

ADDIS ABABA UNIVERSITY
COLLEGE OF EDUCATION AND BEHAVIORAL STUDIES
SCHOOL OF PSYCHOLOGY

**IMPACT OF ORGANIZATIONAL CULTURE AND
LEADERSHIP STYLE ON QUALITY OF WORK LIFE OF
EMPLOYEES: IN CASE OF INFORMATION NETWORK
SECURITY AGENCY EMPLOYEES**

BY
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**IMPACT OF ORGANIZATIONAL CULTURE AND
LEADERSHIP STYLE ON QUALITY OF WORK LIFE OF
INSA'S EMPLOYEES**

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Abstract

A high quality of work life is essential for organizations to continue to attract and retain employees, and literatures suggests that organizational culture and leadership style play a great role in building employees' quality of work life. This study investigated how organizational culture and leadership styles affect employees' quality of work life. The Sample has been selected based on a stratified random sampling method (n=298). The study used Wallach's Organizational Culture Index (OCI), Podsakoffetal.'s Transformational Leadership Behavior Inventory (TLI) and Walton quality of work life questionnaire. Findings of the research show that; Innovative organizational culture is most dominant and Transformational leadership style is more dominant than transactional leadership style. Organizational culture and leadership styles have stronger correlation with quality of work life and also had a great impact.

Key words: Organizational Culture, Leadership styles, Quality of work life, Bureaucratic, Innovative, Supportive, Transformational and Transactional.

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CHAPTER ONE

1. Introduction

1.1. Background of the Study

Competition and lack of availability of highly talented and skilled employees put pressure on organizations to engage employees more efficiently (Fegley, 2006). Hackman and Oldham (2004) described that, quality of work life as the favorable working environment that supports and promoted satisfaction by providing employees with rewards, job security and career growth opportunities. The work environment enables to fulfil employees' personal needs is considered as an important factor to provide a positive interaction effect, which will lead to an excellent quality of work life. Cunningham and Eberle (2003) emphasized that, the personal needs are satisfied when rewards from the organization, such as compensation, promotion, recognition and development meet their expectations. There are some elements, that are relevant to an individual's quality of work life include; task, physical and social work environment within the organization, organizational system and relationship between life on and off the job etc.

Defining quality of work life has been a controversial issue among scholars, but industrial and organizational psychologist and management scholars agree in general that the construct deals with the well-being of employees (Danna & Griffin, 1999). Sirgy, Efraty, Siegel, and Lee (2001, pp. 55) define quality of work life as "employee satisfaction with a variety of needs by means of resources, activities, and outcomes stemming from -

participation in the workplace.” A high quality of work life is essential for organizations to continue to attract and retain employees.

Quality of work life refers to the thing an employer does that adds to the lives of employees. Those things are some combination of benefits explicit and implied, tangible and intangible that make somewhere good place to work and another a bad place to work. Implied in the area of quality of work life is the notion that to be a good employer, a business or institution must recognize that employees have lives before and after work. Quality of work life has also been viewed in a variety of ways including (a) as a movement; (b) as a set of organizational interventions, and (c) a type of work life by employees. As such quality of work life has been defined as the workplace strategies, operations and environment that promote and maintain employee satisfaction with an aim to improving working conditions for employees and organizational effectiveness for employers. (Owolabi Ademola Benjamin, 2015).

Quality of work life is associated with job satisfaction, job involvement, motivation, productivity, health, safety, job security, competence development and balance between work and nonwork life. QWL programs will benefit both employees and management, by mutually solving work related problems, building cooperation, improving work environments, restructuring tasks carefully and fairly managing human resource outcomes and payoffs. Quality of work life covers a number of areas like adequate fair compensations, eliminations of health hazards in employment, employees’ benefit, job security, alternative – work schedules, profit sharing, work place participation and the like. Satisfaction is the job induced motivation and interest in work. When work becomes interesting, the worker gets a job of his choice gives him tremendous psychological

satisfaction. Job satisfaction leads to increased productivity. It also leads to positive attitude and behavior. Job satisfaction leads to decreased turnover and less absenteeism. The focus is on work variables and non-work variables. Some attempt to identify the effects of QWL towards customers' satisfaction (Lau & May 1998), while others determine the relationship between QWL and productivity (Bagtasos, 2011). Commitment, job satisfaction is also viewed as the outcome of QWL (Lee, Singhapakdi & Sirgy, 2007; Johnsrud, 2002; Karrir & Khurana 1996).

Employee workplace performance is related to a set of factors affecting workers' health, habits and environment, employees' well-being and quality of work life. quality of work life is associated with job satisfaction, motivation, productivity, health, job security, safety and well-being, embracing four main axes: a safe work environment; occupational health care; appropriate working time; and an appropriate salary. As originally stated in (Sirgy, M. et.al, 2001), the concept embraces the effects of the workplace on job satisfaction, satisfaction in non-work life domains, and satisfaction with overall life, personal happiness and subjective well-being. Moreover, improving employees' quality of work life will positively affect the organization's productivity, while augmented productivity will strengthen quality of work life. (Sattar, S. et.al, 2018).

In the present days, for an organization to be successful and achieve its organizational objectives it is imperative that its employees are satisfied with their work, since work occupies an important place in many people's lives, such conditions are likely to affect not only their physical but also a high level of social, psychological and spiritual well-being. Chan et.al (2007) suggest that employees are likely to have higher wellbeing if they are satisfied with their work and organization and they perceive their quality of work

life (QWL) positively. (Carayon, Haims, & Yang, 2000) Studies have indicated that employees with a higher psychological wellbeing are more productive and more committed to their jobs than employees with low psychological wellbeing (Korunka, Hoonakker and Carayon, 2008). High quality work life has also been linked to reduced loss due to absenteeism, lower rate of turnover and improved job satisfaction and those organizations with desirable quality of work life achieve higher productivity and competitive advantages (Havlovic, 1991). Inadequate level of quality of work life has been shown to be a source of human resources productivity loss and inefficiency (Mosandeghrad, Ferlie and Rosenberg 2011).

According to Schein (1992) organizational culture and leadership are interwoven. He believes that during the process of organizational formation, the founders usually create an organizational culture which reflects their own values and beliefs. Subsequently, the culture of such organization continues to shape the behavior and leadership style of future leaders. Bass and Avolio (1993) echo Schein's (1992) approach, arguing that the relationship between the two notions is an interplay in which the leaders shape the culture and are in turn changed by it. An examination of literature in the field of organizational culture and leadership shows that there are few researches linking leadership and organizational culture to quality of work life. Given the numerous references to the importance of the two notions in the running of an organization, Ogbonna and Harris (2000) found it surprising that there is no critical literature investigating the implications of the relation between organizational culture and leadership. Although cultural issues were ignored by leadership researchers for many years, they have recently become the focus of many researches due to global economy and increased diversification of

organization in the 21st century (Dickson, Hanges and Lord, 2000). Despite these assertions of a linkage between leadership and culture and its implication on employee's behaviors, there is paucity of research documenting the impact of the two variables on employee quality of work life, and where it is available it is usually not conducted in the developing countries like Ethiopia.

1.2. Statement of the Problems

In the recent competitive and turbulent world of work, issues of employee's quality of work life is critical in the success of any organization. Poor levels of commitment and high staff turnover rates which come from lack of quality of work life have adverse impacts on the performance of any given organization.

The leadership style and organizational culture have an impact on employee's quality of work life. When recognition, reward, and trust key factors of organizational culture are lacking, employees start to lose confidence and thus, the satisfaction and commitment level can decrease, leading to a weak and unproductive work environment (Allen et al., 2010).

Despite the fact that many sections of organizational theory implicitly or explicitly relate leadership and culture, there has been no consensus on the subject. There has been little critical investigation on the linkages between the two ideas and the effects that such links may have on employee quality of work life. This implies that there are two research gaps, which raises the following questions: First and foremost, are there any unique leadership styles or organizational cultures that may be used as standards for increasing employee work life quality?

Secondly, is there a predictive relationship between combinations of these leadership styles and organizational cultures and the rate of improving employee's quality of work life?

Thirdly, it is observed that there is a little gap with the new employees on adapting with the culture of the organization. there is no doubt for the need of clearly defined and visible expression of organizational culture and leadership style. This will help to increase the number of committed young employees throughout the organization, as it has seen in recent years that new employees are struggling. This study is designed to address these gaps.

Therefore, this study is designed to fill the gaps mentioned above. To guide the investigation the following research questions are formulated.

- 1, Which organizational culture dimension, leadership styles and quality of work life dimensions dominant according to employee's perception?
- 2, Are there statistically significant relationships between organizational culture, leadership styles and quality of work life?
- 3, To what extent, did staff members' perceptions of organizational culture (Bureaucratic, Innovative and Supportive) influence their quality of work life?
- 4, To what extent, if any, did staff members' perceptions of leadership styles (transformational and transactional) influence their quality of work life?
- 5, which type of organizational culture and leadership style have a greater contribution to employees' quality of work life?

1.3. Objective of the Study

The main objective of this study is to examine the impact of organizational culture and leadership style on quality of work life of employees. In line with this general objective, the specific objectives are as follows:

- To determine the dominant organizational culture, leadership style and quality of work life dimension.
- To identify if there is significant relationship between the variables
- To examine whether organizational culture affect employee quality of work life
- To examine whether leadership style affect employee's quality of work life

1.4. Significance of the Study

This research has both theoretical and practical significance. The research mainly examined the effects of organizational culture and leadership style on employee's quality of work life.

The research also has practical contributions in that it provides empirical findings for the current organization and other organizations, on the effects of organizational culture and leadership style on employee's quality of work life so that they can use the information for designing different types of intervention programs. In addition, those who read this paper for various reasons also will be benefited from the information provided about the impact of organizational culture and leadership styles on employees work life. The research outcome is expected to benefit Information network security agency (INSA) to direct its attention as it highlights the organization's current position in terms of organizational culture, leadership style and employee's quality of work life. This study

might also help the organization to enrich its organizational culture and leadership style practice and adjust its focus on most important organizational culture type and leadership style that can improve employee's quality of work life. This study will enable the organization to understand and identify the conditions that hinder organizational performance, and as a result assist on how to design possible means to address this issue.

On the other hand, the study may also help similar organizations that operate in the same business to get a glimpse of information on organizational culture and leadership style which is related to employee's quality of work life. and might use the recommendations given by the researcher for further study to investigate more on the area in a broader and wider scope. Furthermore, the study might contribute towards the advancement of theoretical knowledge and serves as a preliminary basis and reference material for future studies. It may also contribute to the existing literatures through identifying the significance relationship between the selected organizational culture and employees work life.

Outcomes of the study would prepare leaders to decide the organizational culture and which leadership styles to adopt, so that staff members are more motivated and committed to performing well in their respective organizations. Organizational leaders who adopt the appropriate style will help to encourage loyalty and trust in their organizations.

1.6. Operational Definitions

Organizational culture: Three separate organizational cultures have been identified based on Wallach's organizational culture dimensions.

Bureaucratic - bureaucratic cultures have clear lines of responsibility and authority; work is highly organized and systematic. The information and authority flow are hierarchical, based on control and power. These cultures are mature, stable, and cautious.

Innovative - these are creative work environments where challenge and risk taking are the norms. Employees are consistently stimulated and challenged but often burn out under stress and pressure.

Supportive - the work environment is friendly and the workers tend to be supportive of one another. The environment is open, trusting, and equitable. Humanistic principles are basic to this culture (Wallach, 1983).

Leadership style: in this study this is a consistent pattern style a leader exhibits in his/her attempt to influence the activities of his/her followers.

Quality of work life (QWL): in this study quality of work life defined in terms of: -

Work and quality of life: the experience of employees in the organization which can positively or negatively influence their personal and social life. Attention should be paid to the time that the employee must have for family interaction without being affected by work and for the existence of beneficial physical activities.

Social integration at work: allows analyzing the level of integration of employees among themselves and within the organization, based on harmonious coexistence, which

can be assessed by the absence of prejudice, social support, marked hierarchical differences, and absence of favoritism among employees.

Social relevance of life at work—implies an adequate image of the organization that is achieved by being socially responsible and the benefits it provides to the community around it.

CHAPTER TWO

2. Literature Review

2.1. Introduction

This chapter presents the review of related literature conducted on effects of organizational culture and leadership style on employee's quality of work life. In line with this, the chapter covers effects of organizational culture and leadership style on employee's quality of work life. #the importance of organizational culture, and finally the conceptual framework of the study is developed at the end of this chapter.

2.2. Organizational Culture

A Definition and Brief Overview

Researchers on organizational culture have examined numerous, quite separate areas of organizational culture; for example, the concept of organizational culture, its levels, dimensions, and typologies. However, in this study the focus has been on four relevant characteristics; namely the definition, the levels of organizational culture, dimensions of organizational culture, organizational culture typologies and Saudi national culture. To understand these characteristics, it is first necessary to arrive at a definition of 'culture'.

The concept of organizational culture is one of the most complex issues in the workplace, and it has been argued as one of the most important concepts to gain understanding of contextual variables within the workplace, despite the lack of formally agreed upon definitions and scope (Ogbonna & Harris, 1998). (Alvesson, 1990). The significance of organizational culture arises from the interaction of roles, norms, and values inside an

organization, all of which have profound implications for how an organization functions (Shein, 1990).

Ogbonna and Harris (2000) explored the links between culture, leadership, and performance to encapsulate the underlying challenges surrounding the concept of organizational culture. First, when culture is viewed as a single idea, the quantitative and qualitative usefulness of examining culture and its consequences may be diminished (Rose, 1998; Ogbonna & Harris, 1998; Pettigrew, 1979). Second, culture has a value that extends beyond politics and beyond climate, with the possibility for subcultures throughout the organization (Denison, 1996; Sackmann, 1992; Schein, 1986). Third, the malleability of organizational culture implies that it is not something that can be changed quickly or immediately (Legge, 1994; Ogbonna, 1993).

