



## **INFLUENCE OF ORGANISATIONAL CULTURE ON THE ATTITUDE OF EMPLOYEES TOWARDS LEADERSHIP BEHAVIOUR (Study of a Diamond Manufacturing Company in India)**

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### **ABSTRACT**

*Culture of an organisation is defined in two dimensions: the abstract term used to define the culture and the behaviours which reflect the abstract term. Culture is the invisible backdrop of the organisation which influences the organisational behaviour. The role of a leader largely influences the culture of the organisation. Literature also says that culture influences leadership behaviour in the organisation. This paper tries to observe the relationship of organisational culture to the attitude of employees towards the leadership behaviour in the organisation under study. A study was taken up with a sample of 284 employees from a diamond manufacturing company in India. Organisational culture was measured on six factors and leadership behaviour on three dimensions. Multivariate tests for GLM performed for the model/study proposition that the employee future leadership expectations are pretty much influenced by organizational culture.*

**KEY WORDS:** *Organisational culture, leadership behaviour, employees attitude*

### **INTRODUCTION**

Organizational culture speaks about the value system of the organisation which reflects the values of the leaders and also the behaviour of its employees. Organisational behaviour is characterised strongly by its culture. Both the internal and the external dimensions of culture have an impact on the business environment which influences the organisational behaviour. The societal values as well as the values of the leader very strong impact on the behaviour of employees in an organization. Culture communicates and sends a message to the stakeholders of a business which influences their decisions towards the organisation. Externally, customers, investors, and internally the employees and the line managers are the important stakeholders of an organisation who receive and

acknowledge the value proposition of the organisation. Competitive advantage for an organisation can be created through a strong culture in the organisation. Culture can be instrumental in building or collapsing of organisations.

Leaders in organisations and their heroic stories spread a specific culture across the organisation and are passed from generation to generation. The logos and taglines of brands speak of their organisational culture too. Colours in logos too have a specific meaning representing cultural behaviour of the organisation. People practices indicate the organisational climate and reflect their culture. Expectations, experiences and philosophy of the leaders guide the employee behaviour in organisations. The work flow in an organisation, the employee self-esteem, the reflections or responses to

the external challenges and realisation of potential objectives are undoubtedly characterised and influenced by the leadership style in the organisation. These artefacts influence the attraction and retention of talent into the organisation. Leaders of organisations and their stories also are considered to be a great source of culture building in organisations.

## REVIEW OF LITERATURE

There are instances where strong culture is built by leaders and there are instances where people argue that leaders emerge when influenced by the organisational culture. Whichever the case may be, literature says "leaders play an important role in culture building in organisations". Schein also strongly puts his opinion on culture and leadership and writes that leaders design the culture of an organisation and the shared beliefs of an organisation are a result of the leadership style. The effectiveness of an organisation depends upon the style of the leader. The success of organisational transformation is greatly influenced by the culture and leadership in the organisation (NihanlIdirim, SedaBirinc). Creative culture in organisations is the outcome of corporate culture. Leadership is also another major factor in nurturing innovations. (KatarzynaSzczepeńska-Woszczynaa). Visionary leadership drives change in performance and helps the organisation achieve competitive advantage by building an organisational culture exhibiting accountability, collaboration and decentralised leadership. (Sanjeev K. Sharma and Aditi Sharma). Significant positive relationships were explained by Yafang Tsai in their study on "Relationship between Organizational Culture, Leadership Behavior and Job Satisfaction" (Dahlan Habbal et.al.), (Andrew S Klein et.al.). Critical success factors for leaders in creating cultural norms that positively influence organisational effectiveness have been their personal credibility. So the leadership behaviour influences the employee attitude. Organisational culture though influences the leadership behaviour in organisations; the attitude of employees towards their leaders and their expectations is an important factor too. Good amount of literature exists on the outcomes of organisational culture and the impact of leadership behaviour in organisations. Literature explaining the relationship of leadership styles to different types of organisational culture also exists. This study tries to observe the influence of organisational culture on

employee attitude towards future leadership behaviour in the organisation under study.

