



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**THE EFFECT OF LEADERSHIP STYLES ON
ORGANIZATIONAL CULTURE: THE CASE OF
ST. MARY'S UNIVERSITY**

**By
Mebratu Birhanu**

**FEBRUARY, 2021
ADDIS ABABA**

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY
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STATEMENT OF DECLARATION

I, the undersigned, declare that this thesis is my original work, presented under the guidance of Birhanu Endeshaw(PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher institution for the purpose of earning any degree.

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St. Mary's University, Addis Ababa Ethiopia

November, 2020

ENDORSEMENT

This thesis proposal has been submitted to St. Mary's University College, School of Graduate Studies for examination with my approval as a university advisor.

Berhanu Endeshaw (Dr.)

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Signature

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List of Acronyms

SMU: St. Mary's University

HRM: Human Resource Management

SPSS: Statistical Package for Social Science

FRLT: Full Range Leadership Theory

II-A: Idealized Influence-Attributed

II-B: Idealized Influence-Behavior

IC: Individualized Consideration

IM: Inspirational Motivation

LF: Laissez-faire Leadership

MBE-A: Management-by-Exceptions (Active)

MBE-P: Management-by-Exception (Passive)

MLQ: Multifactor Leadership Questionnaire

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ABSTRACT

The study deals on the effects of leadership style on organizational culture at St. Mary's University. The main objective of the study was to examine the effect of leadership style on organizational culture. The study used descriptive and explanatory research design. The approach that was applied was mixed approach. The sampling method was stratified and simple random sampling technique. A sample of 214 was selected from the total population of the head office of the university. The primary data was collected through survey questionnaire from employees. The primary data was analyzed through descriptive statistics, correlation and regression analysis. The descriptive statistics result indicated that the dominant leadership style at St. Mary's University was Transformational leadership. The study pointed out that mission organizational culture trait was prevailing in the organization. The result of the regression analysis indicated that leadership style had a medium effect on organizational culture. Among the three leadership styles transformational leadership style had moderate effect than transactional and laissez-faire styles. The study had shown the challenges of leadership and organizational culture. Accordingly, lack of transparency, inadequate skill of communication, lack of flexibility on decision making and shortage of budget were the main in practicing leadership styles. Challenges such as lack of cooperation, lack of self-motivation, lack of satisfaction, lack of recognition and appreciation for committed employees affect organizational culture in this study. The study suggested that the top management of the University should prosper transformational leadership style and enhance the actual level. And implement a monitoring and evaluation schemes to be insured whether the transformational leadership style is properly implemented or not.

Keywords: Leadership styles, Organizational Culture Transformational, Transactional, and Laissez-faire.

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CHAPTER ONE

INTRODUCTION

1.1. Introduction

This chapter includes background of study, statements of problem, research question, and objectives of the study, significance of the study, scope of the study, operational definitions and organization of the study.

1.2. Background of Study

The achievement of goal for any organization largely depends on the knowledge, skill, ability, commitment, wisdom, and attitude of the human resource (Mathis & Jackson, 2010). Besides, according to Zang and Li (2013) in their studies, organizational culture has been considered as one of the important core competencies of an organization.

Organizational culture is the most important instrument for the success of an organization. A culture can generate positive or negative effects on the working environment. A strong organizational culture can generate motivation, responsibility and loyalty of employees to the organization (Goldstone, 2007). However, according to Schabracq (2007), organizational culture is not as such so vivid rather most of it is hidden and expressed based on individual understanding. Similarly, Organizations like human beings have their own personalities, and institutional culture is the personality of organizations. As every individual has a set of values every organization has a set of values (Drafke, 2008).

The system of an organization based upon effective establishment of culture that keeps learning environment strong. The performance of organization improves by establishing a relevant culture in an organization (Awadh&Saad, 2013). Raduan (2008) observes that, a high degree of leadership competency is related to culture with well-integrated and effective set of values, beliefs and behaviors. However, many researchers concurs that culture would remain linked with superior performance only if the culture is able to adapt to changes in environmental conditions. Schein (2004) tells that organizational culture is much important today compare to the past. The loyalty of an employee relies upon knowledge and awareness of culture that improves behavior of organization (Brooks, 2006).

Thus, this study will focus to explore the impact of leadership styles on organizational culture in St. Mary's University.

1.3. Background of the Study Organization

St. Mary's University (SMU) is an outgrowth of St. Mary's Language School which was established in 1991 in Addis Ababa. The Language school was upgraded to a language center in 1995 and has solely been devoted to the improvement of the English language proficiency of students, establishing itself as a leading language center in the capital. It was in this language center that the University was born as "St. Mary's College".

St. Mary's College was established in 1998 under St. Mary's General Educational Development PLC with its head office in Awassa and a branch in Addis Ababa.

The year 2000 saw the plan of setting up a dual-mode private higher education institution become a reality - St. Mary's being a pioneer in the sector. In March of the same year, the Distance Education Division (DED; the current College of Open and Distance Learning/CODL/) was launched focusing on Business and Law fields of study. Since 2001, the Division has been making a speedy growth targeting distance learners in the fields of Teacher Education. After a few years of concentrated and coordinated effort, the College began to show remarkable success.

St. Mary's University is a founding member of Ethiopian Private Higher Education Institutions Association and is a member of the African Association of Universities (www.aau.org) and the International Network for Quality Assurance Agencies in Higher Education (www.inqaahe.org).

According to the 2003EC Annual Abstract published by the Ministry of Education, St. Mary's recorded top numbers in enrolling students as compared to other private institutions. In addition, in Ethiopia the past three consecutive series of abstract published by MOE indicated that the number of permanent academic staffs that St. Mary's University has is, higher than any other private institutions in Ethiopia .with the human, financial and material resource it has created and developed over the past fifteen years the institution received its University status in September 2013 and its continue to be poised for success in the years to come.

1.4. Statements of Problem

Several reasons could be given for the failure of an organization but none of them are related with organizational culture. The most frequently sighted reason given for the failure was a neglect of the organization's culture. Organizational culture is important in enhancing organizational performance. Therefore, there is need to promote a culture of urgency, teamwork, trust and aligning organizational aspirations with the corporate objectives (Byrne &Hochwarter, 2012).

Shakil (2012) studied organizational culture in Pakistan in order to ascertain association between organizational culture and the practices adopted by the management. Using regression and correlation analysis, the study found out that organizational consistency and adaptability had significantly positive influence on performance management practices.

In Kenya, different commercial banks are guided by different cultural standards and norms that are shared by both the employees and customers. These differences which constitute organizational culture are quite evident due to the fact that different banks serve a variety of clientele. As a result this has a pervasive effect on the performance of the banks because it spells out who its legitimate employees and other stakeholders are alongside the way they should interact with these key actors (Njugi&Agusioma, 2014).

Many of the previous researchers have suggested a positive direct relationship between leadership styles and organizational culture. To mention some of these, Bučiūnienė&Škudienė(2008) identified positive relationship between leadership style and organizational culture. They have also found out that leadership behavior is vital component to determine organizational culture. Avolio et al., (2004) also discovered that transformational leadership is generally associated with organizational culture.

Therefore in today's competitive environment, the culture of the organization is an important factor for the sustainable and effective growth. Therefore I have conducted a preliminary investigation to examine the effect of the existing leadership styles and the organizational culture of St. Mary's university.

From the preliminary investigations I have conducted. The leadership style of the organization was not clear and some of the cultures in the organization seem to be inconsistent. It indicates that there is a need an investigation to identify which leadership style

influence to the existing culture. In addition to this there are a number of researches that previously studied in relation to leadership with other factors, such as leadership styles and organizational effectiveness, or leadership style and employee commitment. But to the best of the researcher's knowledge, no research was conducted in St. Mary's University to address this problem. Hence this research tries to fill this gap by investigate the effect of the leadership style on the organizational culture that practiced at St. Mary's University.

1.5. Research Questions

The study guided by the following research questions;

- Which type of leadership style is dominant in St. Mary's University?
- Which cultural trait is currently prevailing in St. Mary's University?
- What are the major challenges in the practice of leadership style and organizational culture in St. Mary's University?
- What is the effect of leadership styles on organizational culture of St. Mary's University?

1.6. Objectives of the Study

1.6.1.General Objective

The general objective of the study is to examine the effect of leadership styles on organizational culture of St. Mary's University.

1.6.2.Specific Objectives

The specific objectives of the study in order to address the general objective includes: To:

- identify the dominant leadership style in St. Mary's University.
- Examine the type of organizational culture currently prevailing in St. Mary's University.
- to see the challenges related to leadership styles and organizational culture in St. Mary's University.

1.7.Significance of the Study

The study mainly focuses on the analysis of the effect of leadership styles on organizational culture in the case of St. Mary's University. Therefore, the research tries to investigate how leadership styles affect organizational culture. The study will be mainly useful for St. Mary's

University leaders and employees. Moreover, it will be also useful for academicians who will conduct study on the area.

1.8.Scope of the Study

The scope of this study will be limited on St. Mary's University in Head Office. The University has regional and sub-regional offices in Ethiopia. In order to conduct an in-depth study and to make the research manageable and cost effective, the study focused on the head office that located in Addis Ababa. The study focuses only on the effect of transformational, transactional and laissez-faire leadership styles on organizational culture of the University.

