INTERNATIONAL ACCOUNTING AND BUSINESS CONFERENCE 2015, IABC 2015

Influence Of Leadership Styles In Creating Quality Work Culture

Norlina M. Ali[a*], Rohani Jangga[a], Mazlina Ismail[a], Siti Nuur-Ila Mat Kamal[a], and Mohammad Nazri Ali[b]

[a]Faculty of Business and Management, Universiti Teknologi MARA Johor
[5]Faculty of Computers and Mathematical Sciences, Universit iTeknologi MARA Johor

Abstract

For many years culture has been claimed as an important element of organizational successful in the business world. Organizations take very different approaches to build quality work culture. For some organizations, quality work culture has never mattered most. But in some organizations, quality work culture is crucial to ensure the employees served a better service to the customers. The purpose of this study is to identify which leadership style creates quality work culture at financial institution. Data collected through survey and direct interviews with several executives in order to gain accurate information. The respondents were chosen among employees from first line managers up to top management. Bass and Avolio's (1995), Multifactor Leadership Questionnaire (MLQ Form 5X) was used to measure leadership styles and questions on quality work culture adopted from Geri McKeown. In addition, IFE matrix was applied to determine current work culture in the financial institutions. Findings revealed that transactional leadership had greatest influence towards quality work culture. A strong quality work culture may due to number of years the financial institutions existed in the industry. This statement was supported by a strong correlation between quality work culture and leadership styles. The strong significant relationship between leadership style and quality work culture clearly shows that transactional leadership style possessed by majority of leaders influence the level of quality work culture. The paper is hoped to contribute towards improving the quality work culture by identifying the prominent leadership style practiced by financial institutions.

*Keywords:*Leadership, leadership styles, quality work culture

1. Introduction

For many years, culture has been claimed as an important element of organizationalsuccessful in the business

---

* Corresponding author.Tel.: +607-9352000

*E-mail address:*norli846@johor.uitm.edu.my

world. Organizations take very different approaches to build quality work culture. For some organizations, quality work culture has never mattered most. But in some organizations, quality work culture is crucial to ensure the employees served a better service to the customers. In addition, quality culture will lead to harmonization in the workplace.

In today's millennium, most of the successful organizations possessedgreat leaders and managers where they can monitor and supervise employees' behavior and performance.Excellent leader will lead employees to become more proactive and dynamic in executing their daily tasks. The leadership styles of leaders may influence quality of work culture in the organization. If the leaders portray poor qualities of leadership styles it may affect the quality work culture in the organization.

Andrew Carnes, Jeffery D. Houghton & Christopher N. Ellison (2015) highlighted that one of the most important success factors for any organization is the ability to identify and select effective leaders. Choosing the right leaders play an important part to ensure that employees happy and retain for a long time. But, there are some questions appeared in leaders' mind. Do rigid leaders harm their organization and the culture value created before them? Do lenient leaders will lead employees to served and worked better in future? Therefore, in this study there are two objectives in order to answer above questions. Firstlyis to examine the current practice of work culture at financial institutions. Secondly is to identify which leadership styles create quality work culture at the organization. The findings on this paper are hoped to contribute towards improving work culture by identifying the prominent leadership style practiced by financial institutions. It is very important to identify and understand the leadership styles since they may have positive consequences of improvement staffs' performance in future.

2. Review of the literatures

2.1. Quality work culture

The term culture has been discussed in various fields such as business, sociology, history, and anthropology field. Based on article wrote by Charles Rogel (2014), he mentioned that organization's culture consists of the values, beliefs, attitudes, and behaviors that employees share and use on a daily basis in their work. The culture determines how employees describe where they work, how they understand the business, and how they see themselves as part of the organization. Culture is also a driver of decisions, actions, and ultimately the overall performance of the organization.

Supported by Robert & Thomas (2007), desirable work culture is one of the elements needed by employees. Desirable work culture includes shared institutional values, priorities, rewards and other practices which foster inclusion, high performance, and commitment, while still allowing diversity in thought and action. Based on this definition, work culture can be considered as a practice of an organization, manifested by norms, shared values and basic assumptions of all members in the organization. To stay competitive in the market, it is important for an organization to create conducive work environment for its employees. Giving a good treatment to employees will benefit the organization as well.