## Operational definitions of the variables

The study includes two important variables: Organisational culture and leadership behaviour. The study has been taken up with a premise that organisational culture influences the employees' attitude toward future leadership behaviour. For the purpose of this study organisational culture is defined as the values of an organisation that characterises it. Measurement of culture was done on the following six dimensions: Organisational orientation, employers' expectations, satisfaction of employees towards team, and employeesupport, recognition on Job and customer centric values. Confirmatory Factor analysis confirmed the study variables and the factors included in the constructs as described below:

**Organisational orientation** is the concern for individual employee development; care for their opinions; their attitude towards adopting advanced technology; having clear standards on employee motivation; possessing comprehensive system and regulations; and setting clear goals for employees. **Employer expectation** is about the consideration among employees; Satisfying the need of customers at a large scale; Emphasizing innovation; Keeping strictly working disciplines; Showing social responsibility; Emphasizing on economic and social profits. **Satisfaction towards team** towards communication between colleagues, communication status between departments, with the team within the department, with the team formed within my own department, with my remuneration and with the welfare benefits provided. **Employee Support** is measured with regard to the assistance from supervisors, satisfaction towards job. **Job recognition** by feeling the job important; recognition of outstanding performance; rewards for good performance; importance of role felt; Customer centric values are measured through sincerity in providing service to customer; priority to customer; quality service to customers; emphasis on the benefit to customer; innovations; acceptance to change.

**Figure 1: Dimensions of Organisational Culture**

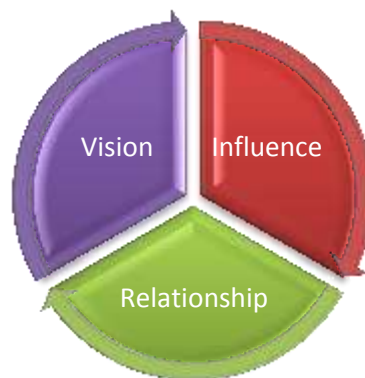


The leadership behaviour framework used in the study includes Vision, Influence and relationship parameters for defining the leader’s behavior. The vision variable was measured through the actions of leader according to a certain vision for a better future; striving towards distal goals; communicating vision. Influencing characteristic is measured through his/her support to the individuals’ vision; allowing autonomy to followers but will influence them to make decisions towards achieving the vision; influencing followers through personal relationship; caring about his image and playing to the desires of followers; taking interest in current

and potential followers. Building relationship characteristic is measured his negotiations, positive reinforcements, changing vision to meet the needs of followers and the organisation, motivating followers, wishing to bring power and attention to self, display confidence, dominance and a sense of purpose, interaction with followers, persuasion abilities and delegating authority for attainment of vision.

Effective leadership and management is a critical element in the success of the organisation. The Leadership Behaviours Framework (shown in figure 2) sets out the behaviours and actions expected, whilst allowing for individual differences.

**Figure 2: Leadership Behaviour Framework**



**METHODOLOGY**

This study was taken up in a multinational diamond manufacturing company in the Southern part of India with more than 1500 employees working for them. It is a company offering services to the diamond markets through processing and manufacturing diamonds, and providing management consultancy for establishing a diamond industry. To ensure superlative quality in

craftsmanship and workmanship while providing these services, the company makes sure that their employees’ morale is always at its best. They believe that by creating a positive work environment they could keep up the morale of their employees and thereby would impact the organisational productivity.

### Study Design

In an organisation, employees are an important component for building the internal culture. But the disposition of employees and management towards their customers also influences the organisational culture. Using the operational definitions of the two variables a research instrument with 48 questions was developed. Likert's five point scale was used to measure the responses. The instrument was found to be internally consistent with a Cronbach alpha value of 0.8.

The objective of the paper was to observe if the organisation culture would influence the attitude of

employees towards behaviour of future leadership in the organisation under study. The following hypothesis was formulated to study the research objective.

H<sub>1</sub>: Organizational culture influences employee expectations towards future leadership behaviour in the organisation.

