



**EXAMINING THE RELATHIONSHIP BETWEEN LEADERSHIP STYLE AND
ORGANIZATION CULTURE: CASE STUDY ON AT-CON ENGINEERING &
ARCHITECTURAL PLC**

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Ermiyas Teshome

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TABLE OF CONTENTS

LIST OF TABLES	I
LIST OF FIGURES	I
ABSTRACT	II
CHAPTER ONE:	1
INTRODUCTION	1
1.1. Background	1
1.2. Organizational background	1
1.3. Statement of the problem:	2
1.4. Research Questions:	2
1.4. Objectives:	2
1.4.2. General Objectives	2
1.4.3. Specific Objectives	2
1.5. Significance of the study:	3
1.6. Scope and limitation of the study	3
1.7. Ethical considerations	3
1.8. Organization of the study	3
CHAPTER TWO	4
LITRATURE REVIEW	4
2.1. Construction Consultancy Sector	4
2.2. Organizational Culture	5
2.2.1. Clan Culture	5
2.2.2. Market Culture	5
2.2.3. Hierarchy Culture	6
2.2.4. Adhocracy Culture	6
2.3. Organizational Culture in the Construction Consultancy Sector	7
2.4. Things that contribute to strong organizational culture	8
2.5. Significance of Organizational Culture in the Construction Consultancy Sector	9

2.6.	Six Ways Leaders Can Focus on Culture.....	9
2.7.	Leadership Styles	10
2.7.1.	Autocratic Leadership	10
2.7.2.	Democratic Leadership	11
2.7.3.	Transformational Leadership	11
2.7.4.	Servant Leadership.....	12
2.8.	Relationship between Leadership Style and Organizational Culture.....	12
2.9.	Comparison of Leadership Styles	14
2.10.	Case Analysis: At-Con Engineering & Architectural Plc	14
2.11.	Literature Conclusion.....	15
2.12.	Conceptual Framework.....	16
CHAPTER THREE		17
RESEARCH METHODOLOGY		17
3.1.	Introduction	17
3.2.	Research Approach	17
3.3.	Research Design	17
3.4.	Sampling Techniques	18
3.5.	Method of Data Collection.....	19
3.6.	Method of Data Analysis.....	19
CHAPTER FOUR.....		21
DATA ANALYSIS AND PRESENTATION		21
4.1.	Introduction	21
4.2.	Response Rate.....	21
4.3.	Reliability Test.....	21
4.4.	Demographic Characteristics of the Respondents.....	22
4.5.	Descriptive Statistics.....	25
4.6.	Normality Tests.....	32
4.7.	Relationship between Leadership style and Organizational culture	38

4.7.1. Correlation	38
4.7.2. Linear Regression	40
CHAPTER FIVE	44
SUMMARY, CONCLUSION AND RECOMMENDATIONS OF THE STUDY	44
5.1. Introduction	44
5.2. Summary	44
5.3. Conclusion	48
5.4. Recommendations	49
5.5. Further Study Area Recommendation	49
REFERENCE.....	50
ANNEX I: RESEARCH QUESTIONNAIRE	52

LIST OF TABLES

Table 2 1 Summary of merits and demerits of Autocratic leadership style	11
Table 2 2 Summary of merits and demerits of Transformational leadership style	12
Table 2 3 Annual Turnover Data for At-Con Engineering & Architectural Plc	15
Table 3 1 Questionnaires Response Rate.....	18
Table 3 2 Test of Reliability Cronbach Alpha	19
Table 4 1 Response Rate of Respondents.....	21
Table 4 2 Reliability Statistics (Cronbach's Alpha)	22
Table 4 3 Demographics Characteristics	23
Table 4 4 Descriptive Statistics	26
Table 4 5 Computed Variables (Transformed).....	30
Table 4 6 Descriptive Statistics for Transformed Variables	30
Table 4 7 Tests of Normality for Transformed Variables	32
Table 4 8 Pearson Correlation.....	39
Table 4 9 Model Summary for linear Regression.....	40
Table 4 10 Anova from Linear Regression of Transformed Variables.....	41
Table 4 11 Coefficients for Transformed Variables after Linear Regression	42

LIST OF FIGURES

Figure 4 1 Gender Proportion	24
Figure 4 2 Experience Proportion	24
Figure 4 3 Duty Station	24
Figure 4 4 Head office and Project Job Positions.....	25
Figure 4 5 Histogram for Democratic Leadership style (Transformed Variables).....	33
Figure 4 6 Normal Q-Q Plot of Democratic Leadership Style (Transformed Variable)	34
Figure 4 7 Histogram for Organizational Culture (Transformed Variable)	34
Figure 4 8 Normal Q-Q plot of Organizational Culture (Transformed Variable).....	35
Figure 4 9 Histogram for Transformational Style.....	35
Figure 4 10 Normal Q-Q Plot of Transformational Leadership Style (Transformed Variable).....	36
Figure 4 11 Histogram for Autocratic Style.....	36
Figure 4 12 Normal Q-Q Plot of Autocratic Leadership Style (Transformed Variable)	37
Figure 4 13 Histogram for Servant Style	37
Figure 4 14 Normal Q-Q Plot of Servant Leadership Style (Transformed Variable)	38

ABSTRACT

This research paper explores the relationship between leadership style and organizational culture in At-Con Engineering & Architectural Plc. It employs a mixed-methods approach, combining qualitative research methods to gather existing theories and quantitative research to examine the relationship. A survey was conducted among the company's personnel, using a validated questionnaire to assess leadership styles (including transformational, democratic, servant and autocratic) and organizational culture. Leadership style is considered the independent variable, while organizational culture is the dependent variable. Descriptive statistics were used to interpret the survey data, and inferential statistics such as correlation analysis and linear regression were employed to analyze the relationship. Thematic analysis was also conducted on the qualitative data from the literature. The findings indicate a positive and meaningful connection between leadership style and organizational culture at At-Con Engineering & Architectural Plc and also democratic leadership style has been found the dominant and prevailing leadership style. The study highlights the importance of democratic leadership in fostering a positive organizational culture. Overall, this research enhances our understanding of how leadership style influences organizational culture and provides valuable insights for organizations to develop a positive culture through effective leadership practices.

Key words: Organizational Culture, Democratic Leadership, Autocratic Leadership, Servant Leadership, and Transformational Leadership

CHAPTER ONE:

INTRODUCTION

1.1. Background

Leadership style is considered a critical factor that affects organizational culture (Schein, E.H., 2010). The style of leadership employed by a leader has the potential to shape organizational culture, which in turn can have an impact on overall organizational performance. The relationship between leadership style and organizational culture has been studied extensively in various industries, including construction. However, the research on this relationship is still limited in the Ethiopian context, particularly in the construction consultancy sector. The construction consultancy sector in Ethiopia has been growing steadily in recent years, and it has become one of the major contributors to the country's economic development. The sector is characterized by a complex working environment, where the consultant firms work closely with the clients, contractors, and other stakeholders to deliver construction projects.

1.2. Organizational background

At-Con Engineering & Architectural Plc is a construction consultancy company that has been operating for the last two decades to offer a comprehensive range of consulting services to governmental, private sector, and public enterprises in the fields of highway engineering, structural engineering, water resource engineering, bridge engineering, architecture, and other related works. The company has grown significantly, and it is currently one of the leading construction consultancy firms in the country. The Company was founded was founded in 2002 G.C with capital Birr 518,000.00 in capital (Birr Five Hundred Eighteen Thousand) and currently operating with average 5-year Annual Turnover Birr 18,112,602.80. The success of consultancy firms in this sector mainly depends on the quality of services they provide, which is heavily influenced by the organizational culture and leadership style of the firms. However, the relationship between leadership style and organizational culture has not been extensively studied in the construction consultancy sector. Therefore, this research aims to examine the relationship between leadership style and organizational culture in the construction consultancy sector using At-Con Engineering & Architectural Plc as a case study.

1.3. Statement of the problem:

Despite the ongoing debate about the relationship between leadership and organizational culture, the systematic research conducted in order to define the extent and the depth of this relationship is limited (Ogbonna & Harris, 2000). The interconnection between these constructs lacks sufficient empirical findings (Block, 2003). Although the relationship between leadership style and organizational culture has received widespread recognition in the academic literature, little is known about it in Ethiopia's construction consultant industry. Due to the intense competition in the construction consultancy market, organizations with strong organizational cultures and leadership styles typically outperform those without them. Research on the connection between leadership style and organizational culture in the construction consultant industry is, however, lacking. Therefore, the purpose of this study was to investigate the relationship between organizational culture and leadership style taking At-Con Engineering & Architectural Consultancy Plc as case organization.

1.4. Research Questions:

1. How does leadership style influence organizational culture in At-Con Engineering & Architectural Plc?
2. How do different leadership styles manifest within At-Con Engineering & Architectural Plc?
3. What is the dominant leadership style in At-Con Engineering & Architectural Plc?

1.4. Objectives:

1.4.2. General Objectives

To investigate and understand the relationship between leadership style and organizational culture, using At-Con Engineering & Architectural Plc as a case study.

1.4.3. Specific Objectives

1. To examine the relationship between leadership style and organizational culture in At-Con Engineering & Architectural Plc.
2. To analyze the different leadership styles employed by leaders within At-Con Engineering & Architectural Plc.
3. To identify the dominant leadership style within At-Con Engineering & Architectural Plc?

1.5. Significance of the study:

The study shed light on how organizational culture and leadership style interact in the field of construction consulting. The study specifically highlighted the organizational culture's strengths and weaknesses as well as the dominant leadership styles at At-Con Engineering & Architectural Plc. Additionally, the study offered suggestions for improving At-Con Engineering & Architectural Plc's organizational culture and leadership style that might be used by other businesses in the industry.

1.6. Scope and limitation of the study

The scope of the project is limited in only assessing the prevailing leadership style and organizational culture factors in construction consultancy organization and also the relationship direction is it positive or negative as there are no researches related to the relationship between leadership style and organizational culture in the construction consultant industry is and also though survey was intended on the whole population of the organization, 8 supporting staffs working as freelance were not able to reach them.

1.7. Ethical considerations

This research was carried out in a way that was consistent with the ethical considerations that must be made while conducting a study. Before giving the questionnaire, the participants' prior consent has been obtained. Informants are designated as anonymous if they do not want their names to appear in the study. The survey's findings are meant for academic purposes only.

1.8. Organization of the study

The study is divided into five chapters, which also includes the introduction. The background of the organization, the problem statement, the research question, the study's aims, and its importance, scope, and limitations were all included in the first chapter. The review of linked literature that deals with theoretical review, empirical review, and conceptual framework was presented in the second chapter. The third chapter covered the study's methodology, which includes the research's kind and design, its subjects and participants, its data sources, its data gathering tools, its data collection procedures, and its data analysis techniques. The conclusions and discussion points that condense the study's findings were presented in the fourth chapter. The fifth chapter's summary of findings, conclusions, and recommendations were included.

CHAPTER TWO

LITERATURE REVIEW

The review begins with a brief theoretical overview of the construction consultancy sector and the importance of organizational culture. It then discusses leadership styles and their impact on organizational culture, followed by relevant literature how the two variables related to each other in the organization. theories about both leadership behavior and organizational culture are discussed and then about different available literatures describing the relationship between each variable. The construction consultancy sector has been growing rapidly in recent years, and it is crucial to understand the role of leadership style in shaping the organizational culture in this sector. The purpose of this literature review is to examine the relationship between leadership style and organizational culture in the construction consultancy sector, with a particular focus on the case of At-Con Engineering & Architectural Plc.

2.1. Construction Consultancy Sector

The construction consultancy sector is a dynamic and complex industry that provides a wide range of services, including project management, engineering, architectural design, and cost consulting. Project management, engineering, architectural design, and cost consulting are just a few of the many services offered by the dynamic and intricate construction consultant business. Companies must constantly innovate to stay competitive in this highly competitive market. With a market size of about \$1290.07 billion in 2021, the global architectural, engineering consultants, and related services have a substantial impact on the world economy (IBISWorld, 2021).

Architectural firms or engineering consultancy firms are the typical terms used to describe business entities that are engaged in delivering architecture, engineering consultants, and other related services. Processes are carried out by consultants in architecture, engineering, and allied fields with a significant human capital component. They frequently use assignments to make their employees' expertise and abilities available, with one person or a team in charge of providing services to the client. Engineering services, architectural services, surveying & mapping services, geophysical services, laboratory testing services, building inspection services, and drawing services are the main categories of architectural, engineering consultants, and associated services.

2.2. Organizational Culture

The collective values, presumptions, and beliefs that shape behavior within a company are referred to as organizational culture. It is a crucial element that affects how people behave and perform and has an impact on the organization's success (Shahzad, et al., 2012). Different individuals and organizational results, such as employee behavior, learning and development, creativity and innovation, knowledge management, and similar things, are affected by organizational culture (Yesil & Kaya, 2013). The success of an organization in the complex and dynamic construction consultant sector rests on its capacity to adjust to shifting market conditions and client demands. In this aspect, organizational culture is essential since it affects how flexible and adaptable an organization is.

2.2.1. Clan Culture

Organizational cultures known as "clan cultures" place a strong emphasis on cooperation, teamwork, and employee empowerment. It is distinguished by a familial environment where workers are treated as family members rather than as mere employees. Clan cultures are common in companies that promote employee involvement, participation, and development, according to Cameron and Quinn (2013). Communication, feedback, and collaboration are highly valued in these firms, which gives workers a sense of community. The fact that clan culture encourages employee participation and loyalty is one of its benefits. When workers feel valued and appreciated, job satisfaction increases and turnover rates decrease. Clan cultures also promote creativity and innovation by encouraging employees to freely express their thoughts and suggestions. Clan cultures can, however, also be detrimental since they can foster a lack of responsibility and an aversion to change. Employee complacency and resistance to new ideas are two things that could prevent an organization from growing and developing.

2.2.2. Market Culture

An organizational culture known as "market culture" places a strong emphasis on success, competition, and outcomes. Employees are rewarded for their success in this atmosphere, which is results-driven and competitive. Market cultures are common in businesses that prioritize success, rivalry, and customer attention, according to Cameron and Quinn (2013). Such firms place a high value on accountability, performance, and results, which inspires workers to pursue excellence. The fact that market culture encourages a strong focus on outcomes and performance is one of its benefits. Motivated workers can boost productivity and profitability by exceeding expectations and achieving their goals. Additionally, market cultures

put the demands of the client first, ensuring that the business fulfills those objectives (Mulder, 2017). Market cultures can, however, also be a drawback because they can discourage cooperation and teamwork. Overly individualistic concentration among employees might impede company success and creativity.