In addition, Robert & Thomas (2007) highlighted that combination of qualities in an organization and its employees that arise from what is generally regarded as appropriate ways to think and act. There are numerous key values of work culture in an organization. The key values of work culture usually being practiced in most of organizations such as accountability, adaptability, collaboration, commitment, effective communication, empowerment equity, flexibility, good morale, professionalism, trust, continuous quality improvement, and respect. By having all those key values, the organization will run smoothly without any errors and mistakes. Moreover, according to Lizz Pellet (2013), culture is created by four distinct methods in an organization which included actions and behaviors of leaders; what leaders pay attention to; what gets rewarded and what gets punished; and allocation and attention of resources.

In the face of intense competition, quality work culture can be seen on different levels. Researchers often discuss organizational or corporate culture in order to know deeper about the organization. Companies cannot develop an organizational culture that differs substantially from the prevailing cultural factors of the country in which it operates (Stefan Lagrosen, 2002). Blake & Mouton (1989) have studied ways in which organizations could increase

their effectiveness. They also stressed that to be effective, an organization must have clear and strong objectives, have high standards of excellence, have a work culture that supports employees, utilize teamwork, have technical training provided through on the job training, and have effective leadership. It is clearly stated that an effective organization must have a work culture that supports its employees. Clear objectives in term of mission and vision will lead the organization in a better way to success in future.

2.2. Leadership styles

Previous leadership theories and practices are focusing on what leaders do, and how they do it, to what leadership is for. The concept of leadership has been misunderstood by several parties. Some people have a thought that leadership is about the first or the most powerful. McNamara (2008) identified leader as someone who sets direction in an effort and influences people to follow such directions. Chemers (2002) has different view about the definition of leadership. The meaning of leadership is given as the process of social influence in which one person can inflict the aid support of others in the accomplishment of a common task.

Crawford &Loh (2004) added that culture and leadership styles are major influences on individuals. This is because leaders are the ones who set the tone of the organization, define its values and norms, and create and maintain a persona of what the organization is like (David & Ricky, 2006). However, all the definitions have similarities in some points. It can be said that leadership behaviors are one of the factors that may lead to the success of business. To keep leading in a challenging environment, a leader must keep learning and highly responsible on their tasks and subordinates. Responsibility of a leader is not easy because it needs high commitment in accomplishing the task. There are two types of leadership styles which explain below.

2.2.1. Transactional leadership

As discussed above, leadership styles can be divided into two major forms; transactional and transformational leadership style. According to study conducted by several researchers (Bass &Riggio, 2006; and Podsakoff et al., 1982), transactional leadership means that the followers agree with, accept, or comply with the leader in exchange for praise, rewards, and resources or in order to avoid disciplinary action. Rewards and recognition are provided contingent upon followers successfully carrying out their roles and assignments. Achua&Lussier (2004) agreed that transactional leadership seeks to maintain stability rather than promoting change within an organization through regular economic and social exchanges that achieve specific goals for both leaders and followers. Transactional leaders usually motivate their employees by focusing on their personal interests.

In addition, Podsakoff et al. (1990) also explained transactional leaders will use positive and negative reinforcement depending on the employees' conduct and performance. In other words, this type of leader trade resources valued by employees in return for behaviors such as increased effort or cooperation. In their further study, they believe that contingent reward portrays the image of a leader who clearly communicates the objectives to be attained and who meet them (Podsakoff et al., 2006). This constant positive reinforcement may help employees to adopt the right behaviors as well as properly orient their efforts.

2.2.2. Transformational leadership

The transformational and transactional leadership theory, which is also referred to as the full range leadership theory (Avolio, 1999) or the multifactor leadership theory (Tejeda et al., 2001) is among the theories that have received the greatest attention from various researchers in various fields over the last decade. Transformational theory is one of the types of leadership that was initially developed by Burns (1978). Transformational leaders may encourage their subordinates to develop their full potential and to transcend their individual aspirations for the good of organization.

According to Bass &Riggio (2006), they viewed transformational leadership as a leaders who stimulate and inspire followers to both achieve extraordinary outcomes and, in the process, develop their own leadership capacity. Transformational leadership is described as the ability to motivate and to encourage intellectual stimulation through inspiration (Avolio et al., 2004; Dvir et al., 2002). Transformational leaders inspire followers to exert effort beyond

self-interest in favor of collective group accomplishment (Berson&Avolio, 2004). This is supported by several researches that were conducted by Bono & Judge (2003), where they found that transformational leader practices influence the followers to achieve goals, as well as increase confidence, commitment and job performance.