Organizational culture is frequently considered as shaping value congruence inside a company because of its explicit relation to shared values. Organizational culture is frequently related to financial performance in an effort to capture the links associated with different forms of culture, despite the fact that it is difficult to quantify (Harris & Ogbonna, 1999). Despite this, scholarly data suggests that the strongest relation between organizational culture and performance is common acceptance of commonly held values and ideas (Dennison, 1990; Kotter & Heskett, 1992).

Organizational culture has been shown to have strong links with work-based outcomes using value-based models (Denison & Spreitzer, 1991; Ogbonna & Harris, 2000). For example, bureaucratic culture resulted in a lack of value congruence, which harmed organizational performance (Ogbonna & Harris, 2000). This was exacerbated by a lack of long-term growth and, in some circumstances, the organization's failure. The same

research found a correlation between positive organizational outcomes and cultures that were viewed as inventive or competitive and sensitive to external conditions, as measured by adaptability to external variables.

While the concept of value congruence and organizational results is theoretically established, strategies for capturing organizational culture are continuously being investigated. Value inconsistency has been found to cause conflict and obstruct goal achievement (House, Hanges, Javidan, Dorfman, & Gupta, 2004). Furthermore, an organization's stability and long-term features are more immediately discernible and can be related to employee behavior (Tagiuri & Litwin, 1968). Leadership actions, on the other hand, can modify or even completely change an organization's perceived values (Burke & Litwin, 1992; Jung & Avolio, 1998). Leadership actions, in combination with a lack of understanding of what a firm claim to stand for and how it demonstrates it in day-to-day operations, may have an impact on how the organization is seen, and hence on organizational outcomes. As noted by others, organizations can be characterized as possessing a personality (Selznick, 1957; Rhenman 1973; Harrison, 1972) and culture; culture, therefore, might be considered as the 'personality' of an organization. Every organization has a culture (Deal & Kennedy, 1982) which might be difficult for the outsider to interpret. It deals with 'how we do things in this organization' on a daily basis. It also affects every aspect of an organization: organizational performance, relationships among employees, relationships with managers, with customers, and so on. Organizational culture is a complex phenomenon, Schein (1992) viewing it as an effective and valid response to the problems arising within an organization. As such, it could be learned and handed-on as the recognized correct way to respond.

According to Reichers and Schneider (1990), prior to the coining of the term 'organizational culture', the dominant concept was that of organizational climate. Climate is defined by Tagiuri and Litwin (1968: 25) as "the relatively enduring quality of the total organizational environment that (1) is experienced by occupants, (2) influences their behavior, and (3) can be described in terms of the values of a particular set of environmental characteristics (or attributes)." It must be noted that they emphasize the way in which the social environment is experienced by those in it. Other studies have used climate as the equivalent of culture, or used climate and culture as interchangeable concepts, but Schein disagreed with this interpretation, proposing that the climate is better thought of as a manifestation of culture. Schein's viewpoint was supported by Robbins and Judge (2011) who suggested that "culture creates climate" in an organization, but this notion was refuted by Hofstede et al (2010: 344) who claimed that "organizational culture is a synonym for organizational climate". This disagreement among scholars highlights the lack of consensus about the two concepts, for while there are close similarities there are also distinct differences (Reichers & Schneider, 1990; Pettigrew, 1990). According to Denison, (1996), who explored the differences and similarities between the two concepts, organizational culture is a matter for epistemology and is concerned with the evolution of social systems over time. Organizational climate, on the other hand, examines the impact of organizational systems on groups and individuals. Denison claimed that the distinction between culture and climate was quite clear during the early evolution of the understanding of organizational culture. He argued that studying culture requires qualitative research methods whereas studying organizational climate requires quantitative methods, yet he

provided no clarification or reasons why researchers or writers should choose one or other of these approaches. Another departure from Denison's assertions is that organizational the concept of climate is both chronological and subjective. That is, it is frequently manipulated directly by persons in positions of power and influence. Organizational culture, on the other hand, is rooted in history and shared by all employees, making it difficult to modify. Schein's (forthcoming) definition of organizational culture and Tagiuri and Litwin's (1968) account of organizational climate (discussed above) are similar in that both authors consider the holistic nature of social contexts in organizations, their durability, and their roots in the organization's system of beliefs, values, and assumptions (Denison, 1996). When organizational climate became one category of the larger construct of organizational culture in the early 1980s, it was finally surpassed by organizational culture (Schein, 1992). The most prominent proponents of organizational structure in the early 1980s were Schein, Peters and Waterman, Hofstede, and Deal and Kennedy.

2.3. Importance of organizational culture

Robbins and Judge (2013) asserted as that culture has a boundary-defining role: it creates distinctions between one organization and others. It also conveys a sense of identity for organization members. In addition, culture facilitates commitment to something larger than individual self-interest. It also enhances the stability of the social system by being social glue that helps hold the organization together by providing standards for what employees should say and do.

Mullins (1999) also asserted that differences in organizations and managers, both nationally and internationally, can be explained by culture. It also explains why diverse groups of people view things differently and do tasks differently than others. Complexity and unpredictability can be reduced through culture. It ensures uniformity in viewpoint and values, as well as the decision-making, coordination, and control processes. According to Saiyadin (2003:258), culture serves the following purposes: -

- Culture complements rational management: establishing a work culture is a lengthy process. As a result, an organization's culture cannot abruptly modify its employees' behavior. Culture reaches out to people through symbols, values, physical environments, and language, and thus complements rational management tools like technology and structure.
- Induction and socialization are facilitated by culture: induction is a procedure by which new employees are socialized and indoctrinated in the organization's standards, cultural norms, and undefined behaviors. The newcomer absorbs the organization's culture, which may entail modifying his or her views and beliefs in order to develop an internalized commitment to the organization.
- A strong culture in an organization promotes a code of conduct by explicitly communicating patterns of behavior so that individuals are aware that certain acts are anticipated and others are never visible. A strong culture would be obvious if members shared a set of beliefs, values, and assumptions that influenced their conduct in an unspoken way. People who have thoroughly integrated culture continue to engage in conventional conduct in a spontaneous manner. The promotion of a quality culture can aid in the achievement of positive business outcomes.

According to Schein (1999), organizational culture becomes more important because maximizing the value of employees as intellectual assets requires a culture that promotes their intellectual participation and facilitates both individual and organizational learning, new knowledge creation and application, and willingness to share knowledge with others.

Schein also suggests that organizational culture is even more important today than it was in the past. Increased competition, globalization, mergers, acquisitions, alliances and various workforce developments have created a greater need for coordination and integration across organizational units in order to improve efficiency, quality, and speed of designing, manufacturing, and delivering products and services product innovations. Moreover, a greater need to adapt to these external and internal changes, organizational culture has become more crucial because, for an increasing number of corporations, intellectual as opposed to material assets now create the fundamental source of value. Maximizing the value of employees as intellectual assets requires a culture that promotes their intellectual participation and reasoning both individual and organizational learning, new knowledge creation and application, and the willingness to share knowledge with others.

According to Denison and Neale (2011) a clear understanding of organizational culture is important for all leaders because it influences the way their organizations react to the changing demands of the business environment. As Kondalrk (2007) outlined, culture gives members of an organizational identity: Sharing norms, values, and perceptions which give people a sense of togetherness that helps to promote a feeling of common purpose. Then, it facilitates collective commitment. The common purpose that grows out of shared culture tends to elicit strong commitment from all those who accept the

culture as their own. It also promotes system stability by encouraging a shared sense of identity and commitment, culture encourages lasting integration and cooperation among the members of an organization. It also shapes behavior by helping members make sense of their surroundings. An organization culture serves as a source of shared meaning that explains why things occur the way they do. It also helps organizational members stick to conformity and expected mode of behavior. Culture also ensures that everyone thinks and behaves in a prescribed manner.

The preceding paragraphs explain how culture benefits organizations as well as employees, as culture is a sense of making and controlling mechanisms that guides and shapes employees' attitude, behavior and brings organizational commitment from all those who accept the expected mode of behavior.

2.4 Wallach's Cultural dimension

One way to study organizational culture is by analyzing its dimensions. These dimensions are related to the work environment in an organization (Akaa, 1993). In 1983, Wallach investigated organizational culture by means of three dimensions; the innovative, the bureaucratic, and the supportive dimension. Most organizations are a combination of these aforementioned dimensions, but generally there is one dimension that is dominant in an organizational (Silverthorne, 2004). Below each dimension is explained with the typically characteristics.

Hellreigel et al. (1974) report the existence of relationships between organizational culture and quality of work life. Wallach (1983) reveals that job performance and job satisfaction are linked to organizational culture. Silverthorne (2004) states an innovative

and supportive culture creates a higher level of satisfaction than bureaucratic culture. In the 2000's the results of a number of researches revealed the clear relation between organizational culture and job satisfaction (Jiang and Klen, 2000; Mckinnon et al., 2003).

A, Bureaucratic dimension: This dimension emphasizes on efficiency, rules, and regulations (Berson et al., 2008) and has clear lines of responsibility and authority (Koberg and Chusmir, 1987). Organizations with a high bureaucratic dimension will highlight consistency and predictability through rules, procedures, and structures (Berson et al., 2008). The study of Adler and Borys (1996) showed that the characteristics of this dimension are formal, specialized, hierarchical, and inflexible. Organizations with a bureaucratic dimension can often cause negative reactions from employees (Berson et al., 2008).

B, Innovative dimension: The norms in the innovative dimension are challenge and risk taking. Employees are free to try new ways of working without the fear to failure (Akaah, 1993). Koberg and Chusmir (1987, p. 398) stated that this culture is described by the adjectives: 'risk taking, result oriented, creative, pressurized, stimulating, challenging, enterprising, and driving'.

C, Supportive dimensions: Koberg and Chusmir (1987) showed that the supportive dimension is warm, trusting, sociable, friendly, and relationship oriented. The organization tends to be like a family for their employees. Berson et al. (2008, p. 617) stated that the work environments of the supportive dimension 'is characterized by trust, safety, and an encouraging a collaborative atmosphere'. Managers, who work in such social group, create an open relationship with their employees. In an organization where the culture can be seen as a family, the employees feel committed to the organization.

Consequently, employees' obligation goes further than only their salary. Furthermore, the members share the organizational values and belief through commitment to the organization (Akaah, 1993). An organization can describe an organizational culture by means of the aforementioned dimensions. Each culture type has characteristics for leading the organization and how the employees feel and work. These dimensions highlight distinct forms of organizations and are addressed in most culture typologies (Berson, Oreg and Dvir, 2008). This thesis will continue on the several types of organizational culture of Cameron and Freeman (1991). These types can be illustrated with the Competing Values Framework of Quinn and colleagues.

2.5. Leadership

A Definition and Brief Overview

Leadership has received a lot of attention since it is thought to be crucial to the development of governments, organizations, and communities. It is thought to be the most important and influential aspect in group processes and outcomes. Theoretical frameworks, concepts, and approaches for nurturing and preparing people to lead abound in the field of leadership development. Many aspects of leadership have been studied, including its nature, definition, theories, abilities, traits, and styles. Concepts and definitions of leadership, as well as leadership theories, leadership styles, classification of leadership styles, and the relationship between leadership styles and work life quality, are all of particular interest in this subject.

Leadership, according to Bass (2008), is a dynamic process in which both the circumstance and the perspectives of individuals engaged are always changing.

Leadership is not about rank, privilege, position, title, or money; rather, it is about a father's responsibility for his family, a teacher's responsibility for their classes, a minister's responsibility for his ministry, and each member of a society's responsibility for a specific role that, if fulfilled, could distinguish them as a leader (Drucker, 1995).

Despite substantial research on leadership, no consensus appears to have been reached on a definition of the concept or essence of leadership. Rost (1993) looked at 587 publications and discovered 221 different definitions of leadership among them. Leadership definitions evolved through numerous stages over the twentieth century and the first decade of the new millennium. According to Bass (2008), the concept of leadership underwent steady modification between 1920 and the first decade of this millennium. Beginning with the simple notion that leadership was simply a question of the leader imposing his will on others and obtaining their compliance, leadership has come to be characterized in terms of personal charisma and the capacity to persuade and inspire those being led to embrace a similar vision by the 1990s. Another shift in recent decades has been to regard leaders as first and foremost responsible and accountable for an organization's performance. This would explain why, in the aftermath of the global financial crisis that occurred in 2008, bankers who failed to display responsible leadership, while earning huge incomes, hurt both the corporations they worked for and their country, have grown increasingly enraged. Bass (1991, 2008) identified three types of leadership definitions:

1. Leadership as an effect,
2. Leadership as a cause, and

3. Leadership as a dialogue between a leader and his or her followers. Insofar as they emphasize on the leader's personality and qualities, 'leader-centric' definitions, for example, are 'one-directional.' The term "leadership as an effect" refers to a situation in which a leader is viewed as a tool for achieving a goal.

‘Leadership as an effect’ refers to a situation in which a leader is considered as an instrument of goal achievement.

‘Leadership as an interaction between the leader and the followers’ describes a scenario in which a leader works collaboratively with staff or others in the organization.

Despite countless research undertaken over the last 75 years, according to Bennis and Nanus (1985), there is still no clear consensus on the concept of leadership. This is a complaint shared by Stogdill (1974) and Burns (1978), and it is unsurprising given that the phenomenon of leadership is difficult to study empirically. There are about as many definitions of leadership as there are people who try to define it. Leadership is arguably instinctive; we know how to do it but struggle to explain it explicitly.

Fundamentally, leadership is the process of directing people toward agreed-upon goals, and it encompasses all aspects of the system: people, goals, and abilities (influence). The fundamental criticism of this notion is that it focuses exclusively on the leader's impact rather than integrating the entire process, and it assumes that the leader drives the followers toward a common purpose.

Although many outcomes that affect organizations and their employees (e.g., strategies, goal-setting, promotions, directions, appraisals, and resources) are often attributed to leaders, the reality is that in the modern model of leadership, innovation and

creation do not always follow the leader; instead, leaders look to their staff, colleagues, and peers for guidance.

2.6 Leadership Theories

To comprehend leadership, one must first comprehend the numerous theories of leadership, ranging from "Great Man" to "Transformational," as well as the growth of these views over the last century. Leadership has been classified in a variety of ways by researchers, including theories, techniques, and schools.

