

Testing the Relationship of Leadership Style, Discipline of Work and Organisational Culture

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Abstract

Objectives

Within The Field Of Research That Studies Organisational Behaviour, One Of The Most Important Concepts To Be Discussed Is Organisational Culture. The Importance Of The Concept Of A Company's Culture Has Steadily Grown. Because Of Organisational Culture, Businesses Are Now Better Able To Grasp Individuals At The Level Of The Organisation.

Methods

Primary Data Was Gathered Primarily Through The Use Of Survey Questionnaire (Google Form). The Sample Method Used For The Study Was Simple Random Technique – 350 Samples Have Been Taken In The Study Area. The Selected Sample Represented A Balanced Mix Of Various Factors.

Results

In Summary, The Ideas Of Leadership Style, Work Discipline, And Organisational Culture Are Interrelated In Their Ability To Impact The Achievement Of Any Given

Organization's Goals. Leadership Styles That Are Successful In Building A Culture Of Discipline And Professionalism While Also Promoting Cooperation, Communication, And Innovation Should Be Adopted By Those In Positions Of Authority. Companies Should Make It A Priority To Foster Healthy Cultures That Encourage Creativity, Collaboration, And Respect For One Another Among Their Staff Members. In Conclusion, In Order For Workers To Successfully Accomplish The Aims And Objectives Of The Firm, They Need To Exhibit High Levels Of Professionalism And Discipline.

Originality: Culture And Leadership Style Are Important Factors In Achieving Certain Business Objectives. Relationships And Business Operations Inside An Organisation Will Surely Be Impacted By The Harmony Between The Culture And The Leader. The Study Has Now Outlined In More Detail The Potential Correlations Between Two Variables. Corporate Culture, Leadership Philosophies, And The Building Industry Are Key Words.

Keywords: Leadership Style, Discipline Of Work And Organisational Culture

Background of the Study

In Order For A Firm To Succeed In The Long Run, Its Human Resources Are Crucial In Creating It Initially. It Was All A Result Of The Employee's Commitment. The Goal Of Human Resources Is To Improve Collaboration Throughout The Workforce. The Success Of Any Business Is Heavily Influenced By The Interrelationships Between Leadership Style, Work Ethic, And Organisational Culture. An Organization's Success Or Failure Is Largely Determined By How Leaders Deal With Their Subordinates, The Degree Of Discipline Displayed By Workers, And The Prevalent Organisational Culture. Autocratic Leaders Don't Consult Their Followers Before Making Choices. Democratic Leaders, On The Other Hand, Encourage Their Followers To Contribute Ideas And Opinions And Involve Them In The Decision-Making Process. Belias & Koustelios (2013a). Although Transactional Leaders Utilize Rewards And Penalties To Drive Staff, Transformational Leaders Inspire And Empower Their Teams To Accomplish The Organization's Objectives. The Degree Of Dedication, Diligence, And Professionalism Displayed By Employees In Their Work Is Referred To As Their Work Discipline. This Covers Things Like Productivity, On-Time Arrival, And Adherence To Rules And Guidelines. Employees Are More Likely To Achieve The Organization's Goals And Objectives When They Exhibit High Levels Of Discipline. While A Poor Organisational Culture Can Result In Conflicts, Low Morale, And High Turnover Rates, A Positive Organisational Culture Fosters Teamwork, Communication, And Creativity. There Are Several Facets To The Relationship Between These Ideas. For Instance, Organisational Culture And Work-Related Discipline Are Influenced By Leadership Style. An Authoritarian Leader May Hinder Innovation, Discourage Dialogue, And Promote A Toxic Culture Marked By Anger And Dread. Similar To This, A Leader Who Employs A Transformational Leadership Style Is More Likely To Stimulate Communication, Inspire Innovation, And Cultivate A Positive Culture. Blake And Mouton (1982). A Leader That Promotes A Culture Of Discipline Where Workers Are Encouraged To Work Hard And Accomplish The Organization's Goals Is Likely To Reward Timeliness, Dedication, And Productivity. On The Other Hand, A Leader Who Ignores Or Promotes Tardiness, Laziness, And Unproductivity Is Likely To Foster A Culture Of Laxity, Where People Are Less Motivated To Work Hard And Accomplish The Organization's Objectives. In Turn, Organisational Culture Has An Impact On Both Leadership Style And Work-Related Discipline.



