THE ROLE OF ORGANIZATIONAL CULTURE ON LEADERSHIP STYLES

Res. Asst. Burcu AYDIN

Istanbul Gelisim University

baydin@gelisim.edu.tr

Abstract

Objectives: One of the most influential concepts in organizational behavior literature is also organizational culture. The concept of organizational culture has gained wide importance from past to today for business. Organizational culture helps business to understand human at organizational level. Divided into four dimensions, which are clan, adhocracy, market, hierarchy, organizational culture have shown to be associated with several organizational outcomes, including leadership style. Leadership can be defined as the ability of an individual or organization to "lead" or guide other individuals, teams, or entire organizations. There are several leadership styles in present literature. Paternalistic, transformational, transactional, ethical, servant and laissez-faire leadership styles are some of the leadership styles in the relevant literature and they have been used for this study. Within this framework, this study aims to specify the interrelationship between dimensions of organizational culture and different leadership styles.

Method: In relation with the main objective of this study, data has been obtained from 173 employees who work in a private construction sector in Turkey. Data were analyzed through SPSS, statistical packaged software.

Results: Results showed that clan culture differs significantly according to the servant leadership and paternalistic leadership. Adhocracy culture only differs significantly according to transformational leadership. Market culture differs significantly according to transformational and servant leadership. Hierarchy culture differs significantly according to transactional and paternalistic leadership. Finally, dimensions of organizational culture show neither a large mean difference nor a large effect size on laissez- faire leadership style.

Originality: Organizational culture and leadership style have a crucial role in order to achieve specified outcomes for business. The harmony between culture and leader within organization undoubtedly will affect relationships and business processes. In this point, the study has provided further detail on the possible relationships between two variables.

Keywords: Organizational culture, leaderships styles, construction sector.

Introduction

Many researchers have emphasized that the strong relationship between organizational culture and leadership styles. Yet, there are two different perspectives in the literature in terms of how a culture originates and whether leaders have any impact on shaping organizational culture. According to some researchers, the culture is the organization itself. There is something which can be manipulated within organization. The leader can also manage and manipulate the culture to some degree. The opposite idea says that leaders have a potential to create the organizational culture and undoubtedly they also have an impact on shaping it.

Leaders define and maintain values, goals, mission and vision of organization and thus they form organizational culture (Acar, 2012).

When the studies on this relationship are evaluated, Kwantes and Boglarsky found that there was a stronger relationship between organizational culture and leadership effectiveness than that between organizational culture and personal effectiveness. In addition, Tsai, Wu and Chunq discovered that there was a relationship between organizational culture and managers' leading behavior and the results showed that organizational cultures influenced the style of leadership (Alas, et.al., 2011).

In these studies the results obtained have suggested that there is a relationship between both leadership styles and organizational culture, and in this concept, the present study is about relations between those variables in the construction industry.

According to the British Chamber of Commerce Turkey (BCCT), approximately 1.8 million employees work in the construction sector and the this industry constitutes 5.9% of Turkey's GDP. Indeed, construction is one of the economy's most important areas. The industry sits behind food and beverages as the second largest section of Turkey's national income. Food and beverage expenditures account for 20% of the total figure. Private construction investment and household consumption for houses constitutes 17% of the sum which is set aside to be spent on the construction industry - demonstrating the huge value of the construction industry to Turkey.

In the light of the literature, the basis of this study is about the contents of leadership styles and organizational culture. The result of this study and discussion are presented in the following sections.

1. Organizational Culture

The concept of culture has stemmed from the study of ethnic and national differences in the disciplines of sociology, anthropology and social psychology. Culture can be considered as social heritage of a society. It is a pattern of responses discovered, developed, or invented during the society's history of handling problems which arise from interactions among its members, and between them and their environment. If these responses are considered the correct way to perceive, feel, think, and act, they are passed on to the new members through experiencing and teaching. Culture determines what is acceptable or unacceptable, important or unimportant, right or wrong, workable or unworkable. It involves all learned and shared, such as assumptions, beliefs, norms, values, and knowledge, as well as attitudes, behavior, dress, symbols, heroes, rituals and language. Symbols, heroes, and rituals

etc. are the tangible or visual aspects of the practices of a culture. The true cultural meaning of the practices is intangible; this is revealed only when the practices are interpreted by the members of society (Hofstede, 2011).

