

Literature Review
Isaac Henderson
Beulah Heights University
LS 698 Capstone

Summary

Organizational culture denotes to the norms, values, and beliefs that determine the identity of an organization in a certain environment. The organizational culture defines what is acceptable and unacceptable within the boundaries of the organization. Culture can emanate from espoused values, artifacts, and basic assumptions. Culture influences strategy implementation and organizational performance. There are four forms of culture which are strong, weak, subculture and counter culture. The four forms of culture are defined based on the effects each one of them has on the organization. For instance, the counter culture emerges when the organization develops resistance against the leadership style or culture change.

On the other hand, leadership refers to the process of influencing an individual or a group towards a common shared vision. The important role of the leader is to challenge the existing state of affairs by implementing new strategies. Leaders communicate the ethics, norms, and values of the organization to the subordinates to express the group's point of view. A leader implements organizational agenda, allocate resources and create a competitive environment for the organization. Transformational and transactional are two dominant types of leadership styles. The transactional leadership approach entails the use of reward in exchange for the employee contribution. Conversely, transformational leadership involves motivating and influencing employees to surpass their safeties for the moral of the group.

Studies have established a strong association amid leadership and structural culture. The two aspects influence one another based on the situation presented. Transformational leadership has been established to be capable of influencing and changing organizational culture. Transformational leaders pose unique personal traits that assist in influencing employees towards

new values, norms, and beliefs. However, situations such as age and size of the organization, level of culture entrenchment among the employees and level of culture impact on the ability of leadership to influence culture. For instance, old and big-sized organizations are associated with bureaucratic policies and long procedures that affect the ability of a leader to implement a new leadership style. In such a case, the organizational culture influences the leadership style.

Studies have also established a correlation among structural culture and leadership and performance. Strong administrative culture and leadership influence attitude, motivation and job satisfaction. A leadership style that aligns with a culture that is popular among the employees result in enhanced performance.

Literature Review

The role of influential is persuading an organizational philosophy (Schein, 2010, p. 365) stated there is a perpetual learning process for organizations and leaders. In addition, Schein (2010) listed ten key fundamentals for exploring the relationship between leadership and organizational culture. Schein (p. 367-368) stated: “proactively, commitment to learning, positive assumptions about human nature (Theory Y), and belief that the environment can be managed.” Furthermore, he states “commitment to truth through pragmatism, inquiry, positive orientation toward the future, and commitment to full and open task-relevant communication” (Schein, 2010, p. 368-369). Schein (2010, p. 370-371) said “commitment to cultural diversity, commitment to systemic thinking, and “belief that cultural analysis is a valid set of lenses for understanding for understanding and improving the world.” These ten approaches may not be useful for all leaders to adopt, but it can serve as a strategic plan for long term goals.

Sometimes leaders must see from a higher position such as, “ a mountain top or helicopter view.” To change an organization culture, Gundling, Hogan, and Cvitkovich (2011, p. 38) stated: “cultural self-awareness is the first step toward seeing different.” The author also acknowledges that the task from a global leader perspective is to see what others do not see. Gundling et al., (2011, p. 47) stated: “beyond proactive inquiry, global leaders must also learn to consciously correct for the fact that human being literally see what we expect to see, and that discipline and training are required even to notice the unexpected.” This mental approach is good. However, it can hinder some important fact of what we see and filter out some important data for a positive change.

There are many perspectives how leaders change their organizations, such as building relationships with associates. Another obligation is leaders should develop other leaders for short term and long-term goals effectiveness. This literature research will, therefore, inform on the importance of implementing effective leadership practices to boost their organizational culture through positive change. Yukl (2006) examined “the descriptive research found that effective leaders develop a mental agenda of short-term and long-term objectives strategies. The agenda is used to guide their actions, manage their time and help them become more proactive” (Yukl, 2006, p. 441). The author also found that effective leaders use diverse techniques to influence and change a group. For example, the use of relations-oriented behavior (Yukl, 2006, p. 441). Yukl (2006, p. 442) mentioned that “relations-oriented behaviors are used to build commitment to work objectives, mutual and cooperation, and identification with the team or organization.” The mental agenda and relation-oriented approach is good role model for building a relationship and transforming organizational change.