2.2.3. Hierarchy Culture

Organizational cultures that place a strong emphasis on stability, control, and efficiency are called hierarchical cultures. It is distinguished by a formal, structured workplace where staff members are required to abide by policies. Hierarchy cultures are common in firms that prioritize consistency, predictability, and effectiveness, claim Cameron and Quinn (2013). Control, coordination, and standardization are heavily emphasized in these organizations to ensure that the business is run effectively.

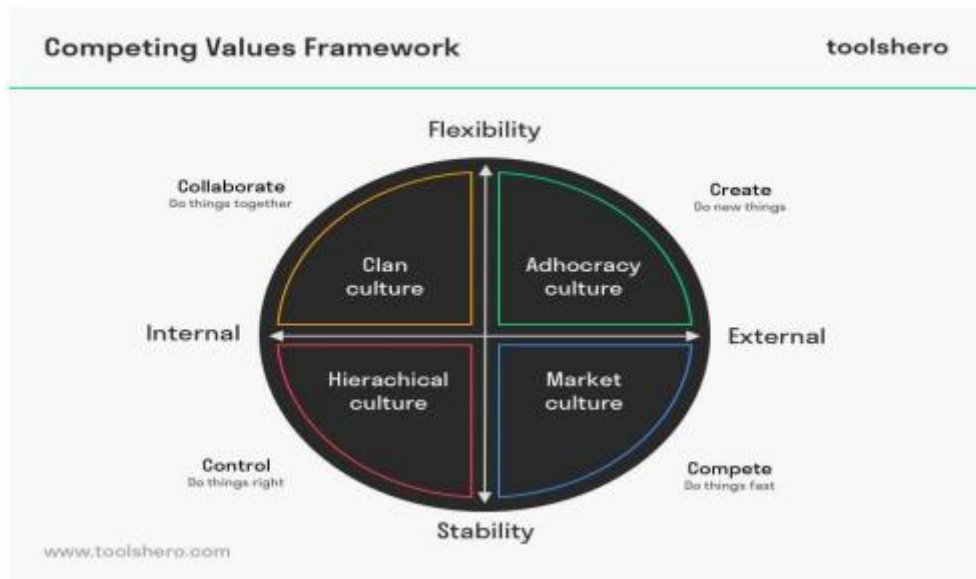
The sense of stability and predictability it provides is one of the benefits of hierarchical culture. Employees are more efficient because they are aware of what is expected of them and how to do their tasks well. Furthermore, hierarchy cultures are well-structured and ordered, which makes sure that the organization is running in a managed and coordinated way. Hierarchy cultures can, however, also be a drawback because they can prevent innovation and creativity. Employees could become overly preoccupied with adhering to policies and procedures, which could impede organizational progress.

2.2.4. Adhocracy Culture

Organizational cultures that place a strong emphasis on innovation, taking risks, and adaptability are called adhocracy cultures. It is distinguished by a vibrant, entrepreneurial environment where staff members are urged to take chances and try out novel concepts. Adhocracy cultures are common in companies that prioritize creativity, innovation, and adaptation, claim Cameron and Quinn (2013). Such companies place a high value on experimenting, learning, and continual improvement, which motivates staff to think creatively.

Adhocracy culture has the benefit of encouraging innovation and creativity, among other things. Employees are urged to take chances and try out novel concepts because doing so can result in game-changing discoveries. Adhocracy cultures are also adaptable and agile, enabling businesses to react swiftly to shifting market conditions. Adhocracy cultures can, however, also be a drawback since they can result in a lack of structure and direction. The constant change and unpredictability may overwhelm employees, which may result in burnout and turnover.

Adhocracy-based organizations place a strong emphasis on outward positioning while retaining a lot of flexibility and freedom. Gaal and others (2010)



Source: 1 (Gaal, et al., 2010)

2.3. Organizational Culture in the Construction Consultancy Sector

In the construction consultancy sector, organizational culture is shaped by various factors, including the nature of the industry, the size of the organization, and the leadership style. The construction consultancy sector is a project-based industry, and its success depends on the ability of the organization to deliver projects on time, within budget, and to the satisfaction of the client. Therefore, the organizational culture within this sector is focused on delivering quality services to clients. The size of the organization also influences the organizational culture within the construction consultancy sector.

Small organizations have a more informal and flexible culture, while large businesses tend to be more formal and bureaucratic. The degree of specialization and employee collaboration in the field of construction consulting are influenced by the size of the company. Another element that affects organizational culture in the construction consultancy sector is leadership style. The organization's leadership style affects how committed, engaged, and motivated its employees are. Transactional leadership, which focuses on incentives and punishments, is less effective at fostering a healthy organizational culture than transformational leadership, which stresses employee empowerment, collaboration, and creativity.

2.4. Things that contribute to strong organizational culture

According to LUISER (2010), an organization's foundation should be a supportive culture. Typical elements of organizational culture include:

- **Meaningful work:** Since most people spend close to 30% of their waking hours at work, it should have a profound personal impact on them. They should be inspired to excel in their positions and feel that they have the chance to do so. People can grow and feel more committed to their work when they have a vision for their role. Seeing new and additional opportunities at work encourages workers to remain motivated and make important contributions.
- **Appreciation:** Avoid letting great personnel go due to a negative business culture. Celebrate career milestones and accomplishments for your staff as an investment. Employees who receive personal appreciation from coworkers, friends, superiors, and family members feel appreciated.
- **Wellbeing:** is more than just maintaining a healthy weight and consuming a balanced diet. It also includes the social and emotional wellbeing that people experience when they are a part of a strong support network. While promoting a healthy lifestyle, your organization's culture should also promote a healthy sense of community.
- **Connection:** According to research, isolation and burnout at work have risen recently. Social media tools, which were developed to connect us, have taken the role of interactions. Employees are still not as closely tied to their company or sharing as many experiences as in the past, though. This disconnect prevents teamwork and might lessen a person's sense of purpose and belonging at work. 5- Leadership is one of the factors that affects your culture.
- **Leadership influences company culture heavily.** By fostering employee growth and development through goal-setting, opportunities, and rewards, leaders can reinforce company values. Encourage staff advancement through frequent one-on-one meetings and ongoing two-way feedback. Employees' faith in their leader grows when they can discuss their job in an open and continual manner.

2.5. Significance of Organizational Culture in the Construction Consultancy Sector

Organizational culture is significant in the construction consultancy sector as it affects the performance of the organization in various ways. First and foremost, company culture affects how motivated, engaged, and committed employees are. An effective organizational culture encourages worker dedication, engagement, and motivation, all of which improve the organization's success.

Secondly, organizational culture influences the level of innovation and creativity within the organization. A positive organizational culture promotes innovation and creativity, which enhances the ability of the organization to adapt to changing market conditions and customer needs. Thirdly, corporate culture affects how much cooperation and teamwork exist within the company. Collaboration and teamwork are encouraged by a healthy organizational culture, which improves the organization's capacity to provide customers with high-quality services.

2.6. Six Ways Leaders Can Focus on Culture

Every leadership plan should put a lot of emphasis on inspiring people since leaders have a tremendous impact on the culture of a business. There are numerous ways to accomplish this, according to G. N. Stock and K. L. McFadden (2007)

- Be a role model: No exceptions—those in positions of authority must live up to the culture they promote. In the event that confidence is ever betrayed, a sincere apology (and, depending on the circumstance, perhaps even consequences) had best follow promptly.
- Observe for insights: It can often be very instructive to take a step back and observe what's going on in the office. Pay attention to minute things about the workplace and how people behave. When you take a step back, you might be amazed by how much you can learn.
- Provide an open communication platform: Answers can be supplied immediately when everyone has the opportunity to ask senior leaders questions. In addition to giving employees a voice, this is a wonderful opportunity to reiterate the company's objectives and values.
- Take meaningful action on feedback: The value of requesting feedback is based on the subsequent action. There is no point in pretending to be attentive.

- Empower employees: Greater problem-solving and innovation are made possible by an autonomous culture. Employees will perform better than expected when given the freedom to contribute and take responsibility.
- Recognize a job well done: Openly expressing gratitude to coworkers makes them happier and more effective. Employees are more devoted to their team and the organization as a whole when they are aware that their bosses take the time to express gratitude. K. L. McFadden, G. N. Stock, and C. R. Gowen (2007).

2.7. Leadership Styles

According to Newstrom and Davis (1993), a leader's style is their approach to setting goals, carrying them through, and inspiring others. Businessjargon.com, however, defines leadership style as a behavioral configuration used by a leader to influence the behavior of his followers, i.e., the manner in which he delivers directives to his followers and inspires them to realize the organizational vision. Lussier and Achua (2010) define a leader's leadership style as a collection of the characteristics, abilities, and behaviors they employ when interacting with followers. More or less, there is a similarity in these three definitions all definitions agreed that leadership style is way of interacting and influencing followers.

Great leaders with specific leadership philosophies in setting direction, taking action, and inspiring followers have evolved throughout history. Organizational culture is greatly influenced by the leadership style of the organization. The method a leader uses to persuade and inspire their followers is referred to as their leadership style. Autocratic, democratic, transformational, and servant leadership are among the various leadership philosophies. While democratic leadership entails the engagement of followers in decision-making, autocratic leadership is characterized by a leader who makes choices without involving their followers. While servant leadership focuses on meeting followers' needs, transformational leadership entails inspiring and motivating followers to achieve a common goal.

2.7.1. Autocratic Leadership

A leader that practices autocratic leadership is one who takes all decisions alone, without consulting the team or group. Decisions made by the leader are final and cannot be contested or changed. Authoritarian or directive leadership are other names for this type of leadership. When making swift choices and exercising extreme control, such as in an emergency or during a crisis, autocratic leadership is suitable. Positively, authoritarian leaders can accomplish corporate goals more quickly since they act without delay and without consulting others.

Autocratic CEOs, on the other hand, may result in low job satisfaction and employee morale as a result of employees feeling excluded and disempowered. Furthermore, because employees may believe that their contributions are not valued, authoritarian leadership can result in high staff turnover and low retention rates. The following list of pros and flaws serves as a summary:

Table 2.1 Summary of merits and demerits of Autocratic leadership style

Merits	Demerits
Time spent on making crucial decisions can be reduced	Sometimes lead to employee rebellion
Chain of command can be clearly emphasized	It limits employee creativity and innovation
Mistakes in the implementation of plans can be reduced	It reduces group synergy & collaboration
Using authoritarian leadership style creates consistent results	

2.7.2. Democratic Leadership

A leader that practices democratic leadership incorporates the team or group in the decision-making process. The leader employs a participative approach to decision-making and solicits feedback from the team or group. Participative leadership or consultative leadership are other names for this type of leadership. When problem-solving, invention, and creativity are needed, such as in research and development teams, democratic leadership is acceptable. Positively, democratic leaders can increase worker motivation and happiness by making them feel as though their contributions are recognized. Additionally, democratic leadership can result in higher retention rates and reduced turnover rates since workers feel invested in the success of the company. However, democratic leadership has a downside in that it may result in slower decision-making because the leader must confer with the team or group before making a choice.

2.7.3. Transformational Leadership

A leader that practices transformational leadership encourages and motivates their team or organization to reach their maximum potential. The leader promotes innovation and creativity while fostering a healthy work atmosphere. This manner of leading is also known as charismatic leadership. When high levels of creativity and invention are required, such as in technology or marketing teams, transformational leadership is ideal. Positively, because they believe they are contributing to a common cause and that their contributions are valued, transformational leaders can boost employee motivation and happiness. Moreover, because employees feel like they are a part of a vibrant, forward-thinking firm, transformational

leadership can result in higher retention rates and reduced turnover rates. On the other hand, transformative leadership may result in exaggerated expectations and a focus on immediate rather than long-term goals.

Table 2 2 Summary of merits and demerits of Transformational leadership style

Merits	Demerits
High morale of employees is often experienced	Leaders can deceive employees
Uses motivation and inspiration to gain the support of employees	Consistent motivation and constant feedback may be required
It places high value on relationships.	Tasks can't be pushed through without the agreement of employees
It leads to a lower employee turnover rate	

2.7.4. Servant Leadership

Servant leadership is a type of leadership in which the leader puts the needs of the team or group before his or her own. The team or group is encouraged to grow in their knowledge and skills as the leader works to empower them. This manner of leading is also known as humble leadership. When high levels of cooperation and teamwork are necessary, such as in healthcare or social services organizations, servant leadership is acceptable. On the plus side, servant leaders can boost motivation and job satisfaction among staff members by making them feel valued contributors to the team.

2.8. Relationship between Leadership Style and Organizational Culture

Organizational culture is significantly influenced by leadership style (Surucu & Yesilada, 2017). A leader's chosen leadership approach can have an impact on the corporate culture by changing the values, presumptions, and assumptions of the workforce. For instance, a democratic leadership style is more likely to foster a collaborative and open organizational culture than an autocratic leadership style, which is more likely to result in a hierarchical and controlled organizational culture. Similar to how transformational leadership tends to foster an inventive and adaptable company culture, servant leadership tends to foster a nurturing and caring environment. and encouraging workplace. Moreover, because employees feel like they are a part of a team that appreciates their well-being, servant leadership can result in higher retention rates and lower turnover rates. However, when the leader concentrates on meeting the needs of others rather than establishing clear objectives and goals, servant leadership may result in a lack of assertiveness and direction (Giritli, et al., 2013) (Surucu & Yesilada, 2017).

Since leadership shapes company culture and culture in turn supports specific leader behaviors, the relationship between leadership and culture is not one-way (Giritli, et al., 2013). Schein noted that culture and leadership are thus two sides of the same coin and that "the formation and administration of culture" is a special quality of leadership. 2009's Cotter-Lockard Additionally, we can draw the conclusion that one aspect cannot be understood if another one is absent (Surucu & Yesilada, 2017). Additionally, leaders influence business culture through forging shared visions, addressing unacceptable conduct, fostering effective communication, and organizing and training new hires. By establishing a new set of agreed values, managers can foster the desired company culture and encourage organizational innovation. Leaders are crucial in creating organizational culture in new organizations. They establish the organizational culture and give it meaning, both of which they consider crucial for their company (Hosseini, et al., 2019).