### Respondent Profile:

A sample of 284 employees was taken for the study which was a strictly unbiased sample with reference to socio demographic factors as is observed in the Table No. 1.

**Table 1: Demographic Profile of Respondents**

Gender		Frequency	Percent of total respondents
Valid	male	137	48.2
	female	147	51.8
	Total	284	100
Marital Status			
Valid	married	135	47.5
	unmarried	149	52.5
	Total	284	100
Tenure			
Valid	< 1 year	54	19
	1 to 4 years	55	19.4
	4 to 8 years	50	17.6
	8 to 12 years	71	25
	>= 12 years	54	19
	Total	284	100
Educational level			
Valid	+2/Diploma	97	34.2
	Bachelor	87	30.6
	Post Graduate/Above	100	35.2
	Total	284	100
Position in plant			
Valid	Lower	92	32.4
	Middle	102	35.9
	Senior	90	31.7
	Total	284	100
Age			
Valid	20 to 30	75	26.4
	30 to 40	70	24.6
	40 to 50	61	21.5
	50 to 60	69	24.3
	60 and above	9	3.2
	Total	284	100

Model:

**Model for testing the hypothesis:**

*Employee Expectations of future Leadership*

$$Attitude = a + b (Organizational Culture) + e$$

**Generalized Linear Modelling**

Generalized linear modelling is done to test the hypothesis in the study. The hypothesis states that Organizational Culture as a study construct influences Employee Expectations of Future Leadership in diamond processing firms.

**Table 2: General Linear Model - Multivariate Tests**

		Multivariate Tests <sup>a</sup>				
Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.947	134.585 <sup>b</sup>	20.000	152.000	.000
	Wilks' Lambda	.053	134.585 <sup>b</sup>	20.000	152.000	.000
	Hotelling's Trace	17.709	134.585 <sup>b</sup>	20.000	152.000	.000
	Roy's Largest Root	17.709	134.585 <sup>b</sup>	20.000	152.000	.000
OO- Concern for the individual development of employees	Pillai's Trace	.462	1.403	60.000	462.000	.031
	Wilks' Lambda	.604	1.395	60.000	454.319	.033
	Hotelling's Trace	.552	1.386	60.000	452.000	.036
	Roy's Largest Root	.235	1.808 <sup>c</sup>	20.000	154.000	.024
OO-Caring about opinions from employees	Pillai's Trace	.602	1.373	80.000	620.000	.022
	Wilks' Lambda	.511	1.398	80.000	602.042	.017
	Hotelling's Trace	.756	1.422	80.000	602.000	.013
	Roy's Largest Root	.383	2.966 <sup>c</sup>	20.000	155.000	.000
OO- Adopting high tech bravely	Pillai's Trace	.543	1.217	80.000	620.000	.107
	Wilks' Lambda	.551	1.228	80.000	602.042	.098
