EMPLOYEE PERCIEVED INFLUENCE OF LEADERSHIP STYLES ON DIRECTING ORGANISATION CULTURE AT GLAXOSMITHKLINE LIMITED, NAIROBI, KENYA.

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DECLARATION

I declare that this research is my original work and to the best of my knowledge has not been presented for award of any degree in any other University.

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This research has been submitted for presentation with my approval as the University Moderator.

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May Almighty God bless you all.

DEDICATION

First and foremost, I would like to appreciate and dedicate this research project to Almighty God for giving me the strength, health and resources to come this far. Secondly, I dedicate it to my loving family and friends for their moral support during the period of study.

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ABSTRACT

GSK has had a change of directors three times within last 10 years. During these times it was perceived that the culture was affected in one form or another as a result of the style of leadership adopted by the leaders within GSK. The study objective was to establish the perceived influence of leadership styles in directing an organizational culture at GlaxoSmithKline Limited, Nairobi, Kenya. The population targeted was GlaxoSmithKline Ltd employees. Data was collected using questionnaires and analysed using Statistical Package for Social Sciences (Version 21). Descriptive techniques of arithmetic mean and standard deviation were used for data analysis. Regression analysis was used to review the data from the questionnaires which was presented using tables. Based on the findings, leadership style adopted by GSK leaders accounted for 30% of the factors which influence organisational at GlaxoSmithKline Ltd. Analysis of the data indicated that GSK leaders work towards ensuring the employees are aware of the organisations rules, policies and procedures and they adopt the four components of leadership i.e. individualised consideration, inspirational motivation, intellectual stimulation and idealised influence through which they have influenced culture within GSK. They align the employees' own goals with GSK goals e.g. career growth to ensure GSKs attains its desired objectives and at the same time help employees achieve their objectives. This has helped build a strong positive organisational culture and GSK leaders cultivate a motivating, positive and professional work environment which positively influences the organisational culture. This study concluded that to influence organisational culture present leadership style should be compatible with the current strategies and day to day activities of employees. The recommendations made were that leaders should adopt an individualised consideration, inspirational motivation, intellectual stimulation and idealised influence where they identify the needs and capabilities of the employees and genuinely get interested in the career growth and become attentive to their concerns giving advice to their development while taking time to coach and teach while on the job in order to influence the culture within their organisations. Additionally, organizations should ensure that they align their leadership style in a way that will positively influence and align with the organization culture.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Organizations are made up of employees and they depend on committed employees to create a competitive advantage in the environment they operate from (Wright, et al 1994). Employees commitment is determined by various factors within the company environment they operate (Child 1997). This may be influenced by leadership style, organisational culture, career progression, remuneration systems, social relationships and the physical environment among others. Setting and execution of employees personal and professional objectives may be affected by the culture within an oorganization.

This research was be informed by the Leader Member Exchange (LMX) theory which is an affiliation-based, dyadic theory of leadership (Berrin, 2015). In LMX theory the leaders impact followers in their group by developing close knit affiliations with them. The kind of affiliation build is one which is of high-quality where trust, liking, respect in the profession, and loyalty are embodied and exhibited (Dienesch and Liden, 1986; Liden and Maslyn, 1998). Transformational and transactional leadership styles will guide this research in establishing the level of influence leaders who embrace these styles have in affecting the organisational culture. In Schein theory of organisational culture, he identifies that there are two mechanisms within the organisation that is direct and indirect (Schein, 2010). Direct mechanisms influence the culture within the organisation directly through excellent conduct, views, rank and engagements, whereas indirect mechanisms are not directly affected by organizational culture, but they determine to a certain extend the culture within the organisation.

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This study how leadership style impacts perception employees on organisational culture will focus on GlaxoSmithKline Limited, a pharmaceutical manufacturing company based within the industrial area in Nairobi Kenya.

Organisations in the modern world are experiencing change constantly including change in leadership. The pharmaceutical industry and GSK in particular have not been exempted where change of a leader causes changes in culture as the organisation adopts to the leader's unique styles of leadership. This in turn influences the culture of the organisation differently depending on current leadership style of leadership. Such changes affect culture where employees are drawn to behave in a certain manner. This research will unearth how the adopted style of leadership affects the organisations culture and employees within the pharmaceutical industry within GlaxoSmithKline Ltd.

1.1.1 Concept of Perception

Its a process whereby an individual sense and collects all the information and endows it with "meanings" (Adler, 1992). It is also defined as the practise where we select, organise and interpret our surrounding environment to understand and respond accordingly (Elliott, 2009). Perception is dynamic and special way in which people choose data and stimuli around them, translate and make sense so that some meaning is derived, and this meaning may eventually result in a certain way of reacting in the future when faced with a similar situation (Keller, 2006). Humans process the data and stimuli using all five senses, but our perceptual field consists of multiple stimuli, hence it is not possible for our brains to process and make sense of it all. Hence as we receive stimuli and data our senses and various other considerations affect the outcome because of the perception process.

Perception process involves various steps through which stimuli and data go through which include receiving, selecting, organizing and interpreting. Receiving is the first and very critical and involves collecting all information after which the information is received through the five senses. The second phase is selecting where information is not received randomly but one selects the data according to his or her interests or needs (Keller, 2006).

Third stage is organisation which involves keeping things in order or in a systematic way. Once the information or data is received and selected it is organised in a systematic way and this can be done by, grouping them based on their similarity, proximity, closure and continuity.

The final stage is interpreting which involves getting meaning from the information or data received about an item based on the interest or need at hand. The information received, sensed and organised is finally given some meaning by categorising it. Perception of employees on a leader's leadership styles will differ from one employee to another and from one organisation to another based on internal and external factors associated with the leader (Russel, 2001).

1.1.2 Leadership Styles

Leadership is about the affiliation the leader cultivates with their employees and its the most important function of a leader is associated with the creation, changing and manipulation of organizational culture (Barker, 1990; Lett, 1999). The significant and unique function of a leader that distinguishes them from a manager is the concern for culture (Schein, 1996). The leadership behaviour or style that a leader adopts has a direct effect on the environment and culture within an organisation (Bass, 1985). To establish this relationship this study will focus on transformational and transactional leadership style. Transformational leadership style is where the leader can impact

others with the aim of helping them achieve organisational objectives by influencing their beliefs, values and requirements (Aziz *et al.*, 2004) It is where the leader stimulates, inspires and transforms members or employees in the organisation to achieve both organisation and individual objectives (Robbins and Coulter, 2011)

Transactional leadership is based on exchanges between the employer and employee. It is also based on the fulfilment of obligations of the contract which the leader and member fulfil by applying the set objectives while mentoring and controlling outcomes (Aziz *et al.*, 2004). The leader in transactional Leadership Style primarily leads employees or followers by use of social exchanges or transactions (Robbins and Coulter, 2011). The emphasis for a transactional leader is the transactions between the leaders and subordinates and the concern is more on the fulfilment of the contractual obligation that exists between him and the followers and ensuring that the followers are delivering the agreed outcomes.

Transformational leadership behaviour is where the leader is capable of influencing employees to achieve their objectives with excellence. The leader changes the follower's beliefs, values and ways of doing things (Avolio and Bass (2004).

The following four elements are the main aspects in this leadership behaviour: Idealized influence (attributed) this is where the leader is social, charismatic and is seen as having confidence and exudes power. In idealised influence (behaviour) the leader pegs his actions on morals, beliefs, and sense of mission. Inspirational leaders energize the followers and have a positive view of the future laying out stretched goals, have shared visions and have an optimistic outlook on achievement of their goals including the vision. In intellectual simulation the actions of the leader resonate with the follower's way of thinking and problem solving. Leaders challenge the employees to get more creative and get solutions to any problems they are facing. In

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individualized consideration the leader contributes to follower's satisfaction through their behaviour and they are available for advice, support and give required attention to the followers needs allowing self-actualize and growth (Rowold, 2005; Gholamzadeh and Khazaneh, 2012; Day and Antonakis, 2012)

1.1.3 Organizational Culture

Researchers have defined culture as a factor which determines the quality of an organization (Peters *et al.*, 1982). Culture is where an assumption is designed in a group in the process of learning to overcome challenges of a new environment or their existing internal or external environment. This becomes a way of life, which is learnt by new joiners as the practise and norm in handling, thinking or feeling in such situations or challenges. The way people interact, their shared values, assumptions, attitudes, expectations, norms and values within the organisation that employees share (Schein, 2010). Organisational culture is where the employee's actions and way of doing things is influenced by shared values, principles, traditions, and norms (Robbins and Coulter, 2011).

Organizational culture as a concept allows researchers to understand the organisations ways of doing things and the human interactions that take place as employees conduct their day to day activities (Quinn and Spreitzer, 1991). It consists of four elements which are experienced in all organization, and each may have its unique mix of the four organizational culture types (Yu and Wu, 2009) that is hierarchy, market, clan and adhocracy. The area of interest for this research is the clan culture. Clan culture is where an organisation will emphasize on development of its human resource to ensure long-term returns on such investment.

Organization's cohesion and all employees' morale is significant, and leaders are constantly engaging to ensure these is achieved. Organisations which have clan culture depend on having a framework of addressing the employee's requirements and showing genuine care for people to remain successful.

Hierarchy (control) culture is caught in between internal focus and stability or control dimensions. It reflects values and norms associated with bureaucracy (Cameron and Quinn, 2011) and it is a culture type where the leaders are effective since exists in mechanical and bureaucratic organisations who give importance to order and rules. Cameron and Quinn (2006).