The results of all literature have a consensus that the culture affects our whole life. Not only the culture has an important role in our relationship between each other of our daily life, but also it is very important within an organization, playing a large role in whether it is a happy and healthy environment in which to work. The culture of organization creates a frame for managers and employees. For instance, if the culture enables to communication between managers and subordinates easily, this situation can influence their work behavior and attitudes. When the interaction between the managers and employees is good, this effective relationship can reflect as a greater contribution to organizational communication and collaboration, and thus, can also encourage to accomplish the mission and objectives assigned by the organization. Such an organizational culture is not necessary for types of all organization because each organization has a different perspective about how it perceives the world around them and a system of assumptions, values, norms, and attitudes, manifested through symbols (Moyce, 2015).

Organizational culture has been a focus of debate for researchers and professionals since the 1980s, which led to several studies over the years (e.g., Deal and Kennedy, 1982; Cooke and Lafferty, 1983; Hofstede,1990; Schein, 2004; Cameron and Quinn, 1999). The concept of organizational culture has gained wide importance, because it allows to understand human systems as well as organizations (Quinn & Rohrbaugh, 1983). According to Hofstede, at organizational level, culture can be defined as the collective programming of the minds of group members by which one group distinguishes itself from other groups in just the same way as the definition of national culture. Yet, he added that an organization is less complex and less diffuse than a nation (McSweeney, 2002).In another definition made by Schein (2004), the culture of an organization has been defined as "a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems." (Arditi, et.al., 2016).Common and shared idea about the organizational culture is that it has been considered as an important means for organizations to integrate internal processes and adapt to external conditions (Tusi et al. 2006).

Cameron and Quinn (1999) who studied on the organizational culture developed the model of the "Competing Values Framework" (OCAI) which consists of four competing values. According to their model, there are four types of organizational culture and every organization

has its own mix of these four types of organizational cultures (Yu and Wu, 2009). These proposed four dominant culture types in OCAI are hierarchy, market, clan and adhocracy. Firstly, the hierarchy culture refers to a formalized and structured work environment. The procedures and the rules decide what employees do because these formal rules and policy keep the organization together. The long-term goals are stability and results, paired with efficient of tasks. The success is defined as trustful delivery, smoothly scheduling, and low costs. The leaders pride themselves on being good coordinators and organizers, who are efficiency-minded (Cameron and Quinn, 1999). For these organizations, efficiency, timeliness, consistency, and uniformity are value drivers (Linley, et.al., 2010) Secondly, the market refers to a result-based organization that emphasizes finishing work and getting things done. Because the organizational style is based on competition, employees are competitive and focused on goals as well as leaders are hard drivers, producers, and rivals. All time, it emphasis on winning and this value holds together all organization. The most important thing is reputation and success. Long-term focus is on rival activities and reaching goals (Cameron and Quinn, 1999). Market share, goal achievement, profitability are values drivers (Linley, et.al., 2010). Thirdly, the clan culture refers to a very friendly place to work. Employees have a lot in common, and they are similar to a large family. The managers are seen as mentors or maybe even as father figures. The organization is held together by loyalty and tradition. There is great involvement within organization because there is an open communication climate. The organization emphasizes long-term benefit of human resource development. Organization's cohesion and all employees' morale have great importance. Mean of success for this organization's type is to framework of addressing the needs of the customers and caring for the people. The organization promotes teamwork, participation, and consensus. Commitment, communication, development are values drivers (Cameron and Quinn, 1999). Finally, adhocracy culture means that this is a dynamic and creative working environment. As employees take risks, leaders are seen as risk takers. Yet, it is believed that this result enable to innovation, commitment and experiment. The long-term goal of members of organization is to grow and acquire new resources and the availability of new products or services is seen as key factor of success. All results show that the organization promotes individual initiative and freedom (Cameron and Quinn, 1999).Innovative outputs, transformation, and agility are values drivers (Linley, et.al., 2010).

There are another suggested model related to organizational culture as well as Competing Values Framework which was developed by Cameron and Quinn (Hofstede, 1985; O'Reilly, 1991; Denison, 1990; Deal and Kennedy, 1982; Schein, 1992; Johnson, 1998; Harris, 1994; Handy, 1976). Each company may have "own unique culture" and, sometimes,

co-existing or conflicting subcultures because each subculture is linked to a different department within organization (Schein, 1992; Deal and Kennedy,2000). In this study, it was used the scale of Cameron and Quinn for analyzing gained data. Therefore, only, it is explained dimensions of OCAI.

