.

According to Havard Business Review, "the Chief Executive officer of T-Mobile has developed a habit of winning market share by trash talking rivals". (Lagere, 2017).

The CEO of this company has developed this strategy of attacking the competitors, and criticizes them publicly. They face each other in their advertisement campaigns, where one company shows the disadvantages, and how uncomfortable it



can be to use the competitor's services. The other company has to respond and vice versa. It is an endless battle, and the stronger wins.

Achievement or outcome oriented cultures

Some organizations value nothing else except results or outcome. They focus many efforts on forces that drive sales. They do each and everything they can just to sell to the maximum. Organizations with such culture train its employees so that they become familiar with sales strategies, and marketing techniques

According to Thompson, such organizations develop a result oriented work environment that is meant to allow the employees to work efficiently and effectively, (Thompson,2005)

The employees are often given incentives, and bonuses based on their sales volume. The employees know very well that the *more you sell the more money you make*.

According to Probst and Raisch, in their book called “*organizational crisis*”, they argue that this way of rewarding the employees based on the performance, creates a very bad working environment with no stability, and creates conflicts among employees because they see each other as competitors rather than members of same team. (Probst&Raisch,2005).

Outcome driven organizational culture has benefits of increasing sales volume, and generate tremendous revenues in the short term, but questionable for the long term results of the organization and the working environment.

Attention to detail culture or precision oriented

Depending on the types of organizations, employees are required to pay attention on details. The employees know exactly their responsibilities, and they perform and fulfill what is expected of them with precision with a high level of attention. They emphasize on perfection and accuracy.



Examples of such organizations include hospitality organizations, Restaurants, fashion industry, news and broadcasting channels, aviation companies etc.

People oriented organizational cultures

Some organization, want to make profits but also make their employees happy. Organization with people oriented culture value more fairness. Employees are treated with respect, and are given such a high value that they do deserve since they take part of the decision making process.

According to Erdogan, B, and his co-Authors in their article named “*the moderating role of organizational culture*”, they describe a people oriented organization as the ones that considers employees as the most valuable asset of the organization” (Erdogan et al,2006).

Such companies pays good and reasonable salaries to its employees, assure health care for the employees, favorable work environment, personal development programs, trainings, paid leave, breaks, etc.

Stability or rule oriented organizational culture

Some organizations chose to stay away from anything that appears to be risky. They are not risk takers period. In such organization, a system of bureaucracy is in place, where orders come from top management, down to employees who are supposed to implement the proposed strategies without questioning them. Those who are risk avoiders, value most the stability of the organizations, and try to avoid any constant changes that they might face. They appreciate the stable market conditions, where they don't have to adapt to changes or be diverted from their routine way of operating.

Based on the information above, organizations with this type or culture, tends to operate efficiently in stable environment, which is not always the case since the market fluctuations appears quite often.

Team oriented cultures or collaboration oriented

Some organizations have cultures that are mainly based on the team work. Each employee doesn't fulfill his responsibility alone, but a group of workers tackle different issues, and fulfill different responsibilities together as a team. This surely increases the accuracy and the effectiveness of the performed



tasks since they brainstorm together and chose the best alternative before applying it.

According to the Australian Institute of Business, The following are some of the benefits involved with the team work strategy:

Generating new ideas: one thing for sure, while working in a group, you never fall short of ideas. In most of the cases, a brainstorming session helps in getting new and wisely thought ideas. The members confidently suggest their ideas, and they advise their leader about the safest decision to take when it is needed.

Efficient communication: communication is very essential, for the success of the organization. While working in a group, communication is enhanced, important information is rapidly spread, and open discussions are encouraged.

Divided workload: in a group, you will never find someone who is complaining about having an excessive workload. They split responsibilities, where each group member is assigned tasks to complete, and in due time, they put together what they

have done, for a common purpose. The work load is not as heavy as it could have been while working individually.