Adhocracy or creative culture consist of developmental organizational culture which consist of risk taking, innovation and change (Cameron and Quinn, 2011). It entails culture in entrepreneurial, flexible, innovative and creative areas within its external-oriented and dynamic structure. Employees take the initiative, supported with new discoveries and freedoms so they feel satisfied, happy and successful in this environment (Erdem, 2007). A market culture is a results-oriented workplace where there is emphasis on staying ahead, outdoing the competition, rising share price, and leading in the market (Quinn, 2006). Organisations stay abreast with customers' requirements hence staying ahead of market information, combined product development activities, and strong brand loyalties, running to better financial performance (Peters *et al.*, 2002).

Schein's (1988) organisational culture model consists of artefacts which are not easily determined, values which consists of espoused goals, ideals, norms, standards, and moral principles, which are easily measured using survey questionnaires and underlying assumptions – which consists of those unexplained occurrences within the organisation. The theory explains that organisations do not have one type of culture

and the cultures vary from one company to another, but similarities are evident and theories have been developed to define the diverse cultures. Schein (2005) suggests that organization culture theory is a display of shared basic traditions or rules which are known to work hence are taught by companies to new employees to tackle day to day challenges as they adopt to the external and internal environment within which they work or operate. Companies expect the new members to use these as the correct way to perceive, feel and think in relation to the problems they face daily. This theory has been chosen to guide this study since leaders use the basic underlying assumptions, espoused values and artefacts to advance the type of culture that will advance the organisation in all aspects.

The organization promotes teamwork, participation, consensus, commitment, communication and development all of which are levers that drive value for the organisation (Quinn and Cameron, 1999). Companies may exhibit their own unique culture but may also have the co-existing or conflicting subcultures since each department may exhibit a subculture within organization (Trice and Beyer, 1984).

The leadership of the organisation should ensure that the employees are promoted to work as teams, remain committed and communicated to continuously to enhance development within the organisation.

1.1.4   GlaxoSmithKline Limited, Nairobi, Kenya

GlaxoSmithKline Limited was established in 2001 after the merger of SmithKline Beecham and GlaxoWellcome. The history of these two legacy companies dates back 3 centuries ago. In 1715 Plough Court Pharmacy was registered in London by Silvanus Bevan, and later it changed to Allen & Hanburys Ltd (GSK history Appendix 1). GlaxoSmithKline (GSK) is a global healthcare company based on science and has a mission of helping people do more, feel better, live longer.

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In Kenya the two companies were established as early as 1955 where they set up camp selling both pharmaceutical drugs (GlaxoWellcome), oral healthcare products and nutritional products (SmithKline Beecham). Since the merger in 2001 both companies were located at the Likoni Road site which was housing the SmithKline Beecham company. The merger presented a mix of two diverse cultures which took about seven years to blend and this required the effort of the leadership team to facilitate the smooth transition and running of the business ensuring the set objectives were achieved.

GSK management structure in Kenya comprises of three business units i.e. the manufacturing, pharma and consumer business units. Each unit works independently and has their own organisation structure. The unit under the scope of this study is the manufacturing side which is concerned with the conversion of materials to products for the consumer and pharma sides of the business. The head of the manufacturing site is the Site Director who has a site leadership team below him comprising of all the major units i.e. Production, Quality, Finance, Environment Health and Safety (EHS), Engineering, Technical and New Product Introduction (NPI), Security and Procurement departments each with its own departmental head.

Working hand in hand, GSK values and expectations guide the organisations actions and decision making, so they can meet the requirements of their patients and consumers. The values are highly regarded and must be observed by all without compromise and inform everything done by the company. These values are Patient focus, Transparency, Respect and Integrity. To align with the values, there are four expectations i.e. Courage, Accountability, Development and Teamwork. Putting these values and expectations at the heart of everything they do, they are a high performing

team, that works together to achieve the desired goals by doing the right thing all the time and every time.

1.2 Research Problem

Leadership Styles and organisational culture are topics which are highly researched and have been in practice for many years. The leadership behaviour or style will have a direct impact on the organizations way of doing things, norms, values and believes Research has indicated that the leader is the originator of the organisational culture within his organisation, hence the organisation adapts the leaders personal beliefs, norms and ways of doing things which eventually affects the ways of acting within the organisation (Bass and Steidlmeier, 1999).It has been established through research that transformational leaders mould the culture to suit their agenda whereas transactional leader will find ways to operate inside the culture they find in an organisation to drive their desired objectives (Bass and Steidlmeier, 1999).

The transformational leader before changing this culture will provide a wider viewpoint and considers the intricacy of this organisations culture as well (Mullins, 2007). They therefore study the culture and identify how this culture inter twins with the day to day dealings of the organisation before changing to ensure that the change will advance their agenda. Effective leaders create, change, and shape the culture of the organisation (Deal and Peterson, 1993). These changes happen whenever the leader identifies that the components of the culture are not aligned to its work environment and not functioning, therefore the leader is obligated to make changes on culture and align to the environment while ensuring that the organisation is functioning as intended (McClure and Sovie, 1983; Kramer, 1990; Lewis, 1996).

GSK has had a change of directors three times within last 10 years. During these times it was perceived that the culture was affected in one form or another due to the leadership style embraced by top most leader of the company. The values of transparency, integrity, patient focus and respect for people have been adopted by the company to help direct and give all leaders within the organisation the ways of working and relating with people in the organisation and in the long run ensuring the company culture is maintained despite the leadership style adopted. These are supplemented by the expectations of courage, accountability, development and teamwork. Despite the presence of these values and expectation used by GSK to shape and harmonise the culture it was perceived that the different leadership styles adopted influenced the culture in the company.

The types of leadership style experienced during these periods were transactional and transformational leadership styles. This paper sought to establish if the style of leadership adopted by leaders influenced the culture of GSK. Gholamzadeh and Khazaneh (2012) in their research the impact of leadership styles on organizational culture in Mapsa company' contend that transactional and transformational leadership certainly influence organisational culture, but the transactional leader, uses incentives and penalties to direct employees' behaviour or get results and focused on financial and instrumental objectives in directing the employee's behaviour. They exerted more control working within the culture as it existed without changing anything and accepted and used the rituals, stories, and role models aligned how things are done within the organization culture to communicate their values.

Hu *et al.* (2015) in their research study on the relationship among transformational leadership, organizational identification and voice behaviour established that, voice behaviour was positively influenced by the transformational leadership style and that

the influence on prohibitive voice behaviour was less than on promotive voice behaviour where there was more influence. Hence the leadership style has a potential to change the organisational culture to suit the organisations desired objectives. Ngosi, (2015) in her study on the within Kenya Power on how leadership influenced implementation of organizational culture change at the Kenya Power Company Ltd established that organizational culture is imperative and demands time from the entire organisations and leaders play a significant role in effecting this change. Her study identified roles played by leader's competencies and capabilities in addressing the organisational culture and change. It identified that organisations need to pick qualities of vision and innovation in leaders since this will ensure the organisations is better placed to manage change and in the end effect culture to achieve desired success. Klein *et al.* (2013) in their study on how leadership styles impacted organizational culture and firm effectiveness, identified that a leaders requires the technical and interpersonal skills to influence and manage the corporate culture of an organisation. These leaders are also tasked with an important role of selecting new employees who will fit in and meet expectations of the organisation. Leaders are obligated to challenge the ways of doing things and beliefs of the organisation which are a hinderance in the organisation achieving their corporate goals.

For changes in values and behaviours to take root in an organisation they are cascaded from top down although in rare instances changes may be initiated from down up although they lack legitimacy in the latter case as opposed to the former. The studies above have covered the importance of leadership in shaping an organisations culture and that bottom-up transformation in values and behaviours do occur, the leader needs to accept and incorporate the changes for them to gain legitimacy. It was also established that leaders are an important aspect in effecting changes in an

organisations culture and that transformational leadership and its four elements positively affect organizational culture. It is also evident that leaders who adopt transformational styles have positively influence the culture of the company since they share the vision, policies of the company and they influence information flow, stimulate employee involvement and teamwork.

Studies carried out in the past have linked leadership style to organisational culture in other industries but none in the pharmaceutical industry and not within GlaxoSmithKline therefore the research seeks get answers to the question, what is the perceived influence of leadership style on organisational culture within GlaxoSmithKline?

1.3 Objectives of the Study

To determine the perceived effect of leadership styles in directing an organizational culture at GlaxoSmithKline Limited, Nairobi, Kenya.

1.4 Value of the Study

Organisations in manufacturing sector are faced with the problem of culture change when a new leader is at the helm of the organisation since they influence culture to evolve and change. The manufacturing organisations will get handy information on the leadership style to adopt to positively influence the culture within the organisation in a way that presents a competitive advantage (Romi, 2018). Local manufacturing companies in the pharmaceutical sector like Universal and Aspen who will use the knowledge from this research to ensure that their employees remain their competitive advantage through positive influence from their leaders hence putting at an advantage to achieving their mission and vision as aligned in their strategic plans and hence meet their mandates (Barnley, 1991).

The studies and information gained on leadership and culture will be used as a source of reference materials for the academic fraternity in the future. This will include other researchers who seek to use the findings to enhance data available in many theories related to organizational culture and leadership style i.e. LMX theory of leadership and exchange theory for organisational culture including transformational and transactional leadership styles. Other researchers in days to come will use this study to advance on the findings attained to identify how these styles influence culture within organisations.