1.9.Organization of the Study

The research study is organized in to five chapters. The first chapter deals with the introduction of the study that basically addresses background of the study, Statement of the problem, objectives of the study, research questions, limitation in this study and definition of key terms. Chapter two contains reviewed literatures about leadership and organizational culture concepts and theories. Chapter three includes the research methodology. Chapter four includes data presentation, analyses and interpretation. Finally, chapter five includes summary of major findings, conclusion and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 The Concept of Leadership

Leadership is a process of influencing in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals, a process whereby one person exerts social influence over other members of the group. A process of influencing the activities of an individual or a group of individuals in an effort towards goal achievement in given situations, and a relational concept involving both the influencing agent and the person being influenced (Bhatti et al, 2012).

There is no common agreement on the definition of the term as everyone explains it from various angles: in terms of behaviors, traits, role relationships, influence, or communication patterns (Yukl, 2006). Leadership has existed for as long as people have interacted, and it is present in all cultures no matter what their economic or social makeup.

Northouse (2007) describes leadership as a process whereby an individual (leader) influences a group of individuals to achieve a common goal. Thus, leadership is considered to be a person's ability to organize his/her followers and directing them towards a common goal.

2.2 Leadership Theories

In the twentieth century, various leadership theories have been developed by many researchers for instance Great Man Theories assume that great leaders are born, not made and that they are exceptional people destined to lead. Leaders are described as heroic, mythic and destined to rise to leadership when needed (Bolden et al., 2003). Behavioral theories of leadership are based upon the belief that great leaders are made, not born. There are behavioral determinants of leadership which can be learned and people can learn to become leaders through teaching and observation. These theories concentrate on what leaders actually do rather than on their qualities (Bolden et al., 2003).

According to Contingency Theory, no leadership style is best in all situations. Success depends upon a number of variables, including the leadership style, qualities of the followers and aspects of the situation (Cherry, 2018).

Transactional leadership has been a traditional way of treating followers to perform the predefined tasks and focuses towards planned goals (Bolden et al. 2003). It is a system of treating employees through rewards and penalties: rewards in terms of recognition, pay increases, advancement, etc. whereas employees who fail to meet expectations are penalized. This method concerns the importance of the association between leader and followers, focusing on the mutual benefits derived from a form of 'contract' (Bolden et al. 2003). Transformational leadership does not place major emphasis on exchanges or rewards within the system. Instead, it challenges followers to disregard self-interests and encourages pursuit of institutional goals, interests of the group (Bass & Avolio, 1994). It occurs when leaders broaden and raise 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 (Bass & Avolio, 1990).

Early theories tend to focus on the characteristics and behaviors of successful leaders, later theories begin to consider the role of followers and the contextual nature of leadership. For the purpose of this study, the full range leadership theory is considered.

2.3 The Full Range Leadership Theory

According to Antonakis et al, (2003). The full range leadership model consists transformational, transactional, and laissez-faire types of leadership styles (Bass, 1999). Bass also introduced the Multifactor Leadership Questionnaire (MLQ) to measure the full range leadership, which, according to Turner and Müller (2005), is the most widely used leadership measure. Bass' model encompasses nine factors or leadership behaviors explaining each of the leadership styles derived from research studies by using the MLQ. It consisted of five transformational leadership factors, three transactional leadership factors and one non-transactional laissez-faire leadership

2.3.1 Transformational Leadership

Transformational leadership refers to the leader moving the follower beyond immediate self-interests through intrinsic motivation by using his idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Bass, 1999). Yukl(2008) stated that transformational leaders make followers more aware of the importance and value of the work and induce followers to go above self-interest for the sake of the

organization. Its focus is on being proactive, expecting nothing in return, inspiration and motivation of followers to work for goals that go beyond their self-interest. Learning opportunities are created and followers are stimulated to solve problems. The leaders develop strong emotional bonds with their followers and they possess good visioning and management skills.

According to Bass *et al.* (2003), transformational leaders focus on developing their followers by inspiring them, promoting collaboration, motivating them, and by reinforcing positive behaviors. The employees often develop a high level of trust and confidence in such a leader.

The employees are proud to identify themselves with the leader and develop a strong sense of loyalty to them. According to Bass (1997), the goal of transformational leadership is to ‘transform’ people and organizations, i.e. to change them in mind and heart; enlarge vision, insight and understanding; clarify purposes; make behavior congruent with beliefs, principles or values; and bring about changes that are permanent, self-perpetuating, and momentum building. Bass *et al.* (2003) and Trottier *et al.* (2008) preferred to explain transformational leadership based on five factors. The five sub-scales are:

Inspirational Motivation (IM)

Leaders with high levels of inspirational motivation behaviors motivate and inspire their followers via the spoken word. They develop and clearly articulate a vision and the expectations for their follower’s performance. In doing so, they “raise the bar” for their organization, setting new standards and new targets for their followers efforts. They include followers in defining the desired future state of affairs which creates commitment to the goals and the shared vision.

Individualized Consideration (IC)

Individualized Consideration is that transformational leaders focused on the development of their followers. Individualized consideration involves a collection of behaviors, to include listening, coaching, mentoring and teaching and directly addresses followers need for achievement and growth. The leaders act as mentors and coaches. Two-way communication is regular and differences are accepted. They respect individual desires and needs. They also delegate different tasks to develop follower skills.

Intellectual Stimulation (IS)

Through IS, leaders stimulate followers creativity. Leaders employing IS question assumptions, processes and existing paradigms, forcing their followers to rethink their solutions and create new approaches to problems. Such leaders include their followers in decision-making related. They support some risk-taking, allowing subordinates to try their ideas and not over-reacting to failure. If a leader is not accepting of occasional failures, their followers will be unwilling to take risks.

Idealized Influence (II)

Transformational leadership involves inspiring followers to commit to a shared vision and goals for an organization or unit, challenging them to be innovative problem solvers, and developing follower's leadership capacity via coaching, mentoring, and provision of both challenges and support. They are respected and trusted. These leaders are willing to take risks and they are described by followers as having exceptional capabilities, being persistent and determined. They have high ethical and moral standards and can be trusted to do the right thing. According to Bass and Avolio (1990), Idealized Influence can be classified in idealized influence attributes and idealized influence behavior.

Idealized Influence (Behavior): Idealized influence (behavior) denotes to a leader behavior which effects in followers recognizing with leaders and wanting to imitate them.

These typical behaviors make that transformational leadership positively affects employees' job-related attitudes (Judge & Piccolo, 2004) and is generally considered very effective.

Idealized Influence (Attributes): Idealized influence (attributes) take place when followers recognize with and follow those leaders who are trusted and perceived as having a realistic mission and vision.

2.3.2 Transactional Leadership

Transactional leadership is an exchange process based on the fulfillment of predetermined obligations and is typically represented as setting objectives and monitoring and controlling outcomes (Antonakis et al., 2003). According to Bass et al. (2003), it occurs when the leader sets expectations, standards, or goals to reward or discipline a follower depending on the adequacy of a follower's performance. the leader needs to set goals for their subordinates,

explain the expectations for the subordinate's work, and define the roles, levels of authority and responsibility, and pertinent processes so the subordinates will understand what is expected of them. In response, the subordinates will receive some agreed upon reward.

Transactional leadership is according to Bass (2004) characterized and measured by three dimensions: (1) contingent rewards for good performance and (2) management by exception active and (3) management by exception passive for poor performance.

The contingent rewards-dimension relates to the extent to which a leader promotes satisfactory performance using rewards. It refers to leader behaviors focused on clarifying role and task requirements and providing followers with material or psychological rewards contingent on the fulfillment of contractual obligations (Antonakis et al., 2003). It is a constructive transactional leadership behavior. It is therefore the exchange of rewards for meeting agreed-on objectives. By making and fulfilling promises of recognition, pay increases and advancement for employees who perform well, the transactional leader is able to get things done. Bass (2004) therefore, argues that by providing contingent rewards, a transactional leader might inspire a reasonable degree of involvement, loyalty, commitment and performance from subordinates. CR is entirely appropriate when dealing with committed, talented people who know the requirements of their jobs and need little additional encouragement to achieve success.

Management-by-Exception Active occur when the leader monitors followers to ensure mistakes are not made, but otherwise, allows the status quo to exist without being addressed (Bass & Avolio, 2004). In its more corrective form, in active management by exception, the leader specifies the standards for compliance, as well as what constitutes ineffective performance, and may punish followers for being out of compliance with those standards.

This style of leadership implies closely monitoring for deviances, mistakes, and errors and then taking corrective action as quickly as possible when they occur (Antonakis et al., 2003). Even when executed well, this leadership style only tends to produce performance of a moderate standard. The key indicator of Active 'management-by-expectation' leadership style are those leaders who arrange to know if something has gone wrong, attend mostly to mistakes and deviations, remain alert for infractions of the rules and teach followers how to correct mistakes.

Management-by-Exception passive leaders intervene only when things go wrong (Bass & Avolio, 2004). In its more passive form, the leader either waits for problems to arise before taking action or takes no action at all and would be labeled passive–avoidant. Such passive leaders avoid specifying agreements, clarifying expectations, and providing goals and standards to be achieved by followers (Antonakis et al., 2003). These leaders only intervene when the exceptional circumstances become obvious. Thus they tend to have a relatively wide performance acceptance range and poor performance monitoring systems. The key indicators for this leadership style are those leaders who take no action unless a problem arises, avoid unnecessary change, enforce corrective action when mistakes are made, place energy on maintaining status quo and fix the problem and resume normal functioning.