Some researchers (Shin and Zhou, 2003; Gumusluoglu and Ilsev, 2009) described transformational leadership has been closely associated with followers' creativity at the individual level . This is because transformational leaders may inspire the subordinates to go beyond their abilities for providing better service or better way of completing their tasks. Specifically, transformational leadership is realized by a transformational leader who influences followers by "broadening and elevating followers' goals and providing them with confidence to perform beyond the expectations specified in the implicit or explicit exchange agreement" (Dvir et al., 2002).

As mentioned by Bass &Riggio (2006), transformational leadership can also reduce conflict by being sensitive to their subordinates needs. This individualized consideration could encourage their employees to respect and understand the position and needs of others and at times, overcome any rigid positions they may hold.

2.3. Comparison between transactional and transformational leadership

Bass (1985) stated that a transactional leader's manipulation of followers' valued outcomes such as wages, promotion and so on in exchange for followers' compliance with leadership wishes is considerably less exciting as a description of effective leadership than the dimensions associated with transformational leadership. Besides, Geroy, Hopkins & Sanders, (2003) in their paper found that transactional leaders tend to be less confident about their ability to control elements of their external environment whereas transformational leaders have a strong internal locus of control and have faith in their ability to change organizational directions.

In many studies, transformational leadership has been laudedfor its superior, positive relationship to subordinate satisfaction, performance,motivation, commitment, and ratings of leader effectiveness over transactionalleadership (e.g. Bycio et al., 1995; Jung and Avolio, 2000; Kane and Tremble, 2000;Lowe et al., 1996). Moreover, transformational leadership has been recognized for its robustness across conditions (Judge and Piccolo, 2004) and its cross-cultural applicability (Den Hartog et al., 1999).

In terms of leadership effectiveness, transactional leadership is held to be somewhat less successful than transformational leadership because of the simple and impersonal nature of the leader-follower link and the lack of leader effect on the follower. However, Den Hartog, Koopman& Van Muijen, (1997) argued that although the transactional leader may motivate subordinates to perform as expected, the transformational leader has the capacity to stir subordinates to levels of performance exceeding expectation. The impacts of transformational leadership are positively magnified by relations support, as the latter boosts employee confidence and serves as a good role model for nudging employees toward a creative work frontier (Millissa F.Y. Cheung, 2011).

Furthermore, based on study conducted by Gary W. Ivey (2010), contingent reward leadership behaviors performed by lower ranking supervisors predicted both outcomes as well as that performed by higher-ranking supervisors. Although perceived contingent reward leadership was a strong predictor of both follower job satisfaction and follower attitudes toward the supervisor, it did not predict either outcome as strongly as transformational leadership. Eagly&Johannesen-Schmidt (2001) and Carless (1998), they also stated that the leadership styles of men and women differ significantly in that female managers are reported to lead in a transformational style, whereas male managers are believed to display more transactional style. Transactional leadership has been described as a transaction that occurs between leaders and followers, where rewards are based on work performance (Bass &Avolio, 1994). In terms of ethical perspective, both transactional and transformational approaches have different moral foundations.

3. Methodology

This study used questionnaire and direct interview approach in order to gain accurate information. Survey conducted among employees fromfirst line managers up to top management. These employees were given structured questionnaires and conducted direct interviews with several executives. 100 of respondents have been selected

randomly by using a convenience sampling. Bass and Avolio's (1995), Multifactor Leadership Questionnaire (MLQ Form 5X) used to measure leadership styles and the questions on quality work culture adopted from Geri McKeown.

Internal Factor Evaluation (IFE) matrix also applied in order to determine the current work culture at the financial institutions. In this study, the questionnaire was developed in English version. The format for the data collection had been designed by dividing the questionnaire into several sections that may develop the interest and focus among the respondents. The questionnaire was divided into three sections; section A is demographic profile, section B is leadership, and section C is quality work culture. The researchers also conducted direct interviews with several executives for 20 to 30 minutes to obtain the information about quality work culture in the organization. Data from the questionnaire were coded and entered accordingly into the SPSS statistical software. The descriptive statistics such as frequency distribution, regression analysis, reliability analysis, correlation were used to analyze the data and interpret the results.

