Organizational Culture and the Role of Leadership

A Case Study of Adobe Systems Corporation

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Abstract

This research study aims at exploring organizational culture and the role of leadership within an organization. Organizational culture is a key element that describes how an organization operates, its key values, and customs. Precisely, Adobe Systems Integrated is the main case study for gathering data. The study below has three major parts: introduction to the study, literature review, and research methodology.

To conduct an effective study, this research will first provide background information on the role of leadership in enhancing organizational culture. The study then explores various theoretical underpinnings on leadership, organizational culture, and the relationship between the two factors. The aim of this study is to ensure that the investigator can answer all the research questions. The paper will then outline a research methodology by discussing the methods and techniques adopted for gathering information. Following the above techniques will help in gathering relevant data for the research study. Overall, this research aims at analyzing the relationship between leadership and organizational culture.

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1.0Introduction

1.1 Research Background

In the contemporary business environment, leaders play a critical role as major influence of an organizational culture and performance. Although employees have an important responsibility in changing the culture of a company, leaders can either make or break it, since the choices and decisions they make cause a ripple effect on the recruitment, engagement, and performance of employees (Lowe, Kroeck, & Sivasubramaniam, 2014). Therefore, leaders play a critical role in influencing a company's performance and as well as organizational culture. To gain a competitive edge in the market, most firms are working on ensuring that they have competent and qualified leaders who act as drivers of the company. Precisely, leaders are regarded as key resources at multinational corporations such as Google, Danone, and Adobe system, since they have important roles to play as backbones to the firm (Larsson & Finkelstein, 2015). The existence of effective leadership has enabled most of these companies to boost their performance; hence, gaining a competitive edge in the market.

According to Lok and Crawford (2015), the main difference between a winning and losing firm is on employees' confidence in senior leadership. By establishing an organizational mission and empowering employees towards achieving the mission, leaders can build the foundation of an organizational culture. These leaders are also key participants of any changes required in regards to a company's operations. On the other hand, organizational culture is also a vital factor and element that influences the competitive strengths of an organization. Therefore, there is an existing positive correlation between leadership and organizational culture. This is mainly because the types of behaviors and values depicted by a leader have a great impact on

how an organization is managed (Lok & Crawford, 2015). Both leadership and culture are critical components in the success of a firm.

Introduction to term organizational culture in business and marketing sectors occurred in the late 1970s. Since then, this concept has attracted the attention of most scholars from the early 1980s until now. In the contemporary business society, scholars are focusing on trying to analyze how leaders contribute in changing and developing the culture of a given business organization or institution. Precisely, this involves analyzing the relationship between leadership and organizational culture.

According to insights from sociology and qualified anthropology scholars, firms possess certain distinct cultures, norms, or shared values, which help in guiding the actions of organizational members (Larsson & Finkelstein, 2015). Leaders within an organization can implement policies that shape the organization culture. In large multinational corporations, the types of leaders appointed have a great influence on the values and practices that the firms uphold. Multinational firms such as Google operate on the basis that leaders can guide the company towards positive organizational change.

The core of this study will be to analyze the role of leaders in influencing the organizational culture at Adobe Systems Incorporated. Therefore, the nature of leadership and role of leaders at Adobe Inc is the main case study. Adopted Inc is a software corporation that is based in America and one whose headquarters are found in, California, United States (Smith, 2016). The corporation has been focusing on the formation of multimedia as well as creativity software products. The company is also known for Photoshop, which is an image-editing software. Other products offered by this company include portable document formats (PDFs), the Adobe Creative Cloud, and Adobe Creative Suite. Adobe is known for its award winning

corporate culture. Precisely, the company is known for instilling a creative company culture, a strategy that has boosted its growth and overall performance (Mary, 2015). This study aims at exploring the organizational culture established at Adobe Corporation. Precisely, it will outline ways in which leadership has played a role in the formulation of this type of culture through effective organizational change.