2.3.3 Laissez-faire Leadership

Laissez-faire leadership has a place in today’s leadership environment. They argue that teams can perform best with little or no intervention from leaders, except in extraordinary circumstances. Transactional and transformational leadership styles represent the active leaders who are keen on preventing problems; meanwhile, lack of leadership or non-leadership style as suggested by Bass & Avolio, (2004), is referred to as laissez-faire and is highly contrasted to the active forms of leadership. Laissez-faire leaders do not take stands on issues, they do not make decisions, and they do not develop their people. In short, they do not lead. There is no exchange between leaders and followers simply because the leaders do not particularly care about their followers or the challenges they face.

Laissez-faire in French literally means to let people do as they choose. Laissez-faire leaders avoid making decisions, abdicate responsibilities, do not use authority, refuse to take sides in a dispute and show lack of interest in what is going on. Such leadership is considered active to the extent that the leader “chooses” to avoid taking action. This component is generally considered the most passive and ineffective form of leadership (Antonakis et al., 2003). A laissez-faire leader shows passive indifference about the task and subordinates, i.e. ignoring problems and subordinate needs (Yukl, 2008).

2.4 Organizational Culture

2.4.1 Concepts of Organization Culture

Culture can be defined as a combination of values, sets, beliefs, communications and simplification of behavior which gives direction to peoples. The basic idea of culture arrives through sharing of learning processes which is based on the proper allocation of resources (Ahmed and Shafiq, 2014). In addition with this Schein (2010) defined culture refers to as a pattern of shared basic assumptions learned by a group as it answered its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the right way to perceive, think, and feel in relation to those problems.

Supporting Schein's definition Denison and Neale (2008) found that organizational culture as the underlying values, beliefs and principles that serve as a foundation for an organization's management system, as well as the set of management practices and behaviors that both demonstrate and reinforce those basic principles and these principles and practices stand because they have meaning for the members of an organization.

It was also supported with the idea that recent organizations have come to understand just how important the health of their culture is to their success. Chenot (2007) stated “organizational culture as a system of meanings and knowledge that develop into learned standards”. Then these created standards allowing employees to evaluate their own behavior in relation to others and, conversely, other” behavior in relation to organizational standards. He also explained that organizational culture consists of traditional or historically selected ideas, behaviors and related values. This assumption was also supported by Cameron and Quinn (2011) as culture is a socially constructed attribute of organizations that serves as the social glue binding an organization together.

Generally, the above mentioned authors agreed with the concept of organizational culture as the norms, values, beliefs and assumption that employees share in their organization. Armstrong, 2010 indicated that Organizational or corporate culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people behave and things get done. Values refer to what is believed to be important about how people and the organizations behave. Norms are the unwritten rules of behavior. The definition emphasizes that organizational culture is concerned with abstractions

such as values and norms which pervade the whole or part of an organization. Culture: represents the 'social glue' and generates a 'we-feeling', thus counteracting process of differentiations, which are an unavoidable part of organizational life. Organizational culture offers a shared system of meanings, which is the basis for communications and mutual understanding. If these functions are not fulfilled in a satisfactory way, culture may significantly reduce the efficiency of an organization (Furnham and Gunter, 1993 cited in Armstrong, 2010).

2.4.2 Denison's Model of Organizational Culture

Dr. Daniel Denison is a professor of Organizational Behavior at the University of Michigan Business School. The Denison model and research is based on over two decades of research linking culture to bottom-line performance measures such as profitability, growth, quality, innovation and customer and employee satisfaction. His studies focused on organizational culture and organizational effectiveness centered on behavioral based, was designed and created within the business environment, uses business language to explore business-level issues, is linked to bottom-line business results, is fast and easy to implement and is applicable to all levels of the organization.

The organizational culture model of Denison is based on four cultural traits: involvement, consistency, adaptability and mission. All these traits have been shown to have an influence on organizational performance (Denison, 2006).

Adaptability

High performing organizations distinguish from low performing organizations by their ability to understand and react to the competitive environment and customers. In addition, they restructure behaviors and processes that help them to adapt. Moreover, high performing organizations encourage new ideas and different solutions for solving problems. In addition, employees seek new and better ways to meet customer expectations on a continuous basis. Controlled risk taking is encouraged as the organizations learn from both successes and failures.

Mission

Successful organizations have a clear mission that shows employees why they are doing their tasks and how the work they do help the organizational performance. Strategic direction and

intent are about multi-year strategies and high priorities are established. In successful organizations the goals and objectives are short term. In addition, specific goals are defined so that employees understand how their daily routines relate to the vision of the organization. Vision represents the main reason an organization exists and competes on a certain market.

Consistency

Consistency represents the main source of integration, coordination and control. In addition, it helps organizations develop a set of procedures that create an internal system of governance which is based on support that is consensual. Successful companies have a clear set of values that support employees and managers in making consistent decisions. When facing difficult issues and misunderstandings, the members discuss them openly and try to reach an agreement. In these organizations, each employee is aware of the fact that their work impacts others and how the work of others impacts them. The employees always make sure that their work is aligned with the organizational goals and objectives.

Involvement

Highly involved organizations differentiate from the rest of the companies by creating a sense of responsibility. This particularity creates a greater commitment to the organization and autonomy. In these organizations, employees know kind of decisions they are allowed to take and which ones are beyond their responsibility. In other words, employees are empowered to take decisions in an informed framework. Employees are encouraged to work in teams and they support each other to attain their work goals. Last but not least, the high-involved companies use training and coaching to develop employee capability.

2.5 Relationship between Leadership and the Organizational Culture

The employees of the organization can imitate an influential leader. After a while, the imitation becomes a habit and becomes permanent. As the number of employees who try to be like the leader rises, the organizational culture is shaped. When considered in this sense, a strong leader has the greatest significant effect in the creation of an organizational culture.

While the leader is influencing the creation of the organizational culture, the current culture of the organization is also important and influential. It is also possible that the pressure of the organizational culture will affect a leader who newly joins the company or existing in the organization. Therefore, it should not be expected that an effective leader who succeeds in an

organization will also succeed in all organization. Sometimes an organizational culture can dominate the leader and change the leadership style of the leader.

The principles, beliefs, and values of the organization, (i.e. organizational culture) can influence the leader and may lead him/her to act according to the organizational settings. For example, the transactional leadership may be prioritized in banking or accounting positions, where the rules and tasks are clearly defined, however, it may not be effective for lean organizational structures such as Google or Microsoft. This can be given as an example of determination of the leadership style according to the existing organizational culture.

As the leader influences the organizational culture, values, policies, and philosophy of the organization, the organization also influences the leader's decisions, motivation, and behavior. Hence, the policy, strategy, and philosophy of the organization influence the leadership style. There is a mutual interaction between the organization and the leader. As the leader affects the organizational culture, the organizational culture affects the leader. When considered in this context, the interaction between the leader and the culture may be compared to the two sides of a coin, and we may conclude that one factor cannot be understood if other doesn't exist (Schein, 2010). A "good" organizational culture could be a strategic asset for the organization in that it increases the adaptability of and fit between an organization and its environment or a liability in the case of a "wrong" organizational culture disrupted by various contradictions. (LiviWarter, 2019).

2.6 Empirical Analysis

Several studies proved the relationship between Transformational, Transactional, and Laissez-Faire leadership styles and organizational culture. For instance:

Dariusz.et.al (2014) contends study on the assessment of impact of the leadership style on organizational culture in MAPSA Company. In conducting the study quantitative survey method was used to gather all relevant information with descriptive methodology, confirmatory fact analysis and structural equation modeling (SEM) and a two-step approach were employed using SPSS 19. The result of the study indicates that, an effective leader could demonstrate both transformational and transactional leadership style and a transformational leadership has a positive effect on organizational culture and transactional leadership was found to have less positive effect on culture. In contrast laissez-fair leadership was found to have a negative effect on organizational culture.

A work entitled ‘‘The Impact of Leadership Styles on Organizational Culture’’ by (Lutifisurucu and Dr.TahirYeshilda, 2017) aimed to study the impacts of leadership style on organizational culture among manufacturing organization Kochalli, Turkey, context. The study employed descriptive analysis to investigate the impact of the leadership style on organizational culture. Survey design was used to collect data. The result showed that transactional leadership style did not have any influence on the current organizational culture.

Andrews Kelin.et al (2013) aimed to investigate the impact of leadership style on organizational culture and firm effectiveness in 311 organizations with a total sample population of 2662. The data analyzed were collected through the use of 2 standard and previously validated questionnaire. A descriptive method was engaged to the study. The finding from the study indicates that leadership skills of managers and supervisors are critical factor in creation and reinforcement of cultural norms. Furthermore, cultural norms seem to positively impact organizational effectiveness.