4. Findings

4.1 Respondents by demographic profile

Table 1 displays the demographic profile of 100 respondents who were participated in this study. As shown below, gender distribution of the respondents was predominantly male employees (55%) and the remaining were female respondents (45%). The majority of the respondents' age range between 31 to 50 years (74%) and the respondents works as seniorexecutives (54%) in the organization. In terms of duration of services, it shows that majority of the respondents had spent more than 15 years in order to serve the organization (33%). In addition, most of the respondents possessed high level of educational background whereby they possessed bachelor's degrees (46%).

Table 1: Demographic Profile

Demographic Profile		Respondents (%)	Demographic Profile		Respondents (%)
Gender	Male	55	Duration of Service	Less than 5 years	17
	Female	45		6 to 10 years	24
				11 to 15 years	26
				More than 15 years	33
Age	Less than 30 years	4	Level of Education	Doctoral Degree	1
	31 to 40 years	35		Master's Degree	30
	41 to 50 years	39		Bachelor's Degree	46
	51 years and above	22		Professional Degree	5
				Others	18
Job Title	Senior General Manager	1			
	General Manager	3			
	Senior Manager	16			
	Manager	26			
	Senior Executive	54			

4.2 Internal Factors Evaluation (IFE) Matrix

IFE matrix was done by interviewing several senior executives in the organization. The interviewees responded positively and weighted the IFE Matrix by using scale stated in the list. Table 2 shows the major strengths of work culture include punctuality and attendances, reward system, effectiveness of Key Performance Indicator management, and delegation of tasks given clearly to employees.All these major strengths were indicated by the

rating of three and four. It shows all these positive values can be considered as strong culture value at the organization which may reflectsgood work culture as a whole. Besides, it indicates that all those weaknesses listed as minor weakness to current work culture. It shows that the weakness of thecurrent work culture is not too serious and still can be improved in the future because the major strengths are more than existing weaknesses. The total weighted score of 3.11 indicates the current work culture exceeds 0.61 above average from industry ratio which is 2.5. The result revealed that the organization already practiced quality work culture in the business operation. In conclusion, current practice of work culture can be considered as good and the organization should sustain all the positive values that they have and make use of it to improve the weaknesses in future.

Table 2: Internal Factors Evaluation (IFE) Matrix

	Key Internal Factors	Weight	Rating	Weighted Score
	Strengths			
1.	Punctuality and attendances of employees are very satisfied.	0.07	4	0.28
2.	A firm gives appreciation to their employees in the form of good rewards system, promotion of position and so on.	0.07	3	0.21
3.	The management implements the KPI system continuously.	0.07	4	0.28
4.	Task assignments are given clearly and in details to the employees to avoid any difficulties.	0.06	4	0.24
5.	Employees practice the culture of helping each other in completing the important assignment. (e.g.; absenteeism)	0.05	3	0.15
6.	Working environment is conducive and flexible.	0.05	4	0.20
7.	Employees are very loyal to work in the firm for a very long period.	0.05	3	0.15
8.	The higher authorities always show a good attitude and act as a role model to their employees.	0.05	3	0.15
9.	The higher authorities always give their supports and encouragement to their employees in order to improve their work performance.	0.05	3	0.15
10.	Communication efficiency among the higher level and subordinates.	0.05	3	0.15
11.	Employee's competencies in handling all the tasks given by the higher authority.	0.05	3	0.15
12.	Enforcement of punishment for those employees who against the rules and policy of the company.	0.05	3	0.15
13.	Full working hours are used efficiently by employees.	0.05	4	0.20
14.	Es-spirit de corps and teamwork is very important for all employees in handling any activities.	0.05	3	0.15
15.	The management always concern on the welfare of its employees.	0.04	3	0.12
	Weaknesses			
1.	Employee's involvement in decision making.	0.03	2	0.06
2.	Integrity and sincerity in doing the KPI and employee's performance.	0.04	2	0.08
3.	Employee's freedom in voicing out their opinion.	0.03	2	0.06
4.	Lack of restriction among employees in making any complaints.	0.03	2	0.06
5.	Unbiased treatment among the manager and subordinates.	0.03	2	0.06
6.	Work conflict and dissatisfaction is handled effectively by the head of department.	0.03	2	0.06
	TOTAL	1		3.11