Tsui, Zhang, Wang, Xin, and Wu (2006) found that leadership significantly influenced organizational culture in their study of top-level and middle management. Their findings showed that cultural values were either generated quickly as a result of leaders' deliberate actions or over time through member interactions and institutional procedures. As a result, Tsui et al. (2011) placed more focus on how leaders shape culture than the influence of a leader's traits on culture development. Overall, they came to the conclusion that systems and procedures that direct employees' conduct are essential to the maintenance of culture. When considering leadership as a potential antecedent of culture, Sarros et al. (2002) and Block (2003) found that employees who gave their immediate supervisor high marks for transformational leadership were more likely to view their company's culture as supportive, integrative, adaptive, and mission-focused. Additionally, Sarros et al. discovered that cultures that place a focus on rewards are best predicted by a combination of transformational and transactional leadership styles.

Following the creation of a vision, an organizational leader can have an impact on the members of the organization in five ways: (1) by paying attention; (2) by responding to serious incidents; (3) by setting an example; (4) by allocating rewards and status; and (5) by establishing criteria for new hires and promotions. In this approach, the creation, maintenance, and reinforcement of organizational culture depend on effective leadership (Catherine T. Kwantes, 2017). Furthermore, the actions of leaders influence a variety of organizational outcomes, including

employee performance, interpersonal trust, and more generally the culture and environment that direct an organization's overall activity or development. (Karadag, 2015).

2.9. Comparison of Leadership Styles

Each leadership style has its advantages and disadvantages, according to Sarros et al. The best leadership style relies on the circumstance and organizational context. However, it can result in low job satisfaction and low employee morale. Autocratic leadership is ideal in situations that call for rapid choices and a high degree of control. Democratic leadership is appropriate in circumstances that call for originality, inventiveness, and problem-solving abilities, yet it can result in more deliberate decision-making. Transformational leadership is appropriate in situations that require a high level of creativity and innovation, but it may lead to unrealistic expectations and a focus on short-term goals. Servant leadership is appropriate in situations that require a high level of collaboration and teamwork, but it may lead to a lack of assertiveness and direction.

2.10. Case Analysis: At-Con Engineering & Architectural Plc

At-con Engineering & Architectural consultancy plc was founded in 2002 G.C. to offer a comprehensive range of consulting services to governmental, private sector, and public enterprises in the fields of highway engineering, structural engineering, water resource engineering, bridge engineering, architecture, and other related works. Ethiopia's capital city of Addis Ababa is home to the construction consulting company, At-Con Engineering & Architectural Plc. The business offers a wide range of services, such as cost consultancy, engineering, and project management. The company has been in business for more than 20 years and employs approximately 55 people, including 34 engineers and architects, 13 technicians, and 8 support staff members. The senior team has extensive experience in contract administration, building design, bridge and road design, and project management.

The company's Addis Ababa office is well-equipped with contemporary computers, printers, copiers, scanners, and telecommunications equipment, including a phone, fax machine, and the internet. Currently, the headquarters are situated on the sixth floor of the Mati Building, which is located near St. Michael Cathedral on the route from Megenagna to CMC. The Company was founded with Birr 518,000.00 in capital (Birr Five Hundred Eighteen Thousand). through 2021, the Annual Turnover for the previous five years is:

Table 2 3 Annual Turnover Data for At-Con Engineering & Architectural Plc

Annual Turnover Data	
Year	Amount and Currency
2021	18,580,814.00
2020	18,516,886.00
2019	17,406,108.00
2018	17,959,123.00
2017	18,100,083.00
Average Annual	18,112,602.80

2.11. Literature Conclusion

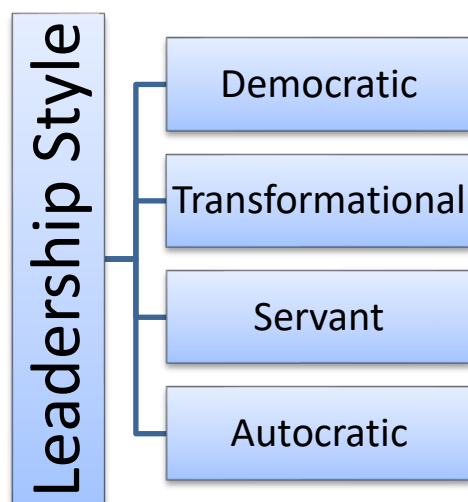
The literature review used the instance of At-Con Engineering & Architectural Plc to analyze the relationship between organizational culture and leadership style in the construction consulting industry. The review has found that different leadership styles are more effective in different organizational cultures. Transactional leadership has been found to be effective in market culture transformational leadership in clan culture, and autocratic leadership in hierarchy culture.

Furthermore, A strong organizational culture is also crucial for success in the construction consultant sector, where project delivery necessitates high levels of coordination and teamwork, according to the analysis. At-Con Engineering & Architectural Plc has a solid track record for completing projects of the highest caliber on schedule and within budget.

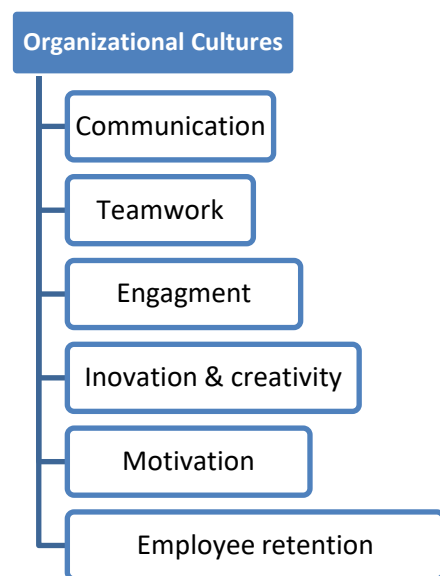
2.12. Conceptual Framework

According to Rowley, J., and Slack, F. (2004) A Conceptual framework may aid in the creation of a full understanding of the research issue and can be used as tools to properly explain the study's emphasis and factors. This study considers leadership style as an influencing factor of organizational work culture.

(Independent Variable).



(Dependent Variable)



CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

The study looked at how the leadership style of At-Con Engineering & Architectural Plc affects the organizational culture of the company in the construction consultancy sector. Consequently, the organizational culture is being measured while the leadership style is being controlled.

3.2. Research Approach

As described by Creswell (2014), quantitative research approach is designed to test theories by testing and proofing the relationship between variables. Therefore, the research used a mixed-methods research approach. First, the qualitative approach, with an extensive review of the relevant literature on leadership style, organizational culture, and the construction consultancy sector are used to collect data on the leadership style and organizational culture of At-Con Engineering & Architectural Plc. This help to identify the existing theories, frameworks, and models related to the topic, and this also provided a foundation for my research.

Second, a quantitative research approach was employed to examine the connection between organizational culture and leadership style. in which the relationship between the independent and dependent variables is empirically tested. That is, leadership style which are transformational, servant, democratic and autocratic were taken as independent variable whereas organizational culture was taken as a dependent variable.

3.3. Research Design

The case study method allows for an in-depth exploration of a specific case, in this case, At-Con Engineering & Architectural Plc. It provides an opportunity to gather rich and detailed data from multiple sources and employ various data collection tools. This approach aligns with Denscombe's (2010) view that case studies can utilize diverse data sources and types. The case (At-Con Engineering & Architectural Plc) was not chosen randomly but rather purposively. This means that the selection of the case was based on specific attributes or characteristics that are relevant to the research problem. By choosing a case with known attributes related to the variables of interest (leadership style and organizational culture), the researcher investigates the practical problem in a targeted and meaningful way.

The proposed approach suggested conducting a survey with the employees of At-Con Engineering & Architectural Plc to assess their perceptions of organizational culture and leadership style. This data collection method allowed for gathering information directly from the individuals who are experiencing and witnessing the dynamics within the organization. By surveying employees using closed ended Likert scale questionnaire, the researcher captured their perspectives on organizational culture and their perceptions of the leadership styles exhibited within the company.

The proposed research design treats leadership style as the independent variable and organizational culture as the dependent variable. This design allowed for examining the relationship between the two variables, exploring how different leadership styles (independent variable) influence the organizational culture (dependent variable). By analyzing the strength and direction of this relationship, the researcher gained insights into how leadership style impacts the overall culture within At-Con Engineering & Architectural Plc.

In summary, the research approach utilizes a case study method, purposefully selects At-Con Engineering & Architectural Plc as the case, collects data through surveys questionnaires from employees, and examines the relationship between leadership style and organizational culture. This approach aligns with established research methodologies and provides a focused and relevant investigation of the research problem.

3.4. Sampling Techniques

At-Con Engineering & Architectural consultancy Plc have employs currently approximately 55 people, including 34 engineers and architects, 13 technicians, and 8 support staff members. The sample for this study was the whole population of the organization except the supporting staffs as they are employed as freelance, as result gathered data from them will not be representative of the population and purposely excluded from the study. Moreover, sample generated by different sampling methods was not sufficient to provide statistical power for the analysis and also the population by itself is not that much large. So, the full population of the organization are used for this study.

Table 3 1 Questionnaires Response Rate

Questionnaires Distributed	Questionnaires Returned	Percentage
47	47	100%

Source: Survey Result

3.5. Method of Data Collection

As the research has quantitative design, conducting questionnaire surveys with a Likert scale to gather vital information also measure both the dependent and independent variables. The survey questionnaire has 4 questions about general information, 16 questions to measure the leadership style and 11 questions to measure the dependent variable organizational culture. The Likert scale, a commonly used rating system for measuring attitudes and opinions, allowed respondents to indicate their level of agreement or disagreement with specific statements. Five Likert scale was applied: 1 stands for “Strongly Disagree”, 2 for “Disagree”, 3 for “Neutral”, 4 for “Agree” and 5 stands for “Strongly Agree”

To efficiently collect the data, Google Forms was employed as the platform for the questionnaire. Google Forms provided a convenient and user-friendly interface for participants to respond to the survey questions, while also enabling the automatic compilation of responses in a spreadsheet format. The utilization of Google Forms streamlined the data collection process, allowing for efficient analysis and interpretation of the obtained data.

3.6. Method of Data Analysis

In the data analysis phase, a comprehensive approach was adopted, encompassing both descriptive and inferential statistics. The survey questionnaire responses were analyzed using descriptive statistics, including measures such as mean, standard deviation, and frequency distributions. To investigate the relationship between leadership style and organizational culture, inferential statistics, specifically correlation analysis and linear regression, were employed and the statistical package for social science (SPSS v 23). Inferential Cronbach’s alpha was used to ensure the reliability of the items used on the survey. According to George and Mallery (2013), rules of thumb Cronbach alpha: >0.9-Excellent, >0.8- Good, >0.7- Acceptable, >0.6- Questionable, >0.5-Poor. It was detected that 32 items of the questions were 72.1% that means that the information is credible and acceptable. A value higher than 70% is considered very good and it is acceptable in this case.

Table 3 2 Test of Reliability Cronbach Alpha

Cronbach's Alpha	N of Items
.721	32

Source: Survey Data, 2023

Furthermore, the qualitative data obtained from the literature study were subjected to thematic analysis, allowing for the identification of recurring themes and patterns within the perspectives of the employees on organizational culture and leadership. This multi-faceted analysis methodology ensured a robust examination of the collected data, providing valuable insights into the research objectives.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1. Introduction

This chapter describes the analysis and interpretation of the collected survey data to examine the relationship style and organizational culture taking At-Con Engineering & Architectural consultancy Plc as a case. The chapter includes the analysis of the demographic behavior of the respondents, descriptive statistics, inferential statistics, such as correlation and linear regression are used to present the analysis and later used to interpret the data.

4.2. Response Rate

47 questionnaires were distributed to respondents and 47 were appropriately filled and returned with the rate of 100%. According to Ruta. (2017), response rate of 50% is satisfactory, 60% is Good and 70% and above is excellent for a research. Hence, with 100% response rate was obtained for this study shown below on response rate of respondents table 4.1.

Table 4 1 Response Rate of Respondents

Questionnaires Distributed	Questionnaires Returned	Percentage
47	47	100%

Source: Researcher's computation result, 2023

4.3. Reliability Test

The reliability of the questionnaire that was used for the data collection is used properly in order to understand the opinions of the research participants. The questionnaire that is being used must be reliable in order to provide effective information that is critical for the progress of the society. The reliability of the questionnaire is assessed by focusing on if the questionnaire is providing credible information. If the same questionnaire is used well in order to collect information from other place and it provides credible information or not. The reliability statistic using statistical package for social sciences (SPSS) is used with the help of Cronbach Alpha it was detected that 32 items of the questions was 72.1% that means that the information is credible. A value higher than 70% is considered very good and it is acceptable in this case.

Table 4 2 Reliability Statistics (Cronbach's Alpha)

Cronbach's Alpha	N of Items
.721	32

Source: Researcher's computation result, 2023

4.4. Demographic Characteristics of the Respondents

This section of the chapter focuses on describing gender, duty station, job position, and experience, among the demographic characteristics of respondents presented and discussed below on table 4.3 using descriptive statistics of frequency and percentile

- The gender proportion of the participants that participated for the research are shown on the table below. There were 71.1% male and 28.9% females.
- Accordingly, employee experience ranges from <1yrs constituting 6.4%, 1-2 yrs. constituting 25.5%, 3-5 yrs. constituting 36.2%, 6-10 yrs. constituting 25.5% and > 10yrs. constituting 6.4% of the respondents. This indicates most of the respondents in the company are with experience in the company range of 3-5 yrs. and it is about 35.6% and in second position employee with experience 1-2 yrs. constituting 25.5% and thirdly with experience 6-10 yrs. which are 25.5%.
- Similarly, total of 47 company employee 20(44.4%) employee are head office staffs & 25(55.6%) employees are project staffs and organization job position include Division manager, Team leader, Architect, Engineers, Finance, Human Resource, procurement and purchaser, Project coordinator, Resident Engineer, Assistant Resident Engineer & Inspector. Out of the total employee 11(24.4%) Engineers Experts & 9(20%) Resident Engineers count the first & second portion.