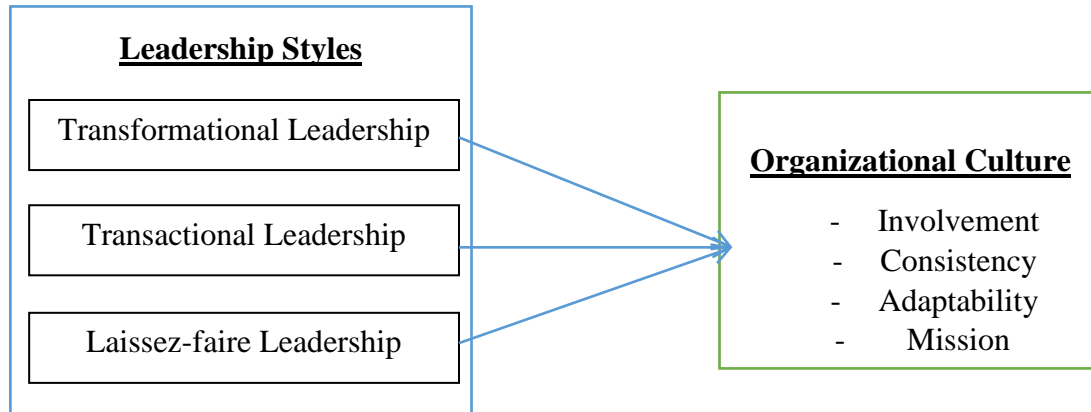
Nogo (2015) conducted a research on the effect of leadership styles on organizational culture in small scale enterprise. The analysis has shown that transformational leadership style exert positive but in significant effect on organizational culture. On the other hand, each behavior of transactional leadership style considered in the study has significant positive effect on organizational culture. And the study concludes that transactional leadership is more appropriate in inducing culture in small scale enterprises than transformational leadership style.

2.7 Conceptual Framework

As discussed in the reviews, there is substantial empirical research that supports the argument that leadership plays a vital role in influencing organizational culture. The study would try to explore the three leadership styles that used to be practiced and how organizational culture was affected by them. The conceptual framework for the study is presented below:

The conceptual framework of the study will show the dependent variable and independent variable. The dependent variable which known as outcome variable is the Organizational culture. The dependent variable consists the four cultural traits. On the other hand, the

independent variables of the study will be classified under leadership styles (transformational, transactional and laissez-fair).



Source: From Literature Review

Figure 1: Conceptual framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section deals with methodological issues such as research design, research methods, the source of data, the tools used for data collection, population and sampling design, the methods of investigating and analyzing the problem and ethical Consideration.

3.2 Research Design

A research design is a master plan that specifies the methods and procedures for collecting, analyzing and interpreting the needed information. According to Burns and Bush (2003) research design categorized into three types: exploratory, descriptive, and causal. Exploratory research is characterized as seeking new insights, or bringing some facts into new light. And descriptive research is used to describe characteristics of objects, people, groups, organization, or environments. The third one is causal or explanatory, which may be thought of as understanding a phenomenon in terms of conditional statements.

A research design which used in this study is a descriptive and explanatory research designs. According to Creswell (2003) descriptive study design allows a researcher to gather information, summarize, present data and interpret it for the purpose of clarification. In descriptive research, the essential focus is to describe specific views or opinions and to examine the relationships and variations in the relevant variables by studying a large sample of the population. Lee and Ling, (2008).

3.3 Research Methods/Approaches

A Research approach is selected based on the research objective and the nature of the research, the problem area, and research questions. There are three basic types of research approaches such as quantitative, qualitative, and mixed approach. Qualitative research use a variety of methods for the breadth and depth of understanding of how people perceive their social environments and in consequence, how they act within the social environment, Quantitative research gathers data in a numerical form and it can be measured in different units of measurement. And the third one is a mixed approach which is combination of the two. Creswell, (2003). The overall goal of mixed methods research is combining qualitative and quantitative research components to expand and strengthen a study's conclusions.

Therefore by considering the research questions and objectives of the research it was believed that mixed method approach can be a very appropriate choice.

3.3 Sources of Data

3.3.1 Primary Data

Primary data will be collected from St. Mary's University leaders and employees through questionnaires.

3.3.2 Secondary Data

In this study, the researcher will use secondary data from St. Mary's University published and unpublished sources, books and journals,

3.4 Population

Population is a group of individuals, objects or items from among which samples are taken for measurement Kothari (2004). Thus the populations of this study includes employees and management members St. Mary's University in Addis Ababa campus.

Table 3.1: population and sample size

S.No	Division	Population	Sample
1	Academic Staffs	241	$241 * 215 / 491 = 105$
2	Admin Staffs	216	$216 * 215 / 491 = 94$
3	Technical Staffs	34	$34 * 215 / 491 = 15$
Total		491	214

3.5 Sample Size and Sampling Techniques

To determine the sample size the researcher took 95% of confidence level and an estimation of $\pm 5\%$ level of precision; because it is easier to manage sample size and control systematic error easily. Accordingly, in this study, the following formula set by Kothari (2004), (in the case of finite population,) was used to calculate sample size of the study. That is:

$$n = \frac{Z^2 p \cdot q \cdot N}{e^2(N - 1) + Z^2 p \cdot q}$$

Where n is the desired sample size, N is total employees in the study area (491) ,Z is 1.96 that is the value for 95% of confidence level, p is estimation of variance (0.5) ,q is (1-p=0.5) and e is an estimation of sample error ($\pm 5\%=0.05$). Therefore, the sample size given by

$$n = \frac{(1.96)^2 (0.5) (0.5) 4491}{(0.05)^2 (437-1) + (1.96)^2 (0.5) (0.5)}$$

Therefore, the total number of respondent sample size is 214. The sample will be taken by random sampling technique.

3.6 Methods of Data Collection

3.6.1 Questionnaire

A questionnaire is a research instrument consisting of a set of standardized questions to gather statistically useful information from one or more respondents. A questionnaire is an effective tool to measure the attitudes, beliefs, behavior, preference, opinion, and intentions of a relatively large number of people with respect to more than one specific subject. The main purpose of a questionnaire is to extract data from the respondents. Questions in the questionnaire can be categorized in to two, structured and unstructured. Unstructured questions are Open-Ended Questions which are more open and allow the target audience to state their feelings openly. Open-ended questions are used to conduct qualitative research. Whereas structured questions are Close-ended questions which have multiple options as answers and ask the respondents to choose either one or more than one option as an answer. Close-ended questions are used to conduct quantitative research.

In this research the questionnaire will be prepared based on the research objectives on the basis of reviewed literature. The questionnaire contains four parts: the first part included demographic information, part two included practices of leadership styles, part three focuses on organizational culture and part four challenges and suggestions both on leadership styles and organizational culture.

A pilot test will be conducted on 10employees, and then some vague terms and un-clarified issues will be taken in to consideration revise the questionnaire. A total of 214 questionnaires will be distributed and administered by self-administration within 10 days.

3.7 Method of Data Analysis

To realize as success full accomplishment of the study, data that collected from different respondents through questionnaire will be processed by statistical package for social science (SPSS Version 20) and will be presented by table and figure. The research performed is descriptive explanatory using mean, median value to identify the prevailing trait of organizational culture and examine practices of leadership in setting relevant organizational culture. To analyze the effects of leadership on organizational culture an inferential statistic a regression analysis will be used.

3.8 Reliability and Validity

3.8.1 Reliability Test

Table 3.2 Reliability Test Statistics

Dimension	Cron.Alpha	No of Items
Transformational leadership	0.914	14
Transactional leadership	0.808	9
Laissez-Faire	0.886	3
Organizational Culture	0.925	24

According to Fraenkel and Wallen(2008) reliability refers to the consistency or Homogeneity of scores or answers from one administration of an instrument to another and from one set of items to another. This reliability of a research is affected by errors of measurement and errors of instruments, which are caused either by random errors or systematic errors that in turn result incorrect interferences Drost (2011). Whereas, an instrument is reliable it provided consistent result. Cronbach's alpha is a commonly used test of internal reliability of an instrument. According to Zikmund, Babinand Griffin (2010) scales with coefficient alpha between 0.8 and 0.95 are considered to have very good quality, scales with coefficient alpha between 0.7 and 0.8 are considered to have good reliability, and coefficient alpha between 0.6 and 0.7 indicates fair reliability. Therefore, the researcher ensured the validity, reliability and stability of both instruments

3.8.2 Validity Test

This is the most critical criteria and that indicates the degree to which an instrument measures what it is supposed to measure (Kothari, 2004). In order to achieve validity, the researcher will ensure the measuring instrument provides adequate coverage of the topic by containing adequate and relevant items

The results of validity test are done with the help of correlation coefficient between each dimensions, carried out using Pearson Product Moment Correlation, if $r\text{-score} > r\text{-table}$ (based on the number of 214 respondent), then it will be determined as valid or not valid. Where the higher the value is the accuracy of the data and the higher the validity of the data.

3.9 Ethical Considerations

During the whole process of the study, the researcher obeyed and strictly followed ethical issues. The researcher understands that ethical consideration is very critical to protect the respondents and to feel protected at all times. The researcher will reach to consent with respondents by explaining the significance of the study and inform the subjects that their responses were used only for the purpose of the study.

When the respondents agreed to be involved in the study, steps have taken to ensure that they know exactly what they were agreed to. The researcher ensured that the confidentiality and anonymity of the participants will maintaining through the removal of any identified characteristics before widespread dissemination of information. The researcher will make clear that the participants name is not uses for any other purpose rather than this research. In addition, formal permission will take from their respective organization.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter presents the analysis and interpretation of data collected through questionnaire from the respondents. The first section in this chapter deals with the demographic characteristics of the respondents and the next section deals with the analyses of data related to leadership style and organizational culture. The results are presented in the form of tables.