CHAPTER TWO

LITREATURE REVIEW

2.0 Introduction

This chapter will focus on available literature on leadership and organisational theories including the leadership styles that leaders exhibit in an organisation. It presents the theories for which this study is anchored then proceeds to analyse the two different variables to be considered in the study – leadership style and organizational culture.

2.1 Theoretical Foundation

Theories which will inform the study are presented in this chapter and these are the Leader Member Exchange (LMX) leadership theory and Scheins' theory of organisational culture. The study will also analyse transactional and transformational leadership styles which guide this research.

2.2 Leader-Member Exchange Theory

Dansereau, Graen and Hague (1975), Graen and Cashman (1975) first presented this theory. Leader–member exchange (LMX) theory is a relationship-based, dyadic theory of leadership (Berrin, 2015). LMX rests firmly on the assumption that the leaders in this theory influence the employees through the high quality of relationships they develop with them within the group or organisation in which they work. It also assumes that commitment from employees or members happens due to the contribution, encouragement and transactions that occur between the employee and the organization (Cropanzano *et al.*, 2002). Members exhibit trust, liking, professional respect, and loyalty first by the members within the group or organisation (Dienesch and Liden, 1986; Liden and Maslyn, 1998). The theory identifies that the affiliation among the leader and the employee evolve over time centred on the level of interactions that the leader and the employees have (Graen and Uhl-Bien, 1995)

Studies by researchers done within a period of 25 years identified that high quality leader member exchange relationships have resulted in a small number of leavers within the group or organisation, better performance, employees find delight in their roles or assignments and are more positive towards their work, their leaders are more present and offer coaching, noticeable contribution hence there is faster growth for the employees and members (Graen and Uhl-Bien, 1995)

On the other hand, low quality of LMX relationship is where there is lack of trust and support, poor relationships and there are low levels of organisational commitment. The relationship is as per the employment contract and progresses no more than it is stipulated in the contract (Sparoowe & Liden, 1997). This theory explains that the relationship between the employees and the organisation is based on both the unwritten contract and the written contracts which explains what the organisation and employee each receive from each other (Ivancevich, 2010). The relationship between the organization and the employee involves social and economic exchange (Kim & Rowley, 2005) where in social exchange it involves the organisation voluntarily treating employees fairly in exchange for obligation and loyalty while economic exchange is where the organisation provides economic benefits for employee's effort, which is outlined in formal and legally enforceable contracts. (Gould-Williams & Davies, 2005).

The challenge with this theory is the way organizations handle inconsistencies where employees whose level of commitment to the organisation increases based on his/her perception of rewards in relation to costs are rewarded highly while those with decreased organizational commitment are likely to be provided with insufficient rewards (Haar, 2006). Sometimes the unfairness perceived by the latter group is outweighed by the perceived equity in the former group (Bloom, 2000). This theory is

suitable in directing this research since it will assist in explaining the effect of leadership intervention in employee involvement within the organisations space hence directing the culture of the organisation as they are responsible for how the employees are treated and accommodated within the organisation (Deal and Peterson, 1993)

2.3 Schein's Theory of Organisational Culture

Schein, (1980) who developed this culture model intended to ensure that organizational culture is more visible, and he also developed the steps which need to be followed to bring about cultural change. Organisations culture is affected by exemplary behaviour, opinions, status and appointments referred to as direct mechanism while, indirect mechanisms include the mission and vision statement of a company, formal guidelines, corporate identity, rituals and design. The indirect mechanisms do not affect culture directly but are determinative. Organization culture theory is a form of common simple traditions learned in a group in the course of answering challenges within its external and internal environments that have worked in the past and are considered tried and tested and hence good to be passed down to joiners as the norm, way to act, feel, think or observe when faced with a similar challenge in the future (Schein, 2005). There are external and internal cultural groupings that affect behavior of organizations (Hofstede, 1998) and cultures can be differentiated through values that are strengthened with organizations (O'Reilly, et al, 2005)

Zheng & McLean, (2010), state that culture is all beliefs, values and customs learned within an organisation which help to align behaviour of members of a certain group. Leaders within that group both past and present help define the culture of the group. Culture is therefore the ingredient that binds employees to each other and to the organisation (Mujtaba, 2008). Leaders who can identify and understand the culture traits of the organisation stand a chance of enhancing the performance of the said

organisation. Cultural issues are often overlooked within organisations and attention is drawn to other areas which are thought to have more impact on performance. (Davidson, 2013). Organizational culture forms because of their response to external triggers, survival tactics employed and internal integration. The organisation in response to external adaptation and survival tactics find a niche to help them cope with these changes. To integrate these changes organisations, grow their language and concepts, group and team members, elevated power and status for the teams as well as rewards and punishment.

This establishes and maintains effective working relationships among the employees within the organization (Dasanayake et al, 2008). The culture within an organization has an impact on the actions of the company, its operations, its focus, and its relations with its customers, employees, and how it manages shareholders expectation (Gallagher & Brown, 2007). Organization culture includes the customs, beliefs, norms, morals, ethics and values which are often reintroduced and duplicated via its language, stories, signs (symbols), rituals and rite. An optimistic organizational culture strengthens the core beliefs and behaviours the leader wants and helps eliminate those values and actions the leader dislikes (Kaufman, 2002). An undesirable culture will contaminate and destroy the life of the organization and imped any future growth prospects of the organisation. As indicated earlier organizational culture is known to advance performance in the organization, employees job satisfaction, and the proactivity in solving problems when faced with challenges (Kotter, 2012).

2.3.1 Components of Organisational Culture

Schein's theory of organizational culture consists of three domains which are artifacts, espoused values and basic underlying assumptions. Artifacts are those aspects which are physical, visible and seen on displays which include products, physical

environment, language, technology, clothing, myths and stories, published values, rituals and ceremonies (James & Jones, 2005). Artifacts are the visible signs of an organisation's culture which are visible; they can be seen, heard and felt. For example, the dress code is of a company, the kind of offices and layout in a company, how employees address each other and how they communicate internally and externally (Lim, 2016).

Espoused beliefs and values include policies, goals, shared perceptions, shared assumptions, norms, beliefs and values formulated by the leaders. Values deal with adopted aims, morals, customs, ethics, and just principles, and this is identified through survey questionnaires. These are the public statements about what the organizational values are about. Many organisation's now communicate what their core values are - the espoused values by which the organisation conducts its business (Alvesson, 1989). For GSK there are four values which are respect, integrity, transparency and patient focus by which all employees conduct their day to day activity and are judged through these values (Schein, 1985).

Culture has its foundations on the underlying assumptions or unspoken truths. Handy (1993) described this as "the ways things get done around here". They are often unseen, hard to define, imperceptible and are only understood by those who've become accustomed to the way the organisation works. They are usually unseen, not written down anywhere and employees seldom talk about them however they are present and are very powerful (Lim, 2016).

This theory helps identify that while there is no one culture that fits all, organisation's exhibit different cultures, however there may be similarities and there are other theories which explain these diverse cultures. Culture is the one element within an organisation that dictates failure or success of a company (Deal & Kennedy, 1982). Leaders who challenge these basic beliefs often cause anxiety and defensiveness with the employees

or followers. This theory will be used in this research since it proposes that these basic underlying assumptions, espoused values and artifacts need to be visible in the organisation's culture and hence help assess the level of leadership influence on the organisation's culture.

2.4 Leadership Styles

Leadership styles are the approach taken by leaders to ensure proper guidance, direction is given and that plans are achieved while keeping all employees motivated (Northouse, 2015). Application of either transactional or transformational leadership styles varies from event to event and one scenario to another. Transactional leadership is applied in situations where the leader is required to have high level of accuracy, technical knowledge, act with speed especially in high technology environment and human intensive companies while transformational leadership is preferable in situations where there is more focus on directing employees via motivation and respecting what they feel based on their principles, aims and objectives (MacGregor, 2003).

Transformational leaders focus on getting positive results for their employees as well as achieving the objectives of the organisation. These leaders support their employees to self-actualize and gain self-esteem (McGregor's Theory of motivation) for the ultimate achievement (Bass, 1985) They direct the follower's motivation in a manner which ensures the employees sacrifice their time and effort to achieve organizational goals as a priority over the employee's personal interests (Bass, 1995). Despite these employees prefer transformational leadership to any other within organizations, since the transformational leaders are keen to listen and advance the employees goals as he advances the organisation's interests.

This type of leader ties the ability to direct due to his position on how he responds to the followers needs, conveys his vision to the followers and ensures his followers are

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motivated to become better in all aspects of their lives (Avolio & Bass, 1988; Burns, 1978). Leaders must have qualities which help employees to move from one achievement to another and that they are transformational (Shamir, House, & Arthur, 1993). Transformational leaders are willing to give up their own aspirations for the benefit of the followers and they inspire employees to attain more than is normally expected of them. (Bass &Avolio, 1997; Northouse, 2015).

A transactional leader uses rewards to drive performance expectation to the employees or followers and they appreciate superior performance. They believe in the contract agreement as the principal motivator and use extrinsic rewards to enhance employees or followers' motivation. (Bass, 1985) Transactional leaders use their power to drive performance of certain tasks and gives rewards or punishment for employees based on their performance or non-performance (Burns, 1978). Transactional leadership involves three style which include contingent reward where employees are assured of incentives for excellent performance but if they do not meet this or performance is below expectation they are punished. Second is management by exception (active) where the leader enforces rules to avoid errors and monitors followers' performances, acting to correct if they identify any deviations from the expected standards. Lastly there is management by exception (passive) where the action will only be taken by the leader if employee does not achieve or when a challenge arises (Bass, 1985; Avolio, et al., 1999).