1.2 Rationale behind the Research

The key principle of this study will be to discuss on organizational culture, and the role of leadership within an organization. Theoretically, one of the key importance of this research is in a bid to fill the existing gap that is left by other researchers, precisely on how the role of leaders in promoting organizational culture. Precisely, researchers such as Lok and Crawford (2015) have only focused on the topic of organizational culture and how it influences overall performance. On the other hand, other researchers such as Ogbonna and Harris (2016) have only explored how leadership boosts the performance of a firm in form of organizational change. Therefore, this study will help in filling existing gap by which previous researchers omitted by exploring the relationship between leadership and organizational culture.

Second, the practical rationale behind this research is conducted at the right historical time of globalization when the high level of competition in the market has influenced firms to implement effective strategies in regards to boosting their organizational culture. As stated earlier, the culture of a firm plays a key role in influencing the overall performance. This research will therefore inform firms on the importance of implementing effective leadership practices to boost their organizational culture through positive change. Resultantly, organizations will be in a position to understand how leadership can influence organizational change and overall performance.

1.3 Research Objective

This research focuses on exploring organizational culture and the role of leadership within an organization. Precisely, this research will narrow its focus leadership at Adobe Systems Incorporated and its key role in molding organizational culture. In order to achieve these research goals, it will be important for the researcher to attain the objectives below:

1) To analyze the nature and role of leadership at Adobe Systems Incorporated
2) To explore organizational culture at Adobe Systems Incorporated
3) To outline the key role of leadership in enhancing the organizational culture of firms
4) To analyze how an organization benefits from effective leadership
5) To understand the existing relationship between leadership and organizational culture

1.4 Research Questions

To achieve the overall aim of this study, the researcher will have to focus on answering certain research question. Formulating these questions will act as the initial step of the research project since they will act as guidance to the study. The following research questions will help in establishing the main objectives of the study:

1) What is the existing relationship between leadership and organizational culture?
2) In what ways do leaders influence the culture of a firm or organization?

Literature Review

2.1 Introduction

In this part, the researcher conducts a critical analysis form selected authors who focus on the study topic, which is on the relationship between leadership and organizational culture. In this research the study will identify the existing theoretical gaps on the topic and conduct an effective study to fill the gaps. To attain the objective set for the chapter, it will be partitioned into five main sections. Firstly, it will discuss the historic background of Adobe Systems Incorporated, which is the main case study. Second, the section will define and discuss the concept of organizational culture. Thirdly, it will outline the role of leadership within an

organization. The section will then analyze the relationship that exists between leadership and organizational culture. Lastly, the chapter will provide a summary of the key findings.

2.2 History of Adobe Systems Incorporated

Ogbonna and Harris (2016) define Adobe Inc. as one of the greatest software developers worldwide due to its effective performance and strong company culture that has grown over the years. The company was invented in 1982 by John Warnock and Charles Geschke after the two leaders stopped working at Xerox PARC. In the same year, Steve Jobs requested to purchase the company but both Warnock and Geschke declined the offer and only agreed to sell him shares worth 19%. The company's first official product was the 'PostScript' software, and by 1987, it had become the standard printer language.

At this point, the postscript comprised more than 400 third-party software programs and licensing agreement (Crowther & Lancaster, 2012). In 1986, Adobes revenue had reached $16 million from which $4 million represented their total income. By 1988, the company had acquired revenue amounting to $85 million (Pearce & Conger, 2013). Through the next two decades, Adobe has developed at a steady pace by focusing on latest upgrades and implementation of advanced technology. Some of its current best-selling products include Adobe Flash, Adobe Acrobat, and Adobe PageMaker among others. By 2010, Adobe has acquired total revenue of $3billion (Crowther & Lancaster, 2012). By 2013, the corporation had about 11,000 workers and revenue of $4.30 billion. In 2015, the firm had recruited about 15, 000 workers from various parts of the world, with 40% of them working at the main headquarters (Ogbonna & Harris, 2016). Currently, the firm has other major operations in New York, Minnesota, and Washington. Through effective and focused leaders, the company has managed to achieve its objectives and increase its revenue tremendously (Crowther & Lancaster, 2012). Overall, Adobe

is a successful company that has managed to grow with the assistance of focusing on latest innovations and the devotion to become the best software company worldwide. The firm has acquired a strong position in various sectors of management, leadership market position and the quality of its products.