Work experience: a group is not chosen randomly, because it brings employees from different backgrounds, different age brackets, different experiences and even cultures. They work hard as they possibly can, collaborate, and this exposes an employee to learn from other experienced employees.

Building friendship: group members create a comfortable working environment which makes them comfortable with each other. It creates a spirit of belonging, respect, and support each other in their every day's work. This environment creates also a spirit of trust and brotherhood over time.

Efficiency: considering a group of talented employees working together, consolidating their efforts and energy toward a common goal, there is no doubt that they end up succeeding. By sharing responsibilities, the work is completed efficiently and effectively in due time, which benefits a lot the organization they work for. (Australian Institute of Business, 2017)



According to Kantor 4 model player, group members are divided into four categories, based on their contribution to the group. They are divided into the mover, the follower, the opposers and the bystander. (Kantor Institute, 2017)

The mover act as the group leader and expose ideas to the rest of the group members, the followers develop the ideas, opposers challenge the ideas, while the bystanders offer support.

III.1.3 SUBCULTURES

Different subcultures can co-exist within an organization depending on the direction, goals, objectives, Vision, situations etc.

III.2 LEADERSHIP STYLES

The role of a manager is to maximise the shareholder's wealth" and clearly not his own interests.

According to the business dictionary, leadership is defined as "*The activity of leading a group of people or an organisation,*

or the ability to lead" (Business Dictionary). Someone must possess the leadership skills, and also be able to exercise them to be called a leader.

According to Winston, B and Patterson K, in their book "*an integrative definition of leadership*", there are many important aspects that need to be fulfilled for someone to be called a leader. They define a leader as "the decision maker who selects followers, trains them, equips them and also motivates them to actively be part of the organisations goals and objectives. The followers must be willing to freely work and make efforts toward achieving the mission and the vision of the organisation. (Weinstein et al, 2006)

On the other hand, there are four functions of management. According to Study.com, These functions are "*planning; organising, staffing, directing, and controlling*"(study.com,2017).

A leader must fulfil these four key functions to be a good leader.

III.2.1 LEADERSHIP STYLES THEORIES



Source: *businessjargons.com*

According to the graph above, leadership styles are viewed based on behavioural and situational approach.

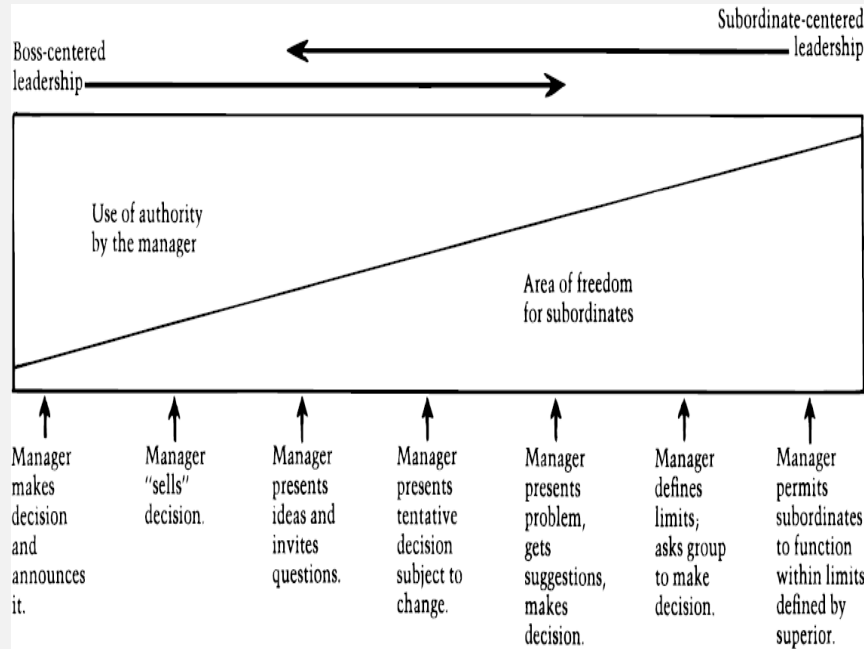
III.2.1 Based on Behavioural Approach

Power orientation

The power orientation refers to the degree on which the leaders exercise their authority. They can be strict or easy going, and they lead their subordinates accordingly. It shows also how much power leaders possess or if they share it with others decision makers within an organisation.