Table 4 3 Demographics Characteristics

No	Variables	Categories/ Characteristics	Frequency	Percent	Valid Percent
1	Sex	Male	33	70.2	70.2
		Female	14	29.8	29.8
		Total	47	100	100
2	Experience	<1 Year	3	6.4	6.4
		1-2 yrs	12	25.5	25.5
		3-5 yrs	17	36.2	36.2
		6-10 yrs	12	25.5	25.5
		> 10yrs	3	6.4	6.4
		Total	47	100.0	100.0
3	Duty station	Head office	24	51.1	51.1
		Project Office	23	48.9	48.9
		Total	47	100.0	100.0
	Job Position	Division Manager	2	4.4	4.4
		Team Leader	3	6.7	6.7
		Architect	1	2.2	2.2
		Engineer	11	24.4	24.4
		Finance	1	2.2	2.2
		Quantity Surveyor	1	2.2	2.2
		Draft Man/Woman	1	2.2	2.2
		Project Coordinator	3	6.7	6.7
		Resident Engineer	9	20.0	20.0
		Assistant Resident Engineer	5	11.1	11.1
		Inspector	2	4.4	4.4
		Human Resource	2	4.4	4.4
		Purchaser	2	4.4	4.4
		Procurement	2	4.4	4.4
		Total	47	100.0	100.0

Source: Researcher's computation result, 2023

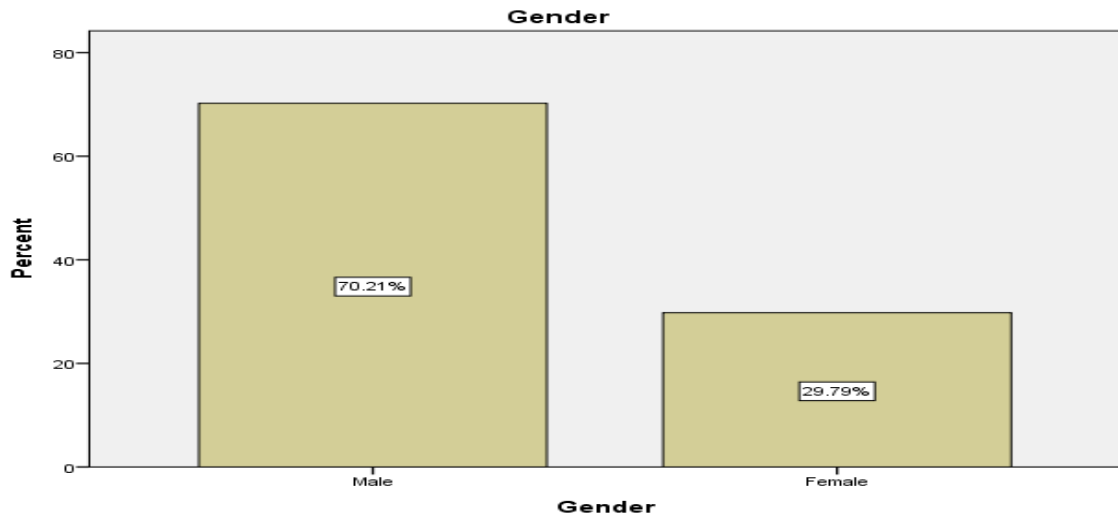


Figure 4 1 Gender Proportion

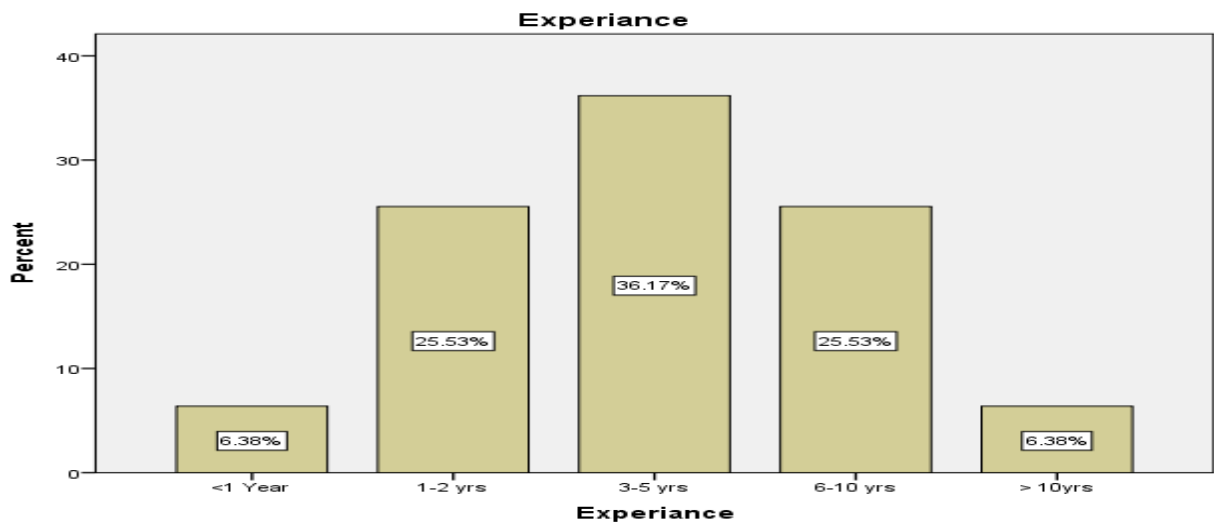


Figure 4 2 Experience Proportion

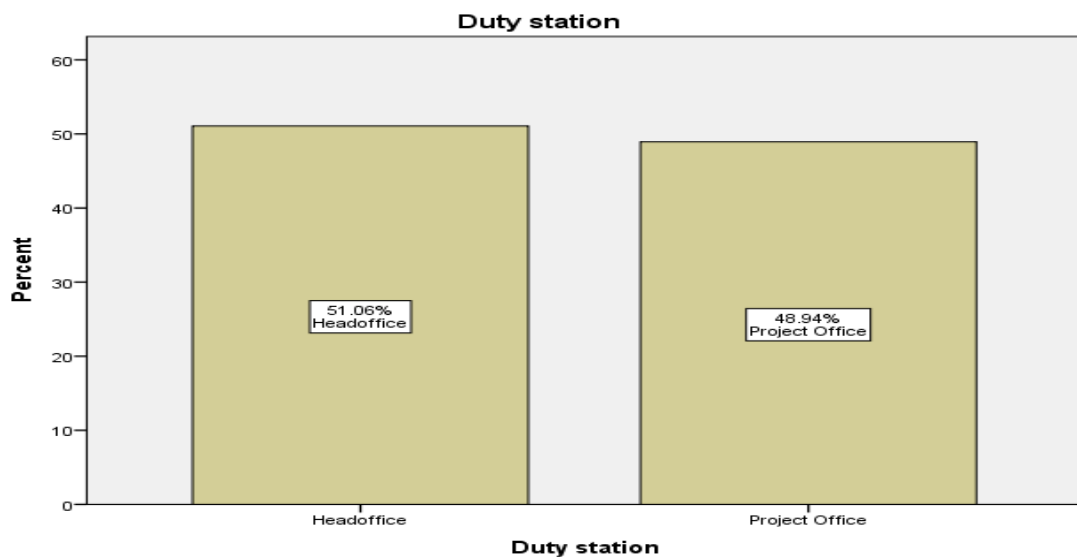


Figure 4 3 Duty Station

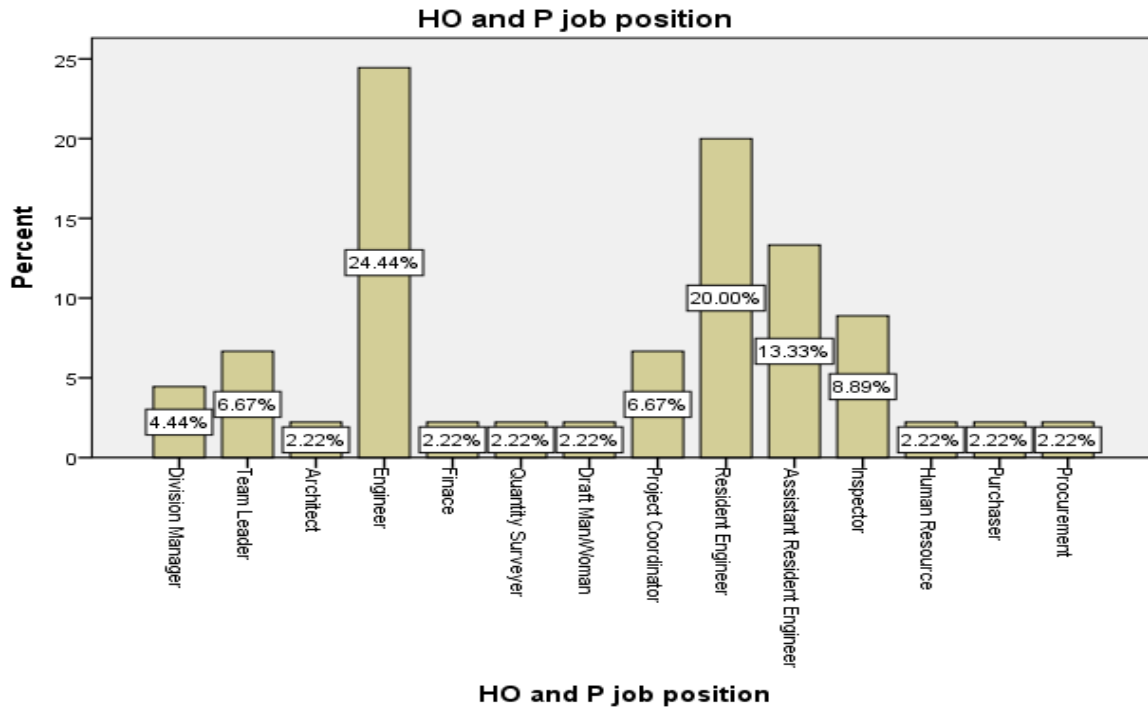


Figure 4 4 Head office and Project Job Positions

4.5. Descriptive Statistics

The 47 participants shared their views and the information was analyzed which the descriptive statistics was used in SPSS to check the normality of the data using Skewness value, Kurtosis value, histograms and also Shapiro-Wilk test for analyzing the research findings based on the information that was collected using the questionnaire. The information shows that the data that was collected is normal and the mean, minimum value, maximum value, standard deviation of the data, the skewness and kurtosis of the data were all checked to analyze the information.

Saunders (2008), for a sample size less than 50, the acceptable range for skewness is between -1.5 and 1.5 while for kurtosis is between 6 and 8. Similarly according to Learn Stat. (n.d.). the cutting value for the Shapiro-Wilk test is 0.05. if the Sig. value of the Shapiro-Wilk test is greater than 0.05, the data is normal. Accordingly, I have found the Skewness value, Kurtosis value and also Shapiro-Wilk test value to be within this range so the researcher conducted the rest of the important tests.

Table 4.4 Descriptive Statistics

Descriptive Statistics							
	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Gender	47	1.30	.462	.913	.347	-1.220	.681
Experience	47	3.00	1.022	.000	.347	-.476	.681
Duty station	47	1.49	.505	.044	.347	-2.089	.681
Organizational culture	47	2.32	1.144	.513	.347	-1.174	.681
Satisfied with OC	47	3.17	.940	-.027	.347	-.554	.681
Teamwork	47	3.19	.970	.045	.347	-.575	.681
Express ideas and opinions	47	3.36	1.223	-.222	.347	-.972	.681
Employee training and development	47	2.26	1.010	.645	.347	-.029	.681
Achievement's recognition	47	2.62	1.033	.475	.347	-.357	.681
Value innovation and creativity	47	2.70	.954	.173	.347	-.473	.681
Level of employee motivation	47	3.02	1.132	-.137	.347	-.681	.681
Level of employee engagement	47	3.47	1.080	-.184	.347	-.838	.681
Level of employee retention	47	3.28	.971	-.298	.347	-.088	.681
Level of employee satisfaction	47	2.96	1.103	-.015	.347	-.469	.681
Level of innovation	47	3.04	1.160	.089	.347	-.741	.681
How likely to recommend leaders in the organization actively involve employees in decision-making processes and value their input?	47	3.34	1.307	-.489	.347	-.877	.681
leaders in the organization communicate the vision and goals of the organization to employees	47	2.9149	1.10000	-.235	.347	-.755	.681

leaders in the organization promote collaboration and teamwork among employees	47	3.5106	.99722	-.099	.347	-1.000	.681
leaders in the organization empower employees to take ownership of their work and make decisions?	47	2.9149	.95165	.018	.347	-.898	.681
leaders in the organization prioritize the needs and well-being of employees	47	3.4255	1.05799	-.486	.347	-.405	.681
leaders in the organization lead by example and exhibit behaviors that align with the organization's values	47	2.9574	1.16016	-.001	.347	-.891	.681
leaders in the organization provide feedback and support for the development of employees' skills and abilities	47	3.0426	1.06235	.026	.347	-.577	.681
leaders in the organization have skills managing change and adapting to new circumstances	47	3.3404	.89142	-.359	.347	-.100	.681
leaders in the organization make decisions without seeking input or feedback from employees	47	3.15	1.000	-.448	.347	-.412	.681
leaders in the organization rely on their own judgment rather than considering input from others	47	3.30	.883	-.042	.347	-.836	.681

leaders in the organization communicate their decisions without providing justification or explanation	47	2.64	1.495	.372	.347	-1.428	.681
leaders in the organization enforce strict rules and procedures without allowing flexibility or exceptions	47	3.2128	.93102	-.279	.347	.074	.681
leaders in the organization prioritize the needs and well-being of employees	47	3.0000	1.12288	.000	.347	-.807	.681
leaders in the organization lead by example and exhibit behaviors that align with the organization's values	47	3.1702	1.04921	-.120	.347	-.768	.681
leaders in the organization provide feedback and support for the growth and development of employees	47	3.5745	.97233	-.663	.347	.604	.681
leaders in the organization promote a culture of collaboration and teamwork among employees	47	3.2340	1.00461	-.094	.347	-.834	.681
Valid N (listwise)	47						

Source: Researcher's computation result, 2023

Based on the descriptive statistics, the organizational culture dimension variable can be discussed as follow:

The mode for expressing ideas and opinions and also level of employee engagement is 4 (lot of freedom), reflecting a relatively high willingness to express ideas and opinions. The mode for employee training and development is 2 (Rarely), suggesting a concentration of responses at the lower end of the scale, indicating a potential need for improvement in this area. The median and mode values of 2(Rarely), indicate that there are a substantial number of employees who perceive the level of recognition, value for innovation and creativity to be relatively low.

The leadership action dimension variables shed light on the participants' perceptions of the relationship between leadership style and organizational culture, as well as their satisfaction levels with leadership style: From the provided statistics:

Skewness measures the symmetry of the distribution. A skewness value close to zero indicates a relatively symmetrical distribution. Most of the skewness values are relatively close to zero, such as -.489, -.235, -.099, .018, -.486, -.001, .026, -.359, -.448, -.042, and .372. These suggest that the distributions of the responses for these variables are approximately symmetrical.

Kurtosis measures the shape of the distribution and the presence of outliers. A kurtosis value of zero indicates a normal distribution. The kurtosis values for most variables, such as -.877, -.755, -1.000, -.898, -.405, -.891, -.577, -.100, -.412, -.836, -1.428, -.768, .604, and -.834, deviate from zero. These values indicate that the distributions may have slightly flatter or more peaked shapes compared to a normal distribution, but the deviations are relatively small.