2.3 Leadership at Adobe Systems Incorporated

As an international corporation, Adobe Systems Incorporated has worked hard to ensure that effective leadership is maintained (Deshpande, Farley, & Webster, 2016). The company's history shows that the appointment of competent and committed leaders and CEOs contributed to the success of the corporation. Foremost, these leaders are expected to maintain the organizational culture of Adobe, which mainly revolves around innovation and creativity, teamwork, and valuing of the company's customer.

Additionally, the company's leaders champion all the aspects of Adobe's business in the practices of product innovation and customer services. Moreover, these leaders focus on the company's financials, governance, as well as workforce issues. Shantanu Narayen is currently the Chairman, President, and Chief Executive Officer of Adobe Systems. The CEO has an undergraduate degree in electronics engineering and a computer science master's degree. His main role at the firm is to ensure that all members of the firm work towards attaining the organization's vision. Another vital leader at the firm is Michael Dillon, who holds the position of the Executive Vice President and Corporate Secretary (Deshpande, Farley, & Webster, 2016). Dillon oversees the firm's legal affairs as well as compliance interests, and analyzes how public policies affect the firms operations. Next, Mark Garrett, who is also the company's Executive Vice President and Chief Financial Officer, believes that transparency is the main strategy

towards transforming and growing a company (Schultz's, 2013). Under his guidance, the corporation has been among the first companies in the software industry to transit to a cloud-based subscription model. Another important leader at the firm is the Executive Vice President and Chief Marketing Officer, Ann Lewnes. As the title states, Lewnes is mainly in charge of marketing at the firm. Precisely, her main role is to ensure that the company has an effective marketing campaign for its products, and that there is establishment of a digital marketing organization (Deshpande, Farley, & Webster, 2016). The other top leaders at the firm include Matt Thompson, the Filed Operator, Brad Rencher the General Manager, and Abhay Parasnis the Chief Executive Officer.

2.4 Organizational Culture

There is currently no attained agreement on the universal description of the term organizational culture. According to Pearce and Conger (2013) a company culture is a system of shared standards, assumptions, and beliefs, which assist in governing how people within organizations conduct themselves. Larsson and Finkelstein (2015) add to the research by stating that organizational culture encompasses the values the build the social and psychological environment of a firm.

According to Lowe, Kroeck, & Sivasubramaniam (2014), this type of culture represents a product of various factors such as technology, market, types of employees, leadership, strategy, values, assumptions, language, and systems amongst others. To understand any given organization, it is always important to analyze and explore its organizational culture.

Organizational culture is key factors in determining employee workplace behaviors since it is mainly shared amongst members within multiple levels. The values are embedded and

behaviors are reinforced within an organizational culture. Huey and Zaman (2009) define organizational culture as a concept that comprises three key elements: artifacts and symbols, values, and underlying assumptions. Therefore, it is evident that it takes more than mere operations to formulate an organizational culture. The reality is that it takes time and dedication to build and maintain a healthy corporate culture within a given firm.

Organizational culture is a crucial element that is known to influence the attitudes as well as behavior depicted by staff members. According to Ogbonna and Harris (2016), understanding the core values of a given organization can go a long way in preventing possible internal conflicts and other cultural issue that affect a firm. In the field of business, the research on organizational culture also analyzes the functionalist perspective through provision of adequate evidence on the role that organizational culture plays in improving performance. To maintain the pervasiveness or an organizational culture, it is imperative for the firm's management to identify its underpinning dimensions and its influence on factors such as job satisfaction, commitment, and performance.