Organizational Culture

Structural culture is one of the organizational frameworks that have been studied widely in relation to organizational performance and leadership behaviors. Organizational philosophy is demarcated as the aspects that shape the norms, values, and beliefs that bind an organization together (Kilmann, 1985). Organizational culture assists organizational members in understanding the how the organization operates and the behaviors that one need to observe. Schein (1990), also define organizational values as a set of different standards and behaviors that inform the performance and direction of the organization. Hofstede (1980), also defines organizational culture as a collective thinking that differentiates one organization to the other.

According to Aktaú (2011), organizational culture acts as a tactical asset for a group to improve its ability to adapt and fit effectively in its setting. The organizational culture also helps an organization to interact with its external environment through values and perceptions that help in interpreting the work and external environment. Shahzed et al. (2012), explain that organizational values touch the performance and efficiency of a group. The performance and efficiency of a group are determined by the ability of the structural culture to influence employee's commitment and motivation positively. Shahzad et al. (2012), assert that it is the accountability of an organization to establish a structural culture that will support employees to understand the environment of the group effectively. Robbins and Sanghi (2007), also argue that proper understanding of the culture helps in improving structural performance and worker loyalty.

Organizational Culture is Learned

Hofstede (1990), defined organizational culture as a collective thinking that makes a distinction between one group and the other. Therefore, organizational culture is learned and shared among members of the organization leading to common and shared values and beliefs. Shahzad et al. (2012), argue that organizational culture is founded on cognitive systems that determine how employees make decisions and apply their cognitive abilities. Effective organization culture is the normative glue that binds all the organizational members together through shared meanings and beliefs (Tichy, 1982). Building organizational culture requires one to observe important social aspects that bind a social group together. Schein (1990), identify structural stability of a social group and amalgamation of important items that set superior standards as important factors that help in building a culture. Dasanayaka and Mahakalanda

(2008), recognize culture as an important aspect that is needed in an organization to influence employees towards learning the values and the norms of the group and share them with others.

Shared culture influence significantly the way those attached with the organization relate with one another. According to Stewart (2010), the shared values and beliefs have a strong influence on those who ascribe to the group. The organizational culture norms and values are invisible but have a strong influence on the behaviors of the employees (Stewart, 2010).

According to Min-Huei (2004), organizational culture is created through individual employee's personality traits that are aggregated to create a specific organizational culture. The individual employees express common traits that shape organizational culture hence each organization has a unique culture. Ivancevich et al. (2005) assert that organizational culture affects employees to exhibit shared values that influence every organizational member to walk on the same track. The consistency of employees' behaviors improves commitment and efficiency in an organization. In fact, culture is built through a common shared experience over a long period. According to Schein (1999), culture is formed when individuals share and have a common experience over a period of time. According to Schein (1999), culture influences individuals more than an individual can influence culture since its elements are basically invisible.

Forms of Organizational Culture

Organizational culture can take different directions depending on the approach taken by an organization. According to Robbins and Sanghi, (2007), organizational culture is established to improve worker recital and structural performance.

Counter Culture

The counter culture develops when an employee develops resistance to the norms and values imposed by the overall group. According to Kerr and Slocum (2005), counter culture develops when forceful managers or leaders implement new strategies intended to improve organizational performance on the basis of the existing culture. However, counter culture present threats to the stability of the organization.

Sub Culture

Sub culture happens when part or a department in an organization shows contrasting norms, beliefs, and values from others in an organization. According to Lok, Westwood, and Crawford (2005), commitment towards different goals such as departmental goals creates a subculture in an organization. The different job requirements in an organization may also influence the form of culture that the members of the organization observe.

Strong Culture

Strong culture entails a situation where the large parts of the organization employees hold similar values and norms. A strong culture helps to influence the employees towards a common organizational goal. In a strong culture, employees play a significant part in the success of the group.

