



LEADERSHIP AND CORPORATE CULTURE: A QUANTATIVE ANALYSIS OF STRATEGIES FOR DESIGNING SPECIFIC CULTURES WITHIN COMPANIES OF THE FUTURE.

Research Report



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Declaration

I hereby declare that the Research Report submitted for the Bachelor of Commerce Honours in Management degree to The Independent Institute of Education is my own work and has not previously been submitted to another University or Higher Education Institution for degree purposes.

Abstract

An effective leader needs to understand the goals and purposes of employees. The study narrowed its focus onto the influence that leadership has on the development of corporate cultures within organisations. The purpose of the study was to validate the growing need for positive cultural experiences facilitated by the leaders of an organization and to further determine if a strong corporate culture plays an important role in developing a sustainable and inviting ethos for both current and future employees.

The research problem was that where an organization fails to implement specific cultural design the company culture will form by default. A lack of leadership in developing the corporate culture results in employees feeling less important within their organizational role and therefore the organization will face a loss in productivity, inconsistent work ethic and employee dissatisfaction. Culture and self-worth are increasingly becoming an integral part of an individual's job satisfaction and as a result directly impacts their performance thus impacting the overall success of the organisation.

In order to consider this relationship the literature on leadership theories and styles, components of corporate culture, the creation and maintenance of corporate culture, culture fit, and the performance of employees was considered. The study followed a quantitative approach and made use of questionnaires to collect data which was then analysed through the use of SPSS.

The research findings demonstrated that respondents had a higher tendency to agree with statements that suggested that leadership was vital for the development of corporate culture within organisations, and went further as to agree that this relationship can impact both the individual and the organisation as a whole.

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1.1. Contextualisation

Leadership is considered to be the influence an individual has over others that has the potential to encourage and motivate them towards the achievement of a common goal (Forbes, 2013). Corporate culture is developed based on the shared values, beliefs, attitudes and behaviors that an organization upholds within its internal community. Taking this into consideration it can be seen that leadership strategies developed by leaders have the potential to affect the corporate culture of an organization. Organizations that have an all-encompassing corporate culture tend to perform better as individuals believe that their input is valued and is a vital part of the company's overall success. The research serves as an important role in validating the relationship between leadership and corporate culture. The research is taking place in South Africa, a country that values many different cultures and needs to take careful consideration of their development within organizations. A culture fit has been identified to determine the effectiveness of culture creation within organisations and how they have the potential to impact the workplace of 2030. Consideration has been given to multiple aspects of corporate culture to aid in identifying the link between performance and culture (Tarver, 2019).

1.2. Rationale

The rationale for this study is to validate the growing need for positive cultural experiences facilitated by the leaders of an organization and to consider the effectiveness of their strategies in developing a sustainable and inviting ethos for current and future employees. This topic has been selected to serve as a contribution towards the improvement of workplace environments in a way that will be sustainable for the year 2030. Moving forward into the workplace of the future culture and self-worth are increasingly becoming an integral part of an individual's job satisfaction and as a result directly impacts their performance thus impacting the overall success of the organisation. This study is relevant as it will assist in identifying a leaders role in creating the optimal workplace environment through the strategic cultivation of corporate culture.

1.3. Problem Statement

The responsibility to create a culture within a work environment falls solely on the leaders of the company. Without implementing specific cultural design, the company culture will form by default, resulting in lost productivity, employee dissatisfaction and an inconsistent work ethic. Therefore, it is problematic when there is a lack of leadership in an organization to actively pursue corporate cultural development. Where such lack of leadership exists the longevity of the organization could be jeopardized (Forbes, 2020)

1.4. Purpose Statement

The purpose of this study is to analyze the important role that leadership plays in the facilitation of cultural development within the workplace. Leaders are tasked with developing strategies that aid the achievement of organizational goals. By developing strategies that take into consideration the importance of corporate culture organizations will be able to gain a competitive advantage and this will in turn result in attraction of highly qualified employees as well as foster unparalleled growth and unanimous movement toward the vision of the company.

1.5. Research Question

Does leadership play a vital role in forming the corporate culture of an organization and what impact will this have on both the individual's success as well as the organization's?

1.6. Objectives

- To determine the role a leader plays in the development of corporate culture.
- To determine if a strong corporate culture has an effect on the overall performance of employees.
- To determine if corporate culture contributes to the personal needs of employees.
- To determine in what way a strong corporate culture will benefit the longevity and success of an organisation.

2.1. Introduction

The aim of this study is to determine the influence that leadership has on developing corporate culture within an organization. It has become more apparent that there is a changing organizational culture (Spano, 2018). The workforce has become more diversified and traditional leadership styles have become less effective, resulting in a growing need for strong leaders who are capable of anticipating organizational principles. Leaders have the responsibility of developing their leadership styles and strategies in such a way that they can facilitate the careful development of culture in organizations. The influence that a leader has over others has the potential to either positively or negatively impact the workplace, therefore strategies are to be executed in such a way that they reinforce values while simultaneously working towards organizational goals (Canaday, 2020).

According to Tarver (2019) corporate culture determines the way in which a company's employees and management interact with the world around them based on their beliefs, shared values, standards, attitudes and behaviors. Essentially corporate culture is the personality of the organization. Leadership on the other hand is a process of social influence which has the potential to motivate and maximize the efforts of others to achieve a common goal (Forbes, 2013). With this in mind it can be seen that the leadership strategies set out by an organization's leader could considerably affect their corporate culture. This is in support of Schein's (2010) argument that leadership and corporate culture are strongly interconnected.

It is the responsibility of a leader to actively assist with the development of a culture within an organization. The social construct of organizational culture implies that all organizations are subject to a predominant culture and are therefore unable to be culture-neutral. Without assistance or direction, the culture may no longer align with the organizations values and in such a case the survival of an organization may be compromised. Often organizations that lack leadership struggle with performance management, a decrease in productivity, inconsistent work ethic and employee dissatisfaction (Forbes, 2020)

An exposition of the main theories of leadership that have evolved over time into the current understanding of what a leader is within an organisational structure will be considered for the purposes of the research. The different models of culture outlined within Schein (1992) and Kotter and Heskett's (1992) work will be presented as well as an in depth analysis of the way in which culture is created. For the purposes of this study a culture fit needs to be identified to determine the effectiveness of culture creation within organisations and how they have the potential to impact the workplace of 2030. Consideration will be given to multiple aspects of corporate culture to aid in identifying the link between performance and culture.

2.2. Theoretical foundation

In order to understand the literature pertaining to the relationship between corporate culture and leadership, these elements will be discussed individually before addressing any potential influences they might have on each other.

2.2.1. Leadership theories and styles

According to Bratton (2020) leadership is the ability of an individual to influence and motivate followers to share in their vision and contribute to the overall achievement of a shared organisational goal. There are a number of different theories and definitions pertaining to leadership but with changing organisational values and needs leadership as a whole will continuously evolve in order to adapt to present needs as well as synergise leadership and corporate culture for the years to come.

This study focuses on the major leadership theories to build a definition for what is seen as a true leader. Identifying the foundational components of a leader is essential in defining the extent to which leadership and corporate culture are linked and how the aspects of each of these components affect the overall success of an organization. Through the analysis of each of the major leadership theories, namely the great-man theory, trait theory, contingency theory, situational theory and behavioural theory, we can define what it means to be a leader in the context of an organization and with this definition we are able to perform the necessary research required to answer the proposed research questions.

From each of the above leadership theories different styles of leadership have been developed, namely Transaction leadership and Transformational leadership. To understand how a leaders style might impact culture we must first have an understanding of the styles themselves:

- Transactional leadership is carried out by way of stringent time management and a rigid structure to control outcomes.
- Transformational leadership is carried out by way of allowing a more cooperative environment with emphasis on communication and a coordination of actions. This approach fosters a higher degree of freedom and creativity amongst employees.

(Florida tech, 2020)

In the context of cultural development a transformational leadership style would be more appropriate as it focuses largely on social aspects such as beliefs, values and goals. Transformational leaders have the responsibility of motivating employees and increasing their moral values so as to increase their will towards achieving organisational goals (House & Shamir, 1993). Transformational leaders have a large impact on social dividend and according to Bass and Avolio transformational leaders focus on encouraging followers to realign their needs beyond personal interests and striving towards the collective needs of an organisation. With this in mind it can be seen that this theory confirms the Maslow's (1954) higher order needs theory.

Individuals spend the majority of their life at work. Assuming an employee's physiological needs are taken care of, a well-designed corporate culture can have a major impact on the remaining tiers of Maslow's Hierarchy providing essential assistance in pushing an individual to achieving a complete balance of all of the proceeding needs as set out by Maslow. To be more specific the working environment of employees largely influences their esteem and self-actualisation needs. (Hopper, 2020).

In addition to motivating followers leaders also focus on transforming them altogether. Through motivation and empowerment followers are capable of carrying responsibility and feeling personally accountable for the achievement of goals. By encouraging this behaviour an inclusive culture is established throughout the organisation, in a modern working environment the needs of employees have shifted. Individuals no longer feel satisfied simply by getting the job done and instead they are motivated by creation of value and achievement of higher goals. Employees today have a need for their ideas and input to be validated. (House & Aditya, 1997).

2.2.2. Corporate Culture

The second aspect that requires consideration is the definition of corporate culture.

It is required that we have an understanding of the main components of corporate culture in order to determine the extent to which a leader can influence each aspect allowing them to purposefully shape the culture of the company in a direction that is best suited for success, growth and longevity (Coleman, 2013).

Corporate culture can be analysed within six main components.

- Vision: The purpose and direction of the organisation is laid out within their vision and determines what employees will strive to work towards.
- Values: The values of an organisation will guide employees through their tasks and dictate the mindset and behaviour expected of them.
- Practices: These practices are the operating principles that are carried out in the daily activities of the organisation.
- People: An organisation is made up of people and it is these people who are the main source of culture that is encompassed within the organisation. Culture is developed through the personal and learned behaviours of these people.
- Narrative: The narrative of an organisation plays an important role in shaping the culture. Every organisation has a unique story and as the narrative of a company evolves over time, so does the culture surrounding it.
- Place: The final aspect of corporate culture that we will be defining is the environment of the organisation. This refers to the way the physical space where the employees collaborate, interact and complete tasks as well as the geographical location of the organisation affect its culture.

(Coleman, 2013).