Driskill & Brenton (2010) believe that there is an existing correlation between organizational culture and job satisfaction in that both factors combined ensure that workers are in a position to fulfill their careers goals as well as those of the firm. An organization comprises staff members and the behavior depicted by each worker greatly influences the overall outcomes. Therefore, organizational culture helps to embed the values of a firm as well as defining its expectations from employees. Evidently, organizational culture has a major impact on the behavior of employees and ultimately the overall performance and outcome (Schein, 2016). It is therefore important for a firm to ensure that it has leaders who can maintain the company's values, customs, and overall culture.

Ogbonna and Harris (2016) expound that at Adobe systems, the leaders have greatly contributed in building the firm's award winning organizational culture. The corporate culture of any firm acts as the backbone of its success. In 2016, the Fortune Magazine recognized Adobe as among the best corporations to work for. The firm is well known for offering huge customer incentives and other services such as family vacation and health care. From this, it is evident that the company's culture is such that it values its employees.

The four main values that have contributed to the company's success are that it is trustworthy and reliable, the firm creates exceptional experience for customers, the members are highly creative and innovative, and it is inclusive, open, and actively engaged with its customers, employees, and partners (Smith, 2016)

2.5 Characteristics of Organizational Culture

Organizational culture is a wide element and concept that comprises certain characteristics. One of the main characteristics of organizational culture is innovation as well as risk-orientation (Schein, 2016). Companies such as Adobe Systems have maintained their tremendous performance as a result of the effective innovation strategies at the firm. Organizations with cultures that value innovation can encourage their workers to undertake risks. On the other hand, companies, which place a low value on innovation, do not encourage works to finding new ways of improving their performance.

According to Podsakoff (2011), another characteristic of organizational culture is teamwork and collaboration. Firms that can arrange activities around the team members instead of individuals tend to highly value their organizational culture. In any given business environment, effective teamwork goes a long way in boosting the ability of employees towards meeting the set targets. Employees who work at firms, which maintain organizational culture,

tend to have a healthy relationship with the management as well as colleagues. In addition, emphasis on people is another key characteristic of an organization. Specifically, a company such as Adobe is known to prioritize on its customers, since they are the most valued assets of the company.

Companies that value their organizational culture are normally concerned with how their decisions and policies can affect the people within the firm as well as their customers (Gill et al. 2011). These organizations maintain that it is imperative to treat workers with dignity. Additionally, emphasis on outcome is another key element of organizational culture. In the competitive business, some companies tend to emphasize on results, but not on how these results are attained. Such firms place a high emphasis on this value of organizational culture. A firm that directs its sales force to do all it takes to achieve the sales targets maintains a culture that places a high value on the emphasis of outcome (Crawford, 2015). The other important traits of organizational culture include aggressiveness, stability, and attention to details.

2.6 Role of Leadership within an Organization

According to Jo and Schultz (2013), one of the key roles of a leader is to define organizational goals, implement plans, and guide employees towards fulfilling the goals. Harrell and Bradley (2009) define a leader as an individual who has responsibility over a group of people organizations. Leaders are said to influence a company's culture since they control most of the firm's activities, policies, systems, and strategies. Ogbonna and Harris (2016) add to Jo and Schultz's (2013) opinion by stating that the three main dimensions associated with leaders of any given firm include vision, strategy, and the people. For the past five years, enhancement of effective leadership has been a key strategy towards gaining a competitive edge in the

contemporary competitive business environment. Mary (2015) assumes to the research by explaining that leaders act as builders and maintainers of organizational culture and values.

According to the author of this proposal, the success of an organization in attaining the set objectives and goals largely depends on the types of leaders in a firm and their leadership styles. According to Lok & Crawford (2015), the type of leadership style adopted in a firm is a key determining factor on the organization's success level. Therefore, through the adoption of effective styles of leadership, it can be possible for leaders to influence the job satisfaction of workers, their commitment, and overall performance. In addition, to boost their overall performance and gain a competitive advantage in the competitive market, most multinational firms are appointing qualified, committed, and competent leaders who are focused towards fulfilling organizational goals. Precisely, at Adobe, leaders have learnt how to maintain their most essential behaviors.