Weak Culture

Weak culture emerges when an organization has a loose knit culture among organizational members. Deal and Kenndy (1982), assert that an organization that lacks precise values and norms that its employees should observe experiences a weak culture. The different individual traits affect operations in an organization with a weak culture.

Levels of Culture

Organizational culture appears in three most distinct levels. These levels are the artifacts, adopted values and shared tacit expectations.

Artifacts

In the artifacts level, culture is shared through existing artifacts such as what people hear in the organization, see and feel. The way people behave and interact in the organization influence an employee to behave in a similar manner. Interactions with the members and observations help to instill an organizational culture in a new employee.

Espoused Level

Espoused level of culture depicts the use of written materials to capture the values of an organization. Employee values are shaped through interpretation of the written materials that describe the values that an organization should observe.

Shared Tacit Assumptions

This level of culture involves the use of past history of the organization to foster success. Past actions, principles, and values that led to the success of the group are shared among the current employees. The factors that led to the success of the organization are treated with a high regard as being capable of leading to sustained organizational success.

Impact of Organizational Culture Organizational and Employee Performance

Different studies have recognized a close relationship between organizational recital and its culture. The impact of organizational culture on performance takes various approaches

(Saa-Pe're and Garcia-Falcon, 2002). Moreover, Saa-Pe're and Garcia-Falcon (2002), argues that organizational culture provides a competitive advantage to the organization through superior organizational competencies. Denison (1990), argues that the influence of organizational culture is dependent on the nature of values and norms shared within the organization. On the other hand, Safford (1998), discuss that organizational culture influence performance through its influence on employee's decisions and behavior. Safford (1998), also adds that organizational culture influence performance through the ability of the culture to attract and retain the best talents and to create an environment that enhances the effectiveness and efficiency of the employees. According to Barney (1991), for a culture to influence the performance of the organization positively, it must align with the goals of the organization, it should have unique attributes and is difficult to imitate.

In a study by Kotter and Heskett (1992), strong organizational culture raised the income of an organization. Gallagher (2008), also established that the positive organizational culture leads to enhance organizational performance. Ostroff and Schmitt (1993), also established that organizational culture influences the performance and efficiency of an organization. Thibodeaux and Favilla (1995), also explain that organizational culture influences important practices such as communication, goal achievement, external and internal adaptability of the firm and stability. However, Quinn and Rohbaugh (1993), argue that the influence of organization culture over organizational performance is affected the ability of the manager or the leader to strike a balance between the organizational culture and organizational goals.

Organizational Culture and Employees

Studies have indicated that the impact of organizational on performance is mainly based on its impact on the employees. According to Furnham and Gunter (1993), organizational culture acts as an important link between an organization and its employees. A successful organizational culture should create an environment that supports employee motivation towards the organizational goal. Daft (2010), argues that integrated behavioral and operational activities affect the ability of a firm to achieve its mission. Moreover, Hellriegel & Slocum (2009), explains that organizational culture improves organizational performance when it acquits the employees with the past and current direction of the organization. It is important for the organizational culture to provide staffs with the guidance they need to achieve effectively. According to Ferris et al. (1998), effective organizational culture should influence the employees' attitude and behavior positively. The positive employee behavior and attitudes translate to improved organizational performance. Kozlowski & Klein (2000), also argue that the ability of organizational culture to influence performance is determined by success coordination between individual, group and organizational characteristics. When the employee characteristics and align with the organizational characteristics, the performance of the organization is enhanced.

Crossley et al. (2002), argue that for a culture to affect performance positively factors that affect employee motivation such as career development, compensation, job security, flexible working schedules and others must be observed. A strong organizational culture influences performance positively because a large part of the organization's employees interprets values, norms, and events similarly. The aspect of interpreting values similarly reduces uncertainty, confusion, role ambiguity and conflict leading to enhanced organizational performance.

According to Denison (1990), a strong organizational culture facilitates improved interpersonal interactions which make it easier to achieve the organizational goal.

Organizations with strong values and norms predict employee's reaction easily.