2.2.3. Creating and maintaining corporate culture

Corporate culture is originally formed through the values and the overall vision that the founder holds for the organisation. The influence that the founder has largely sets root in the organisation making it difficult to change as it forms a part of the organisations history. However, industry standards are a vital influence in the creation of culture, industry standards set the orientation of the organisation. Industry standards influence the demands that organisations are required to meet as well as determine the characteristics of the industry itself. Understanding the industry is important as what is implemented in one industry cannot be implemented in another. The corporate culture that is created through the founders values and the industry standards then determines the people that are employed by the organisation. This is done through a process of 'attraction-selection-attrition' and 'onboarding' whereby newer employees are taught how things are done within the business and encouraged to follow the way of doing things. Then leadership strongly develops the corporate culture and motivates the employees to maintain the corporate culture through a use of rewards systems (Schmitz, 2012).

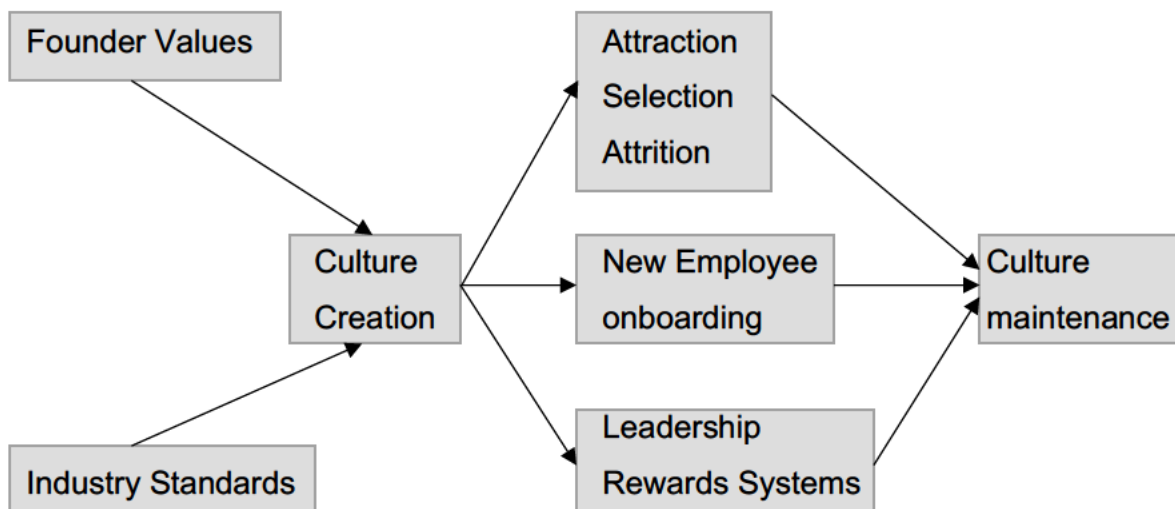


Figure 1: A demonstration of the creation of culture and the maintenance of culture.

Adapted from: Schmitz, A. 2012. An introduction to organisational behaviour. [Online]. Available at: <https://2012books.lardbucket.org/books/an-introduction-to-organizational-behavior-v1.1/s19-04-creating-and-maintaining-organ.html>. (Accessed 28 May 2020).

2.2.4. Culture Fit and Performance

Just as the various aspects of an organisations culture form what would be known as the companies personality, each individual has their own set of values, traits and characteristics. These characteristics need to be taken into account when determining how well an individual can assimilate into the culture of a company. However, if an individual does not feel that their culture resonates with the culture of the organisation their performance will be negatively impacted (Benstead, 2019).

A culture-fit seeks to match the values of the employees with that of the organisation so as to encourage the collective cooperation towards accomplishing all-encompassing goals. Culture fit is important for the following reasons:

- **Staff retention**
Employees need to feel happy and a connection to their workplace. If an employee feels that they don't fall in line with the values of the organisation they will feel little satisfaction from their job which will in turn result in an increase in the number of employees that resign.
- **Employee engagement**
It is more probable that an employee's level of commitment will increase when their personal beliefs fall in line with that of an organisation. It is vital that employees commit themselves to the tasks at hand in order for the business to achieve higher success rates.
- **Performance and productivity**
A poor corporate culture has a highly detrimental impact on the workplace as it prohibits the employees ability to remain productive. When an employee is uninterested in the goals of the organisation they are more likely to perform poorly.
- **Cohesion**
When the organisation and employees have similar values their ability to work together is improved and as a whole they will function better. When teams have disjointed priorities conflicts will arise and motivation will plummet.
- **Communication**
When values are aligned communication comes naturally and it is easier to formulate a collaborative workspace.

(Benstead, 2019)

Corporate culture is vital for the overall achievement of the businesses goals. A strong corporate culture plays an integral role in employee engagement, performance and productivity. When an employee feels they fit-in with the culture of an organisation they generally find themselves to be happier, more satisfied, committed and overall generate higher levels of performance. A leader must successfully develop an all-encompassing corporate culture to improve overall performance.

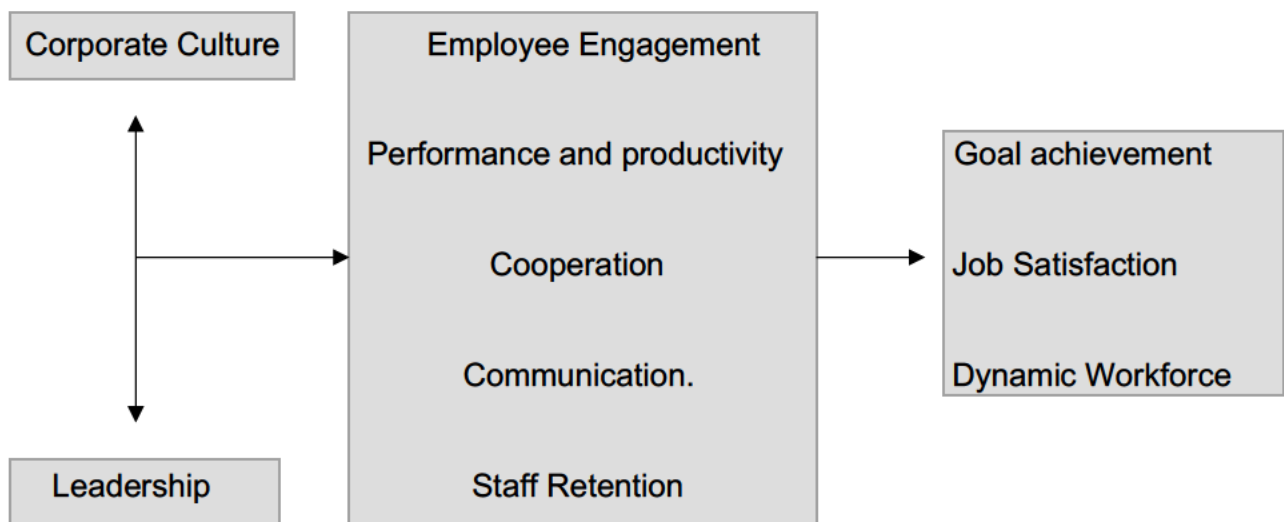


Figure 2: A demonstration of how leadership and corporate culture interact to create advantages for the organisation as a whole in line with forward thinking.

Adapted from: Nica, E. and Potcovaru, A.M. 2017. The relationship among leadership, organisational culture and an employee's job satisfaction. In Proceedings of The 11th International Management Conference.

2.3. Current literature

Schein (1992) is of the view that organizational culture is a pattern of shared values and beliefs which over time shape the standard that is required when organisations carry out their organisational activities. With this in mind organisational culture essentially serves as a foundation on which organisational processes are shaped. By ensuring the careful development of corporate culture organisations potentially can create a sustainable competitive advantage that is not easily duplicated by competitors. Kandula (2006) confirmed this by stating that a strategy cannot be implemented in an organisation that has a different organisational culture. The performance of employees is dependent on how well their own values align with that of the organisation.

Kotter and Heskett (1992) determined that corporate culture can be organised into two different levels based on visibility and resistance to change. Within the first level there is a focus on the less visible aspects such as the values shared by members of the organisation. These values stay intact even through the alternations of members as they are held by the organisation as a whole and if a member is to leave the organisational values will remain unchanged. Each organisation creates their own version of values over time which can vary from financial successes to impacting the personal well-being of the employees involved. At this level there is a higher resistance to change as these values tether employees to each other. The second level rather focuses on the more visible aspects such as patterns of behaviour and strategies that the organisation has set in place. This suggests that the levels are intertwined as values have an overall impact on the behaviour of the organisation. In correlation to the proposed research leadership is vital when creating a strong corporate culture as it has an overall impact on the sustainability and future success of the organisation.

Xenikou (2019) further confirms that culture within organisations has a vital role in organisational efficiency and leaders are responsible for balancing the demands of the organisation while simultaneously accounting for a culturally diverse workplace. Xenikou goes further as to state that one of the key aspects of leadership is the ability to influence shared cognitions that employees of an organisation abide by and therefore it is necessary not only to focus of the formation of corporate culture but to maintain a culture in such a way that it remains as dynamic and motivational.

Within Xenikou's (2019) study, the relationship between corporate culture and the transactional and transformational leadership styles was a focal point, she confirmed that each leadership style would influence different organisational outcomes and corporate culture will therefore develop in different ways. For the purposes of the proposed study a transformational leadership style will solely be considered as the intended outcome is to provide guidance as to how organisations can develop their corporate culture to aid their growth for the year 2030.

From the literature that has been presented there are a number of variables that have become apparent. The main theme of the research would be on the relationship between leadership and corporate culture. Maslow's hierarchy serves as an extension of this theme in order to determine what the participants of the study personally find valuable in terms of the workplace. Through understanding the personal values of individuals it allows us to determine the appropriate corporate culture that leadership would need to carefully develop and how this would lead to an overall increase in performance (House & Aditya, 1997).

2.4. The connection of current literature to the study

Xenikou (2019) emphasised that there are a number of mechanisms that can be utilised by leaders in order to cultivate the corporate culture of an organisation however there is minimal research into these proposed tools of culture management. Organisational literature has suggested that there is a coexistence in the workplace between values and practices that is often overlooked. The intention of the research is to promote further development of the understanding of the link between these values that lay within corporate culture and the practices set out by the leaders of the organisation. Furthermore the creation of a strong corporate culture within an organisation will promote the performance of employees and will go further as to meet their self-actualisation needs. We will consider what people now personally value and how their workplace plays a vital role in contributing to the well-being of individuals.

If leadership and corporate culture are effectively synergised and the importance of a leaders role on developing corporate culture is appropriately emphasised then there will be a marked increase in success within the organisation as well as an increase in job fulfilment amongst employees. When a person feels a sense of belonging or that they are a valuable part of a community their basic human needs are largely satisfied (Hopper, 2020).