Leadership theories have progressed from the "Great Man" theory to the modern "transformational" idea, according to the literature on leadership. The former assumes that a leader is born with the ability to lead and that no further questions should be asked. The latter is concerned with actions that can be learnt and copied, such as the ability to motivate and inspire others. To put it another way, leadership is really a mechanical skill, and individuals can be trained to act as leaders by following certain rules in certain situations. To put it another way, the context in which leadership will be used will define which leadership abilities are appropriate and which skills will need to be learned.

According to Bass (1991, 2008), most theories concentrated on the personal attributes and qualities of effective leaders until the late 1940s. The attention then switched to leaders' personal styles, and between the 1960s and 1980s, the notion of leadership expanded to incorporate the importance of the interplay, as well as the respective attributes, between leaders and followers, as well as the conditions in which they functioned. By the 1990s, transformational leadership theories had gained traction, but in the twenty-first century, leadership and management ideas have advanced significantly,

owing to the impact of computerization, information science, and globalization (Bass, 2008, Yammarino & Dansereau, 2009; Yukle, 2010). For this research we will only see transformational and transactional theories.

A. Transformational Leadership Theory

With the work of Burns (1978) and later, Bass (1985a), who included it in his hybrid group, transformational leadership as a competing theory to transactional leadership entered the academic arena in the late 1970s.

Burns (1978) defined transforming leaders as those who (1) raise their followers' awareness of the designated goals and how they can be achieved; (2) persuade followers to put their own self-interests aside for the greater good of the team or organization; and (3) activate their followers' higher-order needs.

Transformational leaders go beyond just exchanging information with their followers (Kara, 2012). They inspire their followers to achieve greater levels of personal performance by convincing them that they can achieve greater levels of personal performance through remarkable effort, motivation, and self-sacrifice.

Yukl (2013) asserted that transformational leadership comes with changes in the behaviors and attitudes of organizational members, together with inducing members' commitment to the mission and goals of the organization.

Bass (1985) proposed a multidimensional theory of transformative leadership based on Burns' (1978) conceptualization between 1980 and 1985. According to many researchers (Bass, 1985; 2008; Bass & Avolio, 1994; Hunt & Conger, 1999; Yammarino & Dansereau, 2009; Avolio, 2011), early study on transformational leadership concentrated

on the needs of the leader, but later studies broadened the focus to include followers' emotional requirements. Transformational leadership goes beyond trying to meet followers' immediate needs with a tangible reward. Transformational leadership, on the other hand, aims to inspire followers to strive for greater self-actualization and to bring about positive change in individuals, communities, and organizations.

Transformational leadership causes the leader to move individuals and groups beyond immediate self-interests through four different behaviors. These behaviors fall along four dimensions: charisma (or idealized influence), inspirational motivation, intellectual stimulation, and individualized consideration, while in the original formulation of the theory Bass (1985) included three types of behavior: idealized influence, intellectual stimulation, and individualized consideration.

Charismatic leadership (idealized influence): this concept emphasizes that transformational leaders behave as role models for their followers and colleagues (Bass & Avolio, 1994; Yukl, 2010; Avolio, 2011). They are admired, respected and trusted.

Charismatic leaders have a clear vision and sense of purpose and they are willing to share risks with their followers. They are the ones who do the right thing and display high standards of ethical and moral behavior.

Inspirational motivation: transformational leaders motivate and inspire others, generate enthusiasm, and communicate optimism about future goal attainment. They communicate expectations, demonstrate a commitment to goals (Bass & Avolio, 1994; Bass, 2008; Avolio, 2011) and communicate an appealing vision (Yukl, 2010).

Intellectual stimulation: leaders behave in ways that encourage others to be more innovative and creative (Bass 1998, Avolio & Bass 2002; Yammarino & Dansereau, 2009; Yukl 2010; Avolio, 2011) and increase followers' awareness of problems.

Transformational leaders ask followers for new ideas and create solutions to problems (Avolio & Bass, 1994). There is no public criticism of individual members' mistakes, and creativity is openly encouraged (Avolio & Bass, 2002; Bass, 1998).

Individualized consideration: transformational leaders allocate special attention to individual followers' needs and differences. They act as coach or mentor for achievement (Avolio & Bass, 2002; Bass, 1998; Avolio & Bass, 1994). They provide support and encouragement (Yukl, 2010) and listen to the followers' concerns and needs. Transformational leaders foster the managerial and leadership skills of followers by delegating them some responsibility and mentoring them unobtrusively if they need additional support or direction (Avolio & Bass, 2002; Bass, 1998). As people have different needs and desires, transformational leaders recognize those needs and demonstrate acceptance of individual differences.

B. Transactional Leadership Theory

By the early 1960s, leadership research had shifted to Transactional Leadership Theory, which Bass included in his hybrid group. According to Pearce et al. (2002), transactional leadership is based on earlier ideas such as Expectancy Theory, Path-Goal Theory, Exchange/Equity Theory, and Reinforcement Theory. According to Bass (2008), transactional leadership was the focus of leadership theory and empirical research until the late 1970s. Both transactional and transformational leadership are used in a variety of situations today.

If a leader rewards followers for meeting agreements or punishes them for failing to fulfill their goals, he or she is transactional (Bass, 2008). In addition, transactional partnerships imply a degree of mutual reliance. The transactional leader recognizes and ensures that followers receive the rewards they expect from their efforts (Almansour, 2012). The relationship between a leader and a follower can be thought of as a benefit exchange — "you scratch my back, and I'll scratch yours." Clear instructions from the leader concerning the task's requirements, as well as the nature of the conditions and incentives, are inherent in the exchange process between leader and followers.

Transactional behavior has three aspects in the most recent edition. According to Yukl (2010), the theory's original formulation only comprised two types of transactional behavior: "contingent reward" and "management by exception." The latter was then subdivided into two categories: "active management by exception" and "passive management by exception" (Bass & Avolio 1990a). As a third dimension, laissez-faire leadership has been introduced to subsequent versions of the theory (Yukl, 2010; Avolio, 2011). 'Contingent reward' refers to positive transactions or exchanges between leaders and followers, such as clarification of expectations and work requirements, and establishes psychological (e.g. positive feedback, praise, appreciation letter, and approval) or material (e.g. raise in salary, promotion, and awards) rewards for meeting these requirements. In this dimension, leaders interact with their followers by contractually rewarding effort and instructing them on how to get benefits (Lievens et al, 1997) or avoid punishment. The transactional leader is unconcerned about changing followers' personal values or gaining their trust or devotion to the organization's objectives. Instead, the transactional leader follows Maslow's (1954) hierarchy of lower-

level wants (safety and security) and strives to meet those needs when the intended outcomes are met according to agreed-upon standards. 'Management by exception' is a corrective transaction in which the active leader observes and corrects flaws and errors in the performance of followers (Yukl, 2010). In 'management by exception-passive,' the leader does nothing about a problem until it is brought to his or her notice; in other words, "if it isn't broke, don't fix it" (Bass & Avolio, 1990; Bass, 2008; Yukl, 2010). Contingent penalties (Nikaïen et al, 2012), negative feedback, reproof, or disciplinary action are some of the corrective activities used by the passive leader. By exception, the fundamental distinction between active and passive leaders in management is the timeliness of the leader's intervention (Howell & Avolio, 1993). That is, the active leader keeps a close eye on his followers' actions, anticipates mistakes, and intervenes before they become a problem. Instead of clarifying criteria for followers, passive leaders wait until the task is accomplished and the followers have caused a problem before intervening with criticism and reproof because the followers failed to satisfy the required standards.

Laissez-faire leadership, or rather "non-leadership," is a kind of leadership in which the leader is unconcerned about the work and the followers. He or she avoids intervening or making decisions, neglecting both problems and the demands of followers; he or she hesitates to act and is unavailable when needed. It's better to think of it as the lack of leadership rather than a transactional leadership factor. According to the majority of research on this style of leadership, it is the most passive and ineffective, and some researchers (Bass & Avolio, 1994; Avolio, 1999; Bass, 2008; Yammarino & Dansereau,

2009; Yukl, 2010; Avolio, 2011) have argued that it should be treated separately from transactional leadership because it does not represent leadership.

Transactional leadership is easy to implement, according to the literatures, because it does not need remarkable attributes or characteristics from leaders. The transactional leader focuses on short-term commitments. As a result, followers are believed to be sensitive to this type of leadership since it raises their level of need on Maslow's (1954) hierarchy. As a result, it will work effectively in some situations (Yammarino & Dansereau, 2009); nevertheless, as the followers' expectations rise, the capacity to encourage and motivate them to attain ever-higher levels of performance will fail. Bass (1990, 1985) affirmed this, claiming that this type of leadership could never elicit the highest levels of performance from followers, and that a simple exchange of mutual benefits between the leader and followers could never override a commitment to attitudes and beliefs. Although the transactional leader may convey values, they are values that are relevant to the current exchange process, such as honesty, fairness, reciprocity, and responsibility (Yukl, 2010; Avolio, 2011). In sum, transactional leadership is more related to management than leadership since managers focus on immediate results, care about rules and laws, and use authority. This was confirmed by Kouzes and Posner (1995:321, cited in Bass, 2008) who asserted; “The transactional leader closely resembles the traditional definition of manager”.

2.7 Leadership in Ethiopia

According to Teshale (1995:419) and Messay (2006:30), Ethiopia has suffered for long not only from poor but from malicious leadership as well. Ethiopia had been suffering despotic rule even since ancient times to the present. It should be noted here that although

the current period is not an era of despotism, clear features of despotism is still observed in leadership styles exercised in Ethiopia at present. Accordingly, leaders still use power as an end in itself and not for the public good; they have implemented and still implement poisonous social and racial strategies. At present, the top leaders of the country have used their leadership power to create the domination of one ethnic group over all ethnicities in the country. Secondly, they have also used their nefarious leadership to create enmity among the diverse ethnic groups in Ethiopia. Thirdly, their malicious leadership has gone to the extent of using the divide and rule method even among members of the same ethnic group. Nepotism is also one of the worst characteristics of the existing leadership in Ethiopia. This is highly manifest in the field of employment and the placement of leaders in organizations. In general, the present-day leadership in Ethiopia has become the creator of new and complicated problems that will certainly be hard to resolve in future.

Although the study of leadership is an issue that has widely attracted Western academics interest, the African and particularly the Ethiopian perspective has been neglected. In line with this idea, Gebru (2004) is of the opinion that both international academic leadership studies and other agencies of development have paid extremely little attention to Ethiopian leadership. Messay (2006) has suggested that Westerners have not tackled the Ethiopian leadership problems sufficiently for fear of being labeled racist if they criticize Ethiopian leaders. Therefore, one may conceive the idea that this has allowed Ethiopian leaders to continue their type of leadership. In the light of this, it is imperative that Ethiopian leaders also learn from other leadership traditions to improve their functioning. Ethiopia, unlike other African states, was not colonized. This helps the country to preserve its own culture. In Ethiopia, societal culture as a humane orientation is

emphasized (Messay, 2006). The most significant difference between Western and Ethiopian culture is its priority given to a humane orientation. In comparison with the leadership paradigms used in Ethiopia, the Western world dominates the global understanding of leadership. A glance at Western leadership paradigms makes it possible to situate Ethiopian leadership in a wider context.

Although the literature tries to show a more complex picture of leadership in Ethiopia, little country specific information is available. Even when Ethiopian leadership has been discussed, it is done in a biased way. Messay (2006) has pointed out that Ethiopian leadership has been assessed in comparison with the contemporary Western leadership model and severe problems have been identified as a result. However, this comparative approach has misinterpreted the essence and consequences of Ethiopian leadership and has wrongly suggested that a greater consistency with the Western model can always provide better solutions. Western notions of good leadership are not widely applicable in Ethiopia. The reason is that there are remarkable differences in values concerning authority, group loyalties and harmony. Therefore, using Western leadership paradigms as a model for Ethiopia is, in fact, a new kind of ideological imperialism (Blunt & Jones, 1997). That is why many leadership and management approaches have failed for the last five decades without changing the lives of people in society (Kibur, 2010). By mentioning this, the researcher wants to demonstrate that he is aware of the complexities surrounding the application of Western models of leadership in Africa. Nevertheless, he believes that leaders may benefit from this study as there are also points of reference in the apparently opposing leadership traditions that may lead to a better understanding of leaders 'leadership practice.

Sub-Saharan African countries, including Ethiopia, feel that humane-oriented leadership is indicative of good leadership when compared with other country clusters (Chhokar, Brodbeck & House, and 2007:1021). Human-oriented leadership expresses kindness and considers relationships individually. It also shows a strong concern for the followers in a holistic way. It is important to mention here that generosity and compassion are the characteristics of human-orientated leadership that contribute to a leader's effectiveness. The value attached to a human orientation is apparently the biggest difference between the Western and the Ethiopian leadership styles. However, it also became apparent in this study that the people orientation reflected (transformational leadership) cannot be denied. Ethiopians regard charismatic/value based, team-oriented and participative leadership as characteristics of good leadership during the time of war to defend the country from foreign aggressors. This is not often found to change the life of society. That is why the country suffers from starvation (Tekeste, 2006). What the Ethiopians themselves hope for in leadership is also discussed in the Code of African Leadership, which is a declaration of the ideals of good African leadership. Accordingly, it is possible to conceptualize an ideal type of powerful, visionary and transformational leader who possesses the characteristics required to contribute to the successful implementation and consolidation of policy reforms in Ethiopia. Generally, a combination of personal elements and situational factors need to be considered in the study of leadership. Therefore, the need for economic transformation and growth in Ethiopia calls for a transformational leader who is willing and ready to combine a sound and logical understanding of the different dimensions of the task with an awareness of the need to cultivate meaningful solutions to the persistent underdevelopment of the country.