According to Daft (2000), the performance of the group is based on the employee creativity and innovativeness. An organizational culture that supports creativity and innovativeness plays an important role in enhancing the overall success of the organization. Hancott (2005), also support that the success of a group is based on its innovative and creativity norms and values. The organization culture influence employees either positively or negatively based on the norms and values supported by the group. The degree of the bond between an employee and organizational culture determine the performance of the organization.

Role of Leadership

Leadership is defined as the process of influencing an individual or a group of individuals towards a common goal (Robbins, & Coulter, 2001). Leaders play a vital role in the accomplishment of a company. Scholars describe leadership and management as two separate aspects that operate differently. According to House (1996), leaders challenge organizational status quo by inspiring and implementing visionary strategies. On the other hand, management is concerned with staffing, planning, coordinating and implementing organizational goals. The leadership style used by a manager affect the how the employers view and perceive the organization. Maner and Mead assert that a successful leadership style is one that improves stability and success of the company.

Leadership plays an important role in generating organizational values to generate the ethical orientation for the organization. The leaders help to offer solutions to problems affecting

an organization. It is through leadership that an organization is able to deal with vicissitudes both in the internal and external setting. Leaders also ensure that the organization remains focused on its goals and objectives. According to Kotter (2001), leaders play a critical role in influencing and motivating others towards achieving a common goal. The leadership style adopted by a leader influences the organizational culture. According to Northouse (2010), leaders play a vital role in implementing organizational agenda and sharing the beliefs, values, and ideas with organizational members. Leaders are needed to create an environment that creative, competitive advantage. According to Schein (2004), leaders interpret information, share knowledge and experiences with the employees to achieve a set of goals.

Kotter (1990), suggest that the role of every leader is to cope with change. However, Block (2003,) argues that the role of every leader is to change the culture of the group to align with his preferences. The success of an organization relies on the ability of the leader to implement visionary strategies that improve the performance of the organization. Northouse (2010), suggests that exceptional leaders heed to five practices which are challenging the process, spurring common vision, identify the way, motivate and guide others to act.

Types of Leadership Styles

Leaders apply different approaches in their leadership styles, and the most common approaches are transformational and transactional leadership (Northouse, 2010). Northouse (2010), argues that transactional leadership is premised on the leader's rewards in exchange for employee's contribution. According to Northouse (2010), transactional leaders do not pay attention to the individual employees needs and the reward is based on an employee's level of performance. The employee has to meet the set conditions to receive the promised reward.

On the other hand, transformational leadership is based on a mutual association between the employer and the employee where the employer recognizes the needs of the employees when interpreting his mission. Transformational leaders integrate motivational, training and career development consideration to enhance commitment towards achieving the organizational vision. Transformational leadership creates an environment where employees surpass their benefits for the success of the group.

Organizational Leadership and Performance

Leadership is touted as one of the factors behind the success or failure of the organization. Leaders play an essential role in decision-making and deploying organizational resources to achieve the organizational vision. Transformational leaders develop and implement visions and create a model that enables employees to achieve the vision. Zhu, Chew, and Spangler (2005) assert that the values of a leader shape employees' behaviors and attitudes. Positive employee behavior and attitude translate into enhanced organizational performance (Hancott, 2005).

Employees with positive attitude remained committed and motivated to achieve the set vision. According to Haakonsan, et al. (2008), a misalignment between the leadership style and organizational climate elicited negative attitude and declined performance among the employees. Successful leaders have positive values such as power, stimulation, and self-direction, independence and creativity impact significantly on the performance of the organization. A study by Elenkow established a close relationship between leadership and structural routine. Zhu, Chew, and Spanger (2005), also established that the ability of a leader to motivate employees intellectually and physically towards organizational goal leads. Roi (2006), also found a close

association between organizational leadership and financial performance of a company. A study by Kieu (2010), also established that transformational leaders influenced organizational performance in the IT industry.

It is important for the leader to provide a psychologically supportive work environment and show concern to satisfy employees. Employee satisfaction also entails involving employees in making organizational decisions. Achievement oriented managers motivate employees positively by creating an enabling environment that enhances organizational performance. A leader who is familiar with a variety of leadership styles fit effectively in different working environments. The ability of the manager to enhance employee creativity and trust leads to improved productivity. Employee's level of affiliation is high when the leader provides a supportive environment.