2.5 Multi factor Leadership Questionnaire (MLQ)

This questionnaire was designed by Bass and his associates and researchers have used it widely to measure leadership within organisation's. MLQ reviews the four elements of transformational leadership also called the ``Four Is'' of idealized influence, individualized consideration, intellectual stimulation, and inspirational motivation

(Bass, 1985; Bass and Avolio, 1994). The first is idealized influence which was derived from the study of charismatic leaders who were identified with exceptional leadership where this would only emerge during crisis or seasons of major change within the organisation (Yukl, 1994). The MLQ research was done in organizations where no changes or crisis was being experienced thus, this lack of crisis and major changes in organisation's could be a reason why there is little known of this idealized influence element of leadership. Hence it is clear that charismatic leaders may not be ideal in an unstable environment or company (Conger and Kanungo,1987).

The way idealized influence has been operationalized could be another explanation for the lack of data. Bass and Avolio's scale propose that idealized influence has several items that assess numerous element which include behaviours, ascriptions and results. This questionnaire has forty-five items where 9 are conceptually distinct leadership factors and three are leadership outcomes. For transactional leadership three scales were defined as characteristic which include contingent reward, management-by-exception-active, and management-by-exception-passive. Laissez-faire was identified as non-leadership.

MLQ is one of the most widely used tool and also fronted as the best proven method to review transformational and transactional leadership (Kirkbride, 2006 and Ozaralli, 2003). Criticism on the MLQ's conceptual framework has been registered (Charbonneau, 2004, Yukl, 1998; Northouse, 1997) though there has been no study to support this criticism. The MLQ list has been combined to form one transformational leadership scale due to the poor factor structure and great connections among the elements (Bycio et al.,1995 and Tepper et al, 1994). The idealized influence, or charismatic, aspect has problems since it is highly connected with the inspirational motivation scale (Yammarino et al, 1994). The most immediate concern regarding the

MLQ was its fundamental validity (Tepper, 1994), strong connections with elements of transformational leadership (Kelloway, et al 2000), very high connections among the four transformational factors and high loadings of the items on a single transformational scale from the data (Yammarino et al, 1994 and Tracey et al, 1998).

2.6 Empirical Review of Leadership Styles on Organisational Culture

Studies conducted on the effect of leadership styles on the organisational culture propose variances in culture from beliefs to conduct of business in the company. Studies have identified that transformational leaders have significant effects on behaviour, however they have minimal influence on identifying the level of involvement of the staff in terms of commitment, (Leithwood et al.,1999). Managers need leadership skills which are crucial in developing and strengthening of cultural beliefs (Klein, et al, 2013). Leadership measures of interaction and task facilitation and goal emphasis have been associated with positive cultures which involve helpful members who take up demanding and significant duties within the organisation. In order to manage culture, there needs to be effective leaders who are committed and with a membership who live the desired culture (Schein, 1992). Leaders who are known to manage culture discard old values and embrace the new norms which will include changing some of the old ways and embracing new ones which require time to learn and how to manage the anxiety that comes with such changes. There may require a session on technical and interpersonal skills for the leaders to help direct the company's culture, they also have an important role of recruiting new employees who integrate with the requirements of the organisation.

Kabetu, D. G. & Iravo, M. A. (2018). In their study "Influence of strategic leadership on performance of international humanitarian organizations in Kenya", identified that for strategy implementation, core values are well stated which enhances performance and to attain high performance the goals of the organisation are achievable. The mission of the institution is a unifying focus of effort for all employees and this enhances their motivation. They also identified that communication that is horizontal enhances concepts of participative management. This follows Dyer, Gregersen and Christensen (2011) who contend that organisations engage tactical leaders who use effective means of communication with advances in technology to execute their strategy.

Yafang Tsai (2011) in his study, "Relationship between Organizational Culture, Leadership Behaviour and Job Satisfaction" identified that culture in a firm is vital, in ensuring the organisation is a happy and healthy place to work. They identified that it is possible to affect the work behaviour and attitudes of employees through relaying information and enhancing the organisations vision to the employees and getting their buy in of the vision. When this happens, employees get involved with the communication and collaboration due to good interaction between employees and leaders. Present day studies indicate that effective leadership such as Transformational leadership as a significant influence on organisational Culture, whereas there is little or no effect when Transactional and Laissez-fair leadership is adopted. The Transformational leadership style should thereby be recommended rather than the Transactional leadership style.

Andrew S Klein, Joseph Wallis and Robert A. Cooke (2013), "The impact of leadership styles on organizational culture and firm effectiveness: An empirical study" identified that leadership search to find an environment which is right for execution of company objectives and policies (Kotter, 1996). Organizational cultures emerge both from the

escalations made by members as well as the cascades of management. They identified that the leadership aspects of interaction facilitation, task facilitation, and goal emphasis were considerably linked to positive cultures in which employees are likely to back their fellow employees and accept difficult and important projects. Consideration behaviours is where the leader shows a sincere, responsive, and thoughtful mannerisms for the employees, while in aggressive-defensive cultures all the above are missing. The study concluded with the saying 'dominance reflects power, but leadership requires building consensus.' The study concluded that the skills of leaders who manage and supervise are important elements in the making and strengthening of cultural beliefs.

From previous studies and research as indicated above, leadership style influences organizational culture. Leaders adopt different styles which can influence the organisations culture positively or negatively and employees are appealed by leaders who embrace the transformational leadership style as they help them achieve both individual and organisational goals. In addition, the organisations can define the organisational culture they desire by recruiting the leader with the leadership style that will direct the desired organisational culture, Dyer, Gregersen and Christensen (2011).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes methods and procedures used to collect data for this study. It includes research design, target population, sample design, data collection and data analysis techniques.

3.2 Research Design

This research adopted a descriptive research design. This research design was applied since the data is cross-sectional across different departments within the organisation. The study focused on an organisation and this is the type of research design that best describes the characteristics of an individual, organisational or of a group hence this was the most appropriate to use (Kothari, 2004).

3.3 Target Population

The population targeted was GlaxoSmithKline Ltd employees which has a total of 165 employees both permanent and contract workers. The research used the entire population and used the census method.

3.4 Data Collection

This research used initial primary data original in nature (Kothari, 2004). Primary data was obtained from GSK employees directly, where they responded using questionnaire structured in three sections A, B and C. Section A contained the general information about the employee, section B contained organisational culture as perceived by employees and C leadership style adopted by the leaders. The questionnaires had closed questions to help in gathering the required information. These questionnaires were dropped to the employees and picked up later.

3.5 Data Analysis

The research used descriptive statistics to analyse the general organisational data in section A comprising of mean, standard deviation and frequencies. Multiple linear regression analysis was used to analyse information on leadership style in section B as well as section C on organisational culture. Multiple linear regression helped confirm or dispute the effect of leadership style on organizational culture in GSK, Kenya. The data was presented in a simple and easily understood tables and figures.

The multiple linear regression model was as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby;

Y = Organisational Culture (value of dependent variable)

β_0 = Constant Variable

$\beta_1 - \beta_4$ = The corresponding coefficients for the respective dependent variables

X_1 = Idealised Influence

X_2 = Inspirational Motivation

X_3 = Intellectual Stimulation

X_4 = Individualised Consideration

ε = An error term

CHAPTER FOUR

DATA ANALYSIS RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents data analysis and findings of the study. The data that was collected for the study was analysed, presented and is discussed in this chapter.

4.2 Response Rate

165 questionnaires were distributed and a total of 117 employees responded to the questionnaires as represented in table 4.1. This represented 73% of the sample size which from Mugenda and Mugenda (2003) identify that a response rate of 70% of the sample size is representative of the population. Hence it is adequate for data analysis.

Table 4.1: Employees' Response Rate

Status	Frequency	Percentage
Response	117	73%
Non-Response	43	27%
Total	165	100%

Source: Field data, (2019)

Table 4.1 indicates that out of the 165 employees to whom the questionnaires were administered, 117 responded to all the questions. This represents 73% of the required sample size. The return rate identifies that majority of the employees complied with the research analyst in the process of gathering data and the non-response rate was unlikely to affect the results of the study.

4.3 Demographic Data

In this section clear information of the employees' demographic data in terms of gender, age bracket, management level, period worked with the bank and highest level of education are captured. Table 4.2 shows the summary of the employees' demographic information.

4.3.1 Response by Gender

The study wanted to identify the gender distribution of the employees. This information is significant in understanding the inclination and patterns of each gender within the organisation. Table 4.2 below tabulates these findings.

Table 4. 2: Response by Gender

Category	Frequency	Percentage
Male	65	54.9%
Female	52	45.1%
Total	117	100%

Source: Field data (2019)

From Table 4.2 it is clear that male employees were 65 while 52 were female. The results indicate that 54.9% of the employees were male while 45.9% were female. This indicates that male employees are more than female employees. It also implies that the female and male difference was not to great to affect the outcome of the results due to gender imbalance.

4.3.2 Response by Age Bracket

The researcher wanted to establish the age bracket of the employees, since age was a vital aspect of the study as it affects the perception of employees hence affecting the leaders influence on the employees way of doing things, therefore culture depends on level of maturity of the individual. The findings were presented in Table 4.3.