4.3 Reliability analysis for leadership styles and quality work culture

Table 3 represents the Cronbach's alpha coefficient for the transformational leadership, transactional leadership, and quality work culture. From the table, it can be seen that alpha coefficient of transformational leadership, transactional leadership and quality work culture were 0.88, 0.84 and 0.84 respectively. Based on results of reliability analysis of three variables (two independent variables and one dependent variable), it can be seen that all of the variables acceptable by rule of thumb from Cronbach's alpha. The closer the reliability coefficient gets to 1.0, the better. In this study, the dependent variable which is quality work culture and both the independent variables which are transformational and transactional leadership can be considered as good. Therefore, the internal consistency reliability of the measures used in this study can be considered to be good.

Table 3: Reliability Analysis

Transformational Leadership	Transactional Leadership	Quality Work Culture
Cronbach's alpha = 0.88	Cronbach's alpha = 0.84	Cronbach's alpha = 0.84

4.4 Correlations among quality work culture and leadership styles

Table 4 exhibits the correlations between independent variables and dependent variable and the significance value of correlation of these variables. The outcome from the correlation test below indicated that transformational leadership and transactional leadership positively correlated with quality work culture. From the summarized table below, it can be concluded that transactional leadership was strongly significant related to quality work culture because the correlation coefficient is 0.732 and transformational leadership also positively correlated with quality work because the correlation coefficient is 0.681. However, transactional leadership has greater influence on quality work culture because the outcome of correlation coefficient is near to 1.0 that is at 0.732.

Table 4: Quality Work Culture and Leadership Styles Correlations

Variables		Transformational	Transactional	Quality Work Culture
Transformational	Pearson Correlation Sig. (2-tailed)	1 .	.773(**) .000	.681(**) .000
Transactional	Pearson Correlation Sig. (2-tailed)	.773(**) .000	1 .	.732(**) .000
Quality Work Culture	Pearson Correlation Sig. (2-tailed)	.681(**) .000	.732(**) .000	1 .

** Correlation is significant at the 0.01 level (2-tailed).

4.5 Regression Analysis

Table 5 displays regression analysis for quality work culture and leadership styles which include transformational and transactional. To evaluate the regression results, several statistics were examined. First, based on the rule of thumb, R^2 value of more than 0.85 (85%) can be considered to be good and acceptable and can be used for forecasting purposes. In this study, the R^2 = 0.645. This means, 64.5 percent of the changes in the quality work culture can be explained by transactional and transformational leadership chosen. The remainder 35.5 percent cannot be explained due to omission of some other variables.   Second, transactional and transformational leaderships have positive linear relationship to quality work culture (beta=0.531, 0.433). However, transactional leadership gives the

most impact towards quality work culture.

Table 5: Regression Analysis

Adjusted R Square		**0.645**
Standardized Coefficients	Transformational Leadership	**0.433**
Beta	Transactional Leadership	**0.531**

5. Discussion and conclusion

This study attempted to determine the current practice of work culture at financial institutions and also to identify which leadership styles create quality work culture. Based on the results of this study, the following findings may be summarized. First, the overall performance of current work culture found to be good. This is due to an effective and two-way communication practiced by employees and the strengths of current work culture seems to be superior to the existing weaknesses. This situation happens because thepolicies and procedures itself emphasizes on building a good employer-employee relationships. Surprisingly, the researchers also discovered that majority of the respondents had spent more than 15 years working in the organization. Here, it revealed that positive environment encourage senior staffs to being loyal and served the organization for a long period. The results shown in IFE matrix supported that most of employees are willing to work longer due to rewards system, and many other factors.

Second, the overall findings in this study show that both leadership styles have influence quality work culture in the organization The result shows that both leadership styles have positively significant relationship with quality work culture. However, it was found that transactional leadership has greatest influence on quality work culture than transformational leadership. From Table 1, it revealed that most of the leaders were male rather than women. Based onEagly&Johannesen-Schmidt (2001) and Carless (1998), they stated that the leadership styles of men and women differ significantly in that female managers are reported to lead in a transformational style, whereas male managers are believed to display more transactional style. Transactional leadership has been described as a transaction that occurs between leaders and followers, where rewards are based on work performance (Bass &Avolio, 1994).