	Hotelling's Trace	.658	1.238	80.000	602.000	.090
	Roy's Largest Root	.285	2.210 <sup>c</sup>	20.000	155.000	.004
OO-Having a clear standard on praise and punishment	Pillai's Trace	.452	.987	80.000	620.000	.515
	Wilks' Lambda	.615	.988	80.000	602.042	.512
	Hotelling's Trace	.526	.989	80.000	602.000	.509
	Roy's Largest Root	.250	1.939 <sup>c</sup>	20.000	155.000	.013
OO-Possessing a comprehensive system and regulations	Pillai's Trace	.240	1.045	40.000	306.000	.402
	Wilks' Lambda	.773	1.042 <sup>b</sup>	40.000	304.000	.407
	Hotelling's Trace	.275	1.039	40.000	302.000	.413
	Roy's Largest Root	.170	1.299 <sup>c</sup>	20.000	153.000	.188
OO-Setting clear goals for employees	Pillai's Trace	.363	1.061	60.000	462.000	.360
	Wilks' Lambda	.676	1.061	60.000	454.319	.361
	Hotelling's Trace	.422	1.061	60.000	452.000	.361
	Roy's Largest Root	.223	1.719 <sup>c</sup>	20.000	154.000	.036
EE-Consideration among employees	Pillai's Trace	.407	.878	80.000	620.000	.763
	Wilks' Lambda	.649	.872	80.000	602.042	.775
	Hotelling's Trace	.460	.866	80.000	602.000	.787
	Roy's Largest Root	.185	1.434 <sup>c</sup>	20.000	155.000	.114
EE- Satisfying the need of customers at large	Pillai's Trace	.385	.825	80.000	620.000	.858
	Wilks' Lambda	.664	.824	80.000	602.042	.859
	Hotelling's Trace	.438	.824	80.000	602.000	.860
	Roy's Largest Root	.192	1.491 <sup>c</sup>	20.000	155.000	.091
EE-Emphasizing innovation	Pillai's Trace	.556	1.252	80.000	620.000	.078
	Wilks' Lambda	.545	1.252	80.000	602.042	.078
	Hotelling's Trace	.665	1.251	80.000	602.000	.079
	Roy's Largest Root	.256	1.983 <sup>c</sup>	20.000	155.000	.011
EE- Keeping strictly working disciplines	Pillai's Trace	.514	1.142	80.000	620.000	.199
	Wilks' Lambda	.575	1.133	80.000	602.042	.212
	Hotelling's Trace	.598	1.125	80.000	602.000	.226
	Roy's Largest Root	.221	1.712 <sup>c</sup>	20.000	155.000	.036
EE- Showing social responsibility	Pillai's Trace	.623	1.428	80.000	620.000	.012
	Wilks' Lambda	.504	1.429	80.000	602.042	.012
	Hotelling's Trace	.760	1.429	80.000	602.000	.012
	Roy's Largest Root	.322	2.498 <sup>c</sup>	20.000	155.000	.001
EE -Emphasizing on economic and social profits	Pillai's Trace	.310	.650	80.000	620.000	.991
	Wilks' Lambda	.723	.646	80.000	602.042	.992
	Hotelling's Trace	.341	.642	80.000	602.000	.993