One of the main factors that have contributed to the success of Adobe is the firm's ability to build a strong bench of leaders. With the expansion of the firm, Adobe has embraced the need to develop exceptional leaders within the company. Overall, having great and exceptional leaders has created the firm's competitive advantage as well as its ongoing success.

2.7 Benefits of Effective Leadership

In any given organization, effective leadership in itself is a key strategy that helps in boosting the performance of a firm. Cohen-Charash & Spector (2013) explain that any firm that has an established organizational culture requires good leadership for maintenance. Effective leadership generally leads to the success of a business firm. According to Schein (2013), one of the main benefits of good leadership is that it helps in motivating employees within the workplace. Precisely, sound leadership assists in ensuring that workers have the urge of

accomplishing and transforming potential into performance. In most competitive firms, such a leader boosts the loyalty and commitment of workers towards achieving organizational goals; hence, motivating them to work harder. Second, competent leaders act as the main drivers and facilitators of change.

Change within an organization is a vital process that can result in the formulation of new policies of processes in a firm (Cohen-Charash & Spector, 2013). It also helps in shaping the culture of a given organization. A good leader can convince employees about the need for implementing change. This most occurs in the world of uncertainty and chance. Therefore, effective leadership is a vital element that leads to the successful implementation of change in a company. Schein (2016) adds to the research by stating that having good effective leadership helps in bringing coordination. This means that good leaders can foster mutual understanding and teamwork amongst workers or followers. By harmonizing the goals of a firm with individual interests, a competent leader can form a community of common interest. This also enables him or her to solve internal conflicts; hence creating a cohesive force that enables the group to remain intact towards fulfilling company goals. Other benefits of effective leadership include building of employees' morale, boosting the confidence of workers, and aligning organizational strategies towards the set goals.

2.8 Relationship between Leadership and Organizational Culture

Research by Jo & Schultz (2013) shows that there is an existing positive relationship between leadership and organizational culture. Specifically, leadership has a major influence on an organization's values, beliefs, processes and day-to-day practices. According to Ogbonna and Harris (2016), one of the main roles of leaders is to set an organization' mission and motivate workers to achieve the mission, and this helps in building the foundation of the firm's culture.

These leaders also play the role of changing the mission when necessary. When it comes to driving the change of an organization, leaders play a vital role by using their behavior to set the tone to what is acceptable to the firm. An effective leader is one who understands the organizational culture and its preferences.

This is because the strategies implemented by a leader are expected to match the long-term goals and objectives of the company. As a business grows, the founders and CEO of the corporation have a role to show the alignment enforced by leaders on the relationship between the company's beliefs and behaviors reinforced. Furthermore, Lowe, Kroeck, and Sivasubramaniam (2014) position that effective leaders can influence workers to perform the tasks assigned willingly and competently. With good leadership, a firm does not force but rather develop and organizational culture. Therefore, in any given organization, leaders are the key drivers of organizational change and overall culture.

According to MacKenzie & Podsakoff (2011), the leadership at Adobe is such that the leaders motivate employees in fulfilling the organizational culture, which mainly revolves around creativity and innovation. The leaders encourage employee at the firm to come up with new ideas. Additionally, Shantanu Narayen, who is the company's CEO, encourages employees to focus on producing quality products for its customers. This is because one of the main values that the firm upholds is its ability to fulfill consumer needs and boost customer satisfaction.

2.9 Summary of Theoretical Findings

The above chapter outlines the various theoretical findings from different researchers. Based on the above theoretical underpinnings, it is evident that both organizational culture and leadership play a critical role in influencing organizational culture. Adobe System Incorporated is a multinational company that was established in 1892. Over the years, the firm has managed to

maintain a steady performance, and it is currently regarded as one of the most successful software companies in regards to its market share and revenue. In addition, based on the research, organization culture refers to a component that comprises shared morals/standards, assumptions and customs of a given organization.