Overall, based on the skewness and kurtosis values, the distributions of the responses for the variables appear to be approximately normal or have only minor deviations from normality.

For ease of the analysis the questions on the questionnaire have been categorized and transformed in to organization culture variable and Leadership style variable and used for further analysis as shown below;

Table 4 5 Computed Variables (Transformed)

No	Variables	Computed variable (Transformed variable)
1	organizational culture	Organizational Culture
2	Satisfaction	
3	Teamwork	
4	Ideas and opinions	
5	Training and development	
6	Recognition	
7	Innovation and creativity	
8	Employee and motivation	
9	Employee and engagement	
10	Employee and retention	
11	Employee and satisfaction	
12	Innovation	
13	Recommend	
14	Democratic_1	Democratic Leadership
15	Democratic_2	
16	Democratic_3	
17	Democratic_4	
18	Transformatinal_1	Transformational Leadership
19	Transformational_2	
20	Transformational_3	
21	Transformational_4	
22	Autocratic_1	Autocratic Leadership
23	Autocratic_2	
24	Autocratic_3	
25	Autocratic_4	
26	Servant_1	Servant Leadership
27	Servant_2	
28	Servant_3	
29	Seervant_4	

Source: Researcher’s computation result, 2023

Table 4 6 Descriptive Statistics for Transformed Variables

Descriptive Statistics							
	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Organizational Culture	47	2.9853	.60306	.052	.347	-.655	.681
Democratic Style	47	3.1702	.54699	-.131	.347	.011	.681
Transformational Style	47	3.1915	.57628	-.179	.347	.261	.681
Autocratic Style	47	3.0745	.48599	-.088	.347	-.522	.681
Servant Style	47	3.2447	.54296	-.610	.347	.162	.681
Valid N (listwise)	47						

Source: Researcher’s computation result, 2023

For the variable Organizational Culture: The mean score is approximately 2.9853 indicating a moderate level of agreement with the statement. The standard deviation of 0.603 suggests that responses vary around the mean, but the deviation is relatively small. The skewness value of 0.052 suggests a nearly symmetrical distribution. The kurtosis value of -.655 indicates a slightly flatter distribution compared to a normal distribution.

For the Variable Democratic Style: The mean score is approximately 3.170, indicating a moderate level of agreement with the statement. The standard deviation of 0.547 suggests that responses have some variability around the mean. The skewness value of -0.131 suggests a slightly left-skewed distribution, meaning that there may be more responses towards the higher end. The kurtosis value of 0.011 suggests a distribution that is nearly normal.

For the Variable Transformational Style: The mean score is approximately 3.19, indicating a moderate level of agreement with the statement. The standard deviation of 0.576 suggests that responses have some variability around the mean. The skewness value of -0.179 suggests a slightly left-skewed distribution, but the deviation from normality is small. The kurtosis value of 0.261 suggests a distribution that is slightly more peaked than a normal distribution.

For the Variable Autocratic Style: The mean score is approximately 3.0745, indicating a moderate level of agreement with the statement. The standard deviation of 0.486 suggests that responses have relatively low variability around the mean. The skewness value of -0.088 suggests a nearly symmetrical distribution. The kurtosis value of -0.522 indicates a slightly flatter distribution compared to a normal distribution.

For the Variable Servant Style: The mean score is approximately 3.2447, indicating a moderate level of agreement with the statement. The standard deviation of 0.54296 suggests that responses have some variability around the mean. The skewness value of -0.610 suggests a slightly left-skewed distribution. The kurtosis value of 0.162 suggests a distribution that is nearly normal.

In summary, based on the skewness and kurtosis values, the distributions of the responses for these variables appear to be approximately normal, with minor deviations in some cases. The skewness values are generally close to zero, indicating relatively symmetrical distributions. The kurtosis values are mostly within an acceptable range, suggesting distributions that are either normal or slightly flatter/peaked compared to a normal distribution. Overall, based on the given statistics, the distributions of responses for the variables "Organizational Culture,"

"Democratic Style," "Transformational Style," "Autocratic Style," and "Servant Style" appear to approximate normality, with some minor deviations.

4.6. Normality Tests

The Shapiro-Wilk test is a commonly used test to assess the normality of a distribution. It evaluates whether the data significantly deviate from a normal distribution.

Table 4 7 Tests of Normality for Transformed Variables

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Organizational Culture	.092	47	.200*	.974	47	.362
Democratic Style	.144	47	.016	.962	47	.125
Transformational Style	.157	47	.005	.969	47	.252
Autocratic Style	.120	47	.088	.969	47	.241
Servant Style	.142	47	.018	.945	47	.028

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

When interpreting the Shapiro-Wilk test and the Kolmogorov-Smirnov test assesses how well the data from the variable fit a normal distribution. The general rule is to compare the p-value to the chosen significance level (typically 0.05) to determine whether to reject or fail to reject the null hypothesis.

For the "Organizational Culture" variable, the p-values for both tests are above the typical significance level of 0.05 (assuming a 5% level of significance), indicating that there is insufficient evidence to conclude that the variable deviates significantly from a normal distribution.

For the Democratic Style: the Kolmogorov-Smirnov test indicates that the variable deviates significantly from a normal distribution ($p < 0.05$), while the Shapiro-Wilk test suggests no significant deviation ($p > 0.05$). The discrepancy may be due to different sensitivities of the two tests or variations in their assumptions. Indicating that there is insufficient evidence to conclude that the variable deviates significantly from a normal distribution

For Transformational Style: The Kolmogorov-Smirnov test suggests a significant departure from normality ($p < 0.05$), while the Shapiro-Wilk test does not provide sufficient evidence to conclude significant deviation ($p > 0.05$). Indicating that there is insufficient evidence to conclude that the variable deviates significantly from a normal distribution

For Autocratic Style: Both tests indicate no significant departure from normality for the Autocratic Style variable, as the p-values are greater than 0.05. Therefore, it can be assumed that this variable follows a normal distribution.

For Servant Style: The Kolmogorov-Smirnov test suggests a significant departure from normality ($p < 0.05$), while the Shapiro-Wilk test also indicates a departure from normality but at a lower significance level ($p < 0.05$). Indicating that there is insufficient evidence to conclude that the variable deviates significantly from a normal distribution

In summary variables exhibit characteristics consistent with a normal distribution based on the Kolmogorov-Smirnov and Shapiro-Wilk tests. Additionally, visual inspections of histograms and Q-Q plots are used and checked. Accordingly, more or less the distribution is normal

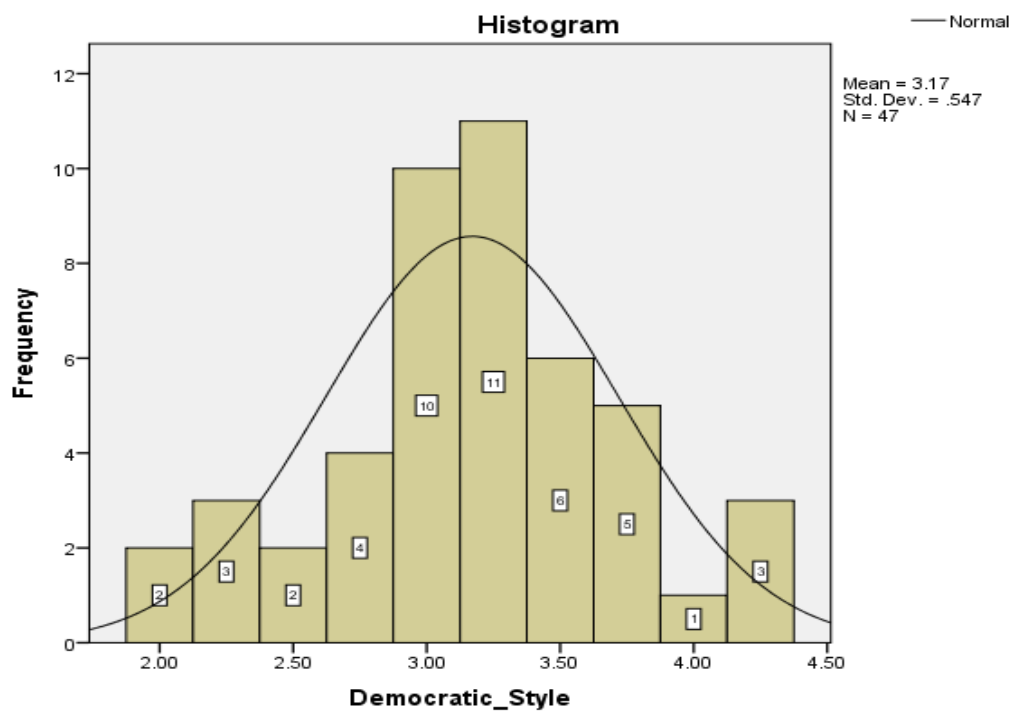


Figure 4.5 Histogram for Democratic Leadership style (Transformed Variables)

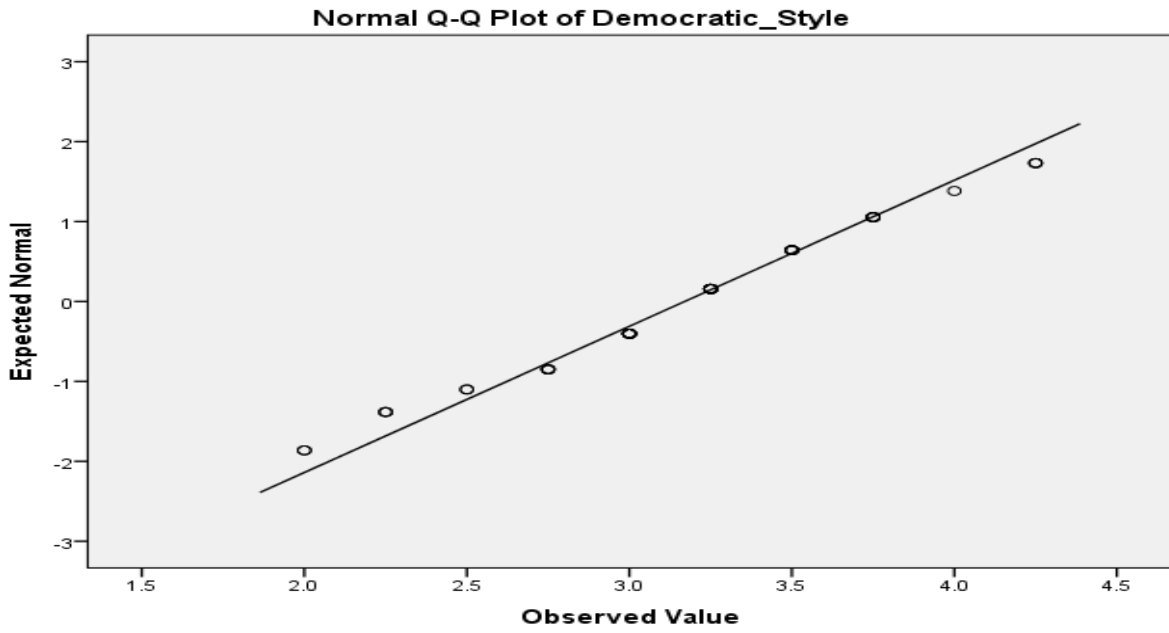


Figure 4 6 Normal Q-Q Plot of Democratic Leadership Style (Transformed Variable)

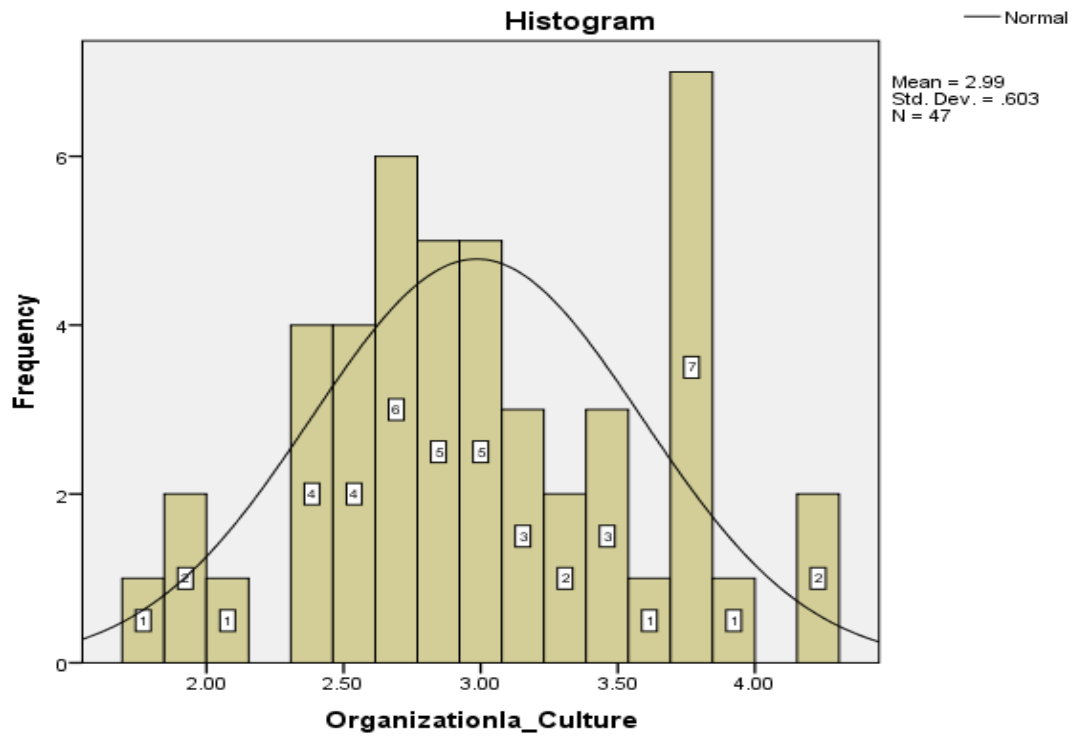


Figure 4 7 Histogram for Organizational Culture (Transformed Variable)