Relationship Between Organizational Culture and Role of Leadership

Different studies have established an empirical link between leadership and organizational culture. Most studies have established that organizational culture influence leadership while leadership also influences organizational culture. According to Bass (1985), transactional leaders use the existing organizational culture to implement rules and regulations that define the organizational goal.

On the other hand, transformational leaders influence organizational culture through creativity and intellectual motivation. According to Hoffer (1986), culture affects leadership in the sense that organizational values, norms, trends, and rules shape the leadership style that leader will follow. However, Schein (1990), argues that leaders influence and shape culture during the early stages of the business establishment but the organizational culture influences

leadership when business achieve maturity. Ogbonna and Harris (2000), also support the claim that leadership is shaped by the organizational culture. Tichy and Cohen (1997), argues that the organizational culture influences the initial bunch of leaders, and later the leaders form a generation that influences the organization success.

Transformational Leaders impose changes that influence organizational culture change. Brooks (1996), asserts that organizational leaders influence organizational culture through knowledge, new ideas, and creativity to foster organizational performance. The leadership behaviors displayed in an organization influence follower to perceive a certain organizational culture. A study by Kargas and Varoutas (2015), established that leadership has an important effect on the organizational culture than culture has on leadership. A dominant leadership style influences the supervisors who in turn influence the follows to generate an organizational culture.

The coordination between leadership and organizational culture is predisposed by a myriad of market conditions. According to Gupta (2011), an organization that is seeking operational efficiency is strongly affected by the leadership style. However, Kargas and Varoutas (2015), argue that new leadership style can negatively affect organizational culture leading to negative reaction from the employees. Therefore, it is important for new leadership to consider the nature of organizational culture to avoid the distraction of the operational framework. A study by Sivananthiran and Venkata (2004), established that lack of organization between administrative culture and leadership style affect the operational framework of an organization negatively.

Lack of coordination stirs conflict, confusion, reduced commitment, lack of collaboration and mistrust between the leaders and the followers. The negative reaction undermines organizational performance. A leadership style that aligns effectively with the organizational culture motivates the employees positively. Kargas and Varoutas (2015), argue that coordination between structural culture and leadership style give a group an imitable competitive advantage that ensures improved organizational performance.

The degree of competition in the industry affects the organizational culture that is adopted in a company. Strong competition inspires managers to develop leadership patterns that influence employees' behaviors and the overall organizational culture. Therefore, when the level of competition in the industry is high, leadership influence the organizational culture in a company. The new patterns of leadership are intended to inspire creativity, innovation, and new ideas to enhance employee and organizational performance. Kargas and Varoutas (2015), assert that competition influences an organization to adopt a market oriented culture in order to compete effectively. Leaders need to inform their followers the nature of the market conditions to breach the operational gap between the top administration and the followers (Kargas & Varoutas, 2015). Informing the employees, nature the situation helps them to support organizational leadership in changing organizational culture.

The age and size of the organization also affect the relationship between the leadership and administrative culture. It is hard for a leadership style to change the organizational culture in an old and big sized organization. Old and big-sized organizations are characterized by high level of bureaucratic control, limited flexibility and strongly entrenched culture that is resistant to change (Lawler, 1997). Greiner also supported that fact that leadership style influences organizational culture when the business is new while organizational culture influences

leadership style when the organization becomes of age. Old firms develop complex leadership systems that every leader must follow to fit effectively in them. The background factors play a very vital role in determining the relationship between administrative culture and leadership. It is imperative for a leader to consider the background factors to implement a leadership style that is consistent with the follower's expectations and organizational culture. Bass (2003), asserts that leaders should adjust their leadership styles according to the situation to attain structural efficacy.