To maintain a healthy corporate culture, a firm must ensure that the strategies implemented help in attaining its core values and objectives. This means that organizational culture is a process obtained overtime. On the other hand, leadership also plays a critical role in enhancing the performance of a firm. Effective leadership is one of the most recommended strategies of gaining a competitive edge in the contemporary competitive environment. Lastly, there is an existing positive correlation between leadership and organizational change. Leaders act as the main drivers of an organization's values and objectives. Effective and competent leaders enable a firm to build and maintain a healthy company culture. Overall it is apparent that leadership plays a critical role of forming the organizational culture and influencing firm performance.

Chapter 3: Research Methodology

3.1 Introduction

In this chapter, the researcher defines the type of research philosophy as well as approach adopted. Other methods outlined are the research strategy, techniques of collecting information, procedures of data gathering, and tools of data analysis. Lastly, the study will also examine the research ethics that researcher will practice during the investigation. Observing these effective research techniques will enable the investigator to gather adequate and relevant data.

3.2 Research Philosophy

MacKenzie and Podsakoff (2011) define a research philosophy as perception of how an investigator should go about when collecting information on a given subject of phenomena. A research philosophy comprises two key categories, which include interpretivism and positivism. Firstly, the phenomenon of positivism is whereby various individuals tend to have a similar perspective about a given subject hence making them subjective. Second, in interpretivism philosophy, different individuals normally have varying opinions on a similar subject or study (Crowther & Lancaster, 2012). The varying opinions could be as result of different experiences, cultural practise or educational background. For this study on organizational culture, the investigator will adopt the interpretivism philosophy. This philosophy will be effective for this study because different opinions hold varying opinions on the role of leadership in enhancing organizational culture. This is because there are different strategies applied by leaders towards building an organizational culture. Unlike the interpretivism theory, the positivism philosophy is biased and subjective; hence, it will not enable the researcher to draw precise conclusive findings.

3.3 Research Approach

MacKenzie and Podsakoff (2011) define a research approach as the mode of thinking that a given researcher adopts when conducting a study. In most cases, researchers adopt either the deductive or the inductive approach. The inductive approach involves moving from specific to general conclusions such that a researcher first makes observations about a given study then generalizes the findings based on the existing patterns from the data. In deductive approach, the researcher focuses on generalized theories and conducts a study in a bid to test or analyze the pre-existing hypothesis (Neuman, 2012). For this study on organizational culture, the researcher

will adopt the inductive approach since there is no hypothesis to be formed. The approach will work effectively with the interpretivism philosophy. The inductive approach is appropriate for this research because it will enable the investigator to enjoy flexibility when gathering data since the findings do not rely on one single theory.

3.4 Research Strategy

Identifying the strategy used for research is a key step since it enables a researcher to determine the path that the study will adopt to choose effective research techniques and tools (Crowther and Lancaster, 2012). The most common and effective research strategies experimental research studies, surveys, and case studies. Precisely, this research will adopt the case study strategy to make sure the researcher draws reliable and conclusive findings on the relationship between leadership and organizational culture. For this research, Adobe Systems will act as the case study for analyzing the nature of leadership and organizational culture.

According to Gill et al. (2011), a case study refers to a form of research method whereby there is an up-close examination on a given subject of study. By adopting the case study strategy, the investigator will be able to interact with employees at Adobe Inc.; hence, obtaining a clear insight on how leaders at the firm help in driving organizational change and overall corporate culture.

3.5 Data Collection Tool

Identification of an effective research instrument is a key step that ensures an investigator can identify viable and reliable data (Neuman, 2012). Examples of some of the most effective data collection tools include interviews (open-ended and semi structured), questionnaires, observations and focus groups. Researchers elect the tools based on the type of information that is required. The most commonly used data collection tools are interviews and

questionnaires since they enable researchers to gather personalized and detailed data about a given phenomenon.