Organizational Culture- Theoretical Discussion

The Problems Were Brought About As A Result Of The Interactions Between The Members Of The Society And Their Environment. If These Solutions Are Deemed To Be The Appropriate Way To See, Feel, Think, And Act, Then They Are Transmitted To The Newest Members Of The Group Via The Mediums Of Experience And Education. The Culture Determines What Is Acceptable And What Is Not, What Is Significant And What Is Not, What Is Right And What Is Wrong, And What Is Feasible And What Is Not Workable. Blake And Mouton (1982). This Covers Everything That Has Been Learned And Passed Down. In Addition To That, It Incorporates Information, Standards, And Values. Symbols, Heroes, And Rituals Are Some Examples Of The Aspects Of A Culture's Traditions That Are Readily Apparent To Outside Observers. It Is Impossible To Decipher The Full Cultural Importance Of An Action; This Significance Won't Become Clear Until A Member Of The Community Is Able To Comprehend It (Hofstede, 2011). A Healthy Culture Promotes Discipline And Teamwork, Which, In Turn, Influences The Leadership Style Used By The Leader. A Bad Culture, On The Other Hand, Encourages Indiscipline, Mistrust, And Conflicts, Which Can Make It Challenging For Leaders To Adopt Powerful Leadership Philosophies. The Findings Of The Research All Point To The Same Direction, Which Is That Our Culture Has An Effect On Every Aspect Of Our Life. Not Only Does The Culture Influence How We Connect With One Another And How We Go About Our Daily Lives, But It Also Has A Huge Bearing On Whether Or Not An Organisation Is Able To Cultivate A Productive And Healthy Atmosphere In The Workplace. The Framework In Which Managers And Workers Should Operate Is Established By The Organization's Culture. For Instance, If The Culture Makes It Simple For Managers And Subordinates To Communicate With One Another, This Fact May Influence The Attitudes And Behaviour Of Those Individuals While They Are On The Job. When There Is A Good Connection Between Managers And Staff Members, This May Contribute More To Organisational Communication And Cooperation, Which Can Further Increase The Organization's Ability To Fulfil Its Purpose And Objectives. An Organisational Culture Is Not Required For All Types Of Organisations; This Is Due To The Fact That Every Organisation Has Its Own Distinct Perspective On How It Interprets The World Around Them, As Well As A System Of Assumptions, Beliefs, Conventions, And Attitudes That Are Articulated Through Symbols. Since The 1980s, Academics And Industry Professionals Have Been Debating The Concept Of Organisational Culture, Which Has Resulted In A Number Of Studies Being Conducted On The Subject. Since It Makes It Easier To Appreciate Both Human Systems And Organisations, The Concept Of Organisational Culture Has Gained Steadily More Significance In Recent Years. The Organisation Places A High Priority On Working Together, Being Involved, And Coming To An Agreement. Values Drivers Include Dedication, Communication, And Growth. The Culture Of Adhocracy Is Another Factor That Helps To

Make This Place Of Work So Inventive And Full Of Energy. People Get The Impression That Leaders Take Risks Just Like Their Direct Reports.



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An Outline Of Leadership Style

There Is A Vast And Intricate Body Of Management Literature On The Topic Of Leadership, And Organisations Make Use Of A Wide Range Of Leadership Philosophies. Regarding The Management Of Members Of The Organisation, Each Kind Of Leadership Has Both Advantages And Disadvantages For The Overall Organisation. In This Context, The Degree To Which An Organization's Leadership Style, Culture, And Objectives Are Compatible With One Another Is The Single Most Important Component. In Light Of This Knowledge, Many Companies Provide A Choice Of Leadership Styles Inside The Organisation, Based On The Tasks That Need To Be Accomplished And The Requirements Of The Department. This Is Done In Order To Cater To The Needs Of Their Employees. When Leadership Is Discussed In Terms Of Styles, One Of Those Styles Is Transactional Leadership. Blake And Mouton (1982). The Kind Of Leadership Is Characterized By Leaders Encouraging Their Followers' Compliance Via The Use Of Both Incentives And Sanctions. In The Past, The Approach To Leadership That Was Used Was Referred To As The "Conventional Paradigm Of Leadership Having Its Roots From An Organisational Or Corporate Standpoint In The 'Bottom Line. 'Because Of This, Transactional Leaders Are Demonstrated To Be More Focused On The Work At Hand Or The Objective Being Pursued Rather Than On The People They Are Leading. In Contrast To The Transactional Method, The Cornerstone Of A Transformational Leadership Style Does Not Consist Of A "Give And Take" Link Between The Parties. Burns, Transformational Leadership Is Beneficial Because It Helps To Enhance The Moral And Motivating Standards Of Both The Leaders And The Followers.