	Roy's Largest Root	.144	1.118 <sup>c</sup>	20.000	155.000	.336
ST- Satisfaction with the communication status between colleague	Pillai's Trace	.429	.930	80.000	620.000	.649
	Wilks' Lambda	.633	.925	80.000	602.042	.662
	Hotelling's Trace	.489	.919	80.000	602.000	.674
	Roy's Largest Root	.198	1.535 <sup>c</sup>	20.000	155.000	.077
ST- Satisfaction with the team formed with in my own department	Pillai's Trace	.520	1.158	80.000	620.000	.176
	Wilks' Lambda	.567	1.166	80.000	602.042	.166
	Hotelling's Trace	.624	1.174	80.000	602.000	.156
	Roy's Largest Root	.297	2.304 <sup>c</sup>	20.000	155.000	.002
ST- Satisfaction with the communication between departments	Pillai's Trace	.464	1.017	80.000	620.000	.443
	Wilks' Lambda	.607	1.016	80.000	602.042	.446
	Hotelling's Trace	.539	1.014	80.000	602.000	.450
	Roy's Largest Root	.208	1.614 <sup>c</sup>	20.000	155.000	.055
ST Satisfaction with the team in my own department	Pillai's Trace	.584	1.325	80.000	620.000	.038
	Wilks' Lambda	.526	1.330	80.000	602.042	.036
	Hotelling's Trace	.709	1.333	80.000	602.000	.035
	Roy's Largest Root	.296	2.291 <sup>c</sup>	20.000	155.000	.002
ST- Satisfaction with my remuneration	Pillai's Trace	.532	1.190	80.000	620.000	.136
	Wilks' Lambda	.561	1.189	80.000	602.042	.138
	Hotelling's Trace	.631	1.187	80.000	602.000	.140
	Roy's Largest Root	.241	1.867 <sup>c</sup>	20.000	155.000	.018
ST- Satisfaction with the welfare provided	Pillai's Trace	.519	1.156	80.000	620.000	.178
	Wilks' Lambda	.571	1.149	80.000	602.042	.189
	Hotelling's Trace	.606	1.140	80.000	602.000	.201
	Roy's Largest Root	.206	1.595 <sup>c</sup>	20.000	155.000	.060
ES- Whenever I require assistance a supervisor is always there to help	Pillai's Trace	.000	. <sup>b</sup>	.000	.000	.
	Wilks' Lambda	1.000	. <sup>b</sup>	.000	161.500	.
	Hotelling's Trace	.000	. <sup>b</sup>	.000	2.000	.
	Roy's Largest Root	.000	.000 <sup>b</sup>	20.000	151.000	1.000
ES-A particular supervisor will always listen to my issues and assist me	Pillai's Trace	.000	. <sup>b</sup>	.000	.000	.
	Wilks' Lambda	1.000	. <sup>b</sup>	.000	161.500	.
	Hotelling's Trace	.000	. <sup>b</sup>	.000	2.000	.
	Roy's Largest Root	.000	.000 <sup>b</sup>	20.000	151.000	1.000
ES- Until now I am very satisfied with my job	Pillai's Trace	.477	1.049	80.000	620.000	.371
	Wilks' Lambda	.599	1.046	80.000	602.042	.378
	Hotelling's Trace	.554	1.042	80.000	602.000	.386
	Roy's Largest Root	.230	1.784 <sup>c</sup>	20.000	155.000	.027
JR- Recognition for outstanding performance	Pillai's Trace	.597	1.361	80.000	620.000	.026
	Wilks' Lambda	.519	1.363	80.000	602.042	.025
	Hotelling's Trace	.725	1.364	80.000	602.000	.025
	Roy's Largest Root	.311	2.407 <sup>c</sup>	20.000	155.000	.001
JR- I will be rewarded if I provided good service to the patients	Pillai's Trace	.511	1.136	80.000	620.000	.207
	Wilks' Lambda	.578	1.123	80.000	602.042	.228
	Hotelling's Trace	.590	1.110	80.000	602.000	.251
	Roy's Largest Root	.185	1.438 <sup>c</sup>	20.000	155.000	.113
JR-My role is considered very important to some people	Pillai's Trace	.502	1.113	80.000	620.000	.246
	Wilks' Lambda	.581	1.110	80.000	602.042	.251
	Hotelling's Trace	.588	1.107	80.000	602.000	.256
	Roy's Largest Root	.244	1.888 <sup>c</sup>	20.000	155.000	.017
CC- Sincere customer service	Pillai's Trace	.150	1.340 <sup>b</sup>	20.000	152.000	.162
	Wilks' Lambda	.850	1.340 <sup>b</sup>	20.000	152.000	.162
	Hotelling's Trace	.176	1.340 <sup>b</sup>	20.000	152.000	.162
	Roy's Largest Root	.176	1.340 <sup>b</sup>	20.000	152.000	.162
CC- Customer is number one	Pillai's Trace	.159	1.439 <sup>b</sup>	20.000	152.000	.112
	Wilks' Lambda	.841	1.439 <sup>b</sup>	20.000	152.000	.112
	Hotelling's Trace	.189	1.439 <sup>b</sup>	20.000	152.000	.112
	Roy's Largest Root	.189	1.439 <sup>b</sup>	20.000	152.000	.112
CC-Providing first class service to customers	Pillai's Trace	.493	1.090	80.000	620.000	.287
	Wilks' Lambda	.583	1.103	80.000	602.042	.264
	Hotelling's Trace	.593	1.116	80.000	602.000	.242
	Roy's Largest Root	.306	2.374 <sup>c</sup>	20.000	155.000	.002
CC-The profit of the customer is emphasized	Pillai's Trace	.628	1.443	80.000	620.000	.010
	Wilks' Lambda	.500	1.445	80.000	602.042	.010