For this study, the researcher will adopt interviews as the data collection tool. By adopting the use of interviews, it will be possible for the investigator to have adequate time for interacting and communicating with respondents. This will allow the researcher to obtain more information since the respondents will be presented with a chance to state out their opinions and give in depth information (Gill et al. 2011). This method is effective compared to the use of questionnaires whereby the researcher formulates questions.

Additionally, by choosing to use interviews, the investigator will be in a better position to gather first-hand data from the respondents at Adobe Systems Incorporated, who will act as interviewees. This method will also help the investigator to acquire subjective and detailed data from the participants. To avoid incurring too much cost, the researcher will formulate short questions, and only seek validation where needed.

3.6 Data Gathering Process

For this research, the study will take Adobe Systems Incorporated as the case to outline the role of leadership in impacting on organizational culture. For this study, interviews will be conducted on three senior managers, three middle-level leaders, as well as 15 employees. All these 21 members of Adobe will be the main participants of the interviews. All the three categories of employees are familiar with the nature of leadership established at the firm as well as the company's organizational culture (Larsson & Finkelstein, 2015). Firstly, it will be important for the investigator to ask for permission from the HR manager of Adobe about going ahead with the interview. After obtaining permission, the researcher will explain to the participants about the objectives and reason for conducting research at Adobe Corporation. After

agreeing with the respondents, they will take part in the interview. The researcher will identify a free room, from where he will conduct the interviews. During the interview, the researcher will recorded and store the information for analysis.

3.7 Data Analysis

For this study, the researcher will adopt the content analysis technique for analyzing the data collected from this study. According to Kothari (2014), content analysis is a method in which the investigator can analyze qualitative data through identification of similarities and differences for drawing logic findings. When using this analysis technique, the investigator will first identity the main words used by the participants to conduct the coding process. When using content analysis, the researcher is expected to code data and interpret the qualitative information. This will enable him to make credible inferences after evaluating the information gathered.

The researched will then analyses the similarities and differences that are evident from the collected information and group it according to the relatedness or variance. To identify these similarities and differences, the investigator will select key words found on the responses from the interview. The researcher will then create the perceived view from the data to obtain conclusive and reliable findings. Lastly, the researcher will then compare the analyzed information with previous literatures to obtain meaningful gain conclusions.

3.8 Research Ethics

In any given study, there are certain ethical considerations and expectations that researcher are expected to meet. Firstly, to ensure that the study was conducted in an ethical manner, the researcher will make sure that respondents who will take part in the interviews do so willingly (Jahoda, Deutsch, & Cook, 2012). Second, to enhance confidentiality and privacy of the respondents, the investigator will advise the participants not to include any personal

information, for example, name and location, which could expose their identity. For this study, every respondent will be interviewed privately without any form of coercion. The researcher also has a role to ensure that the gathered data is stored safely to ensure that third parties do not access it (Jahoda, Deutsch, & Cook, 2012). Preferable, the researcher could destroy the data after completion of the study to ensure that it is not used elsewhere for future studies without the consent of the respondents. Overall, these steps will ensure that the investigator observes the research ethics.

Conclusion

In summary, the above research study examines the role of leadership in enhancing organizational culture at Adobe. Evidently, the research adopts Adobe Systems Incorporated as the case study. I regards to the research methods, the researcher will adopt the interpretivism philosophy and the inductive approach, which will enable him to gather data that is unbiased and objective. Additionally, the research strategy adopted for this research will be a case study on Adobe systems. The other techniques that the researcher will use for this study include interviews, specifically those with open-ended questions. During analysis of data, the researcher will adopt the content analysis technique. This study is quite relevant since it will assist in improve the available literature information on the relationship between leadership and

organizational culture. The study will also help in filling the existing research gap on the subject. Furthermore, the study findings are of practical significance in helping the management of Adobe to understand the most effective strategies, which will enable the corporation to boost its organizational culture and improve on its overall performance.

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