2.8 Organizational culture and Leadership

Bass and Avolio (1993) have argued that leadership and organizational culture are interconnected concepts. Furthermore, they found that organizational culture arises from its leaders and, in turn, culture affects the leadership styles adopted within an organization. Schein (2010) supported Bass and Avolio (1993), claiming that organizational culture and leadership are interconnected. This overlap can be illustrated by observing the relationship between the two concepts during an organizational life cycle. Therefore, during the organizational-formation phase, founders create assumptions and values which are then cultivated by stories and myths, enacted and shaped by the members of the organization, and taught to newcomers. On the other hand, the culture that has been created exerts an influence on the leader's behavior as the organization develops over time. Thus, in this sense, culture shapes leaders' actions and styles and it can thereby be concluded that the leader forms the organizational culture and in turn can be affected by that culture.

To discover the association between organizational culture and leadership we need to investigate how culture has been theorized in organizational theory. There are two ways to study organizational culture in organizations. The first is to treat culture as an independent variable, imported into the organization through membership and exhibiting the patterns of attitudes and actions of its members (Smircich, 1983). With this approach, the culture can be manipulated based on leaders' skills and abilities. Most literature on leadership (particularly transformational leadership) reveals widespread support for this view (Ogbonna & Harris, 2000). On the other hand, culture can be treated as a fundamental part of the organization. Therefore, a leader's thoughts, feelings and actions

are shaped by the culture (Schein, 1992). In short, culture can manipulate a leader's behavior.

Organizational culture, and how employees react to change and innovation, are also molded significantly by leaders' behaviors (Fishman & Kavanaugh, 1989). That is, leadership is important in work interactions and in shaping organizational culture to support change and innovation. Hence, leaders are considered to be the main source of influence on organizational culture (Schein, 1992). Leaders can manipulate employees' attitudes and motivations by shaping the nature of the work environment and organizational culture (Amabile, 1998). Hennessy (1998) studied organizational change in the Civil Service in the United States, concluding that leadership was a critical factor in creating the proper organizational culture, one that helps to enhance the execution of any government reforms. Furthermore, Hennessy (1998: 523) claims that "the most effective leaders foster, support and sustain organizational cultures that facilitate the type of management reform envisioned by "reinventing government" and the attendant increases in effectiveness and efficiency".

Bass (2008) examined the impact of the transactional and transformational styles on organizational culture. He argued that transactional leaders accept and work within the existing culture. By contrast, transformational leaders tend to change the organizational culture to align it with their own vision. Indeed, while the literature contains many claims that leadership and organizational culture are related (Schein, 2010; Bass, 2008; Bass & Avolio, 1993), there have been no empirical examinations, to this writer's knowledge, of the nature and performance effects of such links within the adoption. In fact, the nature and form of the interactions between leadership, organizational culture,

and quality of work life are not entirely understood. Therefore, further research is needed to explore and identify the relationships between leadership style and organizational culture and their effects on quality of work life.

2.9 Quality of work life

Quality of working life first was invented in Europe during the 1950's (1959-1950) and was formed based on investigations of Eric Trist et al., in Tavistock University, London, in the field of human relations. This study examines the organization's technical and human dimensions and assess relationships between them, which caused to create technical-social systems related to job design that today in the United States will cover most of the actions related to QWL. Cummings & Worley divided QWL history as the quality of working life movement for two periods. The first period of the 1950s is described above. The second period of the 1960s and when civil rights are far more important that provide equal opportunity for employment and equal rights for equal works were considered as part of responsibilities of employers and organizations. QWL in the first period were considered as the individual results of work for satisfy person's basic needs and in the second period was considered as work methods to improve QWL and discussions were taken into consideration such as: Job enrichment, Authority working groups, Joint committees of staff and management and participation and involvement of staff in making important decisions.

Beinum (1974) has defined "QWL in terms of relation between man and his task" Boisvert (1977) defined QWL as set of valuable consequences of work life affecting individuals, organization and society. Carlson (1981) considered QWL to be a goal (organization commitment to work improvement), a process (involvement of people

within the organization for the realization of these goals through individual and organizational developmental methods in the process), and a philosophy (acknowledging the individual's dignity within the organization).

Nadler and Lawler (1983) tried to extensively dig into the concept of QWL and came out with potential definitions of QWL. QWL has been considered (I) a variable (1969-1972), (ii) an approach (1969-1975), (iii) a method (1972-1975), (IV) a movement (1975-1980), (v) everything (1979-1982) and, (VI) nothing. It is a way of thinking about people, work and organization.

Kiernan & Knutson (1990) states that an individual is determined designed and evaluated by one-self. It is individual's interpretation of his/her role in the workplace and the interaction of that role with the expectations of others. It differs from one individual to another depending upon one's age, career stage, and/or position in the organization.

QWL has a multi-dimensional structure and cannot be provide a united, universal and consensus definition for it. Since the beginning of the QWL movement, numerous and varied definitions have been presented for it. Werther & Davis define appropriate QWL as Enjoyment of good stewardship, good working conditions, and adequate wages and benefits and the challenging, interesting and useful job. Cerrto (1998) defines involvement of employee in decision making as QWL and stated that work quality means that providing opportunity for employees to make decisions their working conditions.

Job satisfaction, job involvement, motivation, productivity, health, safety, job security, competence growth, and work-life balance are all linked to QWL. Employees and management will gain from QWL programs because they will solve work-related problems together, promote cooperation, improve work environments, properly

restructure duties, and equitably manage human resource outcomes and payoffs. Affordably fair compensations, elimination of health hazards in the workplace, employee benefits, job stability, alternative work schedules, profit sharing, workplace involvement, and so on are all examples of quality of work life. Job-induced motivation and interest in work are referred to as satisfaction. When work becomes exciting, the employee is able to choose his own employment, which provides him with a great deal of psychological joy. Increased productivity is a result of job satisfaction. It also promotes a positive mindset and behavior. Job satisfaction is linked to lower turnover and absenteeism. The emphasis is on work and non-work variables. Some researchers try to figure out how QWL affects consumer satisfaction (Lau & May 1998), while others try to figure out how QWL affects productivity (Bagtasos, 2011). QWL is also thought to result in commitment and job satisfaction (Lee, Singhapakdi, & Sirgy, 2007; Johnsrud, 2002; Karrir & Khurana 1996). The goal of this study was to figure out if there was a link between leadership and job satisfaction. To increase the quality of work life, top level officials such as vice chancellors, principals, and deans must take responsibility for developing a decent work environment in universities.

2.10 Models of Quality of Work Life

Various authors and researchers have proposed models of quality of working life which include a wide range of factors.

Hackman and Oldham drew attention to what they described as psychological growth needs as relevant to the consideration of quality of working life. Several such needs were identified; skill variety, task identity, task significance, autonomy and feedback. They

suggested that such needs have to be addressed if employees are to experience high quality of working life.

In contrast to such theory-based models, Taylor more pragmatically identified the essential components of quality of working life as; basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself.

He suggested that a number of other aspects could be added, including; individual power, employee participation in the management, fairness and equity, social support, use of one's present skills, self-development, a meaningful future at work, social relevance of the work or product, effect on extra work activities. Taylor suggested that relevant quality of working life concepts may vary according to organisation and employee group.

Warr and colleagues, in an investigation of quality of working life, considered a range of apparently relevant factors, including work involvement, intrinsic job motivation, higher order need strength, perceived intrinsic job characteristics, job satisfaction, life satisfaction, happiness, and self-rated anxiety.

They discussed a range of correlations derived from their work, such as those between work involvement and job satisfaction, intrinsic job motivation and job satisfaction, and perceived intrinsic job characteristics and job satisfaction. In particular, Warr et al. found evidence for a moderate association between total job satisfaction and total life satisfaction and happiness, with a less strong, but significant association with self-rated anxiety.

Thus, whilst some authors have emphasised the workplace aspects in quality of working life, others have identified the relevance of personality factors, psychological well-being, and broader concepts of happiness and life satisfaction.

Factors more obviously and directly affecting work have, however, served as the main focus of attention, as researchers have tried to tease out the important influences on quality of working life in the workplace.

Mirvis and Lawler suggested that quality of working life was associated with satisfaction with wages, hours and working conditions, describing the “basic elements of a good quality of work life” as; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement.

Baba and Jamal listed what they described as typical indicators of quality of working life, including- job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organisational commitment and turn-over intentions. Baba and Jamal also explored routinisation of job content, suggesting that this facet should be investigated as part of the concept of quality of working life.

Some have argued that quality of working life might vary between groups of workers. For example, Ellis and Pompli identified a number of factors contributing to job dissatisfaction and quality of working life in nurses, including – poor working environments, resident aggression, workload, unable to deliver quality of care preferred, balance of work and family, shift work, lack of involvement in decision making, professional isolation, lack of recognition, poor relationships with supervisor / peers, role conflict, lack of opportunity to learn new skills.

Sirgy et al. suggested that the key factors in quality of working life are – need satisfaction based on job requirements, need satisfaction based on work environment, need satisfaction based on supervisory behaviour, need satisfaction based on ancillary programmes, organisational commitment.

They defined quality of working life as satisfaction of these key needs through resources, activities, and outcomes stemming from participation in the workplace. Maslow's needs were seen as relevant in underpinning this model, covering health and safety, economic and family, social, esteem, actualisation, knowledge and aesthetics, although the relevance of non-work aspects is play down as attention is focussed on quality of work life rather than the broader concept of quality of life.

These attempts at defining quality of working life have included theoretical approaches, lists of identified factors, correlational analyses, with opinions varying as to whether such definitions and explanations can be both global, or need to be specific to each work setting.

The distinction made between job satisfaction and dissatisfaction in quality of working life reflects the influence of job satisfaction theories. Hersberg at al., used “Hygiene factors” and “Motivator factors” to distinguish between the separate causes of job satisfaction and job dissatisfaction.

It has been suggested that Motivator factors are intrinsic to the job, that is; job content, the work itself, responsibility and advancement. The Hygiene factors or dissatisfaction-avoidance factors include aspects of the job environment such as interpersonal relationships, salary, working conditions and security. Of these latter, the most common

cause of job dissatisfaction can be company policy and administration, whilst achievement can be the greatest source of extreme satisfaction.

QWL is not a unitary concept, but has been seen as incorporating a hierarchy of perspectives that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly reflect life satisfaction and general feelings of well-being. More recently, work-related stress and the relationship between work and non-work life domains have also been identified as factors that should conceptually be included in QWL.

Regular assessment of QWL can potentially provide organisations with important information about the welfare of their employees, such as job satisfaction, general well-being, work-related stress and the homework interface.

Worrall and Cooper recently reported that a low level of well-being at work is estimated to cost about 5-10% of Gross National Product per annum, yet QWL as a theoretical construct remains relatively unexplored and unexplained within the organisational psychology research literature.

A large chunk of most peoples' lives will be spent at work. Most people recognise the importance of sleeping well, and actively try to enjoy the leisure time that they can snatch. But all too often, people tend to see work as something they just must put up with, or even something they don't even expect to enjoy.

Some of the factors used to measure QWL pick up on things that don't actually make people feel good, but which seem to make people feel bad about work if those things are absent. For example, noise—if the place where someone works is too noisy, they might

get frequent headaches, or find they cannot concentrate, and so feel dissatisfied. But when it is quiet enough, they don't feel pleased or happy—they just don't feel bad. This can apply to a range of factors that affect someone's working conditions.

2.11 Walton Model of Quality of Work Life:

Walton model of quality of work life deals with compensation, welfare measures, development and career growth of employees, social integration in the work force, constitutionalism, work and quality of life and social relevance.

1. *Compensation* – Compensation package includes salary and wages, fringe benefits and welfare activities. The compensation plays a vital role in employee's satisfaction.
2. *Safe and Healthy Working Conditions* refer to statutory safety provisions, insurance, production and productivity, delegation of authority and reward system.
3. *Opportunity to Develop Human Capacities* refers to training & development of employees.
4. *Opportunity for Career Growth* – The employees seek career growth and they drift from a job which does not ensure career growth. Prolonged employment in the same position may cause stress to the employees.
5. *Work and Quality of Life* – Challenging work can influence the employees' QWL immensely. In order to motivate the employees, due importance has to be attached to job design techniques viz. job rotation, job enlargement and job enrichment
6. *Constitutionalism* – Manipulative attitude, improper grievance handling and ineffective career counselling etc. temper the constitutionalism of an organisation. The absence of

the constitutionalism may have adverse effect on employees. Counselling and Grievance Redressal committees are the measures to promise the maintaining of constitutionalism.

7. Social Integration in the Workforce – Freedom from prejudices, egalitarianism, upward mobility, supportive work groups, sharing of feelings and openness are required to create a progressive environment for industrial democracy.

8. Social Relevance of Work – The management of the organisation should take substantial steps for the society.

Barriers to QWL are resistance of employees to changes due to their pre-conceived notions regarding schemes, plans, tools and techniques developed by the management and lack of financial resources which prohibits implementing any HRD intervention strategies for improving quality of work life. The managements do not tend to learn to adopt “Paternalistic Approach”.

Every organisation is an interdependent social and technical system. Today’s organisations need to be more flexible so that they are equipped to develop their work force and enjoy their commitment. The scope of term Quality of work life is so vast; that it covers almost all areas of Human Resource Management.

QWL is gaining momentum every day. With good quality of work life, employees concentrate more on their individual and group development. The management can get their attention with their high motivation and morale which paves way for rapid and smooth human resource development.

Employees who are provided with good Quality of work life can concentrate more and more on their development and it ensures a congenial atmosphere between different

layers of employees and management. The sustained vitality and profitability of any company is clearly linked to the satisfaction of workforce. QWL addresses the concerns of improving employee satisfaction, strengthen workforce learning and better manage the ongoing change and transition.

One of the important strategies to improve QWL is to create work rules that can help in maintaining an orderly atmosphere that is pleasant for employees to work effectively.

Quality of work life (QWL) has always been considered a constant concern for human beings (Rodrigues 1999). From a global perspective, people have a different view of life and work, which makes them compare cultures and creativity at work, as well as the flow of ideas and values (Ibrahim 2013). Thus, it is believed that organizations, given the importance of human resources, should attract and retain high-performing employees, providing them with better working conditions (Abe et al. 2017). At the management level, the assessment of the QWL of employees is seen as an alternative tool in people management. Organizations must adopt strategies to promote QWL to achieve organizational goals and respond to employees' needs (Barcelos 2013).