Transformational leadership entails the use of creative strategies to achieve enhanced organizational performance. The transformational leaders influence organizational culture through their ability to influence and motivate followers towards achieving the organizational goal. Transformational leaders foster a culture of creative change by facilitating, teaching and inspiring followers towards achieving a shared organizational vision. The personal characteristics of the transformational leaders help them to succeed in a personal responsibility of inspiring followers towards achieving the organizational vision. Transformational leadership develops a sense of determination and feeling of family that influences employees towards a certain organizational culture. The transformational leaders build new culture aligning employees with new visions and goals that are leading to the formation of a new culture.

The extent to which structural culture is entrenched into the employees also impacts on the association among administrative culture and leadership (Waldman & Yammarino, 1999). According to Waldman and Yammarino (1999), employees are more likely to relate to a leadership style that is consistent with values and norms that they ascribe to in the organization. Therefore, organizational culture influences leadership style in an organization where the level of culture entrenchment is high among the employees. Implementing a leadership that is inconsistent with the acceptable employees' morals and values will trigger conflict between the

leaders and the employees. It is significant for leaders to consider the level of culture entrenchment in the employees before implementing a new leadership style.

From the various literature, it is evident that leadership shape culture and culture shape leadership. Leaders are the creators and products of organizational culture. The identity of the organization is shaped by the values, norms, and beliefs that interpret its environment. On the other hand, leaders shape the identity by influencing employees to observe the organizational values and norms. Leaders also communicate the identity of the organization through the coaching, teaching and modeling employees. Schein (1992), also suggests that leaders influence organizational culture through the allocation of resource, recruitment, rewarding and promotion of employees. Leadership influences Culture as much as culture influences leadership. A strong organizational culture impedes an organizational leader from exerting his personal powers in the lower level and mid-level administration. Similarly, a strong leadership style will influence employees and organizational members towards creating a new organizational culture to improve organizational performance. The core values of an organization are created by a leader who further evolves the values into a leadership style. The subordinates ascribe to the leadership style to ensure that the leader and the employees are moving towards a common goal. An organizational culture emerges when the employees and the leaders adopt the shared believes and values of the leadership style.

Schein (1992), also argues that the organizational founders are the source of organizational culture. Beliefs, values, and assumptions of the founders are shared among a core group in the organization to form organizational culture. The founder creates an idea which is shared among a core group through learning and socialization. The norms and values develop over time to form popularly known and formalized trends within the organization. The culture

formulates by the leader describe what is accepted and rejected in the organization. For a leadership style to be successful, it must meet the cultural context imposed in the organization. Culture is treated as a contingency which affects leadership styles.

Organizational Culture and Leadership on Performance

Organizational culture and leadership influence employee obligation and incentive in an organization. A sustainable working setting encourages employee creativity and innovativeness. Employee satisfaction also yields loyalty and improved productivity among the employees. An organizational culture that supports rewards and motivates employees yields positive results. Collaboration between organization culture and transformative leadership has been found to yield job satisfaction and improved organizational performance. Employees who regard their employees and leaders highly cite organizational culture as the reason behind their job satisfaction. Ogbona and Harris (2000), have indicated that organizational culture arbitrates amid leadership style and performance.

A strong organizational culture influences a leadership style that enhances employee satisfaction and productivity. Ogbona and Harris (2000), identify organizational culture as the platform that determines how leadership style impact on organizational performance. Ogbona and Harris (2000), also supported the fact that organizational culture mediates between leadership style and organizational performance. Both the organizational culture affects attitudes and the way employees react when performing their duties. Transformational leadership and organizational culture provide ground for long-term organizational success when an organization is going through changes. A strong leadership style and culture enhance financial performance, problem-solving, creativity and innovative practices in an organization. Transformational

leadership helps an organization to adapt to new changes and allocate resources in a way that yield competitive advantage of an organization. Transformational leadership is an important approach in dealing with the modern competition.

Strong organizational culture and leadership style help in streamlining the internal business process. Improved internal business process increase customer satisfaction, productivity and reduce conflict and confusion in an organization. A conducive internal environment enhances learning and employee's capabilities. The level of culture determines the leadership style that an organization adopts. An enabling culture helps in the establishment of effective and flexible leadership styles that improve organizational performance.

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