A corporate culture that allows for employees to feel valued and appreciated through their contributions will increase the positive attributes such as confidence and belief in their ability required for a deeper job satisfaction. This falls in line with Maslow's hierarchy of needs, specifically the need for esteem (Hopper, 2020). Leaders are vital for the development of corporate culture within organisations. According to Junja (2015) leadership plays an important role for the following reasons:

- Motivation
- Creating confidence
- Building morale
- Co-ordination
- Development of working environment
- Providing guidance

Without proper implementation of leadership the values of the organisation as well as the personal interests of employees will no longer align, this in turn will prevent the formation of a strong corporate culture. If the workforce feels a lack of belonging there will be a decrease in their performance as well as a lack of motivation towards the achievement of goals (Junja, 2015).

After evaluating the current literature on both leadership and corporate culture as laid out by the seminal authors Schein (1992) Kotter and Heskett (1992) and Bass & Avolio (1992) as well as several later studies conducted based on their research in the relevant field it can be concluded that the relationship between leadership and corporate culture should largely be considered when developing and implementing strategies within organisations. As the workforce has become younger and more diverse there has been a growing need for leadership that correlates with the new needs of employees. Traditional leadership styles no longer take effect and often hold negative connotations, the workforce has shifted their focus onto achieving more than just an income but something of higher value, both personally and collectively. By focusing largely on the careful development of corporate culture leaders are able to implement value creation within the organisation. Therefore the survival of the organisation is dependent on how well aligned the corporate culture is with the employees of organisation and whether the interests of the employees have been taken into account. When an employee feels as if they are working towards something greater they often exhibit an improvement in performance as the company feels like an extension of themselves rather than just a job.

3.1. Outline of the worldview, tradition and paradigm

Research is purposeful in creating an understanding or a general orientation of the world around us and with this in mind it is possible to articulate our own thoughts and understanding based on our personal view of the world. Individuals carry out their daily activities in the context of a worldview which inevitably influences their behaviours including the way in which they approach research. For the purpose of this research a 'worldview' should be considered as a basic set of beliefs that guide the actions of individuals. (Ryan, 2006).

A paradigm describes a cluster of beliefs and dictates how scientists in different disciplines will have different interests and how this particular stance influences their research, how their research will be carried out and how the results will be interpreted (Du Plooy-Cilliers, Davids and Bezuidenhout, 2014).

When considering a research paradigm the worldview that a researcher holds is vital to determine the way in which research should be approached. In research, a particular stance is adopted to assist in the design of the inquiry which shapes the following three paradigmatic elements:

- **Epistemology:** The epistemological position is concerned with what is regarded as valid knowledge. Your epistemology is your beliefs about the nature and sources of knowledge. Within research epistemology requires that a contribution is added to existing knowledge.
- **Axiology:** The axiological position considers what is good and bad, what is right and wrong, it is essentially the nature of value. The focus of axiology is on the role it plays in research when determining what is valued within a particular paradigm or tradition.
- **Ontology:** The ontological position deals with the fundamental nature of reality and largely focuses on what reality is and how to determine what is real and what isn't.

(Du Plooy-Cilliers, Davids and Bezuidenhout, 2014).

With consideration to the aforementioned outlines, the research will be conducted through a quantitative approach. The focus of the study is on the relationship between corporate culture and leadership and by following a quantitative approach any participation in the collection of data will be done both passively as well as objectively. The collection of data will be done through valid and reliable survey instruments and will consist of numeric measurements that have the capacity to undergo manipulation for the purpose of assessing the magnitude and reliability of the perceived relationships through the use of statistics (Du Plooy-Cilliers, Davids and Bezuidenhout, 2014).

The study seeks to understand the relationship between leadership and corporate culture. Empirical evidence will be required to evaluate this relationship. Reality has the potential to be observed and measured and therefore it is possible, through experience, for the research to predict the overall outcome of performance based on employee behaviour within a specific corporate culture. With this in mind any results should be generalisable to a larger population. The positivist paradigm has an objectivist approach in that any research conducted will be free of personal bias. Any research conducted seeks to be an accurate and honest reflection of factual reality (Du Plooy-Cilliers, Davids and Bezuidenhout, 2014).

The paradigm that holds relevance to the research is post-positivism. A post-positivist paradigmatic stance allows for the research on leadership and corporate culture to be viewed in an objective manner. Personal hopes and expectations will take a step back and this will allow for outcomes to be observed without bias. Post-positivist research has a focus on following strict scientific methods that can be adapted by manipulating the different variables relevant to the study in order to induce a probable outcome. Post-positivism makes use of statistics to describe social phenomena's such as leadership and corporate culture. By means of descriptive statistics, data can be explored in a primary way to portray the impact that differing opinions could have on leadership and corporate culture (Du Plooy-Cilliers, Davids and Bezuidenhout, 2014).

3.1. Research approach and design

3.1.1. Approach

Both qualitative and quantitative research processes and procedures are used in research studies across various disciplines and are even often combined as mixed methods. Qualitative research has a subjective focus on broad holistic explanations and a thorough narrative of events whereas quantitative research generates objective statistical models and assigns numerical ideals and beliefs to explain events. There are numerous advantages to either of these processes prospectively and each are dependent on a focal point and the aims of the research project as well as the highly anticipated validity and reliability outcomes (Maree, 2016). For the purposes of this study a quantitative approach has been chosen.

Quantitative methods of data collection allow the data gathered to be easily compared and contrasted by utilising specialised statistical analyses software such as SPSS. The focus of the study will be on the relationship between corporate culture and leadership and by following a quantitative approach any participation in the collection of data will be done both passively as well as objectively. The collection of data will be done through valid and reliable survey instruments and will consist of numeric measurements that have the capacity to undergo manipulation for the purpose of assessing the magnitude and reliability of the perceived relationships through the use of statistics (Du Plooy-Cilliers, Davids and Bezuidenhout, 2014).

3.2.2. Design

The study seeks to understand the relationship between leadership and corporate culture. Throughout this section we will consider the methods used in the data collection process. The research design will comprise of techniques used throughout the study. The latter part will elucidate the data analysis and approach that will be part of the research project. The objectives of the study are highlighted as well as the sample of the population. This section focuses primarily on the data used and the methods employed to acquire the data and describes the manner in which the data will be obtained. The research is organised and documented in a way that allows for the investigation of the relationship between leadership and corporate culture. The research has to be taken into account when investigating an appropriate research problem, the function behind a research design is to assist in the collection of data with effectiveness and efficiency whilst lowering costs and redundancy (Maree, 2016).

Empirical evidence will be required to evaluate this relationship. Reality has the potential to be observed and measured and therefore it is possible, through experience, for the research to predict the overall outcome of performance based on employee behaviour within a specific corporate culture. With this in mind any results should be generalisable to a larger population. The positivist paradigm has an objectivist approach in that any research conducted will be free of personal bias. Any research conducted seeks to be an accurate and honest reflection of factual reality. The research will be conducted deductively and the study will be descriptive and exploratory in nature. (Du Plooy-Cilliers, Davids and Bezuidenhout, 2014).

3.2. Research Methodology

Respondents will be contacted and required to complete a survey questionnaire in the form of a 5-point Likert scale. The information gathered will then be analysed with SPSS through the use of descriptive statistics and frequency counts. The unit of analysis will be individuals and each will be required to complete a consent form as per annexure A (Maree, 2016).

3.2.1. Population

The research population is comprised of departmental leaders in a health care organisation who hold managerial positions and are 20 years or older. These leaders have been chosen for the research due to the common characteristics that they share; they are responsible for the motivation and management of employees from diverse backgrounds and are tasked with developing strategies that support organizational goals. The parameters for the study will therefore require that participants must meet the minimum age requirement of 20 and must have sufficient experience as a leader. The target population is comprised of individuals over the age of 20 with sufficient work experience in a leadership or managerial position where enough employees are under their influence for a culture to be formed. The accessible population for the purposes of the research sample is employed at Affinity Health Insurance Agency (Du Plooy-Cilliers, Davids and Bezuidenhout, 2014). For the purposes of the research the sample size does not accurately represent the population and is therefore not generalisation. Permission has been granted by the organisation in order to conduct the research on the premises and to administer survey-questionnaires personally to each of the participants on suitable days.

3.2.2. Sampling and sampling methods

For the purposes of research a sample is a subset of a population that will act merely as a representative of the population. Often the accessible population includes a large number of elements that would need to be analysed and as a result it is required that the accessible population be reduced to allow for it to be more manageable (Du Plooy-Cilliers, Davids and Bezuidenhout, 2014). Sampling can then be distinguished between probability and non-probability sampling methods. The research will follow a non-probability sampling method. Non-probability sampling methods do not make use of a random selection of population elements. This method has been chosen as a result of time constraints, financial limitations and a lack of access to a larger general population. The type of non-probability sampling that will be used is convenience sampling for practical purposes. Convenience sampling allows for the population elements to be selected based on their ease of access and their opportune availability. Convenience sampling has been chosen as it is efficient, cost effective and falls in line with the fact that the study will not be generalizable (Maree, 2016).

The data collected from the wrong avenues have the potential to cause more harm than good and therefore crucial consideration is made when selecting the appropriate participants (Maree, 2016). Questioning every single respondent is an impossibility and is not suitable for the particular study. The participants for the study will be colleagues that are easily contactable within the workplace thus making the unit of analysis individuals (Maree, 2016). Specifically, managers have been selected as participants for the study as a result of their wealth of knowledge on particular culture, cultural change and leadership within the organization. A variety of managers have been selected from the spectrum of the organization to ensure an accurate representation within the sample. The level of experience that management holds is vital for question. According to Tarver (2019) corporate culture determines the way in which a company's employees and management interact with the world around them based on their beliefs, shared values, standards, attitudes and behaviors. Essentially corporate culture is the personality of the organization. Leadership on the other hand is a process of social influence which has the potential to motivate and maximize the efforts of others to achieve a common goal (Forbes, 2013). With this in mind it can be seen that the leadership strategies set out by an organization's leader could considerably affect their corporate culture. Another important consideration will be the size of the sample. The sample will not be generalisable and will consist of an estimated 20 respondents.

3.2.3. Data-collection methods

Data collection methods will employ both primary and secondary data. Primary data is data that is acquired directly from informants to achieve the objectives and aims of the study. Secondary data is information gathered from existing sources (Maree, 2016).

Quantitative research intends to find casual relationships or a connection between variables and therefore the data collection methods should be developed with this objective in mind. In the quantitative research process consideration should be given to the collection of data as it plays a crucial role in the validity and reliability of the findings (Sadan, 2017).