Leaders Are In A Better Position To Match Followers With Activities That Will Increase Their Performance If They Provide A Good Example For Their Followers, Encourage Them To Take More Responsibility Of Their Work, And Serve As An Example Themselves. Leaders Are Better Able To Match Followers With Assignments That Will Boost Their Performance If They Are Aware Of Both The Strengths And Shortcomings Of Their Followers. Paternalistic Leadership Refers To The Management Style In Which A Relationship Is Handled With Discipline, Fatherly Authority, And Principles That Are Imprinted In The Connection. According To This Description, Paternalistic Leadership Largely Consists Of Three Components: Authoritarianism, Compassion, And The Ability To Provide Moral Leadership.

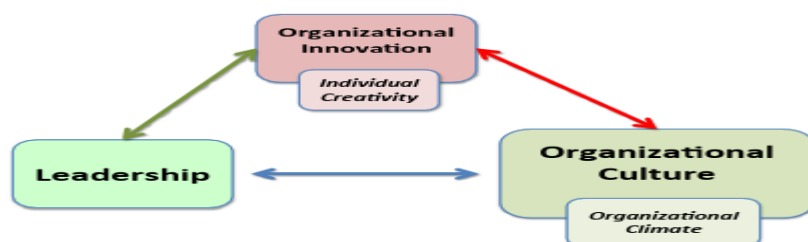


The Leadership Style Known As Authoritarianism May Be Defined As One In Which The Leader Exercises Power Over The Followers And The Followers Are Required To Obey The Leader. The Term "Benevolent Leadership" Refers To A Leader Who Treats Their Subordinates With Respect And Cares About Them On An Individual Basis. Higher Moral Standards, Selflessness, And Self-Discipline Are Demonstrated By Moral Leadership Style. Ethical Leadership Is Another Leadership Stance. This Aesthetic Places A Strong Emphasis On Moral Principles, Human Rights, And Ethical Principles. Leaders' Decisions Are Also Influenced By Their Moral Development Because Ethics Is Concerned With People's Virtue And Motivations. One Type Of Leadership, Known As Servant Leadership, Places A Strong Emphasis On Giving More To Others, Approaching Work Holistically, Encouraging A Feeling Of Community, And Delegating Decision-Making Authority To Others. . The Leader Is The Single Most Important Factor In Determining The Long-Term Viability Of An Organisation, And He Or She Also Has A Direct Bearing On The Culture Of The Organisation.