2. Leadership Style

Leadership is both a research area and a practical skill encompassing the ability of an individual or organization to "lead" or guide other individuals, teams, or entire organizations. Leadership is complex and much extended context in management literature and there are different types of leadership styles in work environments. Each leadership style has some advantages and disadvantages for organization with regard to managing members of organization. In here, the most important point is that how much the leadership style, the culture and goals of an organization harmony with each other. In the light of this information, some companies offer several leadership styles within the organization, dependent upon the necessary tasks to complete and departmental needs (Chemers, 1997; Chin and Roger, 2015; Trevisani, 2016).

When it is considered leadership style, transactional leadership is a style of leadership in which leaders promote compliance by followers through both rewards and punishments. This leadership approach has been the "traditional model of leadership with its roots from an organizational or business perspective in the 'bottom line". Thus, to ensure the attainment of performance (financial), such leaders resort to the establishment of specific parameters, guidelines, rules and performance standards, coupled with the establishment of reward and punitive systems to enforce positive work behaviors and discourage negative ones, respectively (Russell, 2011). This situation thus portrays transactional leaders as more task- or goal-oriented than people-oriented (Baah, 2015). Unlike transactional approach, transformational leadership style is not based on a "give and take" relationship. The Leader behaviors enable followers to transform themselves and to be inspired in order to perform beyond expectations while transcending self-interest for the good of the organization (Guay, 2012). According to Burns, transformational leadership serves to make leaders and followers advance each other to a higher level of morality and motivation. They are a role model for followers in order to inspire them and to raise their interest in the work; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, allowing the leader to align followers with tasks that enhance their performance (Lowe, et.al., 1996). Laissez-Faire leadership style is a non-authoritarian leadership style. Laissez faire leaders try to give the least possible guidance to subordinates, and try to achieve

control through less obvious means. They believe that people can successfully complete their own works when they are left alone to respond to their responsibilities and obligations in their own ways. Therefore, they tend to delegate tasks but employees have very little information about how they will do the job. In here, the leader trusts their employees or team to perform the job themselves. Even if this style criticizes by some researchers because of its some negative outcome for organization, at the point of the employees are skilled, loyal, experienced and intellectual, this style works advantageously (Chaudhry and Javed, 2012).

Paternalistic leadership may be defined as treating the relationship with discipline, fatherly authority and morality embedded in it. According to this definition, paternalistic leadership composes of mainly three elements: authoritarianism, benevolence, and moral leadership. Authoritarianism may explain as the leadership style in which leader exercise authority over subordinates and each subordinate has a duty to obey the leader. Benevolent leadership means that leader lead subordinate by care and has individualized concern toward subordinate and their well-being. Moral leadership style reveals higher moral qualities, selflessness, and self-discipline (Rehman and Afsar, 2012). Another leadership style is ethical leadership. This style focuses on ethical beliefs and values and the dignity and rights of others. It is thus related to concepts such as trust, honesty, consideration, charisma and fairness (Stansbury, 2009). Generally, Ethics is concerned with the kinds of values and morals that is an individual's or a society's desirable or appropriate. In addition, because ethics is concerned with the virtuousness of individuals and their motives, leader's choices are also influenced by their moral development (Freeman and Stewart, 2006). Servant leadership which is one of leadership style emphasizes increased service to others, a holistic approach to work, promoting a sense of community, and the sharing of power in decision making. Greenleaf (1970) defined that the servant leader is one who is a servant first. In the servant as leader, according to him, "It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead". After, other researchers have contributed in developing model of servant leadership. In the light of the literature, there are ten characteristics of servant leadership: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, building community (Spears, 2010).

In literature, there are various definitions of leader and leadership styles. Yet, all of them have reached a consensus about leader and its styles. The key factor for leader is to influence. All leaders' aim is to influence their followers and to ensure that their followers follow them in order to achieve the aim.