The data collection instrument that will be used will be a survey that consists of a formal set of questions designed to gather primary information for the purposes of the research. The survey instrument has been chosen for its ability to gather quantitative or numeric descriptions of trends, attitudes, beliefs and opinions from a known population (Maree, 2016). The survey will be a cross-sectional design as the data collection will only be done at one specific point in time and no repetition will take place. This design allows for an overall understanding of the variables that impact the relationship between leadership and corporate culture (Du Plooy-Cilliers, Davids and Bezuidenhout, 2014).

The advantages to survey research are as follows:

- The survey method is inexpensive to conduct and allows for research to be carried out in a short period of time
- By making use of a survey the target population can easily be selected and then questionnaires can be administered.
- Participation will be improved as the questionnaire can be filled in anonymously
- Large amounts of data can be collected and then standardized.

(Du Plooy-Cilliers, Davids and Bezuidenhout, 2014).

There are however some disadvantages to surveys. The nature of errors would need to be understood and there is a chance that respondents might not understand the questions or might even misinterpret them. In addition, surveys tend to lack personal aspects and this in turn discourages participation in the study (Debois, 2019).

The type of scale will be an ordinal scale known as a 5-point Likert scale with strongly agree, agree, neutral, disagree and strongly disagree as the rating choices (Maree, 2016). This scale requires that participants select their level of agreement with a variety of statements regarding leadership and corporate culture. Each item will measure an aspect of a single common construct and then scores for each response will be measured to understand their attitudes towards the research questions (Du Plooy-Cilliers, Davids and Bezuidenhout, 2014).

The questionnaire cannot be personally administered due to the current economic environment and the health crises of a global pandemic. Questionnaires have been adapted and administered through email using Google forms to allow for ease of completion. In addition to this, respondents have been required to complete their consent forms using document automation software known as Pandadoc. Pandadoc allowed for the consent forms to be completed with the use of electronic signatures in place of handwritten signatures. Before administration of the survey questionnaire, a pilot study has been implemented with the view of identifying errors or ambiguity, this will determine any possible weaknesses in questions. Questions were then altered and improved to remove these weaknesses by refining and focusing the questions on the construct of interest that it was intended to measure (Aldridge, 2001).

The questionnaire has been administered in four sections. Section one consists of an introduction explaining the general background into the study itself to create an understanding for the respondents. Section two requires the respondents to complete general biographical information namely their gender, age, race and years of managerial experience. This is done to make the respondents comfortable, by first answering questions that they are more familiar with they will be more dedicated to completing the questionnaire. Demographic information is vital for data analysis as it is needed to understand the key traits within the sample population. Section three included instructions as well as the questionnaire itself. The questions been developed to answer the research questions and have been presented in the form of a Likert scale with questions ranging from general to specific. The final section consists of a gratitude towards participants to thank them for their time and efforts. All respondents have been required to sign a consent form that needed to be completed and submitted with the questionnaire (Du Plooy-Cilliers, Davids and Bezuidenhout, 2014). Kindly view annexure B for a questionnaire.

3.2.4. Data- analysis methods

The data was collected and pre-coded from the questionnaire and then data-captured on a statistical analysis system. The data has been analysed with SPSS through the use of descriptive statistics and frequency counts. Descriptive statistics are used to organize and summarize data in a meaningful way that allows for the promotion of the understanding of the data characteristics through the identification of trends (Maree, 2016).

Apart from descriptive statistics, histograms have been utilised to analyse the data by means of SPSS statistical software. The collective data will be compared in order to draw conclusions for the research project. The use of close-ended questions with limited responses of strongly agree, agree, neutral, disagree, strongly disagree will allow for a straight-forward analysis of the results. It is not possible to employ a control group during this stage of data collection due to limiting factors such as the Covid-19 pandemic and not having access to a large enough comparable control group. Cronbach's Alpha will be calculated for ensuring internal consistency (Du Plooy-Cilliers, Davids and Bezuidenhout, 2014).

3.3.5 Validity, Reliability and Trustworthiness

Quantitative data analysis allows for a higher amount of credibility and increases the quality of the research because of the unbiased, objective stance of the researcher. Once all survey questionnaires were collected, the survey answers were then transferred and transformed into a data file by allocating a serial identifier to each of the respondent's questionnaires. The data has been codified as per SPSS as it appears on the survey instrument in order to reduce errors and then checked for any unanswered questions which may skew the analysis. Where data entries were missing, respondents have been contacted and requested to complete the missing information (Fowler, 2009).

When conducting research the trustworthiness of the researchers findings need to be considered. In quantative studies research methods are used that generate measurable, numerical and statistical results. With this in mind the validity and reliability of the research study can be ensured through large sample sizes, random sampling methods and reliable research tools (Du Plooy-Cilliers, Davids and Bezuidenhout, 2014).

Validity is dependent on whether the study will accurately measure what was originally intended. Validity is the extent to which the chosen instrument reflected the reality of the construct being measured. Validity can be sectioned into internal validity and external validity:

- Internal validity considers the research design itself and seeks to alleviate errors in the design and assist in the answering of the research questions. It should therefore be noted that there is always a possibility that errors might occur throughout the data-collection process, participants for example might interpret the same question differently.
- External validity considers whether the findings of a specific sample have the ability to be generalised to the rest of the population. It should be considered that if the same research method and designs applied in the sample were to be applied to the rest of the population the results would be identical.

(Du Plooy-Cilliers, Davids and Bezuidenhout, 2014).

Validity can be split into four different types, namely face validity, content validity, construct validity and criterion validity. Face validity considers the extent to which an instrument appears valid in that it measures what it was intended to measure. Content validity refers to the extent that the instrument covers all aspects of the particular construct in question. Usually to ensure content validity a provisional version of the instrument is to be presented to an expert in the particular version so as to acquire feedback before the finalisation of the instrument. Construct validity is required for standardisation of the construct itself, in other words it seeks to determine whether the instrument can be measured by different groups of related items. Criterion validity involves the consideration of the scores listed on an existing instrument that is used to measure the same construct and making it available for the sample of respondents. The correlation between the instrument and criterion will then be considered to determine the overall validity of the instrument (Maree, 2016).

The study will enhance its validity through item analysis. Item analysis identifies items that are unsuitable for use in the instrument by identifying items that are too easy or too difficult, determining possible discriminations between good and weak testees and identifying shortcomings such as poorly worded questions. Factor analysis on the other hand, determines which items are similar and have the ability to measure the same dimensions. A 5-point Likert scale will be used throughout the study and by conducting an item analysis any items that are incongruent can be removed and replaced (Maree, 2016).

Reliability is dependent on whether identical results would be produced while using the same instrument if the study had been conducted by a different researcher at a different point in time or to different respondents from the same population (Maree, 2016). With this in mind it can be seen that reliability is based on the credibility of the research and therefore demands consistent results. Reliability also refers to the extent in which the results can be generalised to a larger population (Du Plooy-Cilliers, Davids and Bezuidenhout, 2014). There are various types of reliability, namely test-retest reliability, equivalent form reliability, split-half reliability and internal reliability.

The research will enhance its reliability through the use of internal reliability (also known as internal consistency). Internal reliability determines that when a number of items have been formulated in order to measure a certain construct there should be a high degree of similarity between them. In order to measure internal reliability Cronbach's alpha coefficient will be used. Cronbach's alpha is based on inter-item correlations whereby items that are strongly correlated will result in a high consistency and the alpha coefficient will then be close to one. However if the items are poorly formulated the alpha coefficient will then be closer to zero (Maree, 2016).

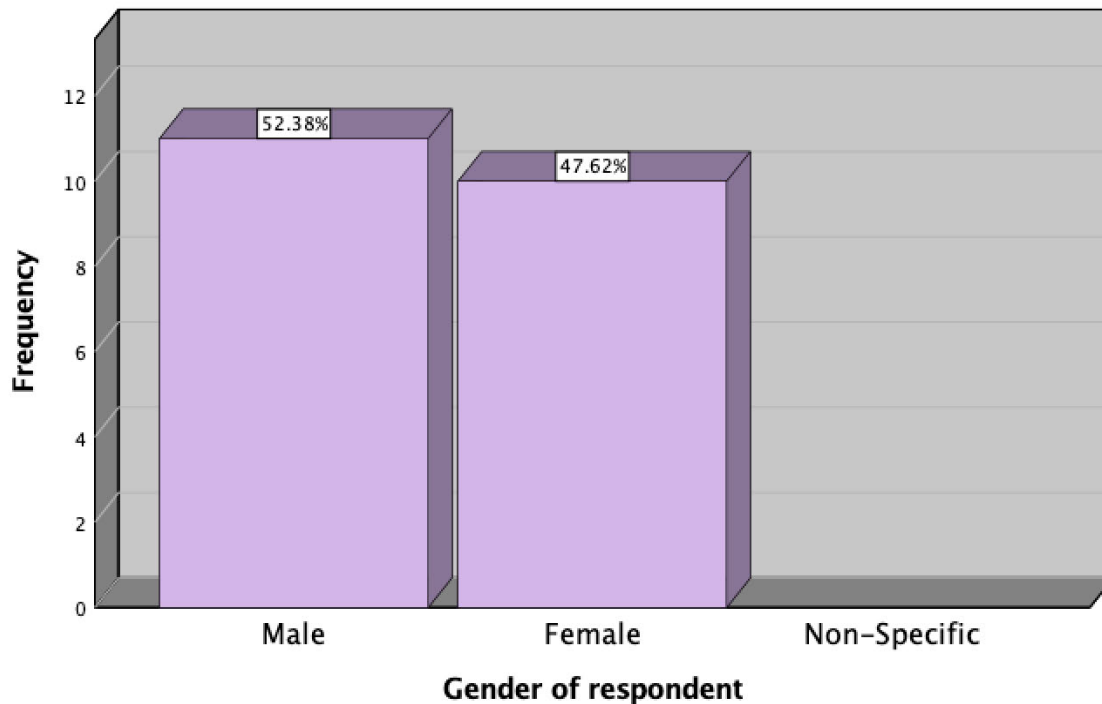
4.1. Introduction

In this chapter the data will be presented in the form of graphs and an interpretation will precede each graph. As a means of collecting data respondents were requested to complete questionnaires in the form of a 5-point Likert scale. Due to the circumstances surrounding the 2020 Covid-19 outbreak strict measures for social distancing were in effect in South Africa, therefore respondents were contacted via email and were requested to complete the questionnaire using Google Forms as well as signing consent through a digital signature on Pandadoc. After meticulous assessment of the data acquired from respondents results were inputted into SPSS software and analysed using descriptive statistics and frequency counts (Maree, 2016).