Transformational leaders have been seen as nurturers, who motivate and inspire their followers to contribute to the organizations goals. When the results of correlation and regression analysis illustrated transactional leadership has been widely practiced than the transformational leadership, the result is not surprised. Den Hartog, Koopman& Van Muijen, (1997) assert that although the transactional leader may motivate subordinates to perform as expected, the transformational leader has the capacity to stir subordinates to levels of performance exceeding expectation. Therefore, both leadership styles which are transformational and transactional play an important role in designing work culture in the organization. Different leaders have different styles in designing quality work culture at workplace.

References

Andrew Carnes, Jeffery D. Houghton and Christopher N. Ellison., 2015. What Matters Most In Leader Selection? The Role of Personality and Implicit Leadership Theories, Journal of Leadership & Organization Development, 36 (4), 360-379

Ashwin Srinivasanand Bryan Kurey., 2014. "Creating A Culture of Quality", Harvard Business Review, Issue April, retrieved from https://hbr.org/2014/04/creating-a-culture-of-quality

Avolio, B. J., Waldman, D. A., & Einstein, W. O., 1999. "Transformational Leadership in A Management Situation: Impacting the Bottom Line, Group and Organizational Studies", Journal of Organizational Behaviour, 13, 59-80

Avolio, B.J., Zhu, W., Koh, W. & Bhatia, P., 2004. "Transformational Leadership and Organizational Commitment: Mediating Role of Psychological Empowerment And Moderating Role Of Structural Distance", Journal of Organizational Behaviour, 25, 951-68

Bass, B. &Riggio, R.E., 2006. "Transformational Leadership, Lawrence Erlbaum Associates", Mahwah, NJ

Bass, B. M. &Avolio, B. J., March, 1994. "Transformational Leadership and Organizational Culture International", Journal of Public Administration, 17, 541-554

Bass, B. M. ,1985. "Leadership and Performance Beyond Expectations, New York: Free Press", Journal of Organizational Behaviour, 11

Berson, Y. &Avolio, B.J., 2004."Transformational Leadership And The Dissemination Of Organizational Goals: A Case Study Of Telecommunication Firm", Journal of Leadership, 15 (5), 625-46

Blake, R. R. & Mouton, J. S.., 1989. Grid Organization Development In W. E. Natemayer& J. T. McMahon, Classics of organizational behavior, Prospect Heights, Illinois: Waveland Press, 3rd Edition

Bono, J.E. & Judge, T.A., 2003. "Self-Concordance At Work:Toward Understanding The Motivational Effects Of Transformational

Leaders", Academy of Management Journal, 3, 554-71

Burns, J.M. , 1978. "Leadership", Harper & Row, New York, NY

Bycio, P., Hackett, R.D. and Allen, J.S., 1995. "Further assessments of Bass's (1985)conceptualization of transactional and transformational leadership", Journal of AppliedPsychology, 80 (4), 468-478

Carless, S., 1998. "Leadership, Managerial Performance and 360-Degree Feedback", Applied Psychology: An International Review, 47(4), 481-496

Charles Rogel., 2014. The 12ᵗʰ Attributes Of A Strong Organizational Culture, 18ᵗʰ March 2014, retrieved from http://www.eremedia.com/tlnt/the-12-attributes-of-a-strong-organizational-culture/

Chemers, M.M., 2002. "Efficacy And Effectiveness: Intergrating Models Of Leadership And Intelligence", In Ott, J.S., Parkes, S.J And Simpson, R.B. (Eds), Classic Readings In Organizational Behaviour, Wadsworth, Belmont, CA, 114-31

Den Hartog, D.N., Van Muijen, J.J., &Koopman, P.L., 1997. "Transactional Versus Transformational Leadership: An Analysis of TheMlq", Journal of Occupational And Organizational Psychology, 70 (1), 19–29

Den Hartog, D.N., House, R.N., Hanges, P.J., Ruiz-Quantanilla, S.A. and Dorfman, P.W., 1999. "Culture-Specific and Cross-CulturalGeneralizableImplicitLeadershipTheories: Are Attributes of Charismatic/TransformationalLeadershipUniversallyEndorsed?",Leadership Quarterly,10 (2), 219-256