4.1 Descriptive Analyses of Data Related to Respondents Demography

In this study the demography of the respondents include sex, age, year of experience, educational level, job category, and contractual status.

4.1.1 Response Rate

Table 4.1 Response Rates

No	Category of Respondents	Responses	
		Sample size (Fr.)	Response rate (Fr.)
1	Academic Staffs	105	101
2	Administrative Staffs	94	91
3	Technical staffs	15	13
Total		214	205

Source: Survey Data, 2020

As it is shown in Table 4.1 about 214 questionnaires were dispatched and 205 respondents were successfully completed the questionnaires and returned back. The total number of response rate is about 95%. Due to various reasons 9 respondents were not returned back the questionnaires. According to Cooper Schindler (2014); Mugenda (2003), 50% response rate is adequate for analysis. Therefore, the response rate of this study is highly adequate to make the analysis.

4.1.2 Sex of the Respondents

Table 4.2. Sex of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	116	56.6	56.6	56.6
	Female	89	43.4	43.4	100.0
	Total	205	100.0	100.0	

Source: Survey Data, 2020

As it is indicated on Table 4.2, 116(56.6%) were male and 89(43.4%) of them were female. Thus, this implies that the number of male respondents greater than female.

4.1.3 Current job category of the respondents

Table 4.3 Job Category of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Academic	101	49.3	49.3	49.3
	Administrative	91	44.4	44.4	93.7
	Technical Assistance	13	6.3	6.3	100.0
	Total	205	100.0	100.0	

Source: Survey Data, 2020

Table 4.3, depicted about the current job category of respondents. Accordingly, 101(49.3%) were with academic position, 91(44.4%) were with administrative position and 13(6.3%) technical assistance position. Thus, this shows that nearly half of the respondents were found with in academic category.

4.1.4 Age of the Respondents

Table 4.4 Ages of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30 Years	53	25.9	25.9	25.9
	31-40 Years	99	48.3	48.3	74.1
	41-50 Years	32	15.6	15.6	89.8
	Above 50 Years	21	10.2	10.2	100.0
	Total	205	100.0	100.0	

Source: Survey Data, 2020

As is indicated on the Table 4.4, the majorities of the respondents 99(48.3) are between the ages of 31 and 40 years. Thus this indicates that nearly the half respondents can be classified as yang adults.

4.1.5 Highest Level of Education Completed

Table 4.5 Highest Level of Education Completed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	10	4.9	4.9	4.9
	Diploma	25	12.2	12.2	17.1
	BA/BSc	66	32.2	32.2	49.3
	MA/MSc	98	47.8	47.8	97.1
	PhD	6	2.9	2.9	100.0
	Total	205	100.0	100.0	

Source: Survey Data, 2020

As indicated in the tables above master's holder are 98(47.8%), followed by first degree holders 66(32.2%). Diplomas holders are (12.2%) the other respondents such as certificate are 10(4.9%) and PhD holders are 6(2.9%). This result indicates that the university maintains in good educational level composition and it's also easy to focus on human resource development program for future success of the university.

4.1.6 Service Year of the Respondents in the Organization

Table 4.6 Service Year of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 Years	56	27.3	27.3	27.3
	6-10 Years	73	35.6	35.6	62.9
	11-15 Years	48	23.4	23.4	86.3
	16-20 Years	28	13.7	13.7	100.0
	Total	205	100.0	100.0	

Source: Survey Data, 2020

According to the above table the length service in the organization, 56(27.3%) of the respondents worked from 1-5 years, 73(35.6%) respondents are worked 6-10 years, 48(23.4%) respondents worked 11-15 years, and 28(13.7%) respondents are worked 16-20 years respectively. The overall result indicates that most of the respondents have served in the university for a long period of time. This is can be considered as the majority of the respondents as having detailed information about the leadership styles and the culture of the university.

4.1.7 Contractual Status of the Respondents in the Organization

Table 4.7 Contractual Status of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Short Term Contract	4	2.0	2.0	2.0
	Regular Contract	201	98.0	98.0	100.0
	Total	205	100.0	100.0	

Source: Survey Data, 2020.

From the table 4.7 above it shows that 201(98%) employees of the university have regular contract and 4(2.0%) of the respondents have short term contract. The result indicates that almost all respondents are regular contract.

4.2 Descriptive Analysis of Data Related to Leadership Styles

The descriptive statistics quantified in the form of mean and standard deviation, were presented to explain the level of agreement of the respondents with their relations. Descriptive statistics was used to summarize quantitative data. Qualitative data gathered through open-ended was also used.

4.2.1 Perception of Respondents towards Leadership Styles

Table 4.8 Perception of Respondents towards Leadership Styles

Variables	N	Mean	Std. Deviation
Transformational Leadership			
Idealized Influence (Attribute)	205	4.016	0.868
Idealized Influence (Behavior)	205	3.90	0.931
Intellectual Motivation	205	3.953	0.785
Intellectual Stimulation	205	4.095	0.745
Individualized Consideration	205	2.566	1.183
Grand Mean		3.706	0.902
Transactional Leadership			
Management by Exception (Active)	205	3.176	1.152
Management by Exception (Passive)	205	3.060	1.253
Contingent Reward	205	3.960	0.923
Grand Mean		3.398	1.109
Laissez-faire Leadership			
Management by Exception (Active)	205	2.730	1.232
Grand Mean		2.730	1.232

Source: Survey Data, 2020.

4.2.2 Analysis towards Transformational Leadership Style

The above Table 4.7 shows employee's perception towards the current leadership styles in St. Mary's University. Accordingly, the mean values of the transformational leadership subscales ranged from 2.56 to 4.09 and having the standard deviation value of nearly 1. According to Bass & Avolio (2004) The suggested scores for the most effective leaders include a mean of 3.0 or higher for idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation, and individualized consideration. In this study the Mean scores for the transformational subscales indicates that respondents perceived their leaders as having the transformational leadership behaviors. As listed on the above table 4.7 the mean scores ranged from 2.56 to 4.09. These scores show that the respondents perceived their leaders as having the best levels of transformational leadership behaviors.

4.2.3 Analysis towards Transactional Leadership Style

As shown on the table the mean values of the transactional leadership subclass ranged from 3.17 to 3.96 and standard deviation of nearly 1.1. On the other hand, Bass & Avolio (2004) suggested a mean score of 2.0 for contingent reward, in the same way, for management-by-exception (active) is 2.0. Also scores for management-by-exception (passive) is 1.0. While in this study's the mean score of contingent reward is 3.96 which is higher than the suggested score; the score for management-by-exception (active) in this study is 3.17 which is also greater than the suggested score, and the score for management-by-exception (passive) in this study is 3.06 likewise it is greater than the suggested score. Therefore, in the transactional leadership subclass, the contingent reward has the upper meanest 3.96 and standard deviation of 0.923. Thus, according to the participant's perception, the leaders of the University also characterized by providing psychological or material rewards Such as recognition for work achievement, scholarship, and prize. The mean score obtained for contingent reward infers that some respondents perceived their leaders as having the transactional leader's behavior. Thus, it assumed that the leader discuss what needed to be done and gave rewards based on their work achievement.

4.2.4 Analysis towards Laissez-Faire Leadership Style

According to Bass & Avolio (2004), the suggested score for laissez-faire is 0.0. In this study the laissez-faire leadership style had a mean of 2.73 and standard deviation of 1.23 which is lesser than transformational and transactional leadership styles. But the result that obtained was higher than the suggested result. Thus, this indicates that the respondents also perceived their leaders as having laissez faire leader's behavior such as avoid making decisions, delaying in responding to urgent questions, avoiding getting involved when important issues arise.

4.2.5 Analysis towards Overall Leadership

The overall mean of transformational leadership style, as perceived by the respondents was 3.70 whereas the transactional leadership style was 3.39 and the laissez-faire leadership style was 2.73. Hence, this result indicates that the current dominant leadership style in St. Mary's University was transformational leadership style. In the subclass of transformational leadership, intellectual stimulation showed as the most dominant, its mean was 4.09 and standard deviation of 0.745. Hence, the leaders in this subclass are characterized by stimulating their followers to be creative and innovative by creating an environment in which they are forced to think about old problems in new ways. Therefore according to the respondent's perception the study result shows that the dominant leadership style in St. Mary's university is transformational.

4.3 Descriptive Analysis of Data Related to Organization Culture Traits

The organizational culture model of Denison is based on four cultural traits: involvement, consistency, adaptability and mission. (Denison, 2006).

4.3.1 Analysis towards Involvement Cultural Traits

Table 4.9 Perception of Respondents on Involvement Culture Traits

Indices	Involvement	N	Mean	Std.
Empowerment	Everyone believes that he or she can have a positive impact	205	3.78	.916
	Information is widely shared so that everyone can get the information when it's needed	205	3.70	.900
Team	Cooperation across different parts of the	205	3.70	.860

Orientation	organization is actively encouraged			
	Team work is used to get work done, rather than hierarchy	205	3.05	.726
Capability Development	Authority is delegated so that people can act on their own	205	3.71	.960
	There is continuous investment in the skills of employees	205	4.44	1.117
Grand Mean			3.730	0.913

Source: Survey Data, 2020

In the involvement cultural traits the study result showed that capability development indices had the higher mean score than empowerment and teamwork. Thus, this indicates that there was continuous investment in the skills of employees; the university was committed to strengthen its employee's capability and capability of the people in this organization is viewed as an important source of competitive advantage.