4.2. Presentation and interpretation of findings

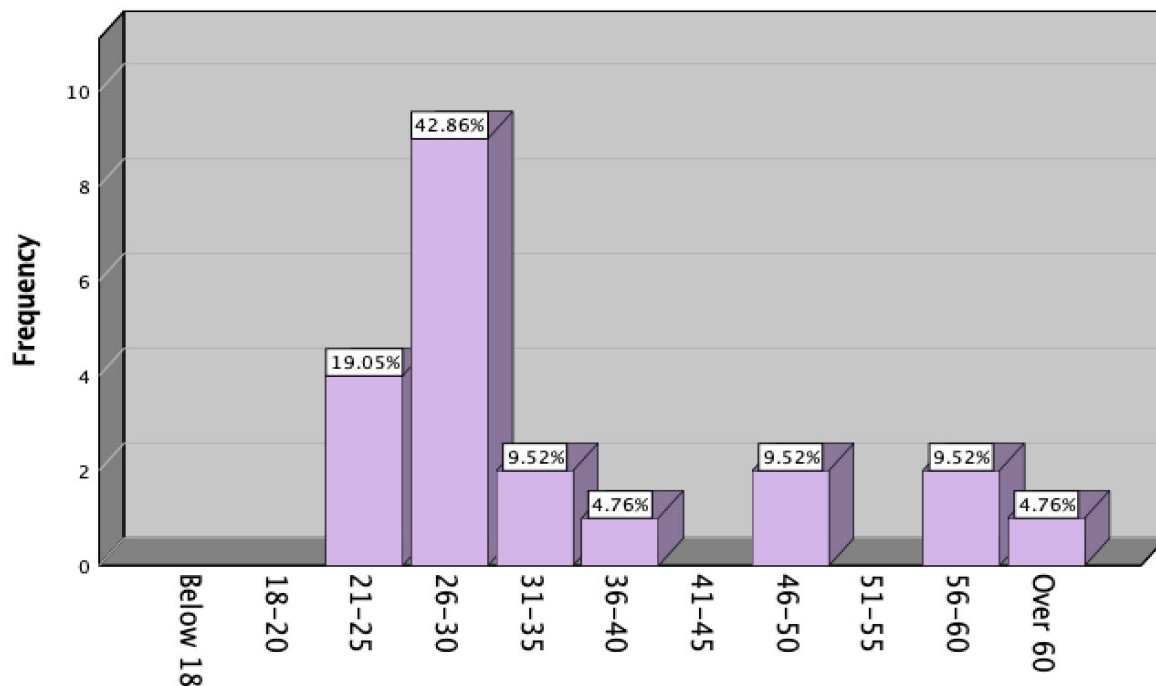
Analysis of demographic information

Figure 1: Gender of Respondents



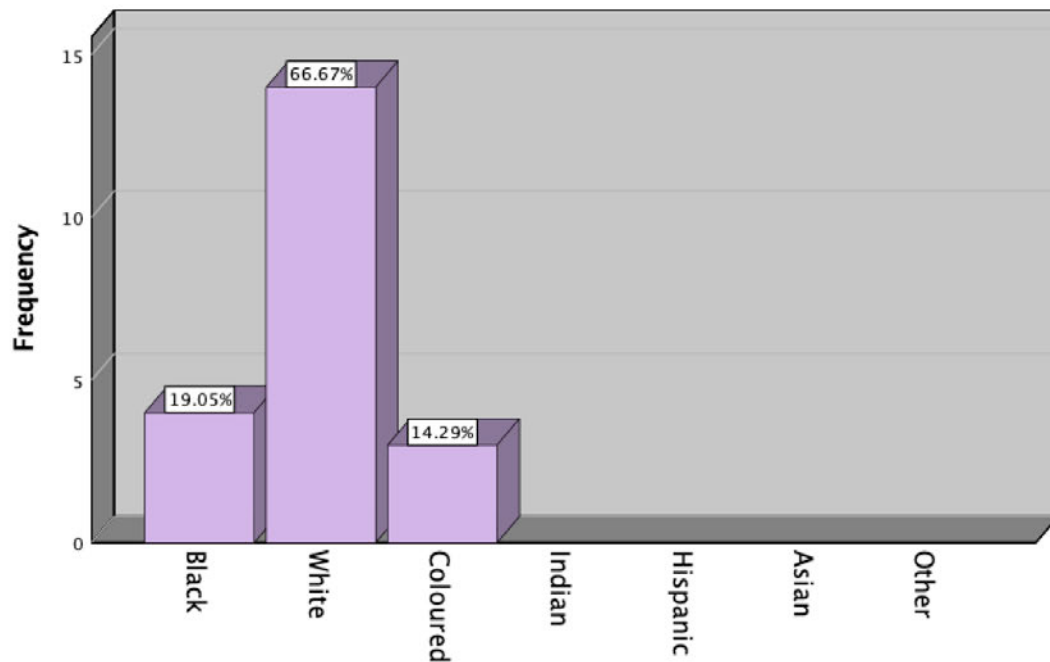
The above diagram represents the distribution of respondents between male and female within the sample population. It should be noted that the above statistics are not a representative of the male to female population of South Africa and merely represent the distribution of questionnaires amongst leaders who agreed to participate in the study. The above diagram demonstrates that 52.38% of respondents were male whereas 47.62% of respondents were female. The distribution is almost equal and demonstrates that during the time frame in which the survey was administered there was a larger population of men who held leadership or managerial roles within the sample group. According to Gwaelane (2020) an estimated 68% of executive positions are held by men and the other 32% are held by women. It was stated that specifically during the Covid-19 pandemic in South Africa there has been a larger appreciation for women in leadership roles for their ability to demonstrate empathy and equal capability. With this in mind it can be seen that the fairly similar distribution serves as an advantage when it comes to the leadership of the organisation.

Figure 2: Age of Respondents



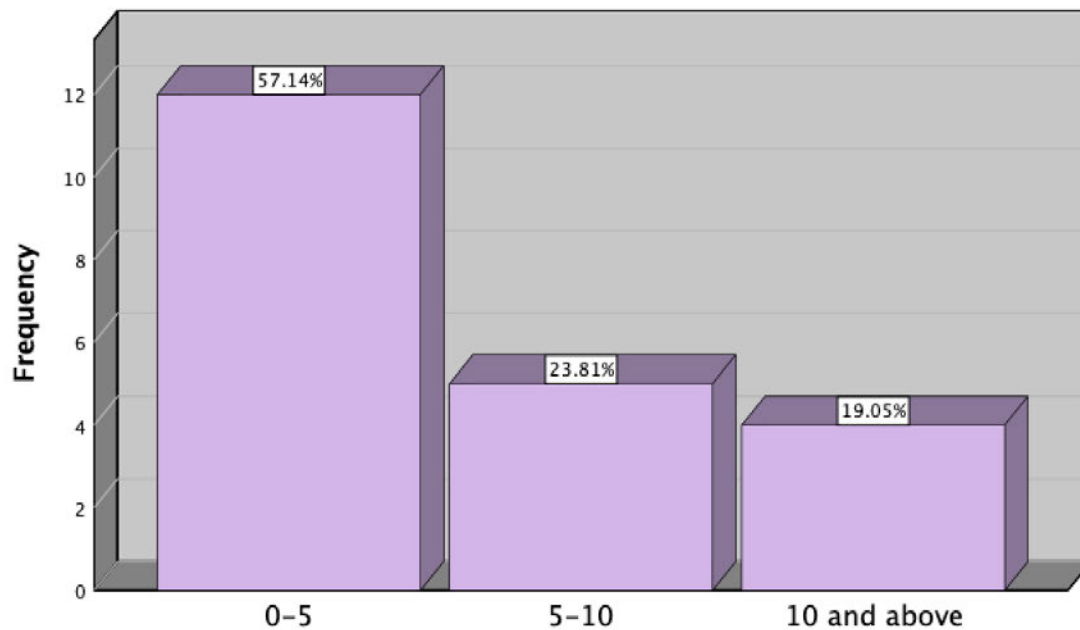
Based on the above diagram it can be seen that the age category where leaders were most prevalent was between the ages of 26 and 30 holding an overall percentage of 42.86%. According to Smither (2020) leaders that fall within a lower age category tend to be more open to change as well as show a higher interest in innovation. With this in mind leaders who are younger tend to be more considerate of the development of corporate culture within the organisation and are more likely to adapt in light of organisational changes. Amongst the respondents the second highest age category with a percentage of 19.05% is between the ages of 21 and 25 and the remaining 28.56% ranged between 36 to 60 years and above.

Figure 3: Race of Respondents



Respondents were requested to select their race as the study focuses largely on the corporate culture of the chosen organisation. By understanding the background of the respondents we are able to determine whether the organisation has an inclusive corporate culture and to determine the influence this might have over the different leadership styles. The predominate race within the organisation was white with an overall percentage of 66.67%. According to Head (2020) the South African labour department has provided confirmation that 65.6% of top management positions are held by white citizens whereas black citizens hold 15.2% and coloured citizens hold 5.6% of management positions. Ensuring that an organisation is ethnically diverse is essential in influencing its ability to adapt, grow and maintain a competitive advantage. Often where an organisation encourages diversity it is more likely that they will be able to retain staff as well as attract skilled talent (Dyson, 2020).

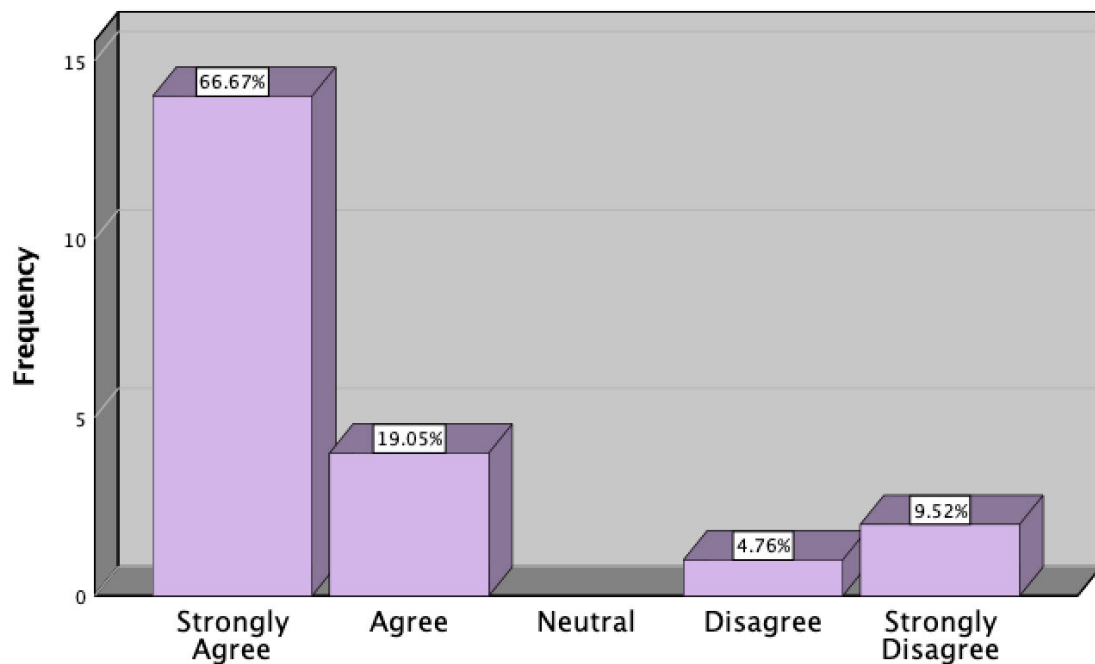
Figure 4: Years of managerial experience for respondents



The category holding the highest percentage of managerial experience falls between 0-5 years with 57.14% of the respondents falling into this category. This coincides with figure 2 which shows that there is a large percentage of respondents who are younger and holding leadership positions and for this reason it is to be expected that the years of managerial experience would be within the early stages. However 23.81% of respondents had work experience ranging from 5-10 years and 19.05% of respondents had over 10 years of experience. This demonstrates that overall 42.86% of respondents held sufficient work experience to assist those who held less experience.