Leadership as a continuum model

According to Robert Tannenbaum and Warren, H Schmidt who developed this leadership style model of continuum, they argues that there are in fact several leadership style between the most strict which is autocratic leadership or boss oriented, and what is known as laissez-faire or free-rein leadership style. (Tannenbaum& Schmidt, 1973).



Source: *Harvard business review*.

The graph above shows how the freedom of subordinates increases as the use of authority by the leader decreases.

Employee-production orientation

Employee orientation considers the employee as a very important and valuable asset for the organisation, and

democratic leadership style tends to be suitable for this type of orientation.

Whereas, the production orientation focuses on producing more and more, and employees are there just to help the organisation to make profit, and usually get less attention. The autocratic leadership style seems to fit properly with it.

Likert's Management system theory

Likert Rensis, the developer of this theory, argues that there are four systems that shape the leadership style in an organization. Those four systems are Exploitative Authoritative, Benevolent Authoritative, Consultative system, and participative system.

Exploitative Authoritative system: the decision making is a responsibility of the top managers and decision makers, therefore, the employees have little to say, and the decisions are imposed according to the organisational hierarchy, and should be implemented by the employees without asking any questions. It's all about getting the job done and completing the required tasks.



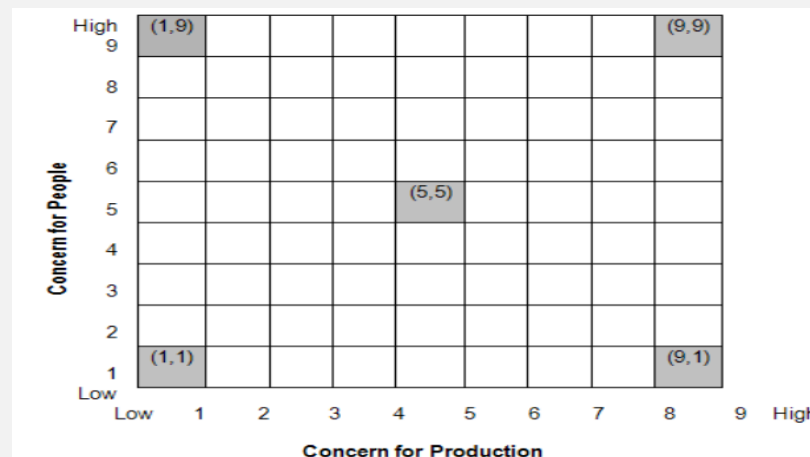
Benevolent Authoritative system: this system is almost the same as Exploitative Authoritative system except the fact that the subordinates are encouraged by getting incentives and rewards based on their performances.

Consultative system: In this system, the subordinate contributes a lot in the decision making process and they have gained trust from the top managers as positive contributors toward achieving organisational objectives. Their views are important and the leader consult them before making important decisions, but still it's him who takes the final decisions.

Participative systems: in this system, subordinates participate actively, and their leaders allow them to have a say on what is actually going on. This system encourages team work where each member positively contribute, and seems to be very motivated since they are free to express themselves, and use their capabilities to helping the organization in achieving its objectives

Managerial grid model

This theory was developed by Robert Blake and Jane Mouton. The managerial grid determines the leadership style based on the manager's views on the organisational concern for production and employees. It consist of 5 elements, which are, impoverished, Team management, task management, middle of the road, and country club.(Blake & Mouton, 1964).



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Impoverished Management–point (1,1): In this type of management, the leaders lack the capabilities of leading an organization. They express little interests in both people and production, and the organisations that they lead are



disorganised, poor performance of the employees with a high probability of the organizational failure. Such managers are simply labelled as inefficient leaders.