extremely	Hotelling's Trace	.769	1.446	80.000	602.000	.010
	Roy's Largest Root	.333	2.583 <sup>c</sup>	20.000	155.000	<b>.001</b>
CC-Developing new products and services continuously	Pillai's Trace	.520	1.159	80.000	620.000	.174
	Wilks' Lambda	.572	1.146	80.000	602.042	.193
	Hotelling's Trace	.602	1.132	80.000	602.000	.214
	Roy's Largest Root	.194	1.502 <sup>c</sup>	20.000	155.000	.087
CC-Ready to accept new changes	Pillai's Trace	.521	1.160	80.000	620.000	.173
	Wilks' Lambda	.566	1.167	80.000	602.042	.164
	Hotelling's Trace	.624	1.173	80.000	602.000	.156
	Roy's Largest Root	.252	1.953 <sup>c</sup>	20.000	155.000	.012
a. Design: Intercept +oc						
b. Exact statistic						
c. The statistic is an upper bound on F that yields a lower bound on the significance level.						

Above table shows the multivariate tests for GLM performed for the model/study proposition that the employee future leadership expectations are pretty much influenced by organizational culture. The above table show the importance of each of the variable related to organizational culture.

It is clearly observed from the table that the intercept is statistically significant with a p-value of zero indicating an enormous amount of fixed effect in the study model. In other words, the effect of mean over the fit seems to be influential. Going by variables, the following variables seem to be statistically significant in influencing the future leadership behaviour as per the perception of employees:

- Caring about opinions from employees
- Recognition for outstanding performance
- Showing social responsibility
- The profit of the customer is emphasized extremely

For instance, a culture in which there is emphasis on caring opinions of employees, recognition for outstanding performance, social responsibility and emphasis on the profit of customer might be able to raise the expectations of employees. More caring environment might give raise to increased expectations of employees to have effective and efficient leaders in future. In other words, employees might expect to see caring leaders who could also think of well laid standards for praise and punishment and customer value.

### Attitude of Employees towards future leadership behaviour: Discussion

**Table 3: Analysis on Tests of Between-Subjects Effects with p < .05**

Source (Organization culture)	Dependent Variable (Leadership Behaviour)	Type III Sum of Squares	df	Mean Square	F	Sig.
Adopting high-tech bravely	The leader may change her/his vision to meet the needs and wants of the followers and the organization.	22.230	4	5.557	3.060	<b>.018</b>
Consideration among employees	The leader will motivate the followers to act upon ideas already in place in society.	19.163	4	4.791	2.860	<b>.025</b>
Emphasizing innovation	The leader will take an interest in all current and potential followers.	18.999	4	4.750	2.669	<b>.034</b>
	Followers are devoted and unquestioning of the leader.	19.722	4	4.930	2.722	<b>.031</b>
Showing social responsibility	The leader cares about his image and plays to the desires of followers.	22.550	4	5.638	2.864	<b>.025</b>
	The leader will motivate the followers to act upon ideas already in place in society.	25.173	4	6.293	3.757	<b>.006</b>
Satisfaction with the communication status between colleague	The leader will interact with followers-social distance is low.	24.078	4	6.019	3.011	<b>.020</b>
Satisfaction with the team formed with in my own department	The leader will excel in persuading people to agree with her/him.	21.192	4	5.298	2.739	<b>.030</b>
Satisfaction with the welfare benefits provided	The leader cares about his image and plays to the desires of followers.	19.622	4	4.905	2.492	<b>.045</b>
Will be rewarded if good service is provided	The leader cares about his image and plays to the desires of followers.	20.492	4	5.123	2.603	<b>.038</b>
My role is considered very important to some	The leader will try to persuade those who disagree with her/his vision to agree with it.	26.233	4	6.558	3.468	<b>.009</b>