4.3.2 Analysis to wards Consistency Cultural Traits

Table 4.9 Perception of Respondents on Consistency Culture Traits

Indices	Consistency	N	Mean	Std.
Core Values	There is a clear and consistent set of values that governs the way we do things	205	3.83	.853
	There is an ethical code that guides our behavior and tells us right from wrong	205	3.86	.886
Agreement	When disagreements occur, we work hard to achieve "win-win" solutions	205	3.54	.905
	It is easy to reach consensus, even on difficult issues	205	3.60	.850
Coordination & Integration	Our approach to doing business is very consistent and predictable	205	3.68	.812
	People from different parts of the organization share a common perspective	205	3.38	.955
Grand Mean			3.648	0.876

Source: Survey Data, 2020

As shown in the table above, the agreement mean score lower than the core values and coordination & integration. Hence the respondent's perception implies that approaches to do things in the organization is very consistent and predictable; Also it indicates that there is a clear and consistent set of rules that governs the way to do things; people from different parts

of the organization share a common perspective.

4.3.3 Analysis towards Adaptability Cultural Traits

Table 4.10 Perception of Respondents on Adaptability Culture Traits

Indices	Adaptability	N	Mean	Std.
Creating change	The way things are done is very flexible and easy to change	205	3.70	1.012
	Different parts of the organization often cooperate to create change	205	3.63	.918
Customer Focus	Customer comments and recommendations often lead to changes	205	3.61	.887
	All members have a deep understanding of customer wants and needs	205	3.37	.984
Organizational Learning	We view failure as an opportunity for learning and improvement	205	3.60	.894
	We make certain that everyone is informed about what is going on across the organization	205	3.44	1.090
Grand Mean			3.558	0.964

Source: Survey Data, 2020

According to the respondents perception the above table 4.10 shows that creating change and organizational learning mean scores are higher than customer focus. Hence this implies that the way things are done is very flexible and easy to change an employee of the organization view failure as an opportunity for learning and improvement.

4.3.4 Analysis to wards Mission Cultural Traits

Table 4.11 Perception of Respondents Mission Culture Traits

Indices	Mission	N	Mean	Std.
Strategic Direction& Intent	There is a clear strategy for the future	205	4.03	.740
	There is a clear mission that gives meaning and direction to our work	205	4.11	.779
Goals& Objectives	Leaders set goals that are ambitious, but realistic	205	3.81	.866
	The leadership has clearly stated the objectives we are trying to meet	205	3.77	.761
Vision	We have a shared vision of what the organization will be like in the future	205	3.94	.748

	Our vision creates excitement and motivation for our employees	205	3.73	.807
	Grand Mean		3.898	0.783

Source: Survey Data, 2020

In related to mission cultural traits the above table 4.11 shows the mean scores of strategic direction and goals and objectives are higher than vision. When strategic direction and vision are higher than goals and objectives, this indicates that the organization may have a difficult time executing its mission. When goals and objectives are higher than strategic direction and vision this often is an indication that the organization is good at execution,

4.4 Relationship between Leadership Styles and Organizational Culture

The relationship between leadership styles and organizational culture was investigated using two-tailed Pearson correlation analysis. The correlation coefficient which is indicates the strength and direction of relationships. A positive correlation shows that as one variable increases the other variable also increase in a same way. A negative correlation shows that there is an opposite relationship between the two variables, that is, an increase in one variable is related with the decline in the other variable.

According to Field (2005), the overall suggestions correlations of 0.1-0.29 are considered as low, correlation of 0.30-0.49 are considered as moderate and correlations above 0.5 are considered as high. When we come to this study, Based on the respondent's perception, the result of the correlation analysis is listed in the table below.

Table 4.12 Correlation Analysis

		Transformational	Transactional	Laissez-Faire
Organizational Culture	Pearson	0.495	0.286	0.322
	Sig. (2-tailed)	.000	.000	.000
	N	205	205	205

Source: Survey Data, 2020

As shown in the Table 4:12 the relationship between Transformational style and organizational culture is 0.49, which is between 0.30-0.49. The relationship between Laissez-Faire style and Organizational Culture is 0.32, which is between 0.30-0.49. The relationship between Transactional Leadership style and Organizational culture is 0.21, which is between 0.1-0.29.

The study result from these analyses shows that the two independent variables had a moderate and significant relationship with the dependent variable.

4.5 Regression analysis

Regressions analysis is used to explain the effect of one dependent variable and a number of independent variables. And so, critical information can be attained from the Linear Regression Analysis; for instance the significance of the model, the variance in the dependent variable that comes from the set of independent variables in the model, the direct effect of each independent variable on the dependent variable and the strength of the independent variable. But, before the regression analysis is made, it is necessary to make Some diagnosis test such as multi-coliniarity, linearity, Normality, Hetroscedasticity, Pallant(2005).

4.2.1 Multi-Colinearity Test

Mult-conlinearity is a problem that occurs in the regression analysis when there is a high relationship one independent variable with the other independent variables. The researcher has to identify the unique contribution of each variable in predicting the dependent variable, if the variables are highly associated it indicates that there is Mult-conlinariy problem. According to Pallant (2005), collinearity can be checked based on result of tolerance and VIF. Tolerance is an indicator of how much the independent variable explained with the other independent variables. If this value is very small less than 0.10, it shows that Mult-conlinarity in the other variable is high. Also in the Variance Inflation Factor (VIF), if the value is above 10 it indicates the presence of multi-collinearity.

Table 4:13Collinearity Statistics

Model	ColinearityStatistics	
	Tolerance	VIF
(constant)		
Transformational	.872	1.146
Transactional	.948	1.055
Laissez-faire	.857	1.167

Source: Survey Data 2020

As we can see in the above Table 4.12, there is no multi-coliniarity problem among independent variables. Because, the tolerance value for all independent variables is greater

than 0.10 and also the VIF value of each variables are less than 10.

4.2.2 Heteroscedasticity Test

Heteroscedasticity is a problem because ordinary least squares (OLS) regression assumes that all residuals are drawn from a population that has a constant variance (homoscedasticity). Heteroscedasticity is used to tests whether the variance of the errors from a regression is dependent on the values of the independent variables. so we can check this assumption by checking whether the residuals might have come from a normal distribution if the probability of chi-square is greater than 0.05, there is no Heteroscedacity problems

Table 4:14 Heteroskedasticity Test

Heteroskedasticity Test: Breusch-Pagan-Godfrey			
F-statistic	2.16553	Prob. F(3,201)	0.0933
Obs*R-squared	6.41842	Prob. Chi-Square(3)	0.0929
Scaled explained SS	8.75656	Prob. Chi-Square(3)	0.0327

Source: Survey Data 2020

Table 4.13, shows, the probability Chi Square (3) is greater than the suggested value 0.05. Therefore it indicates that there is no Heteroskedasticity problem.

4.2.3 The Effect of Leadership Style on Organizational Culture

Regression analysis will tell us to what extent the dependent variable explained by the independent variable. In this study the regression analysis was made based on the three independent and one dependent variable Such as transformational, transactional and laissez-faire leadership style for independent variable and Organizational culture for dependent variable. Model summary was provided to show how well a regression model fits the data. Table 4.13 consists four elements the R, R-square (R^2), adjusted R-square (R^2), and the standard error of the estimate R-squared measures the proportion of the variation in the dependent variable (Y) explained by the independent variables (X) for a linear regression model. Adjusted R-squared adjusts the statistic based on the number of independent variables in the model. That is the desired property of a goodness-of-fit statistic.

Table 4.14 is the Analysis of Variance (ANOVA) table The F-ratio in the ANOVA table tests whether the overall regression model is a good fit for the data.

4.2.4 Model Summary

Table 4.15 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806 ^a	.649	.639	1.8546

a. Predictors: (Constant), Transformational, Transactional, Laissez-Faire Leadership Style,

b. Dependent Variable: Organizational Culture

The above Table 4.13 show that the model summary of the regression analysis based on three independent variables (Transformational Leadership style, Transactional and Laissez-fair Leadership style) is presented in the table 4.13. The R-square (R^2) of model summary explains that 64.9% change in Organizational culture can be predicted by the combination of the three leadership styles.

4.2.5 Analysis of Variance for Leadership Style and Organizational Culture

ANOVA^a

Table 4.16 Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.382	3	.461	29.731	.000 ^b
1 Residual	3.114	201	.015		
Total	4.496	204			

a. Dependent Variable: Organizational

c. Predictors: (Constant), Transformational, Transactional, Laissez-faire

The (Analysis of Variance) ANOVA table shows that the overall significance of the model from a statistical perspective. As the significance value of F statistics shows a value (.000), which is less than $p < 0.05$, it shows that the model is significant.

4.2.6 Coefficients of Regression Analysis

Table 4.17 Coefficients of Regression Analysis

Coefficient ^s						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.361	0.101		3.576	0.000
	Transformational	0.465	0.069	0.42	6.695	0.000
	Transactional	0.145	0.043	0.199	3.298	0.001
	Laissez-Faire	0.117	0.056	0.133	2.083	0.038

- a. Dependent Variable: Organizational Culture
Source Own (2020)

According to the standard linear regression performed to find the effect of transformational leadership on organizational culture of St. Mary's University, Table 4.15 shows the statistical result. And the study attained the coefficients value 0.465, with p-value 0.000 (<0.05). Thus, this implies that 46.5 of the dependent variable, "Organizational Culture" can be explained by the independent variable transformational leadership style. Therefore the regression model is usable for predicting how the influence of the transformational leadership variable towards organizational culture. This result also aligns with the research studied by (Dariush.et.al, 2014). Entitled with "impact of the leadership style on organizational culture" and the result shows transformational leadership has a positive effect on organizational culture.