Table 4.3 Response by Age Bracket

Category	Frequency	Percentage
18-30	39	34.1%
31-40	52	43.9%
41-49	20	17%
50 & Above	6	5%
Total	117	100%

Source: Field Data (2019)

Table 4.3 shows that most of the employees were falling within the age of between 31-40 years which was 43.9%, while 34.1% were employees aged between 18-30 years, 17% of the employees fell under the age bracket 41-49 years. 5% of the employees were in the age bracket of 50 and above. In conclusion the results indicate that all ages were represented, however majority of the employees were middle aged which is unlikely to affect the findings since all ages are represented.

4.3.3 Response by Management Level

The research identified the management level of the employees. This was an important aspect of the study since ranking of the employee is likely to be influenced differently by a leader due to the position the employee holds within the organisation. The findings were presented in table 4.4

Table 4. 4: Response by Management Level

Category	Frequency	Percentage
Top Level	9	7.6%
Middle Level	23	19.0%
Lower Level	31	26.4%
Non-Management	55	47.0%
Total	117	100%

Source: Field Data (2019)

Table 4.4 indicates 47% of the employees are non-management while those in lower level management account for 26.4%, followed by middle level management who account for19.0%. The smallest percentage is the top-level managers who account for 7.6% within the GSK. Most of the employees who responded were in the non-management level. In order to complete the study, the distribution of employees within the organisation structure was important to ensure there was adequate representation from all levels of the organisation. This will ensure the results are applicable to employees across the board.

4.3.4 Response by period worked with the bank

The research also identified the number of years the employees who responded have worked in GSK. This determined how long the employees have worked in the company and if this was long enough to give information that is reliable for the study. Table 4.5 gives the findings.

Table 4. 5: Response by Period Worked with GSK.

Category	Frequency	Percentage
Below 5 years	18	15.4%
6-10 years	47	40.2%
More than 10 years	52	44.4%
Total	117	100%

Source: Field Data (2019)

Table 4.5 indicates that 15.4% of the employees have worked for GSK for a period of 5 years and below, while 40.2% of the employees have worked 6-10 years. 44.4% of the employees had worked with GSK for a period of 10 years and above. This indicated that a good number of employees have worked for GSK for over 10 years. From the findings it indicates the employees had good knowledge and experience to adequately

respond to the questions about culture in the organization which validates the findings of this research.

4.3.5 Response by Education Level

The research identified the level of education of the employees, which was important since it identifies employee's knowledge to understand the concept and language of the study. Table 4.6 tabulates the results of the study

Table 4. 6: Response by Highest Education Level

Category	Frequency	Percentage
PHD	0	0%
Masters	14	11.9%
Bachelor's Degree	47	40.2%
Diploma	41	35.0%
Certificate	12	10.3%
Others Please Specify	3	2.6%
Total	117	100%

Source: Field Data (2019)

Table 4.6 indicates that 40.2% of the employees had attained a bachelor's degree, about 35% were diploma holders and 11.9% were holders of a master's degree. 10.3% had professional certificates and 2.4% had other certificates. No employee had a PhD qualification. From the data majority of the employees were diploma and university graduates and therefore were able to understand questions and give the relevant answers.

4.4 Leadership Styles

The research establishes the level of agreement employees have on effect of leadership style on organisational culture at GSK. The leadership elements used were idealised influence, inspirational motivation, intellectual stimulation and individualised

consideration. A five-point Likert scale was used where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree. Averages of the leadership style adopted were established to provide generalized feelings of the employees. Means less than 1.5 implied that employees strongly disagree that the culture was influenced by leadership Style. Means more than 1.5 but less than 2.5 implied that the employees disagree that the culture adopted was influenced by leadership style. Means greater than 2.5 but less than 3.5 implied that employees were indifferent with the sentiment that culture was influenced by leadership style. Means greater than 3.5 but less than 4.5 implied that employees agree that leadership style influenced the culture adopted and means greater than 4.5 implied that employees strongly agree that the leadership style influenced culture. The standard deviation describes the distribution of the responses in relation to the mean. This gives a suggestion of how far the individual responses to each factor differ from the mean. A standard deviation of more than 1 shows that there is no consensus on the responses obtained, while less than 1 indicates that there is consensus on the response obtained. The findings are explained in Table 4.11 below.

4.4.1 Idealised Influence

Table 4.7: Idealised Influence

Statement	Mean	Standard Deviation
Leader talks to us about his/her most important values and beliefs	3.7	0.19
Leader emphasizes the importance of being committed to our beliefs	4.0	0.23
Leader specifies the importance of having a strong sense of purpose	4.1	0.25
Leader displays conviction in his/her ideals, beliefs, and values	4.1	0.29
Leader clarifies the central purpose underlying our actions	4.1	0.22
Leader talks about how trusting each other can help us to overcome our difficulties	4.2	0.31
Leader emphasizes the importance of having a collective sense of mission	3.9	0.26
Leader considers the moral and ethical consequences of his/her actions	3.9	0.22
Leader takes a stand on difficult issues	3.9	0.26
Leader behaves in ways that are consistent with his/her expressed values	3.9	0.28

As shown in the Table 4.11 above, it is evident from the data that employees agree that the leadership style adopted by leaders at GSK influenced culture starting with the trust element which scored a mean of 4.2, followed by the leaders emphasising importance of being committed with a score of 4.0 and leaders having a sense of purpose, leaders display ideals, beliefs and values and leaders clarify central purpose underlying their actions supported by a mean of 4.1 each. Leaders emphasising a strong moral and ethical consequence of their actions, taking a stand on difficult issues and leaders behaving in ways that are consistent with their expressed values supported by a score of 3.9 each. Lastly is the element of leaders talking about their most important values and beliefs supported by mean of 3.7. The results indicate that GSK leaders emphasize the importance of being committed to the company's beliefs, they have a strong sense

of purpose, display a strong conviction for their beliefs, clarify the central purpose underlying their actions and they talk about how trusting each other can help the employees overcome difficulties. This are clear drivers for the organisations culture.

4.5.2 Inspirational Motivation

Table 4.8: Inspirational Motivation

Statement	Mean	Standard Deviation
Leader sets high standards	3.9	0.32
Leader envisions exciting new possibilities	3.6	0.21
Leader provides continuous encouragement	3.9	0.37
Leader focusses my attention on ``what it takes" to be successful	3.8	0.25
Leader makes me aware of essential work-related issues	3.8	0.19
Leader shows determination to accomplish what he/she sets out to do	3.9	0.23
Leader expresses his/her confidence that we will achieve our goals	3.8	0.24
Leader talks optimistically about the future	3.8	0.23
Leader talks enthusiastically about what needs to be accomplished	3.9	0.26
Leader articulates a compelling vision of the future	3.9	0.23

Source: Researcher (2019)

Table 4. 12 showed that the elements under review in the leadership element of inspirational motivation scored a mean of between 3.9 and 3.8. This indicates that the employees agree that inspirational motivation being one of the elements of transformational leadership influences culture with the organisation. The standard deviation of the elements is ranging from 0.21 to 0.32 with leader makes me aware of essential work related issues having the least deviation with a score of 0.19 while leader provides continuous encouragement having the most deviation with a score of 3.7.The results indicate that employees agree that inspirational motivation is one aspect of leadership style which influences organisational culture where leaders set high

standards, provide continuous encouragement and show determination to accomplish what they set out to do which received the highest responses.

4.5.3 Intellectual Stimulation

Table 4.9: Intellectual Stimulation

Statement	Mean	Standard Deviation
Leader encourages me to express my ideas and opinions	3.8	0.19
Leader encourages addressing problems by using reasoning and evidence, rather than unsupported opinion	4.0	0.25
Leader questions the traditional ways of doing things	4.0	0.25
Leader emphasizes the value of questioning assumptions	4.1	0.23
Leader re-examines critical assumptions to question whether they are appropriate	4.1	0.24
Leader encourages us to rethink ideas which had never been questioned	4.1	0.20
Leader seeks differing perspectives when solving problems	4.0	0.28
Leader suggests new ways of looking at how we do our jobs	3.9	0.30
Leader gets me to look at problems from different angles	4.0	0.27
Leader encourages non-traditional thinking to deal with traditional problems	3.8	0.22

Source: Researcher (2019)

As shown in the Table 4.13 above, employees agree that the leadership style adopted by leaders at GSK influenced culture where leaders emphasises the value of questioning assumptions, leader re-examines critical assumptions to question where they are appropriate and leaders encourages us to rethink ideas which had never been questioned scoring 4.1 while GSK leader encourages addressing problems by using reasoning and evidence rather than unsupported opinion, leaders question the traditional ways of doing things, GSK leaders seek divergent viewpoints when resolving issues and leader gets me to view challenges from another perspective with a score of 4.0. three of the elements has a score of between 3.8 and 3.9 i.e. leaders

motivate employees to participate and give their views, thoughts or sentiments, leader encourages non-traditional thinking to deal with traditional problems and leader suggests new ways of looking at how we do our jobs. GSK employees agree that their leader's emphasis the value of questioning whether they are appropriate, re-examines critical assumptions to question whether they are appropriate and encourage employees to rethink ideas which had never been questioned which in turn influences or direct culture.