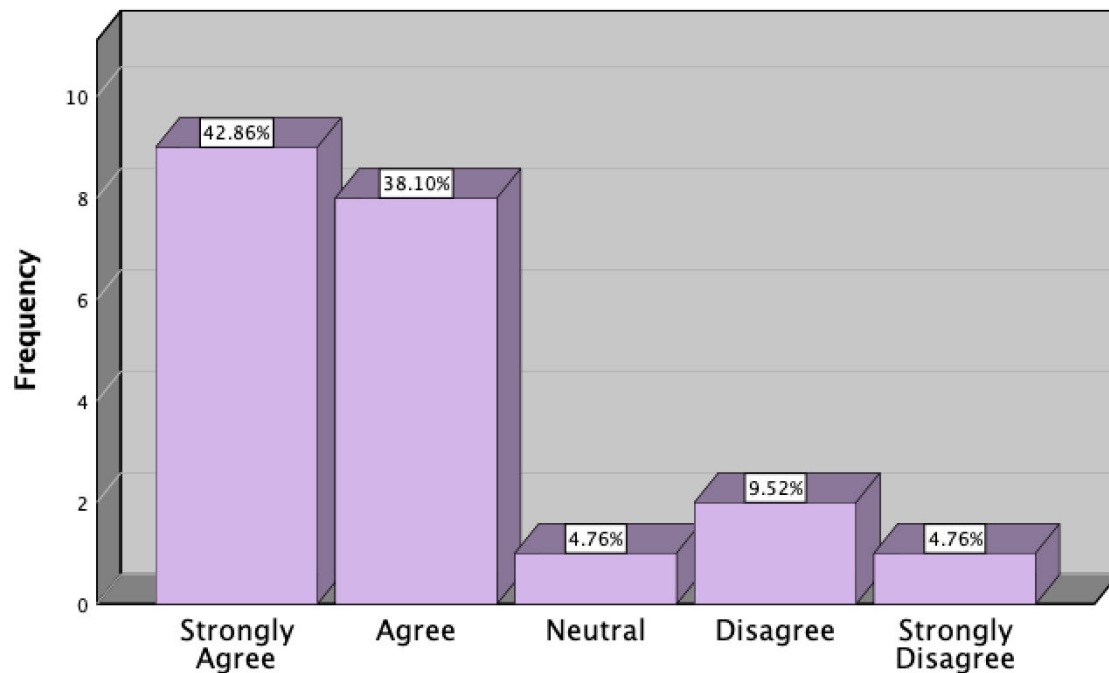
Analysis of Questionnaire

Figure 5: Leadership is vital for the development of corporate culture within organizations.



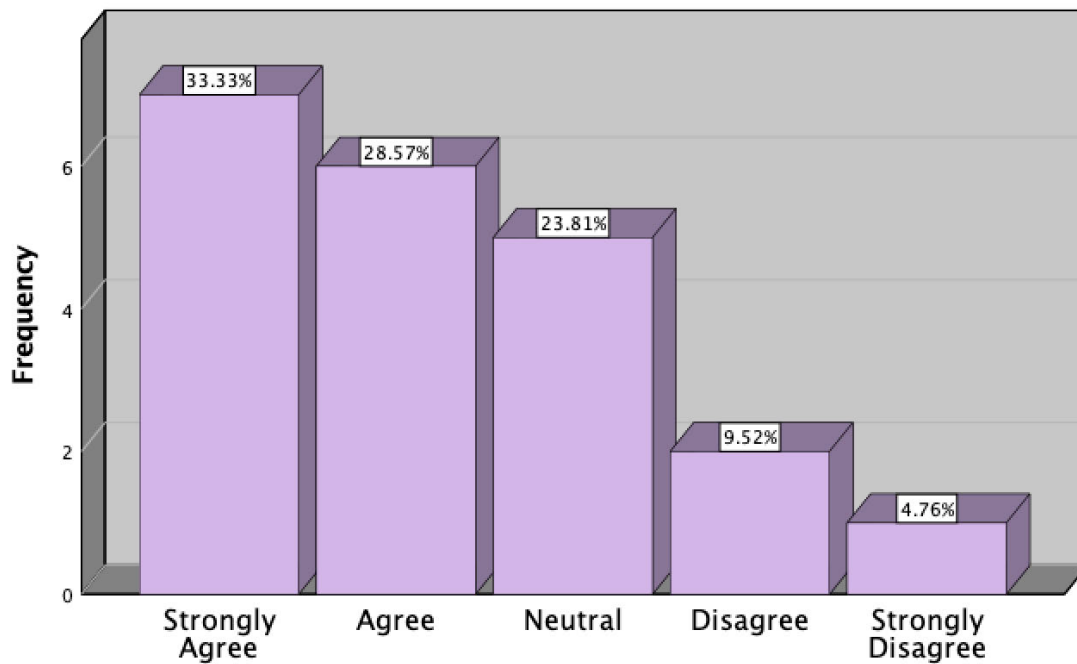
From the above diagram it can be seen that 66.67% of respondents strongly agree and 19.05% of respondents agree that leadership plays an important role in developing the corporate culture of an organisation. However 9.52% of respondents strongly disagree and 4.76% disagree with the statement. Collectively 85.72% agreed with the statement which shows an overall higher level of agreement than disagreement. From this it can be concluded that leadership serves an important purpose in an organisation and needs to be largely considered when developing the corporate culture of an organisation. According to Wright (2018) leadership is responsible for setting the vision of the organisation and encouraging employees to follow in that vision. Leaders set the tone for the behaviour of the organisation and in order to develop a corporate culture that falls in line with the vision of the organisation leaders need to encourage the desired behaviour by implementing it into their very own leadership styles.

Figure 6: Corporate culture has an impact on the personal needs of employees.



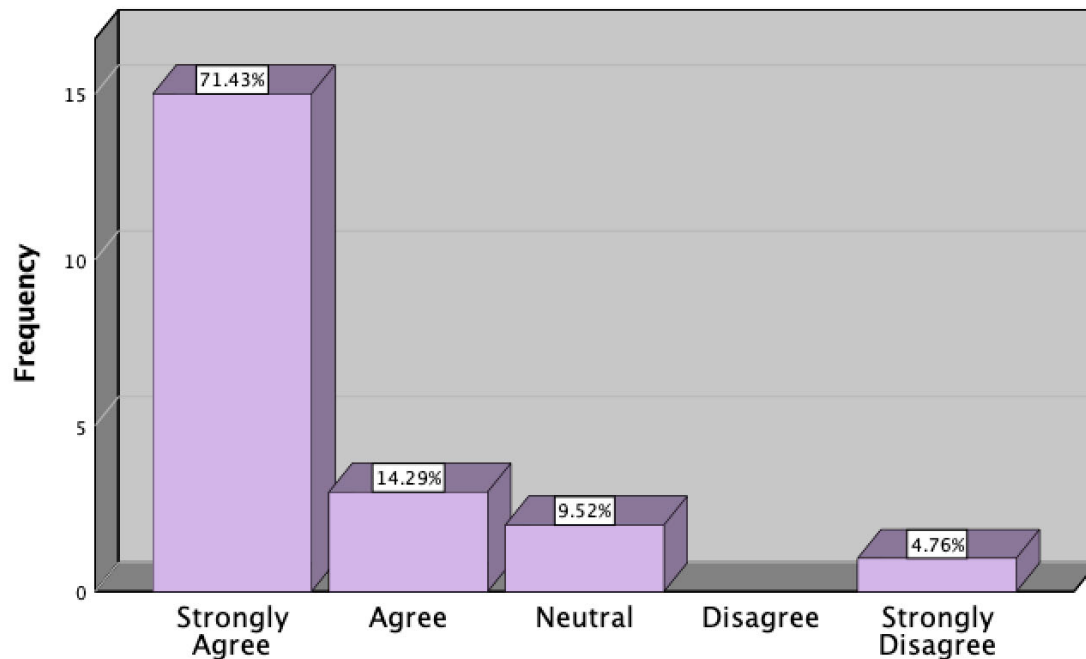
An overall 80.96% of respondents deemed the statement to be true with 38.10% agreeing and 42.86% strongly agreeing. Only 4.76% of participants held a neutral stance and % collectively felt the statement to be incorrect. These results overall dictate a high level of agreement thus showing that corporate culture has an impact on the personal needs of employees. Kelchner (2020) states that by ensuring an organisation has a healthy corporate culture employees feel that they are in some way valued which in turn contributes to their personal needs. Specifically in terms of Maslow's Hierarchy employees will be able to meet their self-esteem needs.

Figure 7: The personal values of employees need to align with the needs of the organization.