Relationship Between Leadership Style And Corporate Culture

Schuler Rogovsky (1998) Explained That The Servant Leadership Concept, "It Begins With The Underlying Desire Of One Wanting To Serve, To Serve First." After That, One Develops Ambitions Of Leadership Via The Process Of Making A Conscious Choice. Lund Daulatram (2003). Literature Offers A Wide Variety Of Perspectives, Both In Terms Of The Kind Of Leaders It Depicts And The Theories They Adhere To. Despite This, They Have Reached A Consensus About The Leader And The Leadership Tactics Used. A Leader's Most Significant Trait Is Their Ability To Influence Others Around Them. Convincing One's Followers To Follow One's Lead In Order To Achieve One's Goals Is The Primary Responsibility Of Every Leader. The Predominant Style Of Leadership In An Organization's Culture Dictates Not Just How Work Is Completed But Also The Dynamics Of Interaction Between Workers And Senior Management, Among Other Things. Even Yet, The Goal And Vision Of A Company Are Impacted By The Organisational Culture That Exists Inside It. As A Consequence Of This, They Are Influenced By The Style Of Leadership. It's Possible That Not All Companies, Like Corporations, Have Set Criteria. They Do Not Follow A Set Of Predetermined Regulations But Rather Function Based On Conventions, Attitudes, And Beliefs. It Is A Commonly Held Idea That A Company's Culture May Play An Important Role In Integrating Its Internal Operations And Adapting To Its External Environment. According To Their Methodology, There Are Four Distinct Kinds Of Organisational Culture, And Each Company Has A Culture That Is A Unique Blend Of These Four Distinctive Types. The Four Basic Cultural Categories That Have Been Theorized Within Ocai Are Known As The Hierarchy, The Market, The Clan, And The Adhocracy. The Term "Hierarchy Culture" Refers To A Culture That Favours A Highly Regimented And Controlled Workplace. What Workers Are Expected To Accomplish Is Decided By These Clear Rules And Standards, Which Are In Place To Keep The Business Functioning Cohesively. Long-Term Goals Include Achieving Stability And Results While Also Maximising The Effectiveness Of One's Professional Performance. Reliable Delivery, Simple Scheduling, And Competitive Pricing Are Characteristics Of Successful Businesses. The Leaders Are Quite Pleased With Their Talents As Efficient Organisers And Coordinators, Which Gives Them A Lot Of Happiness. Lund Daulatram(2003). Concepts Such As Promptness, Consistency, Homogeneity, And Efficiency Are At The Core Of Many Companies' Value Systems. Second, The Term "Market" Is Used To Describe A Business That Is Focused On Producing Outcomes And Sets A Premium On Finishing Work And Achieving Goals. In Addition, The Leaders Model Healthy Rivalry For Their Subordinates. The Consistent Focus On Success Inside The Group Serves To Maintain The Group's Cohesiveness. The Importance Of Success And One's Reputation Cannot Be Overstated. In The Long Run, We Are Going To Be Concentrating On Competitive Activities And Reaching Our Goals. Market Share, Goal Attainment, And Profitability Are All Examples Of Elements That Are Influenced By Values. Finally, The Culture Of The Clan Emphasizes The Need Of A Warm And Inviting Place Of Employment. Due To The Fact That They Have So Many Similarities, Workers Are Comparable To A Large Extended Family. There Is A Lot Of Contact Taking Place Inside The Organisation As A Result Of The Open Communication Environment That Exists. The Importance Of Investing In One's Workforce As A Strategic Long-Term Investment Is Emphasized By The Organisation. Both Organisational Cohesion And The Morale Of Staff Members Are Of The Utmost Importance.



Objectives of the Study

The Main Objective of The Study Are

1. To Study The Leadership Style Of The Sample Respondents
2. To Measure The Impact Of Leadership Style And Dimensions Of Organisational Culture.

Methodology

Primary Data Was Gathered Primarily Through The Use Of Survey Questionnaire (Google Form). The Sample Method Used For The Study Was Simple Random Technique – 350 Samples Have Been Taken In The Study Area. The Selected Sample Represented A Balanced Mix Of Various Factors.

Research Findings

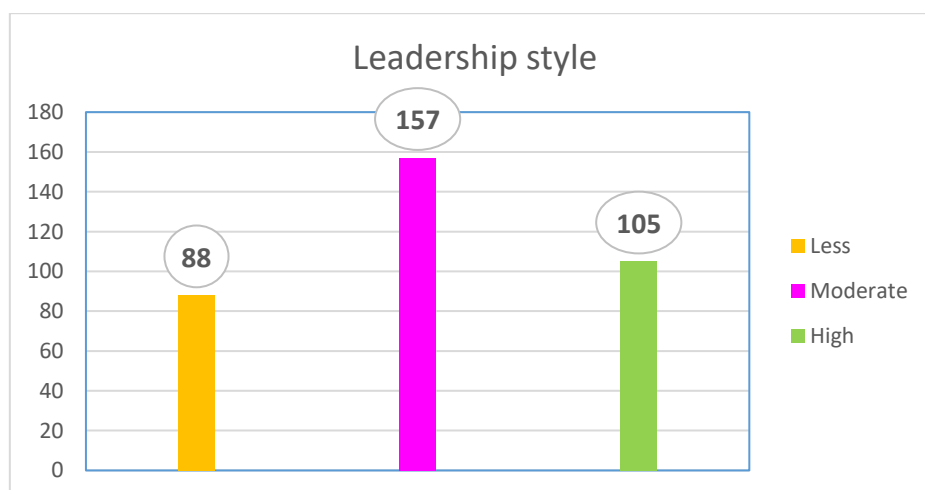
Leadership Style And Discipline Of Work

Analysis Is Done On How The Leadership Style And Job Happiness Affect How Well The Employees Perform. The Respondents' Opinion On The Leadership Style And The Job Satisfaction Are Given Below In Tables.