4.5.4 Individualised Consideration

Table 4.10: Individualised Consideration

Statement	Mean	Standard Deviation
Leader teaches me how to identify the needs and capabilities of others	3.9	0.22
Leader treats me as an individual rather than just a member of a group	4.0	0.33
Leader focusses me on developing my strengths	4.1	0.25
Leader treats each of us as individuals with different needs, abilities and aspirations	4.1	0.33
Leader promotes self-development	4.1	0.27
Leader gives personal attention to members who seem neglected	4.0	0.27
Leader listens attentively to my concerns	4.2	0.30
Leader provides useful advice for my development	3.9	0.28
Leader spends time teaching and coaching me	4.0	0.22

Source: Researcher, 2019

As shown in the Table 4.14 above, reviews the employees view on elements under individualised consideration where the scores were all above 3.5 but below 4.2. Leader teaches me how to identify the needs and capabilities of others and leader provides useful advice for my development scoring 3.9, leader treats me as an individual rather than just a member of a group and leaders spends time teaching and coaching me had a mean of 4.0. Leader focuses me on developing my strengths, leader treats each of us as individuals with different needs, abilities and aspirations and leader promotes self-development with a mean score of 4.1 and lastly leader listens attentively to my

concerns scoring the highest mean of 4.2. The standard deviation indicates that the employees agreed with each other since the deviation was less than 0.5 with scores of between 0.22 as the lowers and 0.33 as the highest. The results indicate that employees agree that leaders focus employees on developing their strengths, treat them as employees with diverse requirements, skills and ambitions and listen thoughtfully to their fears. This ensures that the employees feel considered and feel part of the organisation.

4.5 Organizational Culture

The study wanted to identify the level of agreement employees have on the fact that leaders have an influence on organisation culture within GSK based on the leadership style adopted. The components of cultures included artefacts, espoused beliefs, rules and policies and management behaviours. A five-point Likert scale was used where 1-strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree. Averages of the cultures adopted were established to provide generalized feelings of the employees. Means less than 1.5 implied that employees strongly disagree that the culture was influenced by leadership Style. Means more than 1.5 but less than 2.5 implied that the employees disagree that the culture adopted was influenced by leadership style. Means greater than 2.5 but less than 3.5 implied that employees had an indifferent response that the culture was influenced by leadership style. Means greater than 3.5 but less than 4.5 implied that employees agree that leadership style influenced the culture adopted and means greater than 4.5 implied that employees strongly agree that the leadership style influenced culture. The standard deviation on the other hand describes the distribution of the responses in relation to the mean. It provides an indication of how far the individual responses to each factor vary from the mean. A standard deviation of more than 1 indicates that there is no consensus on the

responses obtained, while less than 1 indicates that there is consensus on the response obtained. The findings are explained in Table 4.7 below.

4.5.1 Artefacts

Table 4.11: Artefacts

Statement	Mean	Standard Deviation
Physical facilities (Air conditioning, lighting, ventilation, noise, heating, etc.) of the building in which I work is appropriate for working	4.0	0.31
The building (Corridors, departments, toilets, elevators etc.) in which I work is sufficiently formal, clean and orderly in general.	3.8	0.29
Necessary security measures (entry–exit controls etc.) have been taken in the building which I work	3.8	0.26
Employees follow business manner and dress code	3.9	0.28
Number of equipment's (Printer, PC, table, stationery etc.) that are necessary to do my work is adequate	3.9	0.25
Employees are proud of what they do and proud to be part of the organization	3.8	0.26
Leaders train subordinates through empowerment	4.1	0.21
Leaders must follow all the tasks performed by employees and are responsible for the result.	3.6	0.27

Source: Field Data (2019)

From the table 4.7 above GSK employees agreed that leaders train subordinates through empowerment, which scored 4.1, was important and the building in which they worked was sufficiently formal, clean and orderly in general which scored a mean of 4.0. The results further indicate that the employees agreed that the physical facilities of the building in which they worked for were appropriate for working with a score of 3.8, necessary security measures (entry–exit controls etc) have been taken in the building which they work with a score of 3.8, employees follow business manner and dress code with a score of 3.90, number of equipment's (Printer, PC, table, stationery etc.) that are necessary to do their work is adequate with a score of 3.9, employees are proud of what they do and proud to be part of the organisation 3.8, leaders have to follow all the tasks performed by employees and are responsible for the result with a score of 3.6. From

the study it is clear that the employees agree that physical buildings are important and agree that leaders train subordinates through empowerment which indicates that they feel free to make decisions within their area of operation via empowerment.

4.5.2 Espoused beliefs and Values

Table 4.12: Espoused Beliefs and Values

Statement	Mean	Standard Deviation
GSK involves all members in its vision and mission	3.8	0.26
Decisions of the organization are followed absolutely and faithfully	3.8	0.31
Highly skilled individuals are valuable assets to GSK.	4.3	0.26
Empowerment is used to discover potential future leaders	3.9	0.23
Employees respect each other's needs when making decisions in GSK	3.7	0.27
Innovation creates both risks and opportunity for GSK	3.9	0.25
Employees value team work to individualism	3.9	0.28
GSK rewards individual performance	3.9	0.24
GSK rewards team performance	3.7	0.26
Employees are given a chance to air their thoughts and ideas	3.7	0.21

Source: Field Data (2019)

The results indicate that the employees agreed that GSK involves all members in its vision and mission, decisions of the organisation are followed absolutely and faithfully with a score of 3.9, with empowerment is used to discover potential future leaders, innovation creates both risks and opportunity for GSK, employees valued team work to individualism and GSK rewards individual performance with a mean of 3.9. The study also established that employees respect each other's needs when making decisions in GSK, GSK rewards team performance, employees are given a chance to air their thoughts and ideas where each had a mean of 3.7, while the highest was highly skilled individuals are a valuable asset to GSK scoring 4.3.From the study it can be

concluded that employees agree that the employees agree that highly skilled individuals are valuable assets in the organisation which motivates these employees to put in effort and achieve for the organisation to continue being of value to the organisation.

4.5.3 Rules and Policies

Table 4.13: Rules and Policies

Statement	Mean	Standard Deviation
Leaders place high importance on GSK rules, regulations values and expectations	4.0	0.31
GSK deals with all matters fairly referring to the values, rules and regulations, processes and procedures in case of any non-compliances	3.8	0.29
Leaders place high importance on GSK rules, regulations values and expectations	3.8	0.27
GSK deals with all matters fairly referring to the values, rules and regulations, processes and procedures in case of any non-compliances	3.8	0.29
GSK has provided and given adequate training with clear guidelines on processes, instructions and procedures used in the company	4.0	0.23
GSK ensures all employees have clear instructions availed to them with regards to their duties and tasks.	4.2	0.21

Source: Field Data (2019)

The results in table 4.16 show that the employees agreed that GSK rules, regulations, values and expectations are provided and given adequate training with clear guidelines on processes, instructions and procedures used in the company scoring 4.0 while GSK ensures all employees have clear instructions availed to them with regards to their duties and tasks scored 4.2 indicating that the organisation ensures all employees have clear instructions with regard to the duties tasks and rules, policies and guidelines including values and expectations which point towards a leadership enforcement of the requirements to all employees. GSK deals with all matters fairly referring to the values, rules and regulations, process and procedures in case of any non-compliances, Leaders place high importance on GSK rules, regulations values and expectations, GSK deals with all matters fairly referring to the values, rules and regulations, processes and

procedures in case of any non-compliances of 3.8. It can be concluded that GSK places high importance on rules and regulations.

4.5.4 Management Behaviours
Table 4.14: Management Behaviours

Statement	Mean	Standard Deviation
Leaders in GSK are flexible when making decisions	3.5	0.18
Leaders in GSK take time to build relationships with individual employees	3.4	0.16
Leaders in GSK involve employees in making decisions	3.6	0.22
Leaders in GSK work with rules all the time	3.9	0.23
Leaders in GSK challenge employees to rethink ideas which employees present	3.6	0.23
Leaders in GSK refer to GSK values and beliefs all the time	3.6	0.24
Leaders in GSK help employees find meaning in their work.	3.8	0.23

Source: Field Data (2016)

The above table 4.17 demonstrates the rates provided by employees on management behaviours. It is evident that the employees agreed that managers involved employees in decision making in GSK which scored 3.5, managers take time to build relationships with other employees at 3.4. Leader in GSK involve employees in decision making and work with rules all the time. They also agreed that leaders in GSK challenge employees to rethink ideas which employees present, leaders in GSK refer to GSK values and beliefs all the time and they help employees find meaning in their work all having a score of between 3.6 to 3.9. It can therefore be concluded that GSK employees were satisfied with how the management involved them in the company's decision-making process and the relationships the management built with them including their application of rules, policies, values and beliefs in all the time.

4.6 Correlation Analysis

The study conducted a correlation analysis to establish the influence of leadership styles on organizational culture at GlaxoSmithKline Limited. The findings were as shown in the Table 4.18 below:

Table 4.15: Correlation analysis

		Organizational Culture	Idealised Influence	Inspirational Motivation	Intellectual Stimulation	Individualised Consideration
Organizational Culture	Pearson Correlation	1				
	Sig. (2-tailed)					
Idealised Influence	Pearson Correlation	.377**	1			
	Sig. (2-tailed)	.000				
Inspirational Motivation	Pearson Correlation	.114	.331**	1		
	Sig. (2-tailed)	.008	.000			
Intellectual Stimulation	Pearson Correlation	.117**	.193**	.223**	1	
	Sig. (2-tailed)	.000	.000	.000		
Individualised Consideration	Pearson Correlation	.242**	.159**	.006**	.112**	1
	Sig. (2-tailed)	.006	.082	.945	.224	
**. Correlation is significant at the 0.01 level (2-tailed).						