As it was previously mentioned in this study, leadership style and organizational culture are crucial concepts for organizations. In addition, many studies have shown that there is a significant relationship between leadership style and organizational culture. As a matter of fact, employee– manager relationship has been recognized as a social exchange relationship in many studies (Liu and Deng, 2008). Here, it is important that which culture requires which leadership style because leader is a person who meets expectations of employees and is able to managed work flow within organization properly for a specific organization. In this situation, leadership style will differ according to each organization.

Highlighted leadership style in organizational culture guides organization about the way of work, the relationship between employee and top management and so forth. Even, organizational culture is determinant on mission and vision of organization. Therefore, leadership style affects them. For instance, each organization may not include written rules. In place of written rules, they have norms, customs, values, beliefs. In order to avoid failure consequence, survive and sustain their existence, leader is the most important factor and links with organizational culture.

3. Methodology

3.1. Research Questions: The aim of this study is to discover whether there is a relationship between organizational culture and leadership style. The survey of this study was conducted on 173 employees of human resources, marketing, accounting departments in a private construction company in İstanbul. Survey data were collected during June- July 2017. Thus, the research questions of the current study can be presented as follows:

RQ1. Does leadership style differ significantly according to the organizational culture levels of employees?

In relation with that, the overall proposed theoretical research model of the present study has been presented in Figure 1. In this context, the following hypotheses have been generated:

H_1: Organizational culture differs significantly according to the leadership styles.

$H_{1.1}$: Clan culture differs significantly according to the leadership style.

$H_{2.1}$: Adhocracy culture differs significantly according to the leadership style.

$H_{3.1}$: Market culture differs significantly according to the leadership style.

$H_{4.1}$: Hierarchy culture differs significantly according to the leadership style.

3.2. Research Aim: In this study it is aimed to identify whether leadership style differ significantly according to the organizational culture levels of employees To test the hypothesized relationship, a field survey using questionnaires was conducted.

4. Method

4.1. Sample and Data Collection: For this study, survey's form was shared with employees by online via survey's link and delivering with hand. 173 complete questionnaires were received from participants of the study. 43 (24%) of employees are female and 130 (75%) are male working in the different departments of the company. Of the 173 respondents, 142 employees (82%) are married, 31 employees (18%) are single. When it is evaluated with respect to educational status, 19 employees (11%) has a master degree and the rest (89%) have a bachelor degree. The average age between employees who participated this survey is 44 years. Employees who work in their current positions between six and 10 years are 87 persons (50%), those who work between one to five years are 41 persons (24%) and those who work less than one year are 45 persons (26%). When it is evaluated in terms of their tenure, 95 persons (55%) work between six and 15 years; 37 persons (21%) work between one and five years; 41 persons (24%) work less than one years. Finally, data obtained from those 173 were analyzed through the SPSS statistical program and hypotheses were tested trough statistical analyses.

4.2. Measurements: To prepare the scales and questionnaires, it used scales which are tested analysis of validity and reliability. Firstly, for the measuring organizational culture (OC) is the Organizational Culture Assessment Instrument (OCAI) suggested by Kim Cameron and Robert Quinn (2006). This questionnaire form was developed "Competing Values Framework" including clan, hierarchy, adhocracy and market culture. All the items included in the questionnaires were answered using a 5-point Likert scale of *strongly disagree* (coded as 1), *disagree* (2), *uncertain* (3), *agree* (4), and *strongly agree* (5).

Leadership Questionnaire which is suggested by Çağlar (2011) was used to measure leadership style. The researcher selected items from different leadership style scales because the original version of these different leadership styles were very long and so, would not be completed the survey by participants. For this part, items were answered using a 6-point Likert scale from almost never (1) to almost always (6).

5. Findings

5.1. Factor Analysis and Reliability of the Scales: All two scales were applied both factor analysis and reliability testing using data collected in this study. For two instruments, initially, the Kaiser-Meyer-Olkin measure of sampling adequacy was at least .800, above the recommended value of .600 and Bartlett's test of sphericity was significant (p value = .000). Secondly, in order to measure internal consistency (reliability), it was used Cronbach's Alpha

statistic. All the measuring instruments was greater than 0.80. The results of factor and reliability analysis are shown on the Table 1.