Table 1: *Leadership Style*

Leadership Style	Number Of Respondents	Percent
Transformational Leadership	87	25
Mixed Leadership	195	56
Transactional Leadership	68	19
Total	350	100.0

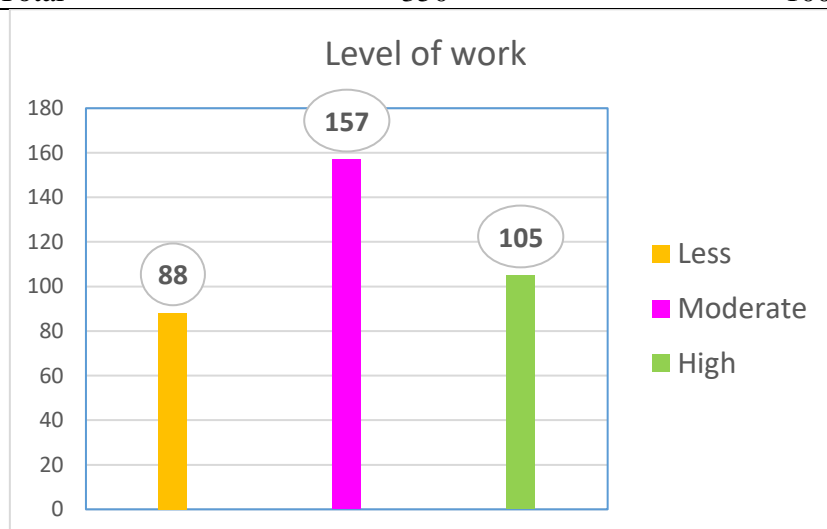
The Leadership Is Basically Classified Into Two Transformational And Transactional Leaderships. This Study Has Been Conducted In The Small And Medium Enterprises. Some Of The Leaderships Have Been Identified The Combination Of Above Both Types. According To The Respondents, 195 (56%) Respondents Feel Mixed Type Of Leadership Is Followed In Their Organizations, 87 (25%) Respondents Say That Transformational Leadership Is Followed In The Concern And 68 (19.0%) Respondents Have Opined That Transactional Leadership Is Followed In Their Organization.



A Person May Be Disciplined When They Are Subjected To A Force That Compels Them To Follow Certain Guidelines, Regulations, And Processes In Order To Achieve A Goal. Each Endeavor That Wishes To Achieve Success Must Have Discipline, And When Discussing Industrial Discipline, The Significance Of The Need Of Discipline Is Emphasized Even More. In Industrial Or-Ganisations, Discipline Is A Necessary. Lund Daulatram(2003). The Situation Of Perfect Peace And Harmony As Opposed To Turmoil Is A Very Crucial Aspect For The Success Of An In-Dustrial Unit. When There Is An Atmosphere Of Discipline, The Working Environment Becomes Better, The Productivity Of The Workers Goes Up, Production Gets Into High Gear, And The Organisation As A Whole Becomes Prosperous And Accomplishes Its Objectives And Objectives.

Table 2: Discipline Of Work

Level Of Work	Number Of Respondents	Percent
Less	88	25.1
Moderate	157	44.9
High	105	30.0
Total	350	100.0



The Above Table Shows That 88 (25.1%) Respondents Are Less Satisfied, 157 (44.9%) Respondents Are Moderately Satisfied And 105 (30.0%) Are High Satisfied Towards Their Job. Performance Of The Organisation Questioned Whether The Purpose Or Mission Of The Organisation Is In Accordance With Reality Conditions Or Economic, Political, And Cultural Factors; Whether Structures And Policies Support The Desired Performance; Whether Leadership; Capital And Infrastructure In Achieving Its Mission; Avolio, & Bass (2004).