The correlation matrix illustrated indicates a significant positive relationship between idealised influence and organizational culture (r=0.377 and p-value=0.000<<α=0.01). This implies that idealised influence has a 37.7% positive and significant relationship with the organizational culture at GlaxoSmithKline Limited. The correlation table also shows that there is a significant positive relationship between inspirational motivation and organizational culture (r= 0.114 and p-value=0.008<<α=0.01). This result indicates that inspirational culture has 11.4 % positive and significant relationship with

organizational culture at GlaxoSmithKline Limited. Similarly, the correlation table reveals a positive significant relationship between intellectual stimulation and organizational culture at GlaxoSmithKline Limited (r= 0.117 and p-value=0.000<<α=0.01). Finally, the study revealed that individualised consideration has a positive and significant relationship with the organizational culture at GlaxoSmithKline Limited (r= 0.242 and p-value=0.006<<α=0.05). In conclusion the table indicates that there is a positive correlation between the leadership styles adopted within an organisation and the organisation culture exhibited within the company hence organisation culture within GSK is influence positively due to the leadership style adopted within the organisation.

4.7 Regression Analysis

In the quest to examine the association amongst the four independent variables with the dependent variable, the regression model was applied. The independent variables were idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. while the dependent variable was organizational culture. The model summary was as shown in Table 4.16. below.

Table 4.16: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.550^a	0.303	0.245	1.04464
a. Predictors: (Constant), idealized influence, inspirational motivation, intellectual stimulation and individualized consideration.				

Table 4.17: Analysis of Variance

<table>
<tr><th colspan="7">ANOVA^a</th></tr>
<tr><th colspan="2">Model</th><th>Sum of Squares</th><th>df</th><th>Mean Square</th><th>F</th><th>Sig.</th></tr>
<tr><td rowspan="3">1</td><td>Regression</td><td>22.751</td><td>4</td><td>5.688</td><td>5.212</td><td>.001^b</td></tr>
<tr><td>Residual</td><td>52.381</td><td>112</td><td>1.091</td><td></td><td></td></tr>
<tr><td>Total</td><td>75.132</td><td>116</td><td></td><td></td><td></td></tr>
</table>

a. Dependent Variable: Organizational culture

Table 4.18: Coefficient of Determination

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.87	1.059		0.082	001
	Idealised Influence	0.389	0.146	0.381	2.664	0.010
	Inspirational Motivation	0.193	0.138	0.203	1.402	0.026
	Intellectual Stimulation	0.621	0.201	0.388	3.091	0.003
	Individualised consideration	0.228	0.259	0.125	0.979	0.034

a. Dependent Variable: Organizational Culture

From Table 4.21 of coefficients, the following regression model was established: -

$Y= 1.87+ 0.389X_1 + 0.193X_2 + 0.621X_3 + 0.228X_4 + 0.082$

Thus, when all factors are kept constant, organizational culture at GlaxoSmithKline Limited would be held at 1.187. A unit increase in idealised influence would result to 0.389 positive improvements in organizational culture. A unit increase in inspirational motivation holding all other factors constant would lead to 0.193 positive changes in organizational culture. Moreover, a unit change intellectual stimulation results to 0.621

changes in organizational culture and finally, a unit change in individualised consideration results in 0.228 positive variations in organizational culture.

From the regression analysis model on the influence employee perceived influence of leadership styles on organizational culture, the R square value was 0.303. This implies that 30.3 % of the variation in organizational culture at limited can be explained by leadership styles. Furthermore, at 95% confidence level, the model was found to be significant as demonstrated by a p value of 0.001 (p=0.001) which was less than the conventional 0.05. This therefore implies that the four leadership styles are significant in explaining organizational culture.

The results show that the regression analysis model had a coefficient of determination (R^2) of about 0. 303. This means that 30.3 % variation in organizational culture at GlaxoSmithKline Limited is explained by joint contribution of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. The remaining 69.7% of variation of organizational culture can be explained by other factors not included in the model. The study can therefore be concluded to say that organisational culture is influenced positively at GSK due to the leadership style adopted.

4.8 Discussion of Findings

The study established that organisational culture is influenced by leadership style by 30.3%. The study identified that GSK leaders emphasize the importance of being committed to the company's beliefs, they have a strong sense of purpose, display a strong conviction for their beliefs, clarify the central purpose underlying their actions and they talk about how trusting each other can help the organisation and employees achieve their goals. This is in line with Andrew, Wallis and Cooke (2013) who identified that leadership focuses on establishing a proper environment for achieving organizational goals and strategies and overcome difficulties which are clear drivers of

organisational culture. The results indicate that employees agree GSK leaders set high standards, provide continuous encouragement and show determination and direction to accomplish what is set out. This is in line with Avolio & Bass, (1988) and Burns, (1978) who say that leaders should have the ability to direct followers and ensure they are motivated to become better in all aspects of their lives and Shamir, House & Arthur (1993) who say that leaders must have the qualities which help employees move from one achievement to another and they are transformational. The employees at GSK agree that their leader's emphasis the value of questioning whether they are appropriate, re-examines critical assumptions to question whether they are appropriate and encourage them to rethink ideas which had never been questioned which in turn influences or direct the way the employees think and do things. This agrees with Schein (1992) who indicates that leaders who are known to manage culture discard old values and embrace new norms which require time to learn and they know how to manage the anxiety that comes with such changes. The results indicate that employees agree that GSK leaders focus employees on developing their strengths, treat them as individuals with different needs, abilities and aspirations and listen attentively to their concerns. These findings are supported by Bass (1985) who indicates that leaders support their employees to self-actualise and gain self-esteem for the ultimate achievement of both organisational and individual employee goals. Bass (1995) also indicates that leaders direct the follower's motivation in a manner which ensures that employees sacrifice their time and effort to achieve organisational goals as a priority. These findings also agree with Kotter (2012) that leadership style has power to positively influence organisational culture, and employee job satisfaction. Andrew, Wallis and Cooke (2013) also identify in their study that leaders who adopted three of the four leadership measures were found to be significantly related to constructive cultures. They identified that leadership skills are critical factors in creation and reinforcement of cultural norms. In addition,

the organisations can define the organisational culture they desire by recruiting the leader with the leadership style that will direct the desired organisational culture (Dyer, Gregersen and Christensen 2011).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter outlines the summary, conclusions and recommendations drawn as a result of the research findings. Limitations of the study and suggestions for further research are also discussed in the chapter.

5.2 Summary

The objective of the study was to determine the influence of leadership style on organisational culture in GlaxoSmithKline (GSK) Nairobi, Kenya. The study found out that leadership style has influenced and enhanced organisational culture at GSK. The leadership style was oriented particularly to the relationships between the employees and their seniors and with trust, commitment and loyalty with fellow employees and organisation. The findings revealed that the provision of rules and policies that provided clear instructions, processes and procedures for employees was the most prevalent organisational culture component while individualised consideration and intellectual stimulation were most prevalent among the leadership components. Employees identified that the leadership style directed the employees in self-development and taking initiative in all they did ensuring there is a culture of proactivity where employees do not need to be pushed but are self-driven.

The study revealed that rules, policies, regulations, values and expectations were highly regarded by both the leaders and employees and that the leaders ensured there was adequate training with clear guidelines on processes, procedures and instructions used in the company. The study also revealed that the leaders ensured that the employees are provided with the clear instructions with regard to their duties and tasks. The findings show that adoption of leadership style had a strong positive influence on organisational culture and overall employee interactions at the workplace. Leaders within the

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organisation were flexible in making decision and they helped employees find meaning in their work hence they felt a sense of purpose and increased their engagement towards the organisation, thus creating a culture that is positive and encouraging for employees hence assuring a strong positive organisational culture for the organisation.

5.3 Conclusion

Judging from the various analysis, findings and computations resulting from the collected data for this study, the results reveal some important facts from which the conclusions are based. Organisational Culture among GSK employees is influenced by the leadership within the organisation which in this case was transformational leadership style. The study findings have revealed that intellectual stimulation and individualised consideration were important factors in influencing organisational culture while compared to the other two variables; (idealised influence and inspirational motivation) at GSK, Nairobi. It was determined that employees understood rules and policies including the values and beliefs within the organisation since the leaders took initiative to ensure the employees are trained and provided with the policies, procedure, rules, beliefs and values of the organisation. Based on the findings, the study concluded that all the variables were important in the study. One thing that can be derived from this study is that leadership style adopted by the leaders within GSK is a vital aspect and that it has an impact on the organisational culture within the company.

The leaders in GSK play an important part in ensuring that important issues and strategies are communicated, and effort is put to ensure all the employees are aware of the rules, policies and regulations and that they are follow them. Leadership influences employee actions depending on the leader's behaviours and attitude towards the employee, hence enabling them to support strategy implementation which in turn leads to rules and policy adherence that is good for GSK, thereby creating a positive organisational culture. In order to inculcate a positive organisational culture, leaders

within the organisation also require to be supportive of the employees by adopting the right management behaviours which has been established as positive within GSK and lay great emphasis on rules and policies ensuring these are followed and that employees share in the same vision and mission of the organisation.