Task Management –point (9, 1):

For this type of management, the managers have a high concern for production and less concern for people.

The leaders care about nothing but the production and the subordinates work in bad conditions so that the level of output might increase. The subordinates get less attention, and have no choice but working under the leadership style that is considered to be dictatorial.

Middle of the road-point (5, 5) on the above graph:

For this leadership style, the leaders ensure that there is equilibrium between the concern for production and the concern for people. For this leadership style, the leaders want the organisation to be productive but also take care of the subordinate. For this type of leadership style, the organisational performance is most of time about the average.

Country club management –point (1,9) on the above graph:

For this management style, the leaders are highly concerned by the people and put less emphasis on tasks that have to be done. Leaders expects that by providing perfect working conditions to the subordinates, it will eventually get them motivated and feel the pressure of being productive, which is not always the case.

Team management-point (9, 9):

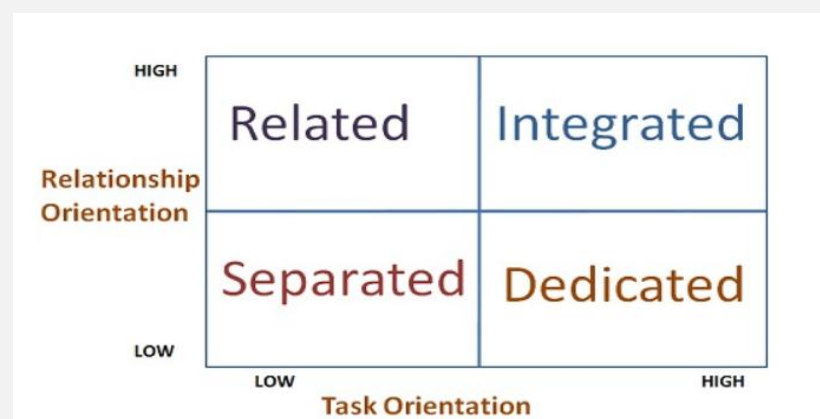
For this type of leadership style, there is a high concern for the people and a high concern for the productions. The leaders are convinced that favourable working environment are essentials, but in return, the subordinates need to understand that the organisation has a high focus on production as well. For this style, the subordinates are empowered, assisted with personal development opportunities etc, but in return they should work as hard as they possibly can to help the organization in achieving its goals and objectives, and this seems to be the



most effective style according to Blake and Mouton managerial grid.

3D leadership model

This model was developed by prof. William Reddin, and considered to be the expansion of the managerial grid, and in addition to task and relationship orientation, he adds the third element which is the effectiveness criteria. He argues that the leadership styles should take into consideration the capabilities of the leaders to be efficient and effective. He also classifies leaders into related, Integrated, separated, and dedicated leaders. (Bill, 1988)



Source: *businessjargons.com*

Separated leaders: characterised by a very low task orientation and a very low relationship orientation, such leaders are good at creating new policies and regulations, and obliges the subordinates to follow them, and they believe that such rules will help the organization in achieving its goals and objectives.

Related Leader: characterized by a high relationship orientation, and a very low task orientation, such leaders emphasize on a favourable working environment, whereby everybody works together in teams, but put a small emphasis on the task which results in a very low performance.

Dedicated Manager: characterised by a very high task orientation and a very low relationship orientation, dedicated managers focus on the performance and results, and put very low emphasis on the subordinates.

Integrated Leaders: characterized by a high task orientation and a high relationship orientation, such leaders focuses on the production and performance of the organization but believe



that subordinates ideas should be valued, encourages them to work in teams, and creates a favourable working environment for the employees.

III.2.2 Based on Situational Approach

Fielders contingency model

In Fielder's contingency model, it is argued that a leader is considered to be effective based on the situations and how he handles them. It is argued that the leaders capabilities of getting the organisation out of different situations, classifies him as a good or bad leader. Therefore, for his model, Fielders introduces the situational variables to serve as the evaluation criteria. In brief, this theory asserts the correlation between the leadership style and situational variables determine the efficiency of the leaders.