2.12 Empirical review of related Literature

Different studies have been made regarding the effect of organizational culture and leadership styles on employees' quality of work life. based up on different theories and models to illustrate the effects of leader behavior on job satisfaction organizational culture and leadership styles on employees' quality of work life.

According to Kandula (2006), a strong culture is the key to quality of work life. Furthermore, he explained culture as a unique feature of an organization and it varies across organizations and in the same organization as well, for example a single strategy

would not work for all. Magee (2002) concludes that it is essential to consider the importance of organizational culture, because certain practices such as performance management could be counterproductive, as the two concepts are interdependent, changing one will influence the other. It is evident that a strong or positive culture is capable of making an average individual work brilliant whereas an outstanding employee can underperform due to the de motivating factors of a weak culture, which leads to no achievement. Therefore, the culture of an organization plays a direct and active role in performance management.

Recent research on organizational culture and quality of work life was done by Silverthorne (2004) which states that an innovative and supportive culture creates a higher level of satisfaction than bureaucratic culture. They concluded that all the dimensions of cultures are associated with Quality of work life. Specifically, the innovative and supportive cultures directly affect Quality of work life whereas Quality of work life has no direct relation with bureaucratic cultures.

Ali Valizadeh and Jafar Ghahremani (2012) did a study to see if organizational culture has an impact on job satisfaction. To do so, 260 employees at the Islamic Azad University of Tabriz (IAUT) in Iran were studied, and the findings revealed that there is a positive and significant relationship between organizational culture and employee quality of work life, and organizational culture factors have a very strong and undeniable effect on employee work life quality.

Most studies in this field support the concept that leadership is considered to be the main factor that affects organizational culture. Buble (2012) studied the interdependence between organizational culture and leadership styles in large firms in Croatia, finding a

significant positive correlation between leadership styles and organizational culture with correlation coefficients of $\beta = 0.465$, which is statistically significant at the significance level of $p = 0.01$ (Buble, 2012). Mozaffari (2008), in his investigation into the relationship between organizational culture and leadership, found that the more congruence there is between organizational culture and leadership styles the more effective managerial skills will be. Niemann and Kotzé (2006) studied the relationship between leadership practices and organizational culture in educational institutions in different environments, their findings providing a sound basis for the proposal that leaders (principles) are able to cultivate a positive school culture. In a worldwide study, the Hay-group¹ identified the fact that leadership style has a 70 percent influence on organizational culture.

While the above studies concentrated on the direct effect of leadership on organizational culture, there have been a few studies investigating the effect of leadership on organizational issues (e.g., performance, commitment, creativity) using organizational culture as a mediator. Rasid et al (2013) investigated the relationship between leadership and organizational commitment in Islamic banks. They used organizational culture as a mediator and concluded that leadership style significantly affects organizational culture ($\beta = 0.453$, $p < .05$). Also, Jung et al (2003) studied the effect of leadership on employee creativity, using organizational culture as a mediator. They found a positive link between leadership and organizational innovation and reported a significant and positive relationship between leadership and organizational culture.

On the other hand, Norlina M. Ali et al (2015) have conducted a research on 100 employees from first line managers up to top management in one organization in

Malaysia, they found that both leadership styles (transformational and transactional) have influence on quality work culture in the organization the result shows that both leadership styles have positively significant relationship with quality of work life. However, it was found that transactional leadership has greatest influence on quality work culture than transformational leadership.

Sharachew Admassie (2018) did a study to see which type leadership style is more dominant on Betzata and Girum General Hospitals which found in Addis Ababa and the result revealed that most employees perceived their leaders as transformational leaders.

In addition, Nguni et al. (2006) examined the effects of transformational and transactional leadership on primary school teacher's job satisfaction, and organizational commitment. Among the respondents, 82.8 percent were female teachers and 17.2 percent male teachers. Results using regression analyses showed that both transformational and transactional leadership dimensions have significant effects on teacher's job satisfaction and organizational commitment. Transactional leadership had significant influence on job satisfaction and organizational commitment than Transformational leadership. Leadership styles explained 39 percent and 28 percent of the variance in teacher's commitment and job satisfaction respectively. The job contexts of teachers are normally different from that of other employees in financial institutions. Teachers normally do not have direct influence on their headmaster who is the direct manager and their remunerations are decided by other bodies that do not have direct influence on the work-related outcomes of employees thus making it difficult to generalize it to other employees in financial organizations such as those in First Capital Plus Bank.

According to Kim (2014), transformational leadership has important positive effects on the effectiveness of employees across all cultures. The literature on combining both organizational culture and leadership with the organization literature was sparse, as there are few studies. A study on Indian nongovernmental organizations (NGOs) was carried out in 2012. These organizations operate like nonprofit organizations and the study examined the interplay between program outcomes, transformational leadership, and organizational culture. The results of the study revealed that transformational leadership had come up with the organizational culture, which later impacted the measures' effectiveness (Mahalinga, 2012).

2.13 Conceptual Framework

This study examined the impact of organizational culture and leadership style on employee's quality of work life of INSA. This conceptual frame work is developed from the reviewed literatures about organizational culture and employees' performance to support the objectives and research questions of this study. The conceptual framework of the study was design based on the ideas obtained from the conceptual model of Wallach, Avolio & Bass and Walton Model of Quality of Work Life.

The review of the literature on the position of organizational culture and leadership styles has been examined in demand to grasp the effect on employee's quality of work life. The discussion delivers vital framework for this study in term of the variables that are going to be used. Studies conducted on the effect of organizational culture and leadership styles on employee's quality of work life revealed that organizational culture and leadership styles. Organizational culture and leadership styles are the most significant assets in organizations, which without, the goals and objectives may not be attained. Organization

culture and Leaders' leadership styles can play in achieving organizational goal and increase employee's quality of work life as well as organizational performance. To this end, this study will try to examine the link between independent (three organizational dimensions and two leadership styles) and dependent (three quality of work components) variables.

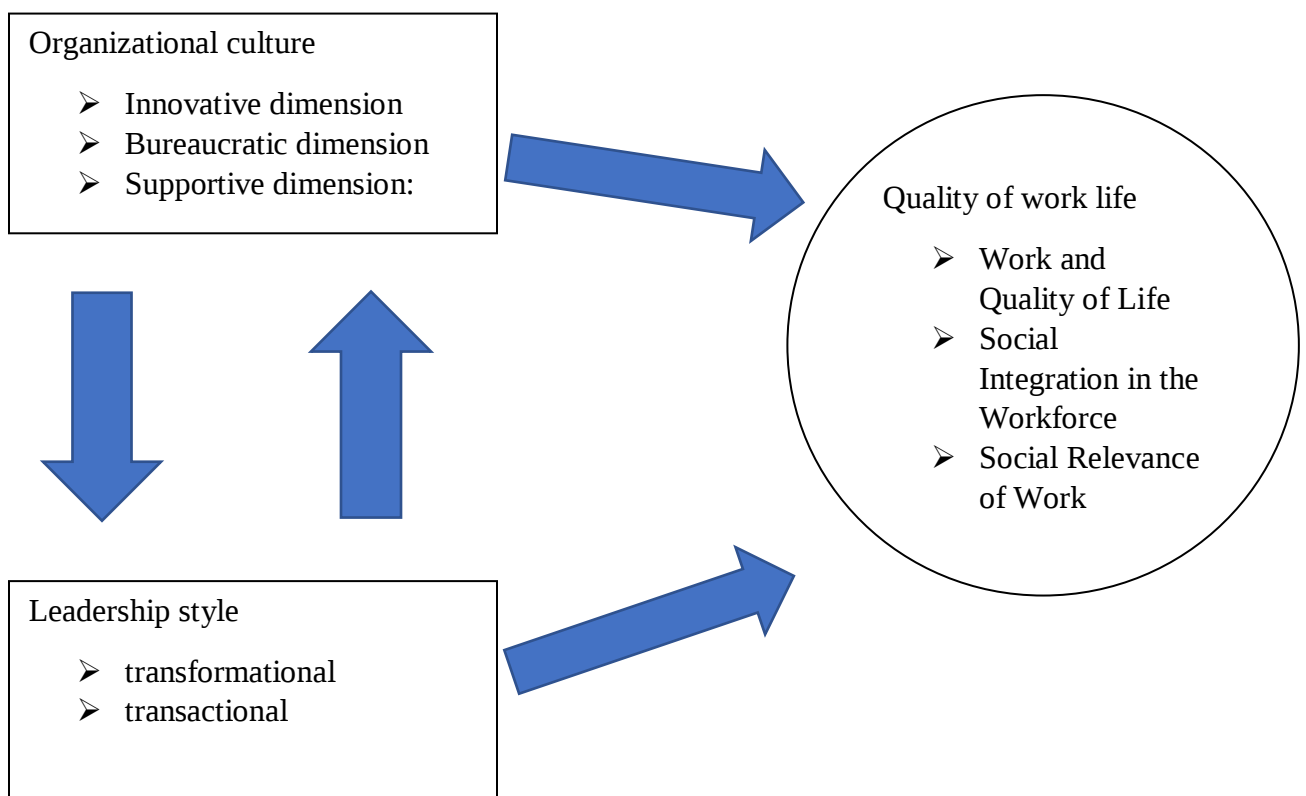


Figure 1: Conceptual framework (Sarah Basahel 2016)

2.14 Summary

Chapter two introduced the concept of organizational culture leadership style and quality of work life and highlighted its importance. Furthermore, the chapter sought to provide an overview of the literature pertaining to organizational culture's and leadership style characteristics, determinants, types, levels, the transmission of organizational culture's and leadership style and how they are measured. From the literature review it is evident that organizational culture and leadership style are a phenomenon that has been extensively researched abroad and is of significant importance to both employees and management. Organizational culture can/may stimulate a leader's behavior to influence his/her followers in a positive way. Despite the plethora of research on the subject, most of the studies have done in foreign countries, due to this situation this research tried to see the effect of organizational culture and leadership style on quality of work life in the context of Ethiopia specifically the study organization (INSA), in addition most of the literatures focused on their effects solely on whether organizational culture or leadership style's effect on quality of work life, because of this the study tried to see whether both organizational culture and leadership style have effect on quality of work life.

CHAPTER THREE

3. Research Methodology

Introduction

This chapter describes the methods and procedures used in conducting the research. The chapter focuses particularly on the research design, population of the study, sample and sampling procedure, instrumentation, ethical considerations, data collection procedure and data analysis.

3.1 Research Design

The objective of this study is to assess the organizational culture and leadership style and its relationship with employee's quality of work life in information network security agency. In order to achieve the study objectives, the researcher used quantitative method to perform this study, using descriptive case study design. According to McMillan and Schumacher (2006), descriptive case-study research provides an accurate account of characteristics of a particular individual, event or group in real-life situations. Zucker (2009:1) defines a case study as a systematic inquiry into an event or a set of related events which aims to describe and explain the phenomenon of interest.

3.2 Source of Data

The sources of data for this study were mainly primary sources. This enhances the trustworthiness of the findings of this research. The primary source of data was collected from INSA, using questionnaires. The respondents were from different job categories.

3.3. Population

The population of this study was permanent employees in INSA which include the employees working in different positions such as administration and professional staffs as per the Head Count Analysis report from Human Resource Management department of INSA, there are 1833 employees working for the organization.

3.4. Samples and Sampling Procedure

The sample for this study was selected using Stratified Sampling technique using the divisions in INSA as a stratum. Stratified sampling is used to distribute the survey questionnaires to acquire employee perception towards organizational culture and leadership style impacts on quality of work life. Stratified sampling was also considered in order to ensure the sample includes representative study units from each strata or division.

There are two main wings (departments) cyber security and electronic defense wings and other 9 directorates in INSA therefore the researcher selected samples from the two wings which cover almost 85% employees of the organization departments.

Out of the total employees of INSA, the study focusses on professional staffs who are located in the two wings, as the questionnaires need higher level of literacy of understanding.

Thus, as stated on the above paragraph, the target populations for the study (1833) are professional employees who are located in Addis Ababa, Head Quarter. Accordingly, the researcher used confidence interval of 95%, which is the level of certainty whether the response for each question is the true answer or not. 5% margin of error is the amount of

error from difference in the responses the researcher can tolerate when drawing a conclusion from the data.

The sample size was determined by applying the below sample size calculator formula Yemane (1967):

$n = N$, where

$$1 + N(e)^2$$

n = Required sample size

e^2 = error rate which is 0.05

N = Target population

$$N = 1833, \text{ therefore; } n = \frac{1833}{1 + 1833(0.05)^2} = 328$$

Therefore, 328 was the representative sample size of the target population for the subject study.

3.5 Data Collection Tools

In this study the major instrument used to collect data was questionnaire. The questionnaire is made up of four sections (from A to D). Section A was used to elicit data on the background characteristics of the respondents. Items considered include gender, age range, level of education, and years of work experience of the respondents. Sections B, C, and D elicited data on employees' view on leadership style, organizational culture, and employee's quality of work life. All the items in the questionnaire were closed-ended. Section I was made up of five items while sections II, III and IV were made up of 24, 11 and 12 items respectively.

➤ ***Organizational Culture Index***

Wallach developed the Organizational Culture Index (OCI) (1983). It was created to evaluate the organization's culture, and it was based on the work of Litwin and Stringer (1968) and Margerison (1968). (1979). Wallach's (1983) organizational culture index profiles are separated into three stereotypical categories that include most of the components of organizational culture that researchers assess: bureaucratic, innovative, and supportive. The OCI consists of 24 items, with eight items assessing each of the instrument's organizational culture dimensions. On a 5-point Likert scale, survey respondents must rate the extent to which each of the items is representative of their organization. The OCI's dependability has been validated by numerous investigations (Khan & Rashid, 2012; Yahyagil, 2004; Chen, 2004; Lok & Crawford, 1999 & 2003; Koberg & Cushman, 1987).