Dvir, T., Eden, E., Avolio, B.J. & Shamir, B., 2002. "Impact of Transformational Leadership On Follower Development And Performance: A Field Experiment", Acedemy of Management Journal, 45 (4), 753-44

Eagly, A. H., &Johannesen-Schmidt, M. C. ,2001. "The Leadership Styles Of Men And Women", Journal of Social Issues, 57(4), 781-797

Gary W. Ivey (2010), Transformational and Active Transactional Leadership in The Canadian Military, Journal of Leadership & Organization Development, 31 (3), 246-262

Geri McKeown, Be the Supervisor You'd Love to Have, NQI Healthy Workplace

Gumusluoglu, L. and Ilsev, A., 2009. "Transformational Leadership, Creativity, And OrganizationalInnovation", Journal of Business Research, 62, 461-473

Jung, D.I. and Avolio, B., 2000. "Opening The Black Box: An Experimental Investigation of The Mediating Effects of Trust and Value Congruence on Transformational and Transactional leadership", Journal of Organizational Behavior, 21 (8), 949-964.

Kane, T.D. and Tremble, R.T. (2000), "Transformational Leadership Effects at Different Levels of The Army", Military Psychology, 12 (2), 137-160.

Lowe, K.B., Kroeck, K.G. and Sivasubramaniam, N., 1996. "Effectiveness Correlates of Transformation and Transactional Leadership: A Meta-Analytic Review of The MLQ Literature", Leadership Quarterly, 7 (3), 385-425.

Lizz Pellet., 2013. How Leaders Can Impact Organizational Cultures with Their Actions And Behaviour, 21 May 2013, retrieved from http://www.halogensoftware.com/blog/how-leaders-can-impact-organizational-cultures-with-their-actions-and-behaviors

Lok, P. & Crawford, J., 2004. "The Effect of Organizational Culture and Leadership Style On Job Satisfaction And Organizational Commitment: A Cross-National Comparison", Journal of Management Development, 23(4), 321-38

Lussier, R .N. &Achua, C. F. ,2004. "Leadership: Theory, Application, Skill Development", 2nd Edition Eagan, Thomson-West

McNamara, C. (2008), "Field Guide to Leadership and Supervision, Authenticity Consulting", Minneapolis, MN

Millissa F.Y. Cheung (2011), Transformational Leadership, Leader support, And Employee Creativity, Journal of Ledership& Organization Development, 32 (7), 656-672

Podsakoff, P.M., Bommer, W.H., Podsakoff, N. &MacKenzie, S.B., 2006. "Relationships Between Leader Reward And Punishment Behaviour And Subordinates Attitudes, Perceptions And Behaviors: A Meta-Analytic Review Of Existing And New Research", Journal of Organizational Behaviour and Human Decision Processes, 99 (2), 113-42

Podsakoff, P.M., Mackenzie, S.B., Moorman, R.H. & Fetter, R., 1990. "The Influence of Transformational Leader Behaviour and Their Effects on Followers Trust in Leader, Satisfaction, and Organizational Citizenship Behaviours", Journal of Leadership, 1 (2), 107-42

Podsakoff, P.M., Todor, W.D. &Skov, R., 1982. "The Effects Of Leader Contingent And Noncontingent Reward And Punishment Behaviours On Subordinate Performance And Satisfaction", Academy of Management Journal, 25 (4), 810-821

Sanders, J. E., Hopkins, W. E., &Geroy, G. D., 2003. "From Transactional To Transcendental: Toward An Integrated Theory of Leadership", Journal of Leadership and Organizational Studies, 9 (4), 21-31

Shin, S.J. and Zhou, J., 2003. "Transformational Leadership, Conservation, AndCreativity: EvidenceFrom Korea", Academy of Management Journal, 46, 703-14

Stefan Lagrosen ., 2002. Exploring The Impact Of Culture On Quality Management, International Journal of Quality & Reliability Management, 20 (4), 473-487

Tejeda, M.J., Scandura, T.A. &Pillai, R., 2001."The MLQ Revisited: Psychometric Properties and Recommendations, Journal of Leadership, 12 (1), 31-52

Thomas Rollins & Darryl Roberts (2007), Work Culture Organization Performance and Business Process