people						
Sincere customer service	Followers are directly influenced by the leader and their personal relationship with her/him.	10.009	1	10.009	4.829	<b>.029</b>
	The leader will negotiate her/his ideas when it benefits her/his image or her/his vision.	18.261	1	18.261	9.132	<b>.003</b>
	The leader will use positive rewards and reinforcement with her/his followers.	12.645	1	12.645	6.605	<b>.011</b>
	The leader may change her/his vision to meet the needs and wants of the followers and the organization.	8.373	1	8.373	4.610	<b>.033</b>
	The leader will exude confidence, dominance, and a sense of purpose.	14.495	1	14.495	7.777	<b>.006</b>
	The leader will motivate the followers to act upon ideas already in place in society.	11.017	1	11.017	6.577	<b>.011</b>
Customer is number one	The leader will negotiate her/his ideas when it benefits her/his image or her/his vision.	16.600	1	16.600	8.302	<b>.004</b>
	The leader will use positive rewards and reinforcement with her/his followers.	12.839	1	12.839	6.706	<b>.010</b>
	The leader will exude confidence, dominance, and a sense of purpose.	16.432	1	16.432	8.816	<b>.003</b>
	The leader will motivate the followers to act upon ideas already in place in society.	12.749	1	12.749	7.610	<b>.006</b>
Profit of the customer is emphasized extremely	The leader may change her/his vision to meet the needs and wants of the followers and the organization.	20.766	4	5.191	2.858	<b>.025</b>
Developing new products and services continuously	The leader will behaviorally role model the values implied by the vision by personal example.	21.330	4	5.333	2.560	<b>.040</b>
Ready to accept new changes	The leader will communicate messages that contain references to her/his overall vision.	21.359	4	5.340	2.460	<b>.047</b>

The above table indicates the variables with p-value < 0.05 and are found statistically significant. The highly significant relationships identified were between:

1. Showing social responsibility as a part of the culture and the leadership behaviour of motivating followers to act upon ideas already in society with a p-value=0.006. Employees do feel that a leader who motivates the followers to act upon ideas placed at large in profession could create an atmosphere of social responsibility.
2. Employees perception that people consider his/her role as important and the leader's behaviour to persuade those who disagree with him/her vision to agree with it. (P-value=0.009)
3. Sincere customer service as a cultural aspect and the relation between the negotiation behaviour of leader when it benefits the organisation (p-value=0.003); and also the leader displaying confidence, dominance and a sense of purpose (p-value= 0.006).
4. 'Customer is number one' treatment and the negotiating behaviour of leader when it benefits the organisation (p-value= 0.004); the leader displaying confidence, dominance and sense of purpose (p-value= 0.003); and the leader motivating the followers to act upon ideas already in place in society (p-value=0.006).

The leader will take an interest in all current and potential followers. Employees do feel that a leader who could consider the interest of the followers and when followers are devoted to the leader could help firms encourage innovation. The data analysis indicates that a leader who can persuade employees who disagree with his/her mission could establish strictly working disciplines for work. Employees potentially feel that a leader who could provide autonomy, justification, personally orientated, yielding to employee desires, positive, persuade and expect devoted relationship can be a considerate leader. This means a leader dwells by considerations among employees.

The leader who allows employees to form teams with members within their respective department is the one who believes in his/her own vision. This seems to be rather more meaningful to the analysis. It is quite obvious that that leader who firmly believes in their vision always appears to be considerate and amenable to employees' interest while forming teams. A leader who emphasizes justification, employee desires, and caring followers and expects devoted in following the leader is the one who rewards based on the fact that employees need to give fair service to customers.

The findings of the study are in support of the hypothesis which states that organizational culture in the organisation under study is pretty much influencing the attitude of employees towards the future leadership roles.



## CONCLUSION

Employees' expectations might be high in a culture where there the leaders emphasise on caring for the opinions of their employees, where there are clear standards for reward and punishment and where customer is valued. Employees feel innovative leaders are an outcome of innovation in the culture when a leader considers the interest of the followers and when followers are influenced by the leader towards achieving the organisational vision. A persuading leader could be seen in an organisation where strict working disciplines are established at work for employees who disagree with his/her vision. A motivating leader would emerge from the socially responsible culture of the organisation. A leader, who believes in autonomy for employees, justifies his behaviour and is personally orientated, caring for employee desires and expect devoted relationship can be a considerate leader. Hence, the employees feel that a leader, who negotiates on vision, is positive and rewarding, amenable to ideas of employees while adjusting vision, confides in employees and gives freedom in accepting social values, is the one who brings huge emphasis on customer value and will reward employees who strive for giving good service to customers.

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