The OCI has been used extensively in the past as well as more lately in a number of cultures, according to Manjgowda (2011). (E.g., Turkey, Malaysia, North America, Australia, India, China and Taiwan). The psychometric properties of the questionnaire have been reported as having sub-scale alpha coefficients from 0.75 to 0.91 (Koberge & Chusmi 1987).

➤ ***Transformational Leadership Behavior Inventory***

Podsakoff et al. created the Transformational Leadership Behavior Inventory (TLI) (1990). Avolio and Bass (1988), Bass (1985), Bradford and Cohen (1984), Conger and Kanungo (1987), and House (1988) developed the model, which examines transformational and transactional leadership components (1977). While the transactional leadership sub-scale is a contingent reward, the transformational leadership sub-scale

consists of six transformational factors: a 'core' transformational-behavior construct that includes three sub-factors: (1) articulating a vision; (2) providing an appropriate model; and (3) fostering group goal acceptance, (4) high performance expectations; (5) providing individualized support; and (6) providing individualized support (Podsakoff et al., 1990, p. 112). The TLI, according to Bass and Riggio (2006), is the most extensively used leadership instrument. the transactional leadership behavior, *Contingent Reward*, focuses on the exchange of rewards by the leader based on the level of effort put forth from followers. The Contingent Rewards items were developed by Podsakoff et al. (1984) to capture the exchange notions fundamental to the transactional style of leadership as described by Bass (Avolio & Bass, 1998, Bass, 1985). A sample item is "Gives me special recognition when my work is very good".

Many researchers have claimed that TLI's psychometric properties are acceptable for research purposes (Odegaard, 2008; Sylvester, 2009; Riaz & Haider, 2010) and TLI has confirmed factorial, discriminant, and predictive validity (Schriesheim et al., 2006; Podsakoff et al. 1996). Furthermore, it is behaviorally oriented, well validated, and has been used in various cultures and various forms in research (Podsakoff et al., 1990; Farh & Cheng, 1999; Bass & Riggio, 2006). TLI, on the other hand, has been chastised since the correlations between the first three dimensions used to assess transformational components were extremely high (Podsakoff et al., 1990). The transformational and transactional leadership items have Cronbach alphas of 0.64 and 0.802, respectively. the researcher utilizes the condensed version for this study.

➤ **Quality of work life Questionnaire**

In order to assess the quality of work life, Walton standard questionnaire was used, Walton Standard Questionnaire (Walton, 1973) has two parts; Socio-demographic characteristics and Walton quality of work life questionnaire. Walton quality of work life questionnaire consists of 32 self-rating items with 8 sub scales used to assess quality of work life with measurement of Likert scale 1-5; 1= very dissatisfied, 5= very satisfied. The minimum and the maximum possible score will be 35 and 175 respectively. A score from 35 to 80 will be considered as poor QWL, scores ranging from 81-130 moderate and 130-175 good QWL according to Walton's quality of work life. The reliability of Walton questionnaire based on Cronbach's alpha was estimated to be 0.92 (Ardalan and Yousefi, 2014). For this research out of the 32 questionnaire 12 of them is used which is the shortest version.

3.6. Reliability and Validity Analysis

All the questions in the questionnaire that addressed organizational culture, leadership style and quality of work life were measured on a five-point Likert scale. In research, it is important to carry out reliability analysis in order to evaluate the quality of the research questionnaire for possible future use. The Cronbach's alpha statistic was used for the assessment of instrument reliability (Norusis, 2009:431-434). Cronbach's alpha coefficient ($\alpha = \frac{N-r}{1 + (N-1)r}$) is where N is the number of items and r is the average inter-item correlation among the items (Boeves, 2007:52). The more homogeneous the items in the scale, the higher the Cronbach's alpha. A research instrument is deemed very reliable if it has a Cronbach's alpha coefficient greater than 0.70 (Tavakol & Dennick, 2011).

Table1 Cronbach's Alpha for Measures of the Variables

Variables	Cronbach's alpha (r)
Organizational culture	
Bureaucratic	0.71
Innovative	0.72
Supportive	0.71
Leadership style	
Transformational	0.78
Transactional	0.73
Quality of work life	
Work and Quality of Life	0.73
Social Integration in the Workforce	0.76
Social Relevance of Work	0.79

The reliability of scale shows how free the data is from random error. Accordingly, Cronbach's alpha for Bureaucratic, Innovative, and Supportive are found to be 0.71, 0.72 and 0.71. and for Transformational and Transactional leadership styles it is found to be 0.76 and 0.73. Lastly for Work and Quality of Life, Social Integration in the Workforce and Social Relevance of Work is founded to be 0.73, 0.76 and 0.82 respectively. All the Cronbach's alpha result shows us that they are above 0.7, therefore it is statistically acceptable. The Cronbach's alpha value for all items suggested that the data collected through questionnaires is reliable and can be used for further statistical analysis.

Validity is the extent to which a concept or measurement is well-founded and corresponds accurately to the real world. It's important because it can help determine what types of test to use, and help to make sure researchers are using methods that are not only ethical, and cost effective, but also a method that truly measures the idea or construct in question. Validity cannot be measured numerically; instead, it's measured by the content validity of the instrument's ability to measure what is intended to be measured and by the extent to which the instrument is correspondent to the other variables, as predicted by some rationale or theory. Therefore, this study tried to address validity through the review of literature and adapting instruments used in previous research. The validity of the instrument was checked by the advisor to see whether it measures what it purported to measure.

3.7 Data Collection Procedure

Data collection was done around mid-march 2021. First the researcher asked permissions to explain the purpose of the study and to ask permission to conduct the survey for wing directors. Then the researcher was contacted by the directors to explain the purpose of the study, to obtain permission to conduct the study, to explain procedures in the study, and to establish times and dates to conduct the study.

The researcher administered the survey during working hours,

But before distributing the questionnaire and enter directly to the process of data collection, necessary information about the researcher and clarification about the objectives of the study made to the participants of the study by the researcher. After

approval, the researcher then acquired two data collectors from each targeted wing's at INSA to conduct the research study.

The data collectors from the targeted wing's selected were then given orientation about the research ethics, questionnaire items and to aware the importance of their continued cooperation in the study.

3.8 Technique of Data Analysis

The collected data was summarized and analyzed using descriptive and different inferential statistics using Statistical Package for the Social Sciences (SPSS 26). Descriptive statistics such as frequencies, percentage, means and standard deviations were used to analyze the demographic information of the study sample. On the other hand, the data collected from part two and part three of the questionnaire, which was rated based on a 5- point Likert scale was analyzed using Inferential statistics i.e., correlation and regression analysis. The researcher used Pearson Correlation to identify relationships that exist between dimensions of organizational culture leadership styles with quality of work life.

Furthermore, regression analysis was also used to test the hypothesis and to achieve the study objective that focuses on identifying the effect of organizational culture and leadership style dimensions on employee's quality of work life.

The linear multiple regression analysis was employed to analyze the data in each other to tackle this objective. As indicated earlier, numerous statements or questions were used to collect data on the independent and dependent variables. Before applying regression

analysis, some tests were conducted in order to ensure the appropriateness of data to assumptions regression analysis.

3.9 Ethical Considerations

The present study considered a number of ethical issues. The respondents participated voluntarily in the study. The researcher sought informed consent from the respondents and assured them of the confidentiality and transparency of the information being sought. The researcher informed the respondents of their rights to acceptance or withdrawal from participation in the research at any point. Respondents were informed that the information sought will solely use for academic purposes only.

CHAPTER FOUR

4. Results and Discussion

4.1Results

In this section the focus is on the results regarding the dimensions of organizational culture and leadership styles towards QWL as measured by the various questionnaires that were used in this study. Emphasis will also be on the different organizational culture and leadership styles variables that predicted employees' quality of work life. Focus will also be placed on the discussion of the results as well as the overall conclusions with specific reference to the literature study, research methodology and the results of the study. In closing, recommendations will be made for future research

This chapter presents the analysis of the research findings obtained from the data collected through questionnaire using Descriptive and Inferential statistics in order to assess the relationship between organizational culture and leadership styles variables that predicted employees' quality of work life and also to identify which organizational culture dimension and leadership style has significant contribution towards employee's quality of work life of INSA'S employees. Descriptive statistics on demographic information and on the study, variables were presented. Pearson correlation among the variables in the study, multiple regression analysis and boot strapping were also used for this study. The responses were summarized and presented using the below tables.

4.1.1 Response Rate

The researcher distributed 328 questionnaires and 315 questionnaires were collected. In order to make the raw data that was collected through questionnaire ready for conducting statistical analysis, the researcher conducted data checking for completeness. Thus, out of the collected 315 questionnaires, 17 questionnaires were rejected due to incompleteness of some part of the survey sections. Thus, a total of 298 questionnaires were used for this study with a return rate of 90.8%.

4.1.2 Demographic Background of Respondents

The background characteristics section focuses largely on the distribution of the respondents by gender, age, level of education and years of service in the service. The data regarding this section were analyzed using frequency and percentage distributions. The results are presented in Tables 1.

Table 2: Demographic characteristics of participants

	Variable	Frequency	Percent %
Gender	Male	202	67.8
	Female	96	32.2
	Total	298	100.0
Age	20-25	9	3.0
	26-30	153	51.3
	31-40	107	35.9

		41-50	27	9.1
		above 50	2	0.7
		Total	298	100.0
Educational qualification		Diploma	2	0.7
		Degree	247	82.9
		Masters	48	16.1
		above masters	1	0.3
		Total	298	100.0
Total years of experience		Below 5	103	34.6
		6-10	169	56.7
		11-15	18	6.0
		Above15	8	2.7
		Total	298	100.0

Results in Table 2 shows that 67.8% percent of the respondents taken for the study were males while 32.3% percent were females. The results show that male employees at INSA outnumber their female counterpart.

Coming to respondent's age, 3% were between the ages of below 26 years, whereas most of the participants 51.3% were between the ages of 26-30 years, and the other age range which is between 41-50 founded to be 9.1% and at last participants who are above 50 are 0.7%. This indicates that employees of INSA are less than the age of 40.

The educational qualification of the participants indicate that majority of the respondents are first degree holders (82.9%) followed by those holding Master's Degree (16.1%), (0.7%) and a single PhD holder (0.3%).

Based on the data collected through questionnaire from the total respondents of 298 employees, 34.6% employees had worked for a period of less than five years, 56.7% of employees had worked for a period of between 6 to 10 years, (2.7%) of employees had been working above 15 years.

4.1.3 Dominant organizational culture dimension, leadership style and quality of work life dimension in INSA

To examine dominant organizational culture dimension, leadership styles and quality of work life dimension in INSA one sample t-test were conducted. Using one sample t-test, the dominant organizational culture dimension, leadership styles and quality of work life dimension was evaluated by comparing the mean score of the measures (3) with the obtained subscale mean score of the participants.

Table 3 One-Sample *t* Test for Dominant organizational culture dimension, leadership styles and quality of work life dimension

Dimensions	Mean	SD	T	Sig.
Organizational Culture				
Bureaucratic	28.6	5	87.88	0.00
Innovative	29.8	4.66	100.85	0.00
Supportive	30.9	3.72	130.52	0.00
Leadership style				
Transformational	26.8	5.91	109.85	0.00
Transactional	18.8	3.23	65.92	0.00
Quality of work life				
Work and Quality of Life	9.7	2.7	43.25	0.00
Social Integration in the	12.4	3.1		
Workforce			42.72	0.00
Social Relevance of Work	14.9	4	53.41	0.00

Table 3 revealed that statistically significant difference between the mean score of organizational culture dimensions Bureaucratic ($t = 87.88$, $p < .05$), Innovative ($t = 100.85$, $p < .05$), and supportive ($t = 130.52$, $p < .05$). The mean score show that the employees rated supportive culture ($M = 30.9$, $SD = 3.72$) higher than Bureaucratic ($M = 28.63$, $SD = 5$) and Innovative ($M = 29$, $SD = 4.66$) This indicates that the employees perceive that their organization is more supportive the work environment is friendly and the workers tend to be supportive of one another. The environment is open, trusting, and equitable.

The one sample t –test results show statistically significant difference between transformational leadership style ($t= 109.85$, $p<.05$) and transactional leadership style ($t= 65.92$, $p<.05$). Also, the mean score shows that transformational leadership style ($M= 26.8$, $SD=5.91$) significantly higher than transactional leadership style ($M= 18.63$, $SD=3.23$). Thus, the statistically significant t test results tell us that most of the employees perceive that their leaders are transformational.

As it can be illustrated in the above table there is a statistically significant difference between the mean score of quality of work life dimensions work and quality of life ($t= 43.25$, $p<.05$), Social Integration in the Workforce ($t= 42.72$, $p<.05$), and social relevance of work ($t= 53.41$, $p<.05$). The mean score show that the employees rated social relevance higher than Work and Quality of Life and Social Integration in the Workforce ($M=14.9$, $SD=4$), ($M=12.4$, $SD=3.1$) and ($M=9.7$, $SD=2.7$).

4.1.4 Correlation between organizational culture dimensions and leadership styles with employee's quality of work life

To determine the relationship between the three organizational culture dimensions (i.e., Bureaucratic, Innovative and mission) and Leadership style types (Transformational and Transactional) with employees Quality of work life, Pearson correlation was computed. Table 3, presents the results of Pearson correlation matrix on the relationship between the organizational culture dimensions (i.e. Bureaucratic, Innovative and mission) and Leadership style types (Transformational and Transactional) with employees Quality of work life.

Table 4: Correlations between organizational culture dimensions and leadership styles with employee's quality of work life

	1	2	3	4	5	6	7	8
Organizational Culture								
Bureaucratic	(0.71)							
Innovative	.709	(0.72)						
Supportive	.789	.783						
Leadership style								
Transformational leadership	.19	.64	.21					
Transactional leadership	.06	.18	-.25	.408				
Quality of work life								
Work and Quality of Life	.023	.34	.345	.65	.11			
Social Integration in the Workforce	.07	.654	.431	.73	-.012	.690**		
Social Relevance of Work	.38	.897	.63	.82	.37	.789**	.800**	

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

* . Correlation is significant at the 0.05 level (2-tailed).