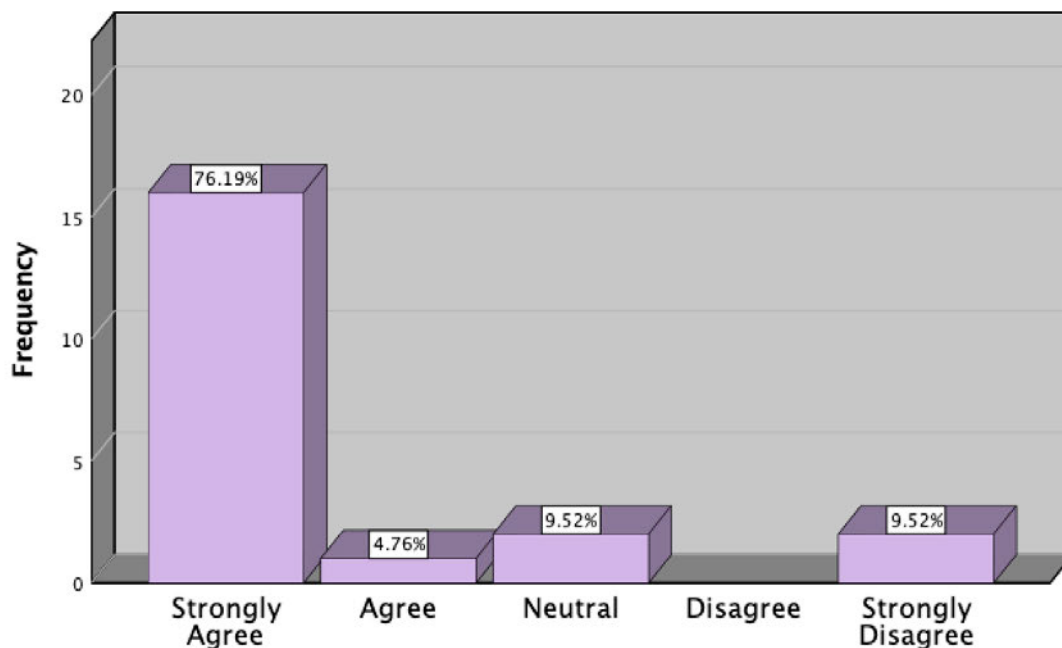
Based on the above diagram 33.33% of respondents strongly agreed that the personal values of employees need to align with the needs of the organisation and an additional 28.57% of respondents agreed. 23.81% of respondents remained neutral. In total 14.28% of respondents disagreed with the statement. Each individual has their own set of values and where those values align with the values of the workplace it is more likely that employees will perform better. Often when there is alignment between the values of the workplace and the values of employees everyone will have a better understanding of each other. This results in employees doing the right things for the right reasons and their common purpose will result in better working relationships. When values do not align each individual will work towards different goals and achieve different outcomes with little regard for the overall purpose and vision of the organisation. This in turn has the potential to demotivate employees, damage work relationships, decrease job satisfaction and limits creative potential. When employees aren't working towards a common goal their collective energy is dispersed making it increasingly difficult for a company to reach a particular goal as a whole (Mai, 2017).

Figure 8: Leadership has an influence on the motivation of employees.



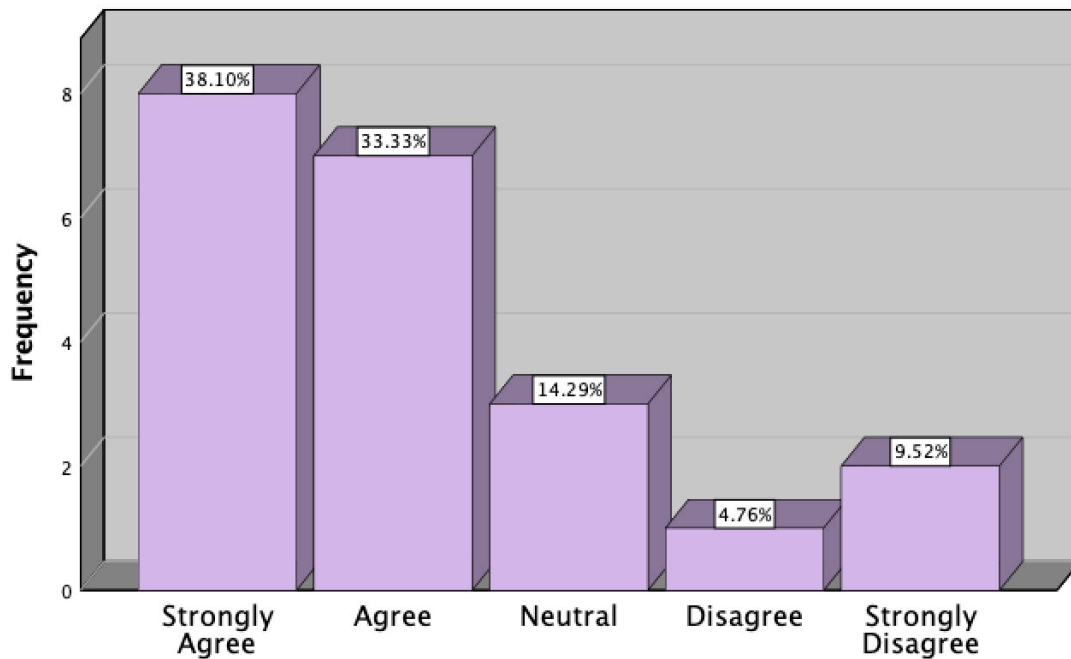
An overwhelming 71.43% of respondents strongly agreed that leadership has an influence on the motivation of employees, with a further 14.29% agreeing with the above statement as well. This strongly supports the idea that leadership is necessary in order to motivate employees. Only 4.76% of respondents disagreed with the statement. In figure 5 we see that leadership plays a large role on the development of corporate culture and in figure 6 we see that corporate culture plays a large role in fulfilling the personal needs of employees. With this in mind it can be determined that corporate culture and employee motivation are strongly linked. Both of these variables are strongly influenced by leadership.

Figure 9: An employee performs better when they feel as if they are a part of something bigger.



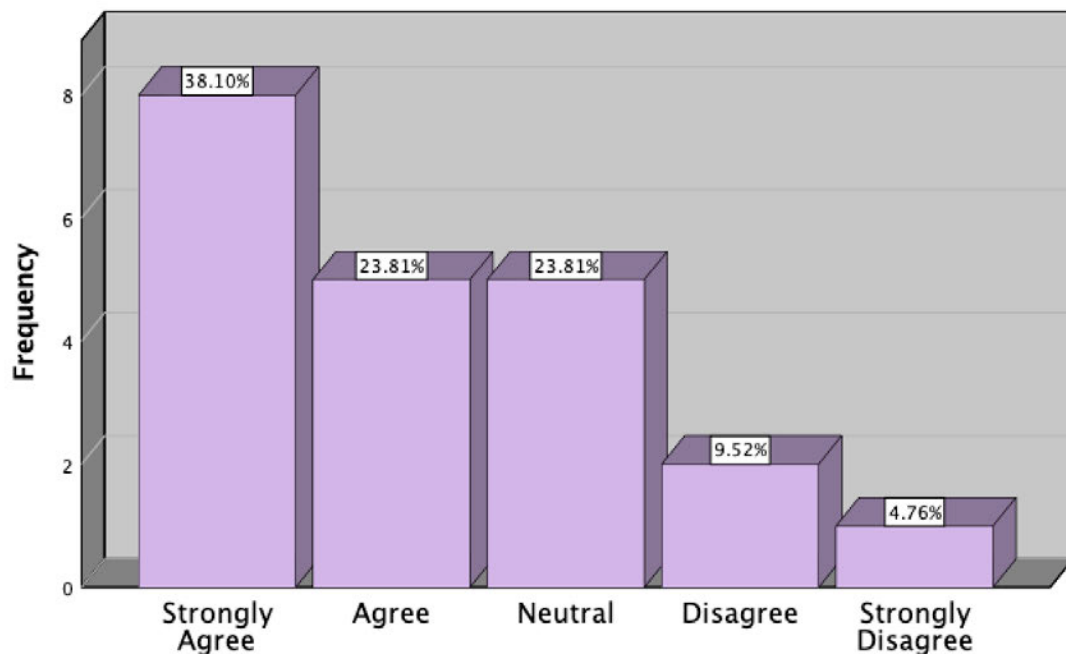
Base on the above figure 76.19% of respondents strongly agreed that they are more likely to perform better when they feel as if they are a part of something bigger. Only 9.52% of respondents disagreed with the statement. According to Pentecost (2016) when an employee feels as if they are a part of something bigger they feel as if they have a purpose within an organisation and are more likely to perform better. When an employee feels as if they are a part of something bigger a sense of unity is created. A carefully developed corporate culture has unity embedded within its core values and beliefs which in turn solidifies these values within employees and has the potential to boost company morale. Where a company culture has been defined the workforce often has a sense of enthusiasm as they have more to be excited about. Corporate culture is vital to organisations as it has the potential to achieve momentum and establish growth through teamwork and it is for this reason that employees perform better when they feel as if they are a part of something bigger.

Figure 10: Leaders are responsible for the personal development of employees.



An overall 71.43% of respondents agreed that leaders are responsible for the personal development of employees. On the other hand, 14.29% of respondents remained neutral and 4.76% of respondents disagreed with leaders being responsible for the personal development of employees. According to Constantine (2012) organisations that place a large focus on continuously developing and educating their employee base will as a result be better positioned to adapt to rapidly changing workplace demands. These organisations that understand the true value of personal development also understand that professional development is vital for corporate culture, innovation and encouraging a creative work environment. Investing in talent development is necessary as it not only allows for job advancements but also encourages a happier and more motivated working environment. On the other hand, where respondents might be in disagreement this is often as a result of cost associated with the professional and personal development of employees. Organisations might not feel as if they are responsible for the development of employees and instead believe investment in the personal development of employees should be replaced with rewards, recognition and retention programs.

Figure 11: Employees will not develop their own effective corporate culture within the organization and therefore consideration from leaders is needed.



According to the above diagram 38.10% of respondents strongly agreed, 23.81% of respondents agreed, 23.81% of respondents remained neutral, 9.52% of respondents disagreed and 4.76% of respondents strongly disagreed. Overall there was a higher level of agreement with the statement which demonstrates that leadership is needed in order to develop an effective corporate culture. Leaders have a responsibility to enforce values within an organisation and therefore need to be deliberate in creating a corporate culture in which employees are able to thrive and align with those values (Tanner, 2019).

Figure 12: Corporate culture plays a large role in the overall performance of an organization.