Table 1. The summary statistics of survey (N=173)

Factor	Number of items	KMO	Cronbach's Alpha(α)	p value
Organizational Culture	16	0.827	0.880	.000
Leadership Style	38	0.841	0.900	.000

KMO: Kaiser-Meyer-Olkin Test

5.2. Analysis and Results: As mentioned about, in the main hypothesis for this study, the effect between organizational culture and leadership style is proposed. In this context, Table 2 reports the means, standard deviations and correlations of two variables. In general, results shows that there are significant correlations as statistically between variables on a middle level of research model. Firstly, "leadership style" has positive significant relationship with organizational culture (r=0,698; p< .01).

Table 2. Means, Standard Deviations, Correlations of Variables

	Mean	SD	1	2
1. Leadership Style	4.02	0.63	1.000	.698(*)
2.Organizational Culture	3.7	0.59	.698(*)	1.000

*p < .01

Whether there is a significant difference between leadership styles and organizational culture was analyzed with one way variance analysis and the results are shown in Table 3.

Table 3. *ANOVA results for leadership styles and dimensions of organizational culture.*

Dimen. of Lead. Style	Transformational L.		Transactional L.		Ethical L.		Servant L.		Paternalistic L.	
Dimen. of Org. Cult.	F	Sig.	F	Sig.	F	Sig.	F	Sig.	F	Sig.
Clan Culture	.899	.607	.890	.765	.621	.900	3.432	.002*	10.839	.000*
Adhocracy Culture	3.967	.011*	.118	2.12	4.77	1.13	3.45	.548	1.876	.378
Market Culture	18.544	0.002*	34.78	.212	1.734	.32	3.234	.003*	.900	.321
Hierarchy Culture	12.76	.32	10.41	.000*	2.554	.23	9.006	.12	10.767	.002*

N: 173; p < .01

The results of ANOVA were based on opinions of statistically significant differences between two variables. As shown in Table 3, the results obtained in the ANOVA analysis revealed a statistical significant difference of its sub-dimensions of each of variables.

Generally, there were statistically significant differences between some sub-dimensions. Firstly, clan culture differs significantly according to the servant leadership and paternalistic leadership. However, present variable doesn't show statistically significant differences according to other dimensions of leadership. Secondly, adhocracy culture only differs significantly according to transformational leadership. This dimension doesn't show any differences significantly with others. Thirdly, it was found statistically significant differences for market culture. Market culture differs significantly according to transformational and servant leadership. Hierarchy culture differs significantly according to transactional and paternalistic leadership. Finally, dimension of organizational culture show neither a large mean difference nor a large effect size on laissez- faire leadership style.

Discussion and Conclusion

The results of the present study have revealed that "clan culture" Clan culture differs significantly according to perceived leadership style by their employees is "servant and paternalistic leadership" model in the same organization. According to Cameron an Quinn (2011), clan culture refers to a very friendly place to work where people share a lot of themselves. (p.66).

Employees feel as if their co-workers were a member of their family. Unlike perceived standard manager role, the manager in the organization behaves as a mentor, and, generally they even play a role like employees' parent. This perception enables employees to feel a considerable commitment to the organization. Thus, it is thought that employee loyalty will be at a high degree. All these results show that traditions are important with regard to organization perspective because of close ties among all employees and managers. For this organization, the long-term benefits are emphasized and group cohesion is given importance. It means that when a decision is made about anything related to organization, it is expected that all employees participate in it. Thus, employees' morale will increase (p.66). At this point, organizational commitment can be mentioned and subsequently, job satisfaction will increase. In such an organizational culture, employees can easily communicate with each other because there is an open communication climate in the organization. Employees may influence one another's behavior and build common values related to the organization. This is also related to encouragement or discouragement of employees. A leader who is suitable for clan culture treats employees as a mentor and this provides the organization with open communication. Besides, relationship between employees is affective trust-based. Employees have a confidence especially for their manager. Moreover, there are free and open exchange

of information and constructive conflict resolution (Nordin, et.al., 2013). All of these may be based on "Social Identity Theory" and "Social Exchange Theory" since employees shows behaviors in accordance with their identification with the organization and how much they are structurally supported and recognized by the organization. In organization, job satisfaction enables employees to feel commitment to the their organization (for clan culture, affective commitment dimension of Allen and Mayer' model) and thus, their motivation will also increase. Here, due to manager's coaching, encouraging, showing concern and interacting with the organization roles, it can be said that manager empowers the employees. These include behaviors such as helping to develop good relationship among employees and working closely with the organization, helping them to become self-reliant and solving problems together (Arnold, et.al., 2000).