As showed in the table transformational leadership style has statistically significant weak positive relationship with, Bureaucratic ($r = .19, p < .05$), moderate positive relationship with Innovative ($r = .64, p < .05$) and moderate positive relationship with Supportive ($r = .21, p < .05$).

The Pearson correlation coefficient result of Table 4 indicates transactional leadership has statistically significant weak positive relationship with, Bureaucratic ($r = .06, p < .05$), Innovative ($r = .18, p < .05$) but has statistically significance weak negative relationship with Supportive ($r = -.25, p < .05$).

As per Table 4 above, work and quality of life has statistically significant weak positive relationship with all organizational culture dimensions, Bureaucratic ($r = .023, p < .05$), Innovative ($r = .34, p < .05$) and Supportive ($r = .345, p < .05$).

As it can be illustrated in the above table social integration in the workforce also has and have statistically significant very weak positive relationship with Bureaucratic ($r = .07, p < .05$), have statistically significant strong positive relationship with Innovative ($r = .654, p < .05$) and have statistically significant moderate positive relationship with Supportive ($r = .431, p < .05$).

The table also shows that Social Relevance of Work has have statistically significant weak positive relationship with Bureaucratic ($r = .38, p < .05$), have statistically significant very strong positive relationship with Innovative ($r = .897, p < .05$) and have statistically significant strong positive relationship with Supportive ($r = .63, p < .05$).

According to Table 4 results, transformational leadership style has strong positive significant relationship with work and quality of life ($r = .65, p < .05$) and social integration in the workforce ($r = .73, p < .05$) and have statistically significant strong positive relationship with Social Relevance of Work ($r = .82, p < .05$).

As shown in Table 4 transactional leadership style has strong positive significant relationship with work and quality of life ($r = .11, p < .05$), and have negative significant

relationship with social integration in the workforce ($r = -.012, p < .05$) and with Social Relevance of Work it has weak positive significant relationship ($r = .37, p < .05$)

4.1.5 Multiple Regression Analysis

Multiple regression assumptions

In order to make the data ready for analysis and to get reliable results from the research, the model of this research paper was tested for linear regression model assumptions.

➤ Linearity Test

To determine whether the relationship between the independent variable organizational culture dimensions (i.e., Bureaucratic, Innovative and mission), Leadership style types (i.e. Transformational and Transactional) and the Dependent variable Quality of work life (i.e. Work and Quality of Life, Social Integration in the Workforce and Social Relevance of Work) plots of the regression residual through SPSS software had been used.

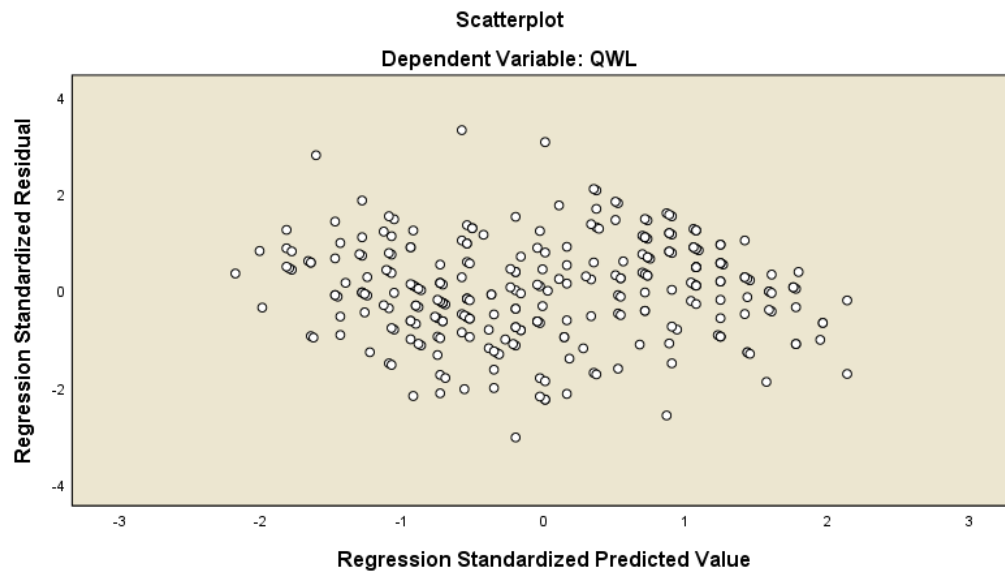


Figure2: scatter plot

The scatter plot of residuals shows no larger difference in the spread of the residual as we look from left to right on figure 3. This result suggests the relationship we are trying to predict is linear. Similarly, the above figure shows the normal distribution of residuals around its mean of zero. Hence the linearity assumption is fulfilled as required based on the above figure, it is possible to conclude that the inference that the researcher made about the population is somewhat valid.

➤ Multicollinearity Test

After the normality of the data in the regression model was met, the next step is to determine whether there is similarity between the independent variables in a model, it is necessary to do multi-collinearity test. Tests for multi- co linearity is done using variance inflation factor (VIF) and Tolerance. As a rule of thumb suggested by Liu (2010) if the VIF of a variable exceeds 10, there is a serious multi-collinearity problem. The VIF indicates whether a predictor has a strong linear relationship with the other predictor(s). Andy (2006) suggests that a tolerance value less than 0.1 almost certainly indicates a serious collinearity problem. In this study all of the predictors were found to have a tolerance of more than 0.1 and a VIF value of less than 10.

Table 5: Multicollinearity Test

Coefficients

		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Organizational culture		
	Bureaucratic	.352	2.843
	Innovative	.345	2.901
	Supportive	.270	3.699
	Leadership style		
	Transformational leadership	.823	1.215
	Transactional leadership	.797	1.254

Based on the coefficient output- Collinearity statistics, obtained tolerance and VIF value of the independent variables i.e. Organizational Culture: Bureaucratic 0.352 (2.843), innovative 0.345 (2.901), supportive 0.270 (3.699) and the leadership styles: transformational 0.823 (1.215), transactional 0.797 (1.254.) The values obtained from collinearity statistics (VIF) was between 1.215 and 3.699 which is far from 10 and also the tolerance values are greater than 0.1. Therefore, it can be concluded that there are no multicollinearity symptoms between the components of the independent variables.

Thus, from an examination of the information presented in all the three tests the researcher concluded that there are no significant data problems that would lead to say the assumptions of linear regression have been seriously violated.

4.1.6 The effect of Organizational Culture and leadership style on employee's quality of work life

In order to see the effect of organizational culture dimensions (i.e., Bureaucratic, Innovative, and supportive) on employees' quality of work life, Multiple Regression Analysis was employed. The following table presents the results of Multiple Regression Analysis. The squared multiple correlation coefficients (R^2) tell us the level of variance in the dependent variable (employees' commitment) which is explained by the model.

Table 6: Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.733 ^a	.537	.532	3.73913

The model summary on Table 6 provides the values of R, R² and adjusted R² for the model that has been derived. For this data R which is the degree of association between organizational culture dimensions and employee's quality of work life has a value of 0.733, the value of R² is 0.537 and the adjusted R² has a value of 0.532.

The results of Multiple Regression analysis, as presented on the above table, revealed that the R² of 0.537 indicates that 53.7% of the variation employee's quality of work life can be predicted by the independent variable organizational culture i.e. (Bureaucratic, Innovative, and Supportive), this implied that employees' quality of work life is influenced by 53.7% of the organizational culture in INSA. The Adjusted R-Square, which accounts for the large number of variables in the analysis, was 0.532.

Table 7: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4763.998	3	1587.999	113.582	.000
	Residual	4110.448	294	13.981		
	Total	8874.446	297			

The above ANOVA table results, shows that the F-value being 113.582 indicates that these combined organizational culture dimensions are significant predictors of employee's quality of work life and also the findings are significant at $p=.000$ which is less than 0.05 which further indicates that it has an impact.

Table 8: Coefficients for organizational culture

		Unstandardized		Standardized			
Model		Coefficients		Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	21.222	1.901			11.164	.000
	Bureaucratic	-.003	.099	-.002		-.028	.978
	Innovative	.681	.078	.573		8.727	.000
	Supportive	.210	.082	.193		2.564	.011

Accordingly, the unstandardized beta coefficient (β) tells us the unique contribution of each factor to the model. A high beta value (β) and a small p value (<0.05) indicate the predictor variable has made a statistically significance contribution to the model. On the other hand, a small beta value (β) and a high p value ($p >0.05$) indicate the predictor variable has little or no significant contribution to the model (George and Mallery, 2003).

Table 8 indicates that two of the organizational culture dimensions (i.e. Innovative, and supportive) had statistically significant contribution on employee's quality of work life

except Bureaucratic dimension, i.e. 0.987, 0.000 and 0.011, respectively which are lesser than the significance level 0.05 ($p > 0.05$) except for Bureaucratic dimension.

According to the above table, it can be seen that Bureaucratic dimension yield negative beta value but it doesn't have significant effect on employee quality of work life with ($\beta = 0.003$). Innovative and Supportive dimension have a significant effect on employee quality of work life with ($\beta = 0.681, 0.210$) which also indicates positive and direct effect on employee quality of work life. In general, Innovative is the most significant independent variable which have significant statistical contribution to employees' quality of work life with p-value of 0.000.

The values for the regression weights are as follows:

$$Y = 21.222 + -0.003B + 0.681I + 0.210S + e \text{ where:}$$

Y= the dependent variable (employees' quality of work life)

B = the first independent variable (Bureaucratic)

I = the second independent variable (Innovative)

S= the third independent variable (Supportive)

e = Standard Error

Bureaucratic: The finding shows that there is no significant influence on employee quality of work life.

Innovative: There is significant and strong association between Innovative organizational culture dimension and employee quality of work life.

Supportive: This organizational culture dimension has significant impact on employee quality of work life.

4.1.7 The effect of Leadership Styles on employee's quality of work life

Regression analysis was performed and it was found that Leadership style was found to be the predictor of employee's quality of work life with an r^2 value of 22.1 percent; this indicates the leadership styles explain 14.5 percent of the variation in quality of work life. As in Table 9 it shows that leadership style has a substantial impact on quality of work life. The adjusted r^2 value denotes that the identified leadership styles explain up to 21.6 per cent shows indicating variance caused on employees' quality of work life on account of leadership styles.

Table 9: Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.470	.221	.216	4.83983

The ANOVA table 10 shows that the p-value for F-Statistics (0.000) is less than the significance level 0.05 ($p < 0.05$). This means that the model is significant or acceptable from a statistical perspective. Leadership style is predictor of employee's quality of work life.

Table 10: ANOVA

		Sum	of			
Model		Squares	Df	Mean Square	F	Sig.
1	Regression	1964.382	2	982.191	41.931	.000
	Residual	6910.064	295	23.424		
	Total	8874.446	297			

Based on the result shown in the Table 11, transformational leadership has a positive influence on employee's quality of work life and it is statistically significant ($\beta = 0.253$, $t = 5.049$, $p > .05$) and Transactional leadership has a positive influence on employee's quality of work life but it is not statistically significant ($\beta = 0.252$, $t = 5.434$, $p > .05$).

Table 11: Coefficients for leadership styles

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34.234	1.483		23.086	.000
	Transformational leadership	.253	.050	.276	5.049	.000
	Transactional leadership	.252	.046	.297	5.434	.000

$$Y = 34.234 + -0.253TF + 0.252TR + e \text{ where:}$$

Y= the dependent variable (employees' quality of work life)

TF = the first independent variable (Transformational leadership)

TR= the second independent variable (Transactional leadership)

Transformational leadership: There is significant and strong association between Transformational leadership style and employee quality of work life.

Transactional leadership: This leadership style has significant impact on employee quality of work life.

4.2 Discussion

In this chapter, the researcher made discussions based on the results of the study in line with previous research findings. The results of the present study were discussed based on the basic research questions of this study and existing body of the literature. The purpose of this study was to investigate insa's employee's perception the effect of organizational culture and leadership style on employee's quality of work life. So, the discussion part of this study was presented below.

➤ The dominant Organizational culture dimensions and leadership style that contribute to employee's quality of work life

Table 2 shows how the twenty-four (24) questions used to assess organizational culture were classified into three categories. According to the one sample t-test table above, the dominant organizational culture dimension with the highest mean score in INSA is Bureaucratic organizational culture, with a mean score of 30.9 (SD= 3.7). This indicates that the employees think their organization is power oriented, cautious, established, solid,

regulated, ordered, structured, procedural and hierarchical. This type of culture doesn't go with an organization like insa which is involved in innovation and creativity.

This result is not similar the study stated in the literature review, which states that innovative and supportive culture produces a higher level of satisfaction than a bureaucratic culture. They came to the conclusion that all cultural dimensions are linked to work life quality. In particular, innovative and supportive cultures have a direct impact on Quality of Work Life, whereas bureaucratic cultures have no direct impact on Quality of Work Life Silverthorne (2004).

And also, the study found that the highest mean score among the leadership styles is 26.8 (SD=5.9), which is the for transformational leadership style. This finding implies that the majority of respondents believe their leaders are transformational. This result is also consistent with Sharachew Admassie (2018) study which reveal that transformational leadership style as the dominant leadership style compared to transactional leadership style.

➤ **Correlation between organizational culture, leadership style and quality of work life**

This research provides evidence that there is a significant relationship between leadership styles and organizational culture. The results show that leadership has a significant positive and negative correlation with organizational culture dimensions.

Most studies in this field support the concept that leadership is considered to be the main factor that affects organizational culture. Buble (2012) studied the interdependence between organizational culture and leadership styles in large firms in Croatia, finding a

significant positive correlation between leadership styles and organizational culture with correlation coefficients of $\beta = 0.465$, which is statistically significant at the significance level of $p = 0.01$ (Buble, 2012). Mozaffari (2008), in his investigation into the relationship between organizational culture and leadership, found that the more congruence there is between organizational culture and leadership styles the more effective managerial skills will be. Niemann and Kotzé (2006) studied the relationship between leadership practices and organizational culture in educational institutions in different environments, their findings providing a sound basis for the proposal that leaders (principles) are able to cultivate a positive school culture. In a worldwide study, the Hay-group¹⁸ identified the fact that leadership style has a 70 percent influence on organizational culture.