The regression analysis also had shown the effect of the transactional leadership on organizational culture, the study attained the beta coefficients 0.14, with p-value 0.000 (<0.05). This shows that 14% of the dependent variable, "organizational Culture" can be explained by the independent variable transactional leadership style. Hence the result showed transactional leadership style also had a positive effect on organizational culture. This result differs from the findings of (Lutifisurucu and Dr. TahirYeshilda, 2017) A work entitled "The Impact of Leadership Styles on Organizational Culture" their study result showed that transactional leadership style did not have any influence on the current organizational culture.

Moreover, the effect of laissez-Faire leadership style on organizational culture has coefficients value 0.12, with p-value 0.000 (< 0.05). This indicates that 12% of the dependent variable "Organizational Culture" can be explained by the independent variable

Laissez-Faire leadership Style. This result also showed the Laissez-Faire leadership had a positive effect on organization culture. This result contrast with Dariush.et.al (2014), his study's was focus on "impact of the leadership style on organizational culture" and the result shows laissez-faire leadership has a negative effect on organizational culture.

4.6 Results of the qualitative analysis

To gather the qualitative data the researcher had provided open-ended questions on the questionnaire. And the questions were what are the challenges in leadership style practice at St. Mary's University? What challenges affect the organizational culture of St. Mary's University? Based on this, only few respondents stated their opinion on the space provided

In regard to leadership style the respondent's opinion showed that there are some challenges in practicing leadership style at St. Mary's University. Such as lack of effective leadership, inadequate skills of communication, some leaders hold problems rather than solving, authority is delegated but decision is monopolized by top managements bodies of the university, no transparency in some leaders, some leaders follow a traditional way of leadership style, lack of flexibility on decision making, unclear organizational structure, and shortage of budget that force some not to do what is expected.

According to the respondents perception there are also some challenges that can affect the organizational culture of St. Mary's university. Such as luck of information what is going on in the University, lack of cooperation and team work, lack of understanding the mission and the vision of the University, focusing on the output than the outcome, lack of self-motivation and Satisfaction, Not spending more time on the regular work and performing business as usual, lack of openness and not having visions and Missions, no appreciation and recognition for committed employees, insufficient compensation practice and turnover.

To sum up, the respondents result indicates there is a need for an improvement in both leadership style and the organization culture of the university that currently practiced.

CHAPTER FIVE

SUMMARY OF THE MAJOR FINDINGS, CONCLUSION AND RECOMMENDATION

This chapter deals with major findings, conclusions and recommendations of the study results that were discussed in the previous chapter. The conclusion provides the outcome of the key findings. The recommendation part of this chapter gives promising suggestions or solutions to the concerned bodies. The main objective of the study was to examine the effect of Leadership styles on organizational culture at St. Mary's University.

5.1 Summary of the Major Findings

The following major findings of the study were explained in terms of identifying the dominant leadership style, identifying the prevailing cultural traits, examining the effect of leadership styles on organizational culture and challenges that affect both leadership style and organizational culture at St. Mary's University.

5.1.1 Findings on Leadership Styles

The result of the study had shown that transformational leadership is the dominant leadership style. This is because the average mean value of the transformational leadership (3.70) is greater than from transactional (3.39) and laissez-faire (2.73).

From transformational leadership subclass intellectual stimulation was the most dominant one. Hence, in this subclass leaders are characterized by Seek out differing perspectives when solving problems, suggests new ways of looking on how to complete assignments.

According to the study result in the transactional subclass, contingent reward has (3.96) mean value. This result is much higher than the suggested mean value (2.0). Therefore, this implies that some leaders of the university were considered as having the contingent reward behavior such as providing psychological and material rewards for their subordinates.

As the result of the study, both the mean values of management by exception active (3.17) and mean values of management by exception passive (3.06) highly far from the suggested mean range 1.0 to 2.0. Thus, this shows that some leaders of the university were perceived as

taking immediate corrective actions when something is occur. In contrast some leaders take no action unless a problem arises.

The mean result of the laissez-faire leadership (2.73) was the most lower than the all elements of transformational, and transactional leadership styles. But the mean value was far from the suggested result (1.0). Therefore, this indicates that leaders of the university also relatively characterized by the laissez-faire leadership behavior. Such as avoids making decisions, delays responding to urgent questions, and avoids getting involved when important issues arise.

The main findings of the study also indicated that the three leadership styles had a positive and significant effect on organizational culture.

According to the result of the research transformational leadership had moderate impact and can make change on the organizational culture by 46%, transactional by 14% and Laissez-Faire by 12%.

5.1.2 Findings on Organizational Culture

With regard to organizational culture the mission cultural trait had the highest mean (3.89) than of involvement (3.73), consistency (3.64), and adaptability (3.55). Therefore this indicates that the mission culture trait was the dominant organizational cultural trait at St Mary's University.

As the study result showed in the involvement culture trait capability development indices has the higher mean score (4.07) than empowerment (3.74) and teamwork (3.37). Thus this indicates that there is continuous investment in the skills of employees. But the mean score of teamwork indices had the lowest mean score in this group (3.37).

According to the study result in the consistency cultural trait the core values indices mean score (3.84) and coordination & integration indices mean score (3.57) greater than the agreement mean score (3.53). Hence, this implies that there is a clear and consistent set of rules that governs the way to do things. But the mean score of agreement indices had the lowest mean score in this group (3.53).

The study result revealed that in the adaptability cultural trait creating change indices mean score (3.66) and organizational learning indices mean score (3.52) greater than the customer

focus score (3.53). Thus, the way things are done is very flexible and easy to change and employees of the organization view failure as an opportunity for learning and improvement. But the mean score of customer focus had the lowest mean score in this group (3.49).

As the study result showed in the adaptability cultural trait the goals& objectives indices mean score (3.83) and strategic direction indices mean score (4.07) greater than the vision score (3.79). Thus, this implies that the organization was good at execution. But the mean score of vision had the lowest mean score in this group (3.79).

5.1.3 Findings on the Relationship

The result of correlation analysis showed that there is a moderate and positive relationship between transformational leadership and organizational culture ($r=0.495$) at St. Mary's University.

The result of correlation revealed that there is a moderate and positive relationship between Laissez-Faire leadership and organizational culture ($r=0.322$) at St. Mary's University.

The results also showed that there is a positive and relatively weak correlation between transactional leadership style and organizational culture ($r=-0.286$) at the St. Mary's University.

5.1.4 Findings on the Challenges

The study identified some challenges that affect the practice of leadership style at St. Mary's University. The major challenges were lack of effective leadership, inadequate skills of communication, some leaders holding problems rather than solving, authority was delegated but decision is monopolized by top managements bodies of the university, lack of motivation, no transparency in some leaders, some leaders follow a traditional way of leadership style, lack of flexibility on decision making, unclear organizational structure, and shortage of budget that force some not to do what is expected.as a result which affected the practice of the leadership style.

The other challenges identified in this study relates with the organizational culture. Such as lack of information what is going on in the University, lack of cooperation and team work, lack of understanding the mission and the vision of the University, focusing on the output than the outcome, lack of self-motivation and satisfaction, not spending more time on the

regular work and performing business as usual, no appreciation and recognition for committed employees, insufficient compensation practice and turnover. Thus, the overall challenge indicates that there might a problem in the implementation and practice of the leadership styles.

5.2 Conclusion

Based on the abovementioned results of the study, the following conclusions were stated in terms of the effect of leadership styles on organizational culture, the dominant leadership style, cultural traits that currently prevailing, challenges that encountered in the practice of both leadership style and organizational culture at St. Mary's University.

As the findings of the study showed transformational leadership style had a higher mean score (3.70), than transactional (3.39) and laissez-faire (2.73). Based on this we can conclude that transformational leadership style had the dominant leadership style at St. Mary's University.

According to the result of the study the mission cultural trait had a highest mean score (3.89) than of involvement (3.73), consistency (3.64), and adaptability (3.55). Therefore this directs as to conclude that the prevailing organizational cultural trait at St Mary's University is mission.

The study showed that the three leadership styles Transformational with ($r=0.495$), Transactional with ($r=0.286$), and Laissez-faire with ($r=0.322$) had a positive relationship with organizational culture. Therefore we can conclude that transformational leadership style relatively had a strong relationship than transactional and laissez-faire.

As shown in the study the three leadership styles had an effect on organizational culture at St. Mary's University. The R^2 value (64.9%) indicated the total variation in the dependent variable.

According to the results of the study transformational leadership can make change on the organizational culture by 46%, transactional by 14% and Laissez-Faire by 12%. Hence this finding also led us to conclude that transformational leadership is a better predictor of organizational culture than the transactional and Laissez-Faire at St. Mary's University.

Regarding with the challenges in the practice of leadership style and organizational culture the study result showed that there were some critical challenges had existed. So that this directs to conclude that there were a need for giving attention in order to solving and this challenges and improving the practice of the leadership style.