He explained the situational variables into three categories:
Leaders position of power: he describes the leader's position of power as a factor that has to be taken seriously. In organizations, some leaders have absolute power to exercise

their authority, while others share it with other decision makers.

Task structure: he argues also that if the subordinates have their jobs description clearly defined, this brings a sense of responsibility, since the manager can easily know who is responsible for different tasks, and hence, make it easier for him to lead the subordinates in a proper direction, and to control them whenever it is needed.

Leader-member relations: It determines the feelings between a leader and the subordinates. This mainly based on the leaders' capabilities of leading the organisation effectively and efficiently, which determines how happy the subordinates trust and believe in him. It determines also how happy the leader is based on the commitment and dedication of subordinates.

Fielders contingency theory argues that an effective leader must adapt and adjust the leadership style based on situational variables.

Hursey and Blanchard's situational model



For this model, Hursey and Blanchard argues that the subordinates maturity have a big impact on the leadership styles. They also argue that the maturity of subordinates stands for their inner motivation, willingness and capabilities of fulfilling their tasks. Based on the employee's maturity, the leader might be required of using one of the following leadership styles:

Telling leadership style: applies to subordinates with very low level of maturity, who lack the willingness, and the ability to perform the assigned tasks. It is about keep reminding the subordinates what they should be doing and gives them clear directions on how they should be handling their respective tasks.

Selling leadership style: It applies to subordinates of moderate maturity, motivated and willing to successfully perform their tasks, but lack the capabilities to do so efficiently. The leader is hence required to offer support and direction to his subordinates so that they can accomplish their tasks properly.

Participating leadership style: it applies for subordinate with moderate maturity but who have the ability to perform their task efficiently. The leader is hence required of developing a way of motivating them for example by providing incentives and bonuses

Delegating leadership styles: it applies to the subordinates who have a high level of maturity, and the ability to perform their task efficiently. The subordinates are motivated enough and know what they are doing, and the leader spend less effort supporting them since they can get the tasks done on their own.

Robert House's path-goal model

Robert's model suggests that there are four types of leadership that best fit with the considered situations:

Supportive leadership: the leader offers support to his subordinates whereby a strong relationship is built to make the work environment favourable and fun.

Directive leadership: it applies when the subordinates do not have the capabilities of performing their tasks satisfactory.



Since they are inexperienced, the leader is required to offer support and guidance to his subordinates.

Participative leadership: it applies when the subordinates have the capabilities of performing their respective tasks but the complexity of certain tasks might require the introduction of teams. It involves a collective brainstorming and participation of the group members to achieve the desired results.

Achievement oriented Leadership: it applies when the subordinates are experienced and motivated, and the subordinates are expected to handle difficult and complex tasks. Subordinates are required to focus and concentrate their efforts toward achieving the desired goals and objectives. It is about results and performance.

III.3 TYPES OF LEADERSHIP STYLES

Autocratic leadership

This type of leadership applies the hierarchy at its extreme. The leader has responsibilities in his hands, and he is authoritarian while making decisions. This means that he doesn't consult

anyone or at least consult a few, but all the decisions are based on his own judgement.

The communication goes from top to low level, where the subordinates have to apply what the leader has said without questioning any of the decisions taken.

III.3.2 DEMOCRATIC LEADERSHIP STYLE

Contrary to autocratic leadership, democratic leadership focuses on empowering subordinates. It is not only the leader who takes decisions, rather than that, organisation members are involved in decision making even though the final decisions are taken by the leader. They contribute to the organisational projects; work in teams, where the communication is very effective, efficient, fluent and accurate.

Strategic leadership style

Strategic leadership style influences and empowers the subordinates to act like leaders, and take important decisions when needed for the sustainability of the organisation. This leadership style deals effectively with change, where the employees of the organisation know very well what has to be



done and how to do it. This style of leadership ensures a long term stability of the organisation, and performance.