A statistically significant relationship was obtained between organizational culture dimensions (Bureaucratic, Innovative and supportive) have positive and significant relationship with quality of work life. Between the three dimensions innovative dimension have a strong correlation with quality of work life. This result consistent with Peter Lok, John Crawford, (2004) which states that three of the organizational culture dimensions have significant and strong relationship with quality of work life.

And also, like organizational culture the correlation with leadership style both types of leadership styles have weak to strong positive and significant relationship with the quality of work life dimensions. Similarly, Studies conducted by T. S. Nanjundeswaraswamy and Swamy, (2013) indicated that both types of leadership styles have a significant relationship with quality of work life but it is weak relationship.

➤ **The effect of Organizational Culture and leadership style on employee's quality of work life**

The main intention of this question was to answer how the employees perceived the effect of organizational culture and leadership style on their quality of work life. The current study findings obtained through questionnaire were revealed that most of the participants agreed that both organizational culture and leadership style affect their quality of work life. From organizational culture except for the bureaucratic innovative and supportive dimensions have influence on quality of work life. So, this finding was consistent with the studies by Silverthorne (2004) which states that organizational culture and quality of work life, concluding that an innovative and supportive culture provides a higher level of satisfaction than a bureaucratic culture. They came to the conclusion that all cultural dimensions are linked to work life quality. In particular, innovative and supportive cultures have a direct impact on quality of work life, but bureaucratic cultures have no direct impact on quality of work life.

In the other hand both transformational and transactional leadership has effect on quality of work life but transformational leadership style has a greater influence than transactional. But it wasn't found consistent with the Norlina M. Ali et al (2015) research which stated in the literature review, their study revealed that both transformational and transactional leadership has effect on quality of work life but transactional leadership style has a greater influence than transformational leadership style.

In general, in exploring the combined effects of leadership style and organizational culture on quality of work life, the results showed that the leadership styles having an effect on quality of work life, while from the three of organizational culture dimensions two of

them (innovative and supportive) did have a significant effect on quality of work life except for bureaucratic culture.

CHAPTER FIVE

5. SUMMARY, CONCLUSION & RECOMMENDATION

This chapter discussed on the summary of the research findings with regard to the objectives of the study and illustrated the conclusions that have been reached. Recommendation that focuses on how the problem identified could be addressed is also included in this chapter.

5.1 Summary

The objective of this study was to assess the influence of organizational culture and leadership styles employee's quality of work life at INSA based on. Wallach organizational cultural dimension (Bureaucratic dimension, Innovative dimension and Supportive dimension), Avolio and Bass leadership components (transformational and transactional leadership styles) with Walton's quality of work life model (Work and Quality of Life, Social Integration in the Workforce and Social Relevance of Work) in INSA.

The design adopted for the study was descriptive survey design. The population for the study was all 1833 employees of INSA. The sample size for the study was 298 which made up from three departments the stratified sampling technique was used to select the respondents.

After categorizing the respondents into three homogeneous strata, the lottery method of simple random sampling procedure was used to select the required number of respondents needed from each stratum.

Questionnaire was the sole data collection instrument used for this study. The reliability coefficient of the instruments was 0.87, 0.76 and 0.78 respectively. which was deemed appropriate and significant. Both descriptive and inferential statistics were used to analyze the data. Specifically, data on the background characteristics of the respondents were analyzed using frequency and percentage distributions while Pearson product moment correlation was used to analyze the first specific objective. Data on the second specific objectives of the study were analyzed using inferential statistics such as the linear multiple regression analysis.

The result was guided by the five research objectives which are:

- To identify the dominant organizational culture, leadership style and quality of work life dimension.
- To identify if there is significant relationship between the variables
- To examine whether organizational culture affect employee quality of work life
- To examine whether leadership style affect employee's quality of work life

The results of one sample t-test analysis reveal that from the three dimensions of organizational culture, the most dominant dimensions of organizational culture currently in INSA is Bureaucratic organizational culture and the most dominant leadership style is Transformational leadership style. In addition, from the three components of quality of work life social relevance of work is more dominant than the others.

The relationship between variables which is their correlation was conducted and the result shows that all organizational culture dimensions (Bureaucratic, Innovative and supportive) have positive and significant relationship with quality of work life. And also,

like organizational culture the correlation with leadership style both types of leadership styles have positive and significant relationship with the quality of work life dimensions.

Multiple linear regression analysis was also conducted to check if organizational culture and leadership style on employee's quality of work life at INSA. The results obtained for organizational culture reveals that except for Bureaucratic organizational culture dimension Innovative and supportive organizational culture dimensions have significant impact on employee's quality of work life.

The result of multiple regression analysis of leadership style reveals that both types of leadership styles (Transformational and Transactional) have a significant impact on employee's quality of work life. Transformational leadership style had the highest effect on employee's quality of work life than Transactional leadership style in INSA.

On the basis of these findings the following conclusions have been reached.

5.2. Conclusion

Based on the research findings, the data obtained from the empirical investigation was carried out in a manner that make it logical for the findings from the sample to be generated in all the general conclusion which can be drawn from the finding regarding organizational cultural and leadership style influence on employees' quality of work life.

The results of the study have provided important implications on the relationship between organizational culture, leadership style and quality of work life.

From the finding, Bureaucratic culture seemed to be the prevailing organizational environment in INSA (see table 2). This finding even supports the literature which states that bureaucratic culture is the most prevalent organizational culture type than the

innovative or supportive culture. Although bureaucratic culture was the most dominant culture at the time of the study, innovative and supportive cultures were also fairly existed. This could imply that if management tries to control the cultures of the organization, it is possible that the dominant culture can be changed from bureaucratic to innovative or supportive culture because this culture provides more to their employees' quality of work life, it makes them comfortable and not leave their organization for other organizations.

Based on the above findings, both types of leadership styles (Transformational and Transactional) have a significant relationship and impact on employee's quality of work life. Transformational leadership is slightly dominant than transactional leadership.

Organizational performance and effectiveness strongly depend on the level of employee's quality of work life. Because it's when those who operate the main task of the organization are satisfied either intrinsically or extrinsically, then operates with their full capacity to achieve the organization goal and objectives. To increase employee's quality of work life, INSA's leaders may need to focus on improving the quality of the supportive relationships between the leaders and the employees.

5.3 Recommendations

Employees are the most important asset in an organization. Therefore, organizations need to have a proper organizational culture and capable leaders to lead and motivate their employees in their daily operation and achieve the organizational goals. Based on the data analyzed, the researcher forwarded the following recommendation for the future improvement.

It is important for INSA Human resource managers to understand the significance of assessing organizational culture to improve the existing organizational culture and leadership styles that affects employees' quality of work life. The identification of cultural profile of an organization is very indispensable to assess the cultural patterns of sub-groups in an organization.

- ✓ In order to improve or establish an effective employees quality of work life in the organization, it is advisable to carry out detailed cultural survey to identify the values, beliefs and assumptions. To do so, INSA's management are recommended to give concern for the research and development department; allocate enough resources such as material, fiancé and assign qualified experts.
- ✓ INSA needs to address its organizational culture and leadership style hand in hand with its employees. INSA should improve the innovative and supportive culture and transformational leadership style leadership style by implementing and reinforcing common values, behavior patterns and practices, with many close connections between deeply held assumptions and visible concrete behaviors. Most importantly, by investing and making sure these are meet through developing a control where it is required and ensures they are being applied.

- ✓ Based on the finding it is seen that supportive organizational culture have the lowest mean and they should also work on that to improve it because it helps the organization to have clear lines of responsibility and authority and to make their work more organized and systematic.
- ✓ the organization has to assess other contributing factors not covered on this research work like ; i.e. work place social support, motivational factors including incentives and salary scales based on bench marks, and to review engagement practices through social gatherings and get together programs and others which may have significant contribution towards employees' quality of work life.
- ✓ In general the organization should ensure that strong organizational culture to be developed and maintain by the organization and also team leaders must adapt appropriate leadership style that will impact employee quality of work life, this can be done by giving training for the leaders.

5.4. Limitations and Future Research

This study has some limitations. First, this the data was collected from one organization, which makes it cautious about proposing broad generalizations of the findings until the results are replicated and extended in other settings. They may be useful as general indicators for other organizations but may not automatically apply to them. Employees in other industries and other countries might provide different responses. Therefore, the results of this study can only be generalized in a limited fashion to employees in other companies in Ethiopia or anywhere else.

Second, findings were based on the perceptions of employees who voluntarily chose to respond to the questionnaire. Therefore, data gathered from this study must be interpreted

with caution, recognizing that they are collected through a self-reporting mechanism, as opposed to direct observation, or actual data analysis and that not all employees in the organization were fully represented in the data. Third, this study collected the data at a particular time with quantitative methodology, so longitudinal or qualitative data would be better at explaining the interrelationships among employees' quality of work life of organizational culture and leadership style.

It is recommended to future researchers to conduct research on other concepts that influence employee quality of work life since the two variables used were able to contribute partial. Therefore, there is the need to find out the other variables that contribute a lot like work place social support, motivational factors including incentives and salary scales. Further studies can also look at the contribution of motivation and employee wellbeing on employees' quality of work life.

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APPENDIX

QUESTIONNAIRES DISTRIBUTED FOR EMPLOYEES OF INFORMATION

NETWORK SECURITY AGENCY

ADDIS ABABA UNIVERSITY SCHOOL OF PSYCHOLOGY GRADUATE

PROGRAM

MASTERS OF ARTS IN SOCIAL PSYCHOLOGY

Dear Respondents:

My name is Surafel Alemu and I am a post graduate student of social psychology at Addis Ababa university. This questionnaire is designed to collect data for the research project titled “The effect of organizational culture and leadership style on employee quality of work life in the case of INSA. Therefore, this is to request your kind cooperation in filling out the questionnaire and I would like to assure you that all the data gathered will be held confidential and will be used for the intended academic purposes only. I would like to express my heartfelt gratitude for your time, willingness and kind support in filling out the questionnaire.

Part I: DEMOGRAPHIC PART

INSTRUCTION: This part of the questionnaire covers the personal and job related background information. Please respond to each question by putting a tick sign the choice that represents your personal profile.

1. Sex

A. Male ☐ B. Female ☐

2. Age

A. under 25 ☐ B. 26-30 ☐ C. 31-40 ☐ D. 41-50 ☐ E. Above 50. ☐

3. Marital Status

A. Single ☐ B. Married ☐ C. separated ☐ D. Widowed ☐

4. Educational Qualification

A. Diploma ☐ B. Degree ☐ C. Masters ☐ D. Above Masters ☐

5. Total years of experience in this company in years

A. under 5 ☐ B. 6-10 ☐ C. 11-15 ☐ D. above 15 years ☐

Part II: Organizational Culture

Please indicate the degree of your agreement/disagreement with the following statements associated with three dimensions of organizational culture (Innovative dimension, Bureaucratic dimension and Supportive dimension). Please make a “√” mark on your response to each statement according to the five-point scale labeled at each statement (1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5). Strongly Agree

	Bureaucratic Dimension	1	2	3	4	5
1	Procedural					
2	Established, solid					
3	Structured					
4	Ordered					
5	Regulated					
6	Cautious					
7	Power-oriented					
8	Hierarchical					
	Innovative Dimension					
9	Pressurized					
10	Results-oriented					
11	Enterprising (readiness to try something new-experiment)					
12	Creative					
13	Driving					

14	Challenging					
15	Stimulating					
16	Risk-taking					
	Supportive Dimension					
17	Sociable					
18	Collaborative (everyone works together)					
19	Equitable (fair)					
20	Safe (no risk)					
21	Trusting					
22	Relationships-oriented					
23	Encouraging					
24	Personal Freedom					

Part III: Leadership style questionnaire

this section consists of questions related to the two leadership styles which are Transformational leadership style and Transactional leadership style of your leader from your perspective. Please make a “√” mark on your response to each statement according to the five-point scale labeled at each statement (1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5).

	Leadership styles	1	2	3	4	5
	Transformational leadership					
1	Show that he expects a lot from me					
2	Give me special recognition when my work is very good					
3	paints an interesting picture of the future for our group.					
4	Is always seeking new opportunities for the organization					
5	Is able to get others committed to his/her dream.					
6	Leads by “doing,” rather than simply by “telling.”					
	Transactional leadership					
7	Always gives me positive feedback when I perform well.					
8	Gives me special recognition when my work is very good.					
9	Commends me when I do a better than average job.					
10	Personally, compliments me when I do outstanding work.					
11	Frequently acknowledge my good performance.					

Pat IV: Quality of Work Life

This questionnaire is to understand how you feel towards your Quality of Work Life. Please, answer all the questions. If you are not sure about the answer, please, choose between the options that seem more appropriated. We are asking how satisfied you are, regarding several aspects of your job. Please make a “√” mark on your response to each statement according to the five-point scale labeled at each statement (1) Very dissatisfied (2) Dissatisfied (3) Neither satisfied nor dissatisfied (4) Satisfied (5) Very satisfied.

	Work and Quality of Life	1	2	3	4	5
1	How satisfied are you with the work influence on your family life/routine?					
2	How satisfied are you with the work influence on your possibilities of leisure?					
3	How satisfied are you with your schedule of work and rest?					
	Social Integration in the Workforce					
4	Regarding the discrimination (social, racial, religious, sexual, etc.) in your work, how do you feel?					
5	Regarding your relationship with your colleagues and bosses at work, how do you feel?					
6	Regarding your team's and colleagues' commitment to work, how do you feel?					
7	How satisfied are you with the valorisation of your ideas and initiative at work?					
	Social Relevance of Work					
8	Regarding the proud of performing your work, how do you feel?					
9	Are you satisfied with the image this company have to society?					
10	How satisfied are you with the communitarian integration (contribution to the society) that the company have?					
11	How satisfied are you with the services and the quality of Products that the company makes?					

12	How satisfied are you with the human resources politic (the way that the company treats the workers) that the company has?					
----	--	--	--	--	--	--