While these results are positive outcome associated with the clan culture, some results can also be named as negative. For instance, a clan culture tends to be a homogeneous organization. Generally, there are employees who have common beliefs, goals or even demographic characteristics. Almost everybody looks at solving a problem from the same perspective. If there are any employees who have different ideas on the problems, they cannot express their own idea. Sometimes, another idea for solving a problem efficiently may be required. Another problem is that clan culture is open to abuse. Because of features such as being a friendly place, freedom, teamwork and autonomy, it is vulnerable to abuse if employees use its tolerance as an opportunity to relax rather than an opportunity to contribute. Loafs can be experienced in organization while employees work. Another problem can arise because of leadership role. Employees very often make mistakes since they know they will be forgiven by managers and their manager will be correct their mistakes.

When servant leadership is considered, it can most likely be associated with the participative leadership style. The highest priority of a servant leader is to encourage, support and enable subordinates to demonstrate their full potential and abilities. This leads to an obligation to delegate responsibility and engage in participative decision-making. This participative style of leadership is presented as the approach with the greatest possible performance and employee satisfaction (Keith and Dinner, 2009). When it is compared with other leadership styles, servant leaders are similar to some leaders such as paternalistic leaders and transformational leaders. The perceived leadership style within this organization emphasizes long-term goals and includes development of their employees for organization vision. Thus, both the organization and all the employees will benefit from with point of this view. Servant leader gives confidence and provides emotional support to subordinates. It is

not a surprising result a servant leadership style is displayed in an organization in which clan culture is dominant.

When adhocracy culture is considered, it is not surprise transformational leadership differs significantly according to this culture. Adhocracy oriented cultures are dynamic and entrepreneurial, with a focus on risk-taking, innovation, and "doing things first. In such a culture, it is important encouraging them before process and while in all process. Furthermore, for a creative work environment that is needed, transformational leaders may be proper person because of their ability to adapt quickly to changing conditions. This feature of leader may provide employees to increase resilience in face of difficulties. At same time, perception of innovation that dominates in adhocracy culture requires to intellectual knowledge and leader's accumulation of knowledge is source of inspiration for employees. As stated on Self-determination Theory, intrinsic and varied extrinsic sources of motivation facilitate their performance, initiative and well-being. Employees' experience of autonomy, competence, and relatedness with organization foster their motivation and engagement for activities, especially about creativity.

Here, if leader supports employees' natural or intrinsic tendencies to behave in effective way, and give an important employees' needs, their development, individual differences, degree of employees 'self-confidence will be at high degree. Thus, everybody in this organization may show their fact performances. Besides, according to Table 3., it is seen that market culture differs significantly with transformational and servant leadership. It is logical when we consider that market culture is long term-oriented and competitor climate in organization. Therefore, employees need leadership style as transformational and servant leader because these leaders motivate them about being success and be role model them by working as much as they do. Also, in construction sector, in order to do creative work and design, employees should be motivated with aforementioned factors.

Finally, results show that hierarchy culture differs significantly according to transactional and paternalistic leadership styles. Hierarchy culture refers to formalized and structured work environment. Especially, for some culture, hierarchy comes from power relationship and superior-subordinate relationship, status or ownership are determinant. As a result, hierarchical order may belong to such conditions. Leaders are proud of their efficiency-based coordination and organization. So, in hierarchy culture, leader can perceive as a father by employees if manager is compassionate. In addition, reason of being associated with transactional leadership can be that leader wants to know all process the step-by-step and that works want to run the business systematically.

Limitations of the Study and Suggestions for Future Work

Despite these promising results, the present research has some limitations. First of all, the questionnaire survey was performed among the employees working in just certain private construction sector located in Istanbul in Turkey. Because of that, the findings might not be generalized for all types of organizations or sectors in all cities or countries. Secondly, the effects of culture are so specify and so, this study mustn't be generalized. Culture and climate are factors which shouldn't be overlooked. At same time, total sample size of this study is not also enough in order to reach a general opinion. For that reason, it is recommended that further studies should be performed with larger samples and different sectors for the generalizability of the findings. In the relationship between organizational culture and leadership styles, other variables are also determinant factors. Therefore, researchers would be to look further whether relationship can be associated with other organizational outcomes when they study on this relationship.

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