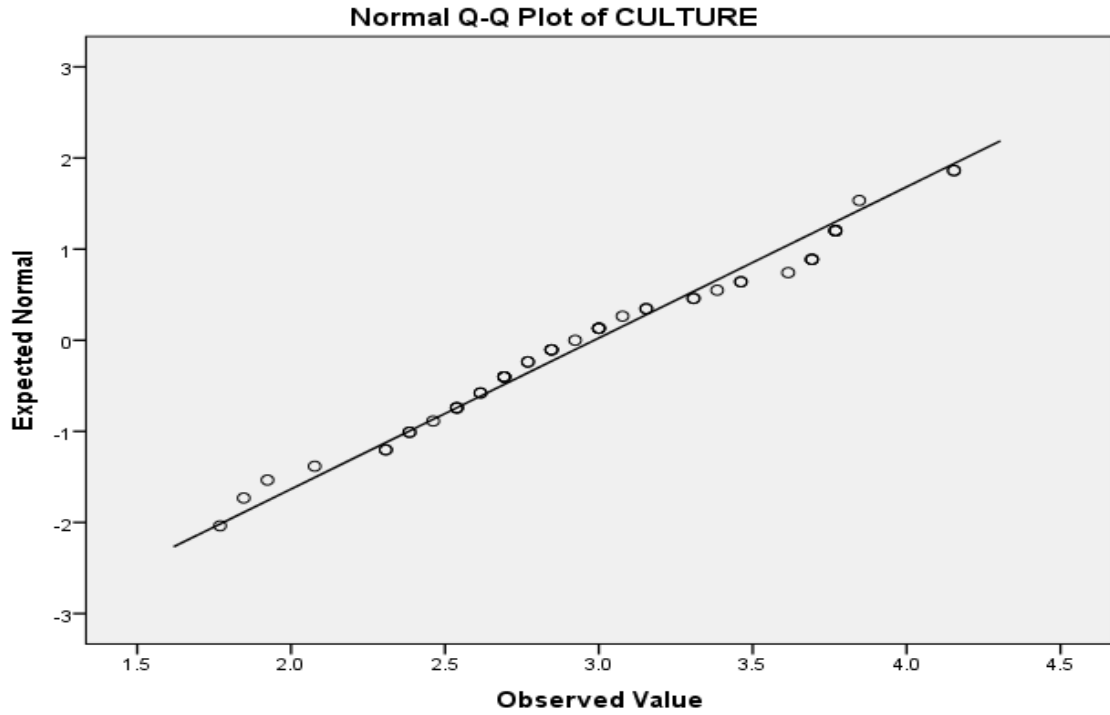


Figure 4 8 Normal Q-Q plot of Organizational Culture (Transformed Variable)

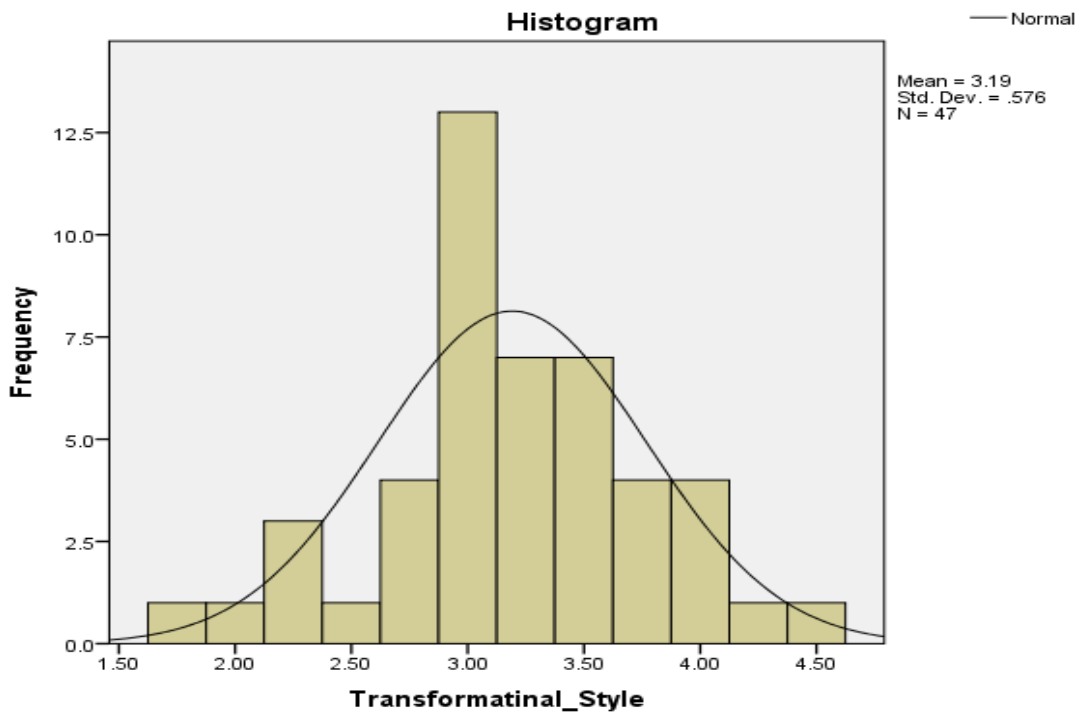


Figure 4 9 Histogram for Transformational Style

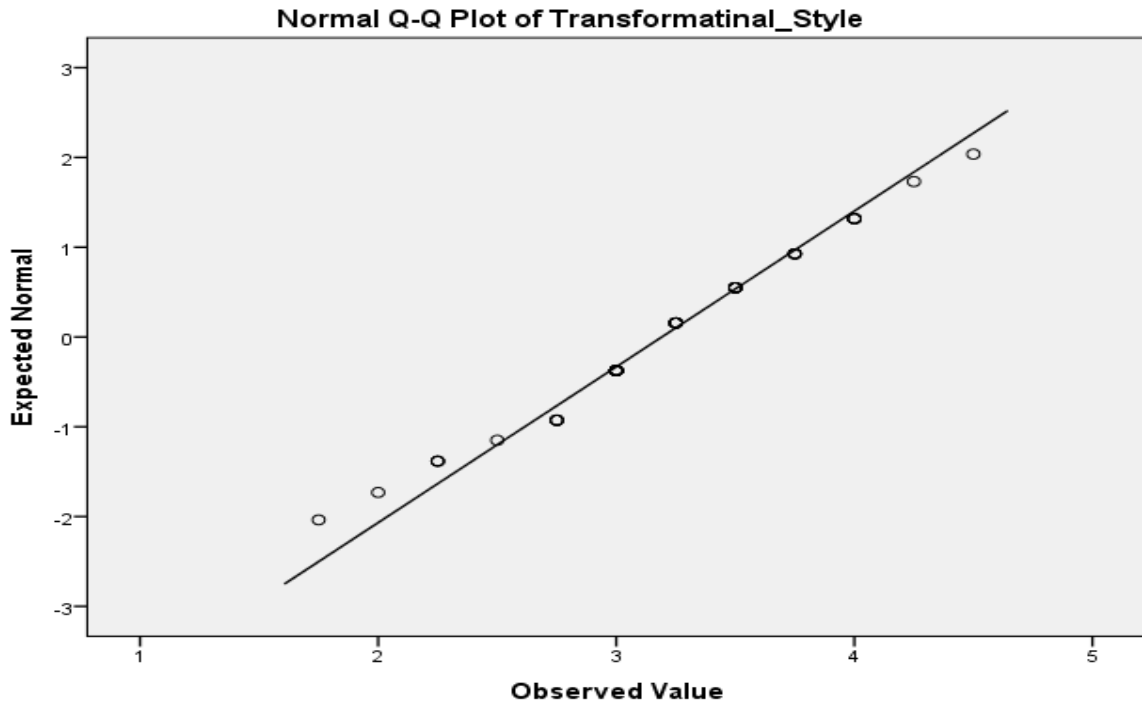


Figure 4 10 Normal Q-Q Plot of Transformational Leadership Style (Transformed Variable)

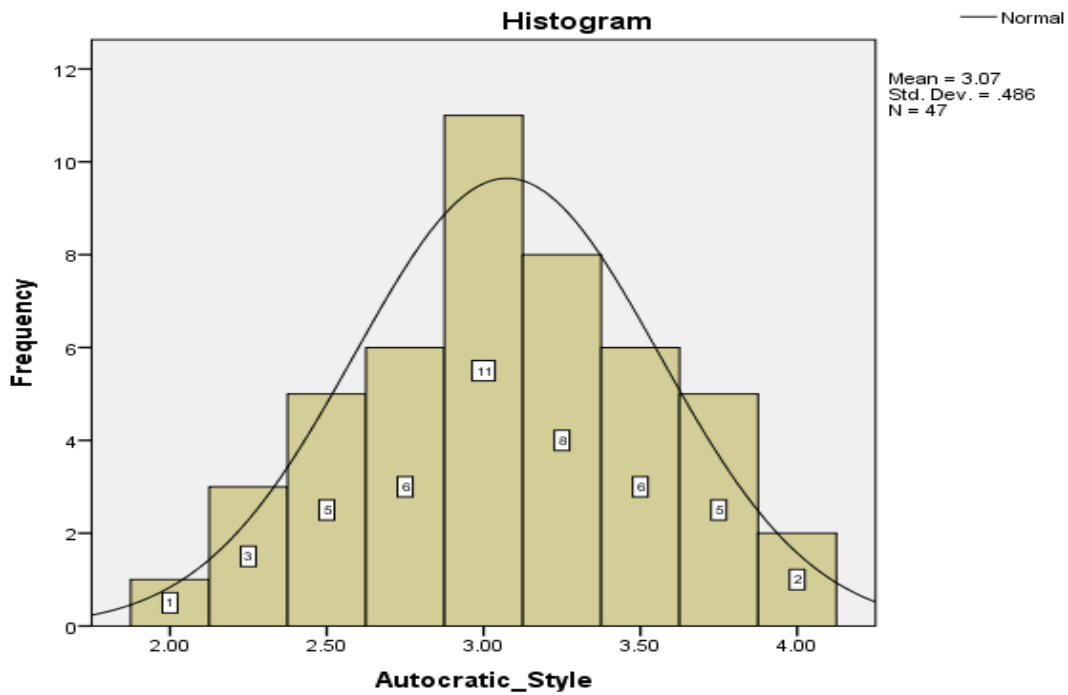


Figure 4 11 Histogram for Autocratic Style

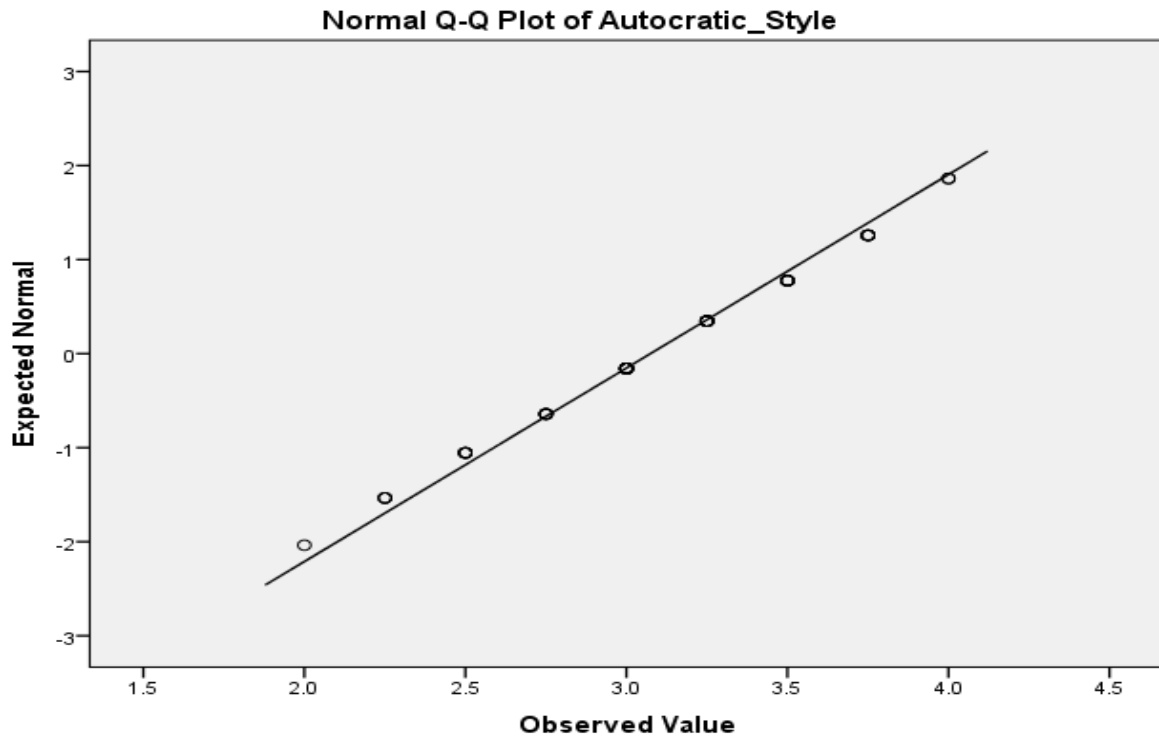


Figure 4 12 Normal Q-Q Plot of Autocratic Leadership Style (Transformed Variable)