Table 3: Descriptive Statistics

Dimensions Of Organizational Culture	Mean	Std. Deviation	Mean Rank
Professionalism	2.94	1.001	4.74
Distance From Management	3.23	1.104	5.64
Believe Co-Workers	3.64	1.402	6.15
Regularity	3.24	1.052	6.92
Hostility	3.25	1.045	5.15
Integration	3.56	1.123	5.12
Aggressiveness.	3.01	1.222	5.43
Team Work	3.13	1.123	5.62
Risk Orientation	3.12	1.156	5.12
Stability	3.21	1.084	5.73

The Respondents Had Higher Expectations That They Would Be Recognized For Their Efforts And Contributions. The Evaluation Of An Organization's Performance Is A Highly Significant Aspect For That Organisation For The Simple Reason That Such Evaluations May Be Used As A Measurement Of The Level Of Success That A Company Has Achieved. Saleem (2015). Within A Certain Time Regularity (6.92). Believe Co-Workers (6.15). The Respondents Had Higher Expectations That They Would Be Recognized For Their Efforts And Contributions. The Evaluation Of An Organization's Performance Is A Highly Significant Aspect For That Organisation For The Simple Reason That Such Evaluations May Be Used As A Measurement Of The Level Of Success That A Company Has Achieved. Stability (5.73). Distance From Management Is Also Found A Vital Factor (5.64). The Significance Of The Rank Is Tested With The Kendall's W Test As Below.

Table 4: Kendall's Coefficient of Concordance

N	350
Kendall's W	0.029
Chi-Square	94.764
Df	9
Asymp. Sig.	0.000

The Result From The Above Table 4 Shows That The 350 Sample Respondents Have Given Significant Rank To The Above Reasons Given In Table 1. The Calculated Chi-Square Value (94.764) For The Degree Of Freedom 9 Is Significant. The Probability Is 0.000 (<0.01).

Discussion

A Company's Culture Is Key To Whether It's A Good Place To Work. When Leadership And Workers Communicate Well, Employees Will Contribute More To Team Communication And Cooperation And Be Motivated To Achieve The Company's Goal And Objectives, Which Will Enhance Their Careers. Robbins And Coulter Define Organisational Culture As Employees' Shared Values, Beliefs, And Perceptions. Organizational Culture Influences Staff Attitudes And Behaviours Because It Reflects The Values, Beliefs, And Behavioural Conventions That Workers Use To Make Sense Of Their Experiences. Saleem, H. (2015). Our Examination Of These Cultural Difficulties Seeks To See Whether Knowing The Organization's Core Values Might Reduce Internal Conflict. Empirical Studies Of Organisational Culture Have Incorporated Functionalist Research In Numerous Management Fields. This Shows That Organisational Culture Boosts Performance. Management Must Recognize An Organization's Culture And Its Impact On Personnel Characteristics Including Work Happiness, Organisational Commitment, And Performance Due To Its Pervasiveness. Lund Stated That The Relationship Between Organisational Culture And Job Satisfaction Had Not Been Sufficiently Studied In The Context Of Organisational Culture And Outcome.

Conclusion

In Summary, The Ideas Of Leadership Style, Work Discipline, And Organisational Culture Are Interrelated In Their Ability To Impact The Achievement Of Any Given Organization's Goals. Leadership Styles That Are Successful In Building A Culture Of Discipline And Professionalism While Also Promoting Cooperation, Communication, And Innovation Should Be Adopted By Those In Positions Of Authority. Companies Should Make It A Priority To Foster Healthy Cultures That Encourage Creativity, Collaboration, And Respect For One Another Among Their Staff Members. In Conclusion, In Order For Workers

To Successfully Accomplish The Aims And Objectives Of The Firm, They Need To Exhibit High Levels Of Professionalism And Discipline. Belias & Koustelios (2013a). The Concept Of Organisational Culture To Be Defined, And Then It Must Be Made Operational, Which Means It Must Be Broken Down Into Dimensions, Variables, And Indicators. This Is Necessary In Order To Develop A Sociological Perspective On The Variables Of Size And Organisational Culture. There Are A Number Of Different Definitions Of The Concept That Can Be Found In The Academic Literature. Avolio, B.J., & Bass, B.M. (2004). The Majority Of These Definitions Describe Organisational Culture As A System Of Values, Norms, Rules, Beliefs, And Habits That Are Learned And Internalized By The Members Of The Organisation And Then Embodied In Their Behaviour. The Definitions Highlight The Fact That Organisational Culture Is A System Of Values, Norms, Customs, And Beliefs That Are Shared And Assimilated By The Entire Membership Of The Organisation In Order To Transform Them Into Inherent Characteristics Of Their Behaviour.

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