5.3 Recommendations

Based on the finding and conclusions of the study, the following recommendations were forwarded to the concerned bodies of St. Mary's University.

According to the study result Transformational leadership is the dominant one at SMU. This leadership style is more advisable than Transactional as well as Laissez-Faire. Because leaders who have a transformational leadership behavior, they transform their followers and their organization. They focus not for individual interest; they focus beyond self-interest for the sake of the organization. Inspirational motivation is the way leaders energize their followers by viewing the future with optimism. Therefore the top management of the University should prosper transformational leadership style and enhance the actual level.

In addition to this the researcher recommends that leaders of SMU should not stick to just one leadership style; as a situation combination of transformational, transactional, or Laissez-Faire leadership style shall be implemented. Because some situation may require transformational leadership to be implemented, in some situation transactional or Laissez-Faire leadership is required. So it should be implemented as the situation required.

Even though Transformational was the dominate one, there is also indications that some critical challenges were existed in the organization. Those challenges had a potential in affecting the current practice of the leadership style. Thus, in order to solving these challenges the management of St. Mary's University should implement a monitoring and evaluation schemes to be insured whether the transformational leadership style is properly implemented or not.

As the study result showed the mission cultural trait had the prevailing one. This implies that SMU had strong strategic direction to achieve its goal and objectives. For this, the researcher recommends that the leaders of the university should focus on the outcome rather than the output.

From the four cultural traits adaptability has relatively lowest mean value (3.55). Thus this shows that SMU had given less attention for its external environment. So that the management bodies of SMU should give attention for its customers, should focus on change management and organizational learning.

Regarding to cultural traits the top management of the university should provide training for all level of leaders about how they need to work together, how they reconcile differences when they occur, how they handle their customers. So consistent training is essential to create awareness and it also help to enhance the actual leadership practice.

In general to be more effective the leaders of the university should pay more attention for transformational leadership style. This is because the finding of this study showed that transformational leadership style has a better impact on SMU culture than other leadership style. Hence leaders in all level can enhance the culture through inspiring, Motivating, Spends time teaching and coaching, having a collective sense of mission, Communicates about most important values and beliefs and so on.

5.4 Suggestions for Future Research

The researcher only focuses on the effect of leadership style on the organizational culture. Based on the findings of the researcher leadership style explained only 64.9 % the culture of the organization. This means that there are other factors that can determine the organizational culture. The researcher suggested that future studies on other determinant factors should be considered

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APPENDICIES

Appendix 1: Sample Questionnaire:

Appendix 2: Preliminary Interview Questions

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

The following Preliminary interview questions are designed to collect information from different categories of employees concerning “The Effect of Leadership Styles on Organizational Culture” in St. Mary’s University.

1. What is your perception about the leadership styles of the university?
2. What is your perception about the culture of the university?
3. What challenges did you observe in related to leadership and organizational culture?

ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MBA PROGRAM

Dear Respondents,

I would like to thank you in advance for showing willingness to fill this research questionnaire. The aim of this questionnaire will be to collect primary data for the study on “The impact of leadership styles on Organizational Culture in the case of St. Mary’s university (SMU)” as academic requirement for MBA degree Completion.

Thus, you are being requested to participate in a survey to provide your organization with leadership styles and organizational culture related information that will help in improving the working environment of the university. Kindly spare a few minutes of your time to answer the questions that follows. Your answers will exclusively be used for the purpose of this research. Please I assure you that the information you provide me is confidential.

General instructions

- It is not necessary to write your name.
- Read the statements in each section and answer by circling a number from **1 to 5** or ticking which best reflects your perception.
- Participation in this survey is voluntary and no individual data will be reported. If you are unsure or do not know the answer, leave the answer blank.
- If you have any question, please contact Mebratu Birhanu Mobile No +251-913740873
Email address: mebrishe@gmail.com

Thank you very much for your time and support.

Section 1: Information Regarding Respondents

The following questions focus on the demography and other personal information. Completion of this information is voluntary and its confidentiality is assured.

1. Sex

Male Female

2. Current job category within the organization

Academic Administrative Technical Assistance

3. Age

20-30 Years 31 - 40 Years 41 - 50 Years >50 Years

4. Highest level of education completed

Certificate Diploma BA/BSc Degree MA/MSc PhD

5. Service Year in the organization

1– 5 years 6 – 10 years 11 – 15 years >16 – 20 years

6. Contractual status within the organization

Short term contract Regular contract

SECTION 2: LEADERSHIP STYLES

This part of the questionnaire is used to describe the leadership styles of a supervisor in your current or most recent job in the university. Twenty seven descriptive statements are listed below. Please Judge how frequently each statement fits the person you are describing.

Use the following rating scale:

5	4	3	2	1
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

S.No	LEADERSHIP STYLES	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Transformational Leadership						
1	Communicates about his/her most important values and beliefs.	5	4	3	2	1
2	Seeks differing perspectives when solving problems.	5	4	3	2	1
3	Communicates about the future optimistically.	5	4	3	2	1
4	Spends time teaching and coaching.	5	4	3	2	1
5	Goes beyond self-interest for the good of the group.	5	4	3	2	1
6	Treats me as an individual rather than just as a member of the group.	5	4	3	2	1
7	Acts in ways that build my respect.	5	4	3	2	1
8	Considers the moral and ethical consequences of decisions	5	4	3	2	1
9	Helps me to develop my strengths.	5	4	3	2	1
10	Suggests new ways of looking at how to complete assignments.	5	4	3	2	1
11	Emphasizes the importance of having a collective sense of mission.	5	4	3	2	1
12	Expresses confidence that goals will be achieved.	5	4	3	2	1
13	Communicates actively about what working to be accomplished	5	4	3	2	1
14	Feels pride in me for being associated with him/her.	5	4	3	2	1
Transactional Leadership						
15	Provides me with assistance in exchange for my efforts.	5	4	3	2	1
16	Fails to interfere until problems become serious.	5	4	3	2	1
17	Focuses attention on irregularities, mistakes, exceptions, and deviations from standards.	5	4	3	2	1
18	Discusses in specific terms who is responsible for achieving performance targets.	5	4	3	2	1
19	Waits for things to go wrong before taking action.	5	4	3	2	1
20	Demonstrates that problems must become chronic before taking action.	5	4	3	2	1
21	Keeps track of all mistakes.	5	4	3	2	1
22	Directs my attention toward failures to meet standards.	5	4	3	2	1
23	Expresses satisfaction when I meet expectations.	5	4	3	2	1
Laissez-Faire Leadership						

24	Avoids getting involved when important issues arise.	5	4	3	2	1
25	Avoids making decisions.	5	4	3	2	1
26	Delays responding to urgent questions.	5	4	3	2	1

SECTION 3: ORGANIZATIONAL CULTURE

This part of the questionnaire is to describe the organizational culture of your organization as you perceive it. Please answer all items on the answer sheet by circling or ticking a number from 1 to 5 which best reflects your views from the rating scale shown here under.

S.No	Organizational Culture	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	Involvement					
1	Everyone believes that he or she can have a positive impact.	5	4	3	2	1
2	Information is widely shared so that everyone can get the information when it's needed.	5	4	3	2	1
3	Cooperation across different parts of the organization is actively encouraged.	5	4	3	2	1
4	Team work is used to get work done, rather than hierarchy.	5	4	3	2	1
5	Authority is delegated so that people can act on their own.	5	4	3	2	1
6	There is continuous investment in the skills of employees.	5	4	3	2	1
	Consistency					
7	There is a clear and consistent set of values that governs the way we do things.	5	4	3	2	1
8	There is an ethical code that guides our behavior and tells us right from wrong.	5	4	3	2	1
9	When disagreements occur, we work hard to achieve "win-win" solutions.	5	4	3	2	1
10	It is easy to reach consensus, even on difficult issues.	5	4	3	2	1
11	Our approach to doing business is very consistent and predictable.	5	4	3	2	1
12	People from different parts of the organization share a common perspective.	5	4	3	2	1
	Adaptability					

13	The way things are done is very flexible and easy to change.	5	4	3	2	1
14	Different parts of the organization often cooperate to create change.	5	4	3	2	1
15	Customer comments and recommendations often lead to changes.	5	4	3	2	1
16	All members have a deep understanding of customer wants and needs.	5	4	3	2	1
17	We view failure as an opportunity for learning and improvement.	5	4	3	2	1
18	We make certain that everyone is informed about what is going on across the organization.	5	4	3	2	1
	Mission					
19	There is a clear strategy for the future.	5	4	3	2	1
20	There is a clear mission that gives meaning and direction to our work.	5	4	3	2	1
21	Leaders set goals that are ambitious, but realistic.	5	4	3	2	1
22	The leadership has clearly stated the objectives we are trying to meet.	5	4	3	2	1
23	We have a shared vision of what the organization will be like in the future.	5	4	3	2	1
24	Our vision creates excitement and motivation for our employees.	5	4	3	2	1

SECTION 4: Challenges of Leadership Styles and Organizational Culture

The following questions are to describe what the challenges affect the leadership style and the organizational culture in St. Mary’s University. Please state your answer as your perception.

- 1. What are the challenges in leadership styles practice at St. Mary’s University?**

- 2. What challenges affect the organizational culture of St. Mary’s University?**

3. What do you suggest to address the challenges in both leadership styles and organizational culture?

Adopted from: Temesgen Teshome (2011) and Daniel Denison (2004)