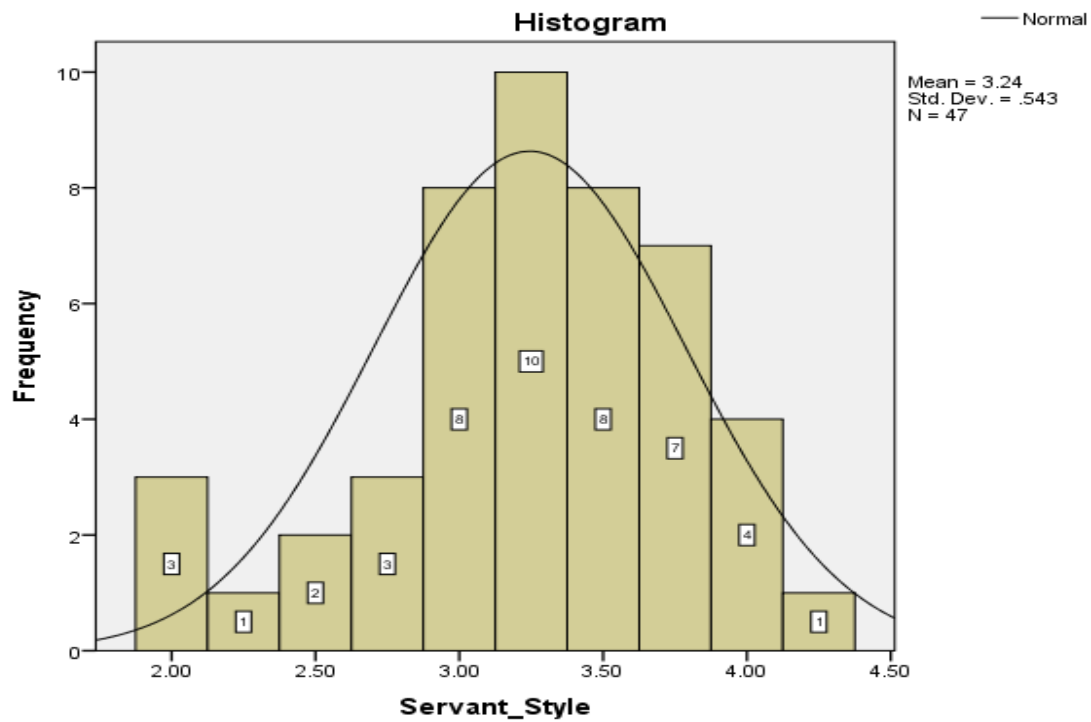


Figure 4 13 Histogram for Servant Style

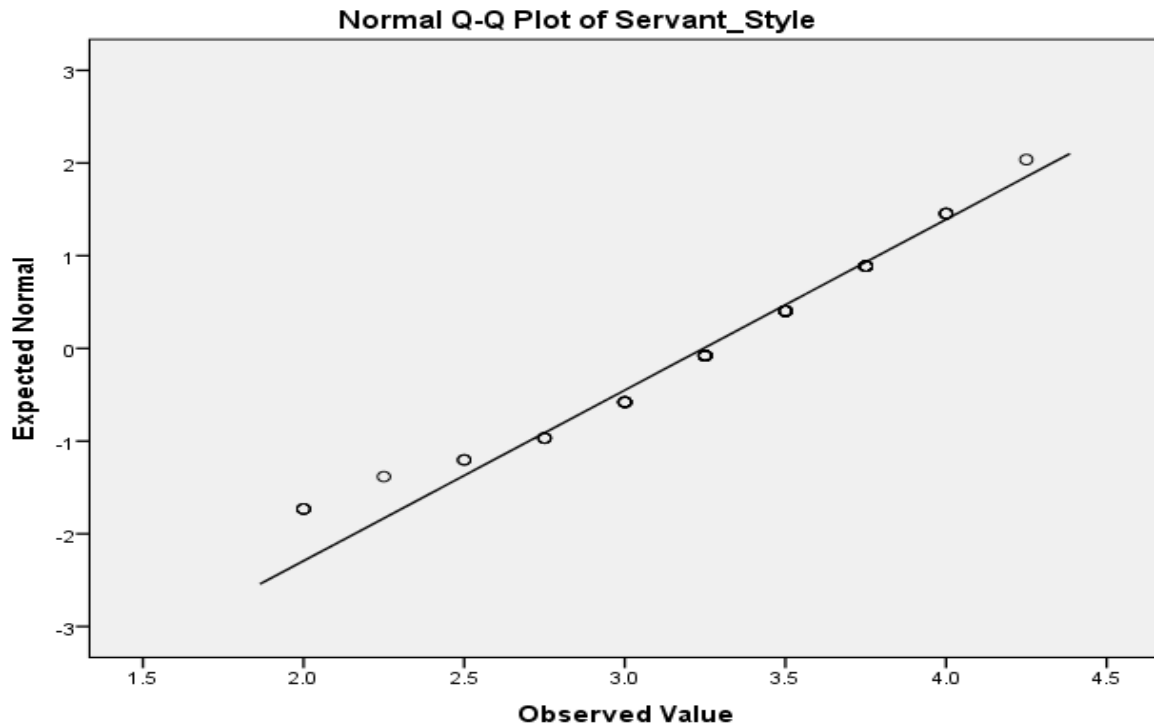


Figure 4.14 Normal Q-Q Plot of Servant Leadership Style (Transformed Variable)

4.7. Relationship between Leadership style and Organizational culture

One of the objectives in this research is to study the relationship of leadership style on the organizational culture. In order to evaluate this relationship, the most commonly used techniques for investigating the relationship between two quantitative variables are used: correlation and linear regression.

4.7.1. Correlation

As per Saunder (2009), a correlation coefficient enables to quantify the strength of the linear relationship between variables. It ranges from -1 to 1, where 1 indicates a perfect positive correlation, -1 indicates a perfect negative correlation, and 0 indicates no correlation. In the context of the research, the researcher used correlation analysis to examine how different leadership styles within At-Con Engineering & Architectural Plc are related to the organizational culture. This analysis determines whether there is a significant positive or negative relationship between leadership style and organizational culture, and the strength of that relationship. Accordingly, Pearson Correlation Coefficient is conducted with the result shown in the table 4.8 below.

Table 4 8 Pearson Correlation

		Correlations				
		Organizational Culture	Democratic Style	Transformational Style	Autocratic Style	Servant Style
Organizational Culture	Pearson Correlation	1	.553**	.049	-.090	.351*
	Sig. (2-tailed)		.000	.743	.546	.016
	N	47	47	47	47	47
Democratic Style	Pearson Correlation	.553**	1	-.002	-.084	-.024
	Sig. (2-tailed)	.000		.988	.572	.871
	N	47	47	47	47	47
Transformational Style	Pearson Correlation	.049	-.002	1	.195	.160
	Sig. (2-tailed)	.743	.988		.188	.284
	N	47	47	47	47	47
Autocratic Style	Pearson Correlation	-.090	-.084	.195	1	.156
	Sig. (2-tailed)	.546	.572	.188		.295
	N	47	47	47	47	47
Servant Style	Pearson Correlation	.351*	-.024	.160	.156	1
	Sig. (2-tailed)	.016	.871	.284	.295	
	N	47	47	47	47	47

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

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

Source: Researcher’s computation result, 2023

Organizational Culture:

- It has a significant positive correlation with Democratic Style (0.553**), indicating that as the organizational culture becomes more pronounced, there is a tendency for a stronger presence of a democratic leadership style within the organization.
- It has a significant positive correlation with Servant Style (0.351*), suggesting that as the organizational culture becomes more prominent, there is a tendency for a stronger presence of a servant leadership style within the organization.
- There is no significant correlation between Organizational Culture and Transformational Style or Autocratic Style, as indicated by non-significant correlation coefficients (0.049 and -0.090, respectively).

4.7.2. Linear Regression

Linear regression is a linear approach for modelling the relationship between a dependent variables and independent variables. For this research purpose I have used SPSS Statistical software for the analysis using organizational culture as dependent variable and Leadership as independent variable. Results from the analysis has been shown here with interpretation following them.

The R-squared value (R^2) in the model summary table represents the proportion of variance in the dependent variable (organizational culture) that can be explained by the independent variable(s) (leadership style) included in the model. The R-squared value (R^2) in the model summary table represents the proportion of variance in the dependent variable (organizational culture) that can be explained by the independent variable(s) (leadership style) included in the model. A higher R-squared value indicates a stronger relationship between the variables. This means that the leadership style variable, along with other factors not included in the model, accounts for about 44.9% of the variability in organizational culture scores. The leadership style variable has some ability to predict or explain organizational culture, but it only accounts for a small portion of the variation in organizational culture scores. There may be other factors not included in the model that also contribute to organizational culture.

Table 4 9 Model Summary for linear Regression

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.670 ^a	.449	.396	.46862

a. Predictors: (Constant), Servant Style, Democratic Style, Transformational Style, Autocratic Style
Source: Researcher's computation result, 2023

The model summary provides information about the performance and goodness-of-fit measures for a regression model.

- The multiple correlation coefficient (R) is 0.670. This value indicates the strength and direction of the linear relationship between the predictors (Servant Style, Democratic Style, Transformational Style, Autocratic Style) and the dependent variable (Organizational Culture). The value of 0.670 suggests a moderately strong positive relationship.

- The coefficient of determination (R Square) is 0.449, which means that approximately 44.9% of the variance in the dependent variable can be explained by the predictors included in the model. This indicates a moderate level of explanatory power.
- The adjusted R Square is 0.396. This value takes into account the number of predictors and the sample size to provide a more accurate measure of the model's goodness of fit. It penalizes the addition of unnecessary predictors. The adjusted R Square is slightly lower than the R Square, indicating that the inclusion of some predictors may not significantly contribute to the model's performance.
- Std. Error of the Estimate: The standard error of the estimate is 0.46862. This value represents the average distance between the observed values and the predicted values by the regression model. A lower value indicates a better fit of the model to the data.

Table 4 10 Anova from Linear Regression of Transformed Variables

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.506	4	1.877	8.545	.000 ^b
	Residual	9.223	42	.220		
	Total	16.729	46			

a. Dependent Variable: Organizational Culture

b. Predictors: (Constant), Servant Style, Democratic Style, Transformational Style, Autocratic Style

Source: Researcher's computation result, 2023

The ANOVA table provides important information about the significance of the regression model and the variation explained by the predictors.

- The regression model, as a whole, is statistically significant. The p-value associated with the F-statistic is 0.000, which is less than the conventional significance level of 0.05 ($p < 0.001$). This suggests that the combination of predictors (Servant Style, Democratic Style, Transformational Style, Autocratic Style) has a significant influence on the variation in the dependent variable (Organization Culture).
- The regression model explains a substantial amount of the total variation in the dependent variable, as indicated by the R-squared value (0.449). Approximately 44.9% of the variance in Organization Culture can be explained by the predictors included in the model

- The regression model explains a significant amount of the variation in the dependent variable (Organization Culture). The regression sum of squares is 7.506, indicating that the predictors collectively account for a substantial portion of the total variation in the dependent variable.
- The residuals, which represent the unexplained variation in the dependent variable, have a sum of squares of 9.223. This indicates that there is still some variation in the dependent variable that is not captured by the predictors included in the model but not significant in this case.

Table 4.11 Coefficients for Transformed Variables after Linear Regression

		Coefficients				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.051	.760		.067	.947
	Democratic Style	.610	.127	.553	4.809	.000
	Transformational Style	.011	.123	.010	.088	.930
	Autocratic Style	-.130	.147	-.105	-.886	.381
	Servant Style	.421	.130	.379	3.238	.002

a. Dependent Variable: Organizational Culture

Source: Researcher's computation result, 2023

- **Constant:** The constant term represents the intercept of the regression equation. In this case, the constant is 0.051. However, since the p-value associated with the constant is 0.947, it is not statistically significant. This suggests that the constant term does not have a significant impact on the dependent variable (Organization Culture).
- **Democratic Style:** The unstandardized coefficient estimate for Democratic Style is 0.610. This means that for a one-unit increase in Democratic Style, the predicted value of the dependent variable (Organization Culture) increases by 0.610 units. The standardized coefficient (Beta) of 0.553 suggests that Democratic Style has a moderate positive impact on the dependent variable. The associated t-value of 4.809 indicates that the coefficient estimate is statistically significant ($p < 0.001$).
- **Transformational Style:** The coefficient estimate for Transformational Style is 0.011, indicating that a one-unit increase in Transformational Style is associated with a very small increase in the predicted value of the dependent variable. The standardized

coefficient (Beta) of 0.010 suggests that Transformational Style has a minimal impact on the dependent variable. The associated t-value of 0.088 indicates that the coefficient estimate is not statistically significant ($p = 0.930$).

- Autocratic Style: The coefficient estimate for Autocratic Style is -0.130. This means that a one-unit increase in Autocratic Style is associated with a decrease of 0.130 units in the predicted value of the dependent variable. The standardized coefficient (Beta) of -0.105 suggests that Autocratic Style has a weak negative impact on the dependent variable. However, the associated t-value of -0.886 indicates that the coefficient estimate is not statistically significant ($p = 0.381$).
- Servant Style: The coefficient estimate for Servant Style is 0.421. This means that a one-unit increase in Servant Style is associated with an increase of 0.421 units in the predicted value of the dependent variable. The standardized coefficient (Beta) of 0.379 suggests that Servant Style has a moderate positive impact on the dependent variable. The associated t-value of 3.238 indicates that the coefficient estimate is statistically significant ($p = 0.002$).

A positive Beta value indicates a positive relationship between the predictor and the dependent variable, while a negative Beta value indicates a negative relationship. The predictors with higher absolute Beta values (Democratic Style and Servant Style) have relatively stronger effects on the dependent variable (Organizational Culture), compared to predictors with smaller absolute Beta values (Transformational Style and Autocratic Style).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS OF THE STUDY

5.1. Introduction

This chapter summarizes the study findings and results. Accordingly, conclusions and recommendations.

5.2. Summary

Research key findings are summarized and presented here below:

- The reliability statistic, using statistical package for social sciences (SPSS), is used with the help of Cronbach Alpha to check the reliability of the questioner and it was found that 32 items of the questions have Cronbach alpha 0.721 that means that the questionnaire is reliable and the information is credible.
- 47 questionnaires were distributed to respondents and 47 were filled and returned with the rate of 100% where 33(70.2%) male and 14 (29.8%) females were involved. Employee experience ranges from <1yrs constituting 6.4%, 1-2 yrs. constituting 25.5%, 3-5 yrs. constituting 36.2%, 6-10 yrs. constituting 25.5% and > 10yrs. constituting 6.4% of the respondents. This indicates most of the respondents in the company are with experience in the company range of 3-5 yrs. and it is about 35.6% and in second position employee with experience 1-2 yrs. constituting 25.5% and thirdly with experience 6-10 yrs. which are 25.5%. Out of the total 47 company employee 24(51.1%) employee are head office staffs and 23(48.9%) employees are project staffs and organization job position include Division manager, Team leader, Architect, Engineers, Finance, Human Resource, procurement and purchaser, Project coordinator, Resident Engineer, Assistant Resident Engineer and Inspector. Out of the total employee 11(24.4%) Engineers Experts and 9(20%) Resident Engineers count the first and second portion.
- Skewness measures the symmetry of the distribution. A skewness value close to zero indicates a relatively symmetrical distribution. Most of the skewness values are relatively close to zero, such as -.489, -.235, -.099, .018, -.486, -.001, .026, -.359, -.448, -.042, and .372. These suggest that the distributions of the responses for these variables are approximately symmetrical.