Transformational leadership

Change is a very important factor for the prosperity of organisations. This is very essential since the work and market environment fluctuate quite often. Transformational leadership style focus on making changes and keeping the organisation updated to the current situation on the market. The subordinates are empowered and equipped with needed knowledge and skills so that they can perform better. The leader and the subordinates work together, identify the needed changes, and execute them together.

Team leadership style

Team leadership styles consist of creating teams within the organisation that shall be in charge if assigned projects and tasks. The teams are composed by different group members as we have seen above. This leadership style makes life easier for the leader and the subordinates because, the workload is

divided as need, the right employees are assigned the right task, subordinates are empowered with right knowledge and skills to perform their duties, etc.

Cros culture leadership

In today's work environment, we experience diversity than ever before. Many people from different cultures and backgrounds, work for the same organisation, but have different ethics, norms, and values that they acquired from their initial cultures. Managing such a group of employees requires a specific strategy.

Many organisations have targeted the global market, where they can serve different customers across the globe, and they have understood that in fact, all personal cultures need equal attention and value. Therefore, such leaders must be able to adjust their leadership styles to fit different subordinate's cultures.

Facilitative leadership



This type of leadership focuses on empowering the subordinates, so that they can highly perform. The leader accompanies the subordinates in their work, assists them, corrects them, and makes the working conditions easy and favourable for the employees.

Laissez faire leadership

This type of leadership empowers the employees, and allow them to make decisions within the organisation, with very little guidance and supervision from the organisational leaders. The subordinates work freely, but still the final decisions are taken by the leaders.

Transactional leadership

This is the type of leadership, whereby the subordinates gets rewards and incentives, due to the work done. Once the responsibilities are clearly defined, each employee knows what he needs to do, and how to do it, and the rewards and incentives are calculated accordingly. This is leadership style

encourage employees to work hard so that they can get big rewards.

Coaching leadership style

As the names suggest it, the coaching leadership style focus on training the employees, so that they can perform efficiently. With this leadership style, employees are trained to improve their skills and knowledge so that they become equipped with capabilities allowing them to handle their task efficiently. This style of leadership motivates and inspires the employees over time, and ensures better performance.

IV. FINDINGS AND CONCLUSIONS

According to the literature review, organizational culture is composed by a set of values, rituals, heroes and symbols within an organization and which differentiate it from the rest.

On the other hand, Different theories about the leadership styles, argues that the leadership style is generally determined by the task orientation, People orientation and effectiveness of the leader (based on the situational factors), maturity of the subordinates, etc



Depending on whether the leader has absolute or shared power, a leader influences the culture within the organization that he heads. He is the decision maker, and everything he says shall be taken seriously and implemented accordingly. He might also be open and welcoming ideas from the subordinate, but his ideas and comments have more value. The leaders have the power of influencing the subordinates to behave and act in a certain manner.

The subordinates have to adapt and move in the same direction with their leaders, even though this might require changing the set of beliefs, values, attitudes and practices that they had.

The choice of leadership style, whether it is based on task orientation, people orientation or based on effectiveness or situational criteria, the organizational culture has to be adjusted, to fit with the leadership style in use. The adopted leadership style imposes a matching organizational culture to be used.

As we have seen above, many theories argue that the situation factors play an important role in determining which leadership

style to be used. Therefore, there is no single leadership style that is suitable and effective in all situations, and the most appropriate style shall be used, whenever it is needed. We have seen also that the organizational culture is shaped by the leadership style, and therefore, the organisational culture has to be flexible and might change to fit with the leadership style in use at a given situation.

The leadership styles give the power to the leaders to determine imposes and control an organizational culture(s) that best fit with the current goals and objectives of the organization.

V. LIMITATIONS AND FUTURE WORK PROPOSAL

This work is limited to the ideas from different books, journals, websites and personal ideas of the author. Therefore, this make it a descriptive and purely theoretical based article, and further researches can be carried out by other researchers, by conducting primarily research and using statistical analysis and interpretation to create a research based version of this article.



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