In conclusion organizations should not only concentrate on instigating positive cultures that enhances organisational culture but should also ensure that effort is put in ensuring the leadership style adopted by the leaders is creating the desired positive culture. Leaders must work towards ensuring the employees are aware of the organisations rules, policies, procedures and that the leaders adopt the 'Four 1's' to enhance employee motivation towards achieving envisioned strategies, mission and vision of the organisation. Leaders must align the employees' own goals with organisations goals e.g. career growth to ensure the firms attain their desired objectives and as well help employees achieve their objectives. This builds a strong positive organisational culture and ensures leaders cultivating a motivating, positive and professional work environment that is not intimidating so that all individuals can achieve their goals without collisions.

5.4 Limitations of the Study

The research employees were from different educational backgrounds and there were those shop floor employees who also were to answer questions from the questionnaire and required explaining to ensure they understood the questions. Hence the researcher required time to engage and try and explain the study and the questionnaire to the employees. Some of the employees were senior management and may have felt obligated to give a positive response to the questionnaire since it was measuring the effect of leadership style on organisational culture hence may have responded positively to the questionnaire.

The study did not delve into the issue of demographics and diversity which may have an influence on the organisational culture especially where the top leader comes from and since one of the leaders was from a different country and how this could have influenced the organisational culture within GSK at the time.

5.5 Recommendations for Policy and Practice

The results indicate that the leadership style adopted within an organisation has a significant effect on the organisational culture with the company. Employees require a leader who is concerned about their well-being and exhibits the required management behaviours by adopting the 'Four 1's'. This is where the leaders question the old way of doing things and look at problems from a different point of view and encourage non-traditional way of looking at things. They need to stimulate ideas and opinions from the employees which helps them identify with the same and work towards achievement hence having a sense of ownership which eventually helps them drive the idea to fruition. The leaders should adopt an idealised consideration where they identify the needs and capabilities of the employees and genuinely get interested in the career growth and become attentive to their concerns giving advice to their development while taking time to coach and teach while on the job.

This creates a genuine relationship and sense of belonging to the employees hence generating a positive organisational culture within the company. Leaders need to inspire, motivate and influence employees by believing in the values, beliefs, rules, policies, mission and vision of the organisation ensuring they take employees through the same via training and emphasizing through their own actions the importance of adhering to the laid down requirements within the organisation. Fairness in employing discipline on non-adherence should be seen to be fair by all and applied immediately without delay. This allows a continuity even when new employees are engaged as they are taught the ways of doing things immediately by observation and interactions with

other older employees. This research established that there is a strong positive relationship between the leadership style adopted and organisational culture where transformational leadership style influences the organisational culture of GSK positively. The leaders engaged within GSK must adopt the right leadership style as this will impact the organisational culture. If the leadership style adopted is not right, it will negatively impact the organisational culture within the organisation.

5.6 Suggestions for Further Study

Further assessments on other elements which are likely to affect organisational culture require to be reviewed in future research which involves organisational culture. This will help organisations identify and ensure organisational culture is cushioned from negative influence hence ensuring organisational culture remains as intended. Additional research on impacts of leadership styles on the implementation of organizational cultural change in firms other than pharmaceutical firms should be done to establish whether the influence is similar.

Further assessment on other leadership styles and their impact on organisational culture whether negative or positive identifying those that are likely to influence negatively to help organisation ensure these are not adopted within their organisations.

There are varied number of organisations and each have different organizational culture, research on the type of culture and how the leadership style adopted in that organisation has affected the firm's organisational culture may be a topic for further research. More research needs to be done on leadership style and how that affects positively or negatively to organizational culture.

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APPENDICES

Appendix1 GSK History

Appendix 11: Questionnaire

This questionnaire is meant to collect information on Employee Perception on Influence of Leadership Styles in Directing Culture at GlaxoSmithKline Limited, Nairobi, Kenya. This information is being sought solely for academic purposes and will be treated with strict confidence. Kindly answer the questions by ticking the boxes provided as will be applicable. Do not indicate your name as the information given is confidential.

Section A: Demographic Data (Please tick appropriately)- optional

1)   Please indicate your gender.   Male [ ] Female [ ]

2)   In which Age bracket do you fall?   18-30 [ ]31-40 [ ] 41-49 [ ] 50 and above
[ ]

3)   Which management level do you fall under (Please Tick appropriately)
a.   Top level management [ ]
b.   Middle level management [ ]
c.   Lower level management [ ]
d.   Non-management [ ]

4)   Please indicate the period you have worked with GSK (Please Tick appropriately)
Below 5 years [ ]6-10 Years [ ] More than 10 Years [ ]

5)   Which of the following exhibits the highest level of education you have attained while working for GSK?
a.   PhD [ ]Masters [ ] Bachelor's Degree [ ] Diploma [ ] Professional certificate [ ] Others Specify………………

Section B: Organizational Culture

Below are several statements on various cultures adopted by the organization. Please indicate your level of agreement with each of these statements with regard to the factors influencing Culture within GSK.

(Please use the scales of 1-5 where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree.)

X1 = Artefacts

X2 = Espoused beliefs and values

X3 = Rules and Policies

X4 = Management Behaviours

Statement	1	2	3	4	5
Artefacts					
Physical facilities (Air conditioning, lighting, ventilation, noise, heating, etc.) of the building in which I work is appropriate for working					
The building (Corridors, departments, toilets, elevators etc.) in which I work is sufficiently formal, clean and orderly in general.					
Necessary security measures (entry–exit controls etc.) have been taken in the building which I work					
Employees follow business manner and dress code					
Number of equipment's (Printer, PC, table, stationery etc.) that are necessary to do my work is adequate					
Employees are proud of what they do and proud to be part of the organization					
Leaders train subordinates through empowerment					
Leaders must follow all the tasks performed by employees and are responsible for the result.					
Espoused Beliefs					
GSK involves all members in its vision and mission					
Decisions of the organization are followed absolutely and faithfully					
Highly skilled individuals are valuable assets to GSK.					
Empowerment is used to discover potential future leaders					
Employees respect each other's needs when making decisions in GSK					

Innovation creates both risks and opportunity for GSK					
Employees value team work to individualism					
GSK rewards individual performance					
GSK rewards team performance					
Employees are given a chance to air their thoughts and ideas					
Rules and Policies					
Leaders place high importance on GSK rules, regulations values and expectations					
GSK deals with all matters fairly referring to the values, rules and regulations, processes and procedures in case of any non-compliances					
Leaders place high importance on GSK rules, regulations values and expectations					
GSK deals with all matters fairly referring to the values, rules and regulations, processes and procedures in case of any non-compliances					
GSK has provided and given adequate training with clear guidelines on processes, instructions and procedures used in the company					
GSK ensures all employees have clear instructions availed to them with regards to their duties and tasks.					
Management Behaviours					
Leaders in GSK are flexible when making decisions					
Leaders in GSK take time to build relationships with individual employees					

Leaders in GSK involve employees in making decisions					
Leaders in GSK work with rules all the time					
Leaders in GSK challenge employees to rethink ideas which employees present					
Leaders in GSK refer to GSK values and beliefs all the time					
Leaders in GSK help employees find meaning in their work.					

Section C: Leadership Style

Below are several statements on various factors that affect organizational culture within GSK. Please indicate your level of agreement with each of these statements with regards to the effect on organizational culture.

(Please use the scales of 1-5 where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5 = strongly agree.)

Statement	1	2	3	4	5
Idealized Influence					
Leader talks to us about his/her most important values and beliefs					
Leader emphasizes the importance of being committed to our beliefs					
Leader specifies the importance of having a strong sense of purpose					
Leader displays conviction in his/her ideals, beliefs, and values					
Leader clarifies the central purpose underlying our actions					
Leader talks about how trusting each other can help us to overcome our difficulties					
Leader emphasizes the importance of having a collective sense of mission					
Leader considers the moral and ethical consequences of his/her actions					
Leader takes a stand on difficult issues					
Leader behaves in ways that are consistent with his/her expressed values					
Inspirational Motivations					
Leader sets high standards					

Leader envisions exciting new possibilities					
Leader provides continuous encouragement					
Leader focusses my attention on ``what it takes'' to be successful					
Leader makes me aware of essential work-related issues					
Leader shows determination to accomplish what he/she sets out to do					
Leader expresses his/her confidence that we will achieve our goals					
Leader talks optimistically about the future					
Leader talks enthusiastically about what needs to be accomplished					
Leader articulates a compelling vision of the future					
Intellectual Stimulation					
Leader encourages me to express my ideas and opinions					
Leader encourages addressing problems by using reasoning and evidence, rather than unsupported opinion					
Leader questions the traditional ways of doing things					
Leader emphasizes the value of questioning assumptions					
Leader re-examines critical assumptions to question whether they are appropriate					

Leader encourages us to rethink ideas which had never been questioned					
Leader seeks differing perspectives when solving problems					
Leader suggests new ways of looking at how we do our jobs					
Leader gets me to look at problems from different angles					
Leader encourages non-traditional thinking to deal with traditional problems					
Individualized consideration					
Leader teaches me how to identify the needs and capabilities of others					
Leader treats me as an individual rather than just a member of a group					
Leader focusses me on developing my strengths					
Leader treats each of us as individuals with different needs, abilities and aspirations					
Leader promotes self-development					
Leader gives personal attention to members who seem neglected					
Leader listens attentively to my concerns					
Leader provides useful advice for my development					
Leader spends time teaching and coaching me					