- Kurtosis measures the shape of the distribution and the presence of outliers. A kurtosis value of zero indicates a normal distribution. The kurtosis values for most variables, such as -.877, -.755, -1.000, -.898, -.405, -.891, -.577, -.100, -.412, -.836, -1.428, -.768, .604, and -.834, deviate from zero. These values indicate that the distributions may have slightly flatter or more peaked shapes compared to a normal distribution, but the deviations are relatively small.
- Overall, based on the skewness and kurtosis values, the distributions of the responses for the variables appear to be approximately normal or have only minor deviations from normality.
- For ease of the analysis the questions on the questionnaire have been categorized and transformed in to organization culture variable and Leadership style variable ("Democratic Style," "Transformational Style," "Autocratic Style," and "Servant Style")
- In summary, based on the skewness and kurtosis values, the distributions of the responses for these variables appear to be approximately normal, with minor deviations in some cases. The skewness values are generally close to zero, indicating relatively symmetrical distributions. The kurtosis values are mostly within an acceptable range, suggesting distributions that are either normal or slightly flatter/peaked compared to a normal distribution. Overall, based on the given statistics, the distributions of responses for the variables "Organizational Culture," "Democratic Style," "Transformational Style," "Autocratic Style," and "Servant Style" appear to approximate normality, with some minor deviations.
- In summary variables exhibit characteristics consistent with a normal distribution based on the Kolmogorov-Smirnov and Shapiro-Wilk tests. Additionally, visual inspections of histograms and Q-Q plots are used and checked. Accordingly, more or less the distribution is normal
- It has a significant positive correlation with Democratic Style (0.553**) and Servant Style (0.351*), indicating that as the organizational culture becomes more pronounced, there is a tendency for a stronger presence of a democratic leadership style and secondly servant leadership style within the organization. Nevertheless, there is no significant correlation between Organizational Culture and Transformational Style or Autocratic Style, as indicated by non-significant correlation coefficients (0.049 and -0.090, respectively).

- The multiple correlation coefficient (R) on the model summary is 0.670 which indicates a moderately strong positive linear relationship between the predictors (Servant Style, Democratic Style, Transformational Style, Autocratic Style) and the dependent variable (Organizational Culture).
- The model summary explains a substantial amount of the total variation in the dependent variable, as indicated by the R-squared value (0.449). Approximately 44.9% of the variance in Organization Culture can be explained by the predictors included in the model
- According to the ANOVA table the regression model, as a whole, is statistically significant. The p-value associated with the F-statistic is 0.000, which is less than the conventional significance level of 0.05 ($p < 0.001$). This suggests that the combination of predictors (Servant Style, Democratic Style, Transformational Style, Autocratic Style) has a significant influence on the variation in the dependent variable (Organization Culture).
- For Democratic Style from the regression model:
 - The unstandardized coefficient estimate for Democratic Style is 0.610. This means that for a one-unit increase in Democratic Style, the predicted value of the dependent variable (Organization Culture) increases by 0.610 units.
 - The standardized coefficient (Beta) of 0.553 suggests that Democratic Style has a moderate positive impact on the organizational culture.
 - The associated t-value of 4.809 indicates that the coefficient estimate is statistically significant ($p < 0.001$).
- For Transformational Style from the regression model:
 - The unstandardized coefficient estimate for Transformational Style is 0.011, indicating that a one-unit increase in Transformational Style is associated with a very small increase in the predicted value of organizational culture.
 - The standardized coefficient (Beta) of 0.010 suggests that Transformational Style has a minimal impact on the organizational culture.
 - The associated t-value of 0.088 indicates that the coefficient estimate is not statistically significant ($p = 0.930$).

- For Autocratic Style from the regression model:
 - The unstandardized coefficient estimate for Autocratic Style is -0.130. This means that a one-unit increase in Autocratic Style is associated with a decrease of 0.130 units in the predicted value of the organizational culture.
 - The standardized coefficient (Beta) of -0.105 suggests that Autocratic Style has a weak negative impact on organizational culture.
 - However, the associated t-value of -0.886 indicates that the coefficient estimate is not statistically significant ($p = 0.381$).
- For Servant Style from the regression model:
 - The unstandardized coefficient estimate for Servant Style is 0.421. This means that a one-unit increase in Servant Style is associated with an increase of 0.421 units in the predicted value of the organizational culture.
 - The standardized coefficient (Beta) of 0.379 suggests that Servant Style has a moderate positive impact on the organizational culture.
 - The associated t-value of 3.238 indicates that the coefficient estimate is statistically significant ($p = 0.002$).
- So democratic style and servant style have statistically significant relation and also positive impact.

5.3. Conclusion

Based on the above findings that are aimed answering the research objectives I have concluded that there is a relationship between the perceived leadership style and the organizational culture, and as the leadership style improves, the organizational culture tends to be more positive. Approximately 44.9% of the variance in Organization Culture can be explained by the predictors (Leadership style) included in the model. The relationship between leadership style and organizational culture is unlikely to be due to random chance alone rather they have a positive relationship in the case of At-con Engineering & Architectural Plc.

This research has answered that the leadership style variables have some ability to predict or explain organizational culture. The researcher found a positive relationship between these two variables. Unlike any other organizations, the construction consultancy firm, At-Con Engineering & Architectural Plc, involve more professional and experts in the area of the field, the democratic and servant leadership styles have a significant positive impact on organizational culture in Company. These leadership styles are associated with more favorable organizational culture. In the contrary transformative and autocratic leadership styles do not have a significant impact on organizational culture in Company. These leadership styles do not appear to influence the organization's culture significantly.

As one of the research objectives was to identify the prevailing leadership style, the researcher has found At-Con Engineering & Architectural Plc follow democratic leadership style. This study adds to our understanding of how organizational culture and leadership style interact, particularly in the case of At-Con Engineering & Architectural Plc. The results offer insightful information on how leadership style affects corporate culture, and they can help organizations create a positive culture through effective leadership techniques.

5.4. Recommendations.

- At-Con Engineering & Architectural Consultancy Plc, have a potential need for improvement in employee training and development. As training and development programs for employees play a crucial role in enhancing their skills, knowledge, and overall performance within an organization.
- At-Con Engineering & Architectural Consultancy Plc substantial number of employees perceive the level of recognition to be relatively low so the organization shall plan for ways fostering a positive organizational culture and motivating employees. Possibly, it could be timely and specific recognition, peer-to-peer recognition, personalized recognition, rewards & incentives or could be celebrating milestones & achievements.
- At-Con Engineering & Architectural Consultancy Plc shall recognize the importance of employee satisfaction with leadership, as it can impact employee morale, engagement, and overall job satisfaction that a significant portion of employees rated their engagement level relatively high
- Leadership style measurements (provide feedback & support, managing change & adapting new circumstances, prioritize the well-beings of employee) that have been found to have less correlation with the organization culture but necessary leadership qualities shall be exercised to improve the overall organization culture.

5.5. Further Study Area Recommendation

- This study focused on examining the relationship between leadership style and organizational culture but further study could be done on factors not included in the model which the regression sum of squares, indicating that the predictors collectively account for a substantial portion of the total variation in the dependent variable. Though substantially explained with this variable but still there are variables contribute to the current organizational culture. It may be necessary identifying and finding the effect.

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ANNEX I: RESEARCH QUESTIONNAIRE

Google form link has been shared for the questionnaire

(Please copy & past on your browser to review)

<https://forms.gle/7egcguKvtXA5BGKp6>

Employee Survey

This study will be conducted in a manner that is consistent with ethical issues that need to be considered in conducting a research. The result of this survey is intended to serve only for academic purpose.

* Indicates required question

100% Confidential and Anonymous

Name and any related information remain anonymous and confidential

1. By completing the questioner you consent to following: *

The data to be used for academic research in examining the relationship between Leadership Style and Organizational Culture in the Construction Consultancy Sector: The Case of At-Con Engineering & Architectural Plc.

Mark only one oval.

- Yes Skip to question 2
 No Skip to section 10 (THANK YOU)

Part -1: General Employee Information

2. What is your gender? *

Mark only one oval.

- Male
 Female

3. How long have you been working at At-Con Engineering & Architectural Plc? *

Mark only one oval.

- Less than 1 year
 1-2 years
 3-5 years
 6-10 years
 More than 10 years

4. Location of your duty station? *

Mark only one oval.

- Headoffice Skip to question 6
- Project Office Skip to question 7
- Other: _____

Duty Station

5. Please specify your duty?

Head office staffs

6. What is your job position in At-Con Engineering & Architectural Plc? *

Mark only one oval.

- Division Manager Skip to question 10
- Team Leader Skip to question 10
- Architect Skip to question 10
- Engineer Skip to question 8
- Administrative Staff Skip to question 9
- Quantity Surveyer Skip to question 10
- Draft man/ women Skip to question 10
- Other: _____

Skip to question 10

Project staffs

4. Location of your duty station? *

Mark only one oval.

- Headoffice Skip to question 6
- Project Office Skip to question 7
- Other: _____

Duty Station

5. Please specify your duty?

Head office staffs

6. What is your job position in At-Con Engineering & Architectural Plc? *

Mark only one oval.

- Division Manager Skip to question 10
- Team Leader Skip to question 10
- Architect Skip to question 10
- Engineer Skip to question 8
- Administrative Staff Skip to question 9
- Quantity Surveyer Skip to question 10
- Draft man/ women Skip to question 10
- Other: _____

Skip to question 10

Project staffs

7. What is your position of your employment on the project?

Mark only one oval.

- Project Coordinator
- Resident Engineer
- Assistant Resident Engineer
- Inspector
- Other: _____

Skip to question 10

Engineering Stream

8. Please select your engineering stream?

Check all that apply.

- Civil Engineer
- Electrical Engineer
- Mechanical Engineer
- Sanitary Engineer
- Other: _____

Skip to question 10

Administrative Staffs

9. Please select your Administration Departments?

Check all that apply.

- Finance
- Human Resource
- Purchaser
- Procurement
- Other: _____

Skip to question 10

Part -2: Leadership Action

10. Leaders in the organization actively involve employees in decision-making processes and value their input *
- 1 - Very Dissatisfied 2 - Dissatisfied 3 - Neutral 4 - Satisfied 5 - Very Satisfied

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

11. Leaders in the organization communicate the vision and goals of the organization to employees *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

12. Leaders in the organization promote collaboration and teamwork among employees *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

13. Leaders in the organization empower employees to take ownership of their work and make decisions *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

14. Leaders in the organization prioritize the needs and well-being of employees *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

15. Leaders in the organization lead by example and exhibit behaviors that align with the organization's values *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

16. Leaders in the organization provide feedback and support for the development of employees' skills and abilities *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

17. Leaders in the organization have skills managing change and adapting to new circumstances *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

18. Leaders in the organization make decisions without seeking input or feedback from employees *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

19. Leaders in the organization rely on their own judgment rather than considering input from others *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

20. Leaders in the organization communicate their decisions without providing justification or explanation *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

21. Leaders in the organization enforce strict rules and procedures without allowing flexibility or exceptions *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

22. Leaders in the organization prioritize the needs and well-being of employees *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

23. Leaders in the organization lead by example and exhibit behaviors that align with the organization's values *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

24. Leaders in the organization provide feedback and support for the growth and development of employees *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

25. Leaders in the organization promote a culture of collaboration and teamwork among employees *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

Briefing

Autocratic leadership: Leaders those with ultimate authority and power over others.

Democratic leadership: leaders those allow in which members of the group participate in the decision-making process

Servant leadership: leaders those shares power, puts the needs of others first and helps people develop and perform as highly as possible.

Transformational leadership: leader works with teams or followers beyond their immediate self-interests to identify needed change, creating a [vision](#) to guide the change through influence, inspiration, and executing the change in tandem with committed members of a group.

26. Which of the following best describes the leadership style in At-Con Engineering & Architectural Plc?

Mark only one oval.

- Autocratic leadership
- Democratic leadership
- Servant leadership
- Transformational leadership
- Other (please specify)

Part:3 Organization Culture

27. Which of the following best describes the organizational culture in At-Con Engineering & Architectural Plc? *

Mark only one oval.

- Hierarchical
- Team-oriented/ Clan/
- Innovative/ Adhocracy/
- Result-oriented /Market/
- Other (please specify)

28. How well do the leaders in At-Con Engineering & Architectural Plc communicate with their employees?
1 • Poorly 2 • Fairly 3 • Moderately 4 • Well 5 • Very Well

Mark only one oval.

Poorly

1

2

3

4

5

Very well

29. How satisfied are you with the current organizational culture of At-Con Engineering & Architectural Plc? *

1 • Very Dissatisfied 2 • Dissatisfied 3 • Neutral 4 • Satisfied 5 • Very Satisfied

Very dissatisfied

1

2

3

4

5

Very satisfied

30. To what extent does At-Con Engineering & Architectural Plc emphasize teamwork? *

Mark only one oval.

- Not at all
- Slightly
- Moderately
- Very much
- Completely

31. How much freedom do employees have to express their ideas and opinions in At-Con Engineering & Architectural Plc? *

Mark only one oval.

- No freedom at all
- Little freedom
- Some freedom
- A lot of freedom
- Complete freedom

32. How frequently does At-Con Engineering & Architectural Plc provide opportunities for employee training and development? *

Mark only one oval.

- Never
- Rarely
- Occasionally
- Often
- Very often

33. How often are employees recognized for their achievements in At-Con Engineering & Architectural Plc? *

Mark only one oval.

- Never
- Rarely
- Occasionally
- Often
- Very often

34. To what extent does At-Con Engineering & Architectural Plc value innovation and creativity? *

Mark only one oval.

- Not at all
- Slightly
- Moderately
- Very much
- Completely

35. How would you rate the level of employee motivation at At-Con Engineering & Architectural Plc? *

1 - Very Low 2 - Low 3 - Moderate 4 - High 5 - Very High

Mark only one oval.

- Very low
- _____
- 1
- _____
- 2
- _____
- 3
- _____
- 4
- _____
- 5
- _____
- Very high
- _____

36. How would you rate the level of employee engagement at At-Con Engineering & Architectural Plc? *
- 1 - Very Low 2 - Low 3 - Moderate 4 - High 5 - Very High

Mark only one oval.

Very low

1

2

3

4

5

Very high

37. How would you rate the level of employee retention at At-Con Engineering & Architectural Plc? *
- 1 - Very Low 2 - Low 3 - Moderate 4 - High 5 - Very High

Mark only one oval.

Very low

1

2

3

4

5

Very high

38. How would you rate the level of employee satisfaction at At-Con Engineering & Architectural Plc? *
- 1 - Very Dissatisfied 2 - Dissatisfied 3 - Neutral 4 - Satisfied 5 - Very Satisfied

Mark only one oval.

Very dissatisfied

1

2

3

4

5

Very satisfied

39. How would you rate the level of innovation at At-Con Engineering & Architectural Plc? *

Mark only one oval.

Very unlikely

1

2

3

4

5

Very likely

40. How likely are you to recommend At-Con Engineering & Architectural Plc as a great place to work? *

1 - Very unlikely 2 - Unlikely 3 - Neutral 4 - Likely 5 - Very Likely

Mark only one oval.

Very unlikely

1

2

3

4

5

Very likely

THANK YOU

THANK YOU FOR YOUR PARTICIPATION!

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