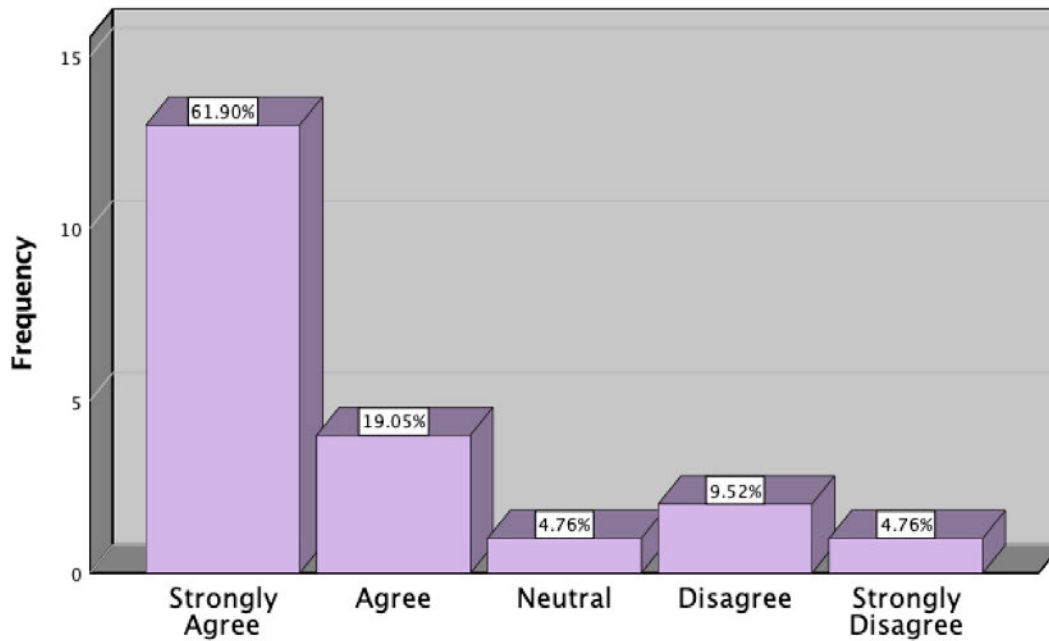
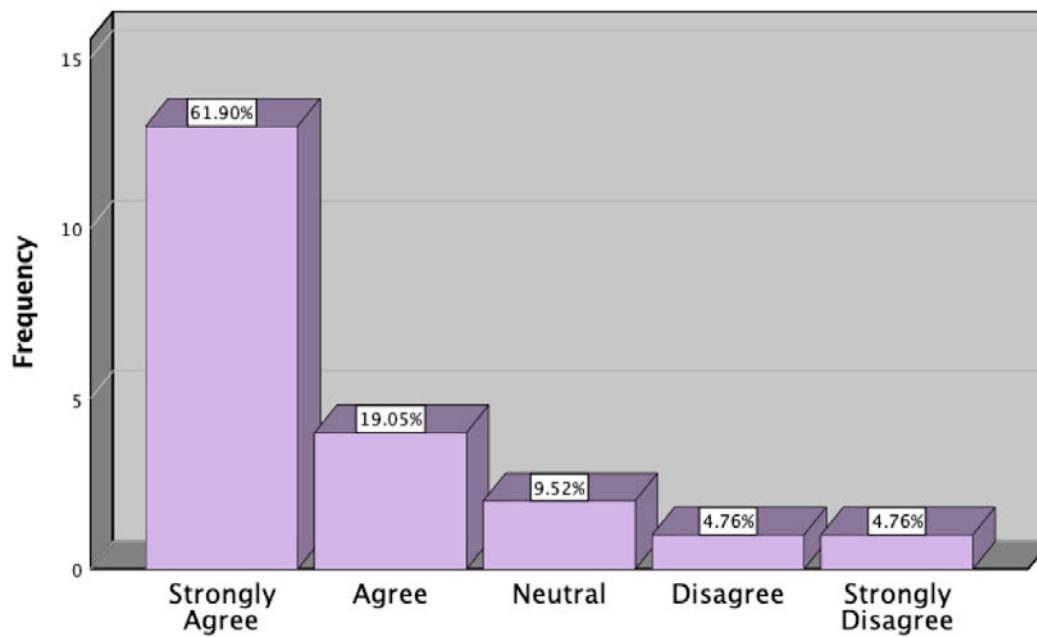


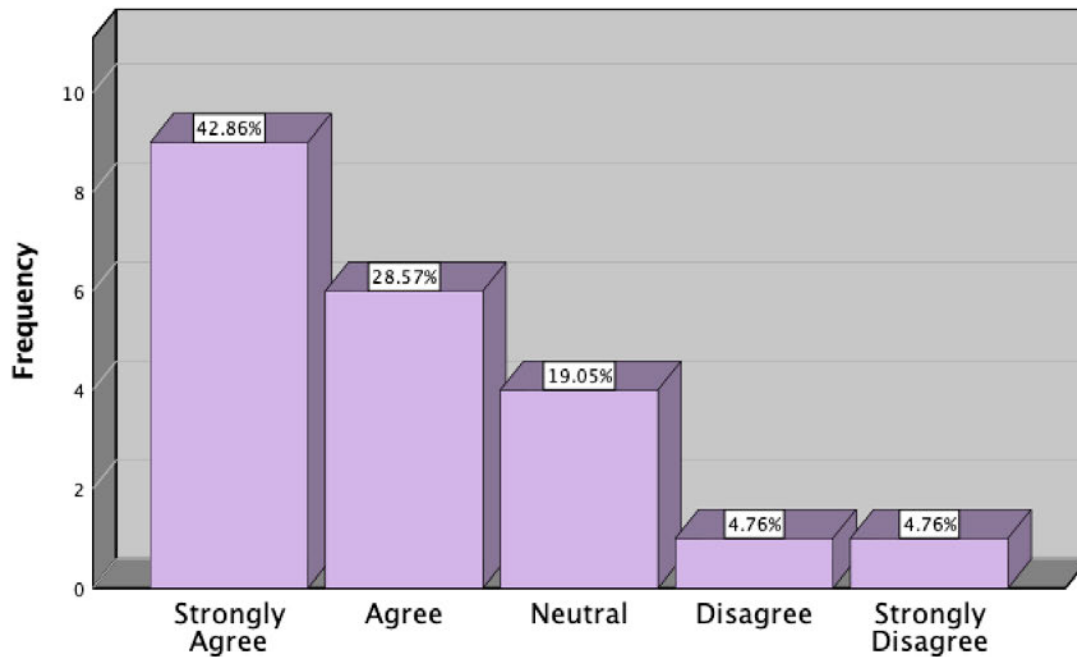
Figure 12 shows that an overall 80.85% of respondents agreed that corporate culture plays a large role in the overall performance of an organisation whereas 4.76% of respondents remained neutral and 14.28% of respondents disagreed. According to Zhao, Teng and Wu (2018) developing a strong corporate culture has the potential to improve performance through various channels. Firstly, a strong corporate culture has the ability to enhance coordination and control within the organisation; employees will experience better interaction and engagement with each other and therefore the organisation as a whole becomes more efficient. Secondly a strong corporate culture results in an improved goal alignment between the organisation and employees as it motivates employees to commit to a common goal. Thirdly a strongly corporate culture tends to increase the efforts of employees as a whole. Barney (1986) furthered these points by stating that corporate culture leads to a competitive advantage.

Figure 13: As a leader, I give consideration to the development of corporate culture.



The above diagram shows that 61.90% of respondents strongly agreed, 19.05% of respondents agreed, 9.52% remained neutral and an overall 9.52% disagreed with the statement. A large number of respondents felt they had given consideration to the development of corporate culture of an organisation which in turn shows that leaders tend to feel that it is an important factor to consider when developing the overall vision of the organisation. For this particular study the respondents selected were involved in either leadership or management of the organisation which assists with understanding if the respondents gave consideration to the development of corporate culture or if the organisation in question had a corporate culture that had been formed by default.

Figure 14: Corporate culture vital for the day-to-day operations of an organization.



Based on the above diagram an overall 71.43% of respondents agreed that corporate culture is vital for the day-to-day operations of an organisation, 19.05% of respondents remained neutral and 9.52% respondents disagreed. There is a high level of agreement that corporate culture has an impact on the day-to-day operations of an organisations. Where employees are in an environment that allows a celebration of successes, where they feel excited to come to work and where they are able to have fun throughout their day they are more likely to have higher levels of motivation. Corporate culture develops the overall personality of the organisation which determines whether day to day operations will have innovative or competitive aspects, whether the organisation is high energy and filled with positivity or whether the organisation follows a “business as usual” approach (Pentecost, 2016).

4.2. Test of reliability

When considering the reliability of an instrument it should be seen that if the same instrument were to be used at different times or distributed to different respondents from the same population that same instrument would yield similar results. As a means to test the internal reliability (also known as internal consistency) of an instrument a coefficient known as Cronbach's Alpha is used. Cronbach's Alpha allows for a number of items to be formulated in order to measure a certain construct as each of these items are expected to measure one common construct altogether. Cronbach's Alpha measures the internal consistency of a Likert scale and is based on inter-item correlations. In order to interpret Cronbach's alpha coefficient, scores that are less than 0.70 are considered to have a low reliability, scores of 0.80 have a moderate reliability and scores of 0.90 and above have a high reliability. In other words scores that have an alpha coefficient close to 1.00 demonstrate a strong correlation with each other and therefore have a high internal consistency (Maree, 2016).

Figure 15: Cronbach's Alpha Reliability Statistics

Cronbach's Alpha	N of Items
.958	10

The above table demonstrates the Cronbach's Alpha score based on the SPSS calculation. Using the 10 questions used in the questionnaire Cronbach's Alpha presented a score of 0.958. This score reflects a high reliability and as a result it can be seen that there is a strong correlation between the questions asked and therefore the instrument used is reliable.

5.1. Interpretation of results

The purpose of the study was to determine whether leadership serves as an important element in the facilitation of cultural development within the workplace. The main question at hand was whether leadership plays a role in forming the corporate culture of an organization.

The study goes further as to determine if this corporate culture has the potential to define both the individual's as well as the organization's success. In order to evaluate the relationship between leadership and corporate culture a quantitative approach was followed. Quantitative methods of data collection allow for data to be compared using SPSS. The data can then undergo manipulation in order to assess the magnitude as well as the reliability of the relationship in question through the use of descriptive statistics.

The expectation for this study was that further evidence would be provided to demonstrate the magnitude of influence a leader has in developing corporate culture within an organisation. The relationship between leadership and corporate culture was considered with the intention to contribute to the existing body of knowledge thus creating a deeper understanding of the link between leadership and corporate culture.

The research questions were posed in such a way that allowed respondents to select their level of agreement with each statement. The statements evaluated different aspects of the relationship between leadership and corporate culture. The research has demonstrated that respondents within this particular study were more prone to agree with statements that suggested that leadership was vital for the development of corporate culture within organisations, and went further as to agree that this relationship can impact both the individual and the organisation as a whole.

5.2. Implications of findings for future practices and heuristic value

Based on the results organisations should consider corporate culture when carrying out day-to-day activities as this has the potential to impact the overall success of the organisation. The study has proven that there is a strong need for leadership when developing corporate culture within an organisation. Overall the study was successful in proving the need for both leadership and corporate culture and further determined that there is a strong connection between each variable.

To better understand the implications of these results, future studies could address the extent to which leadership influences corporate culture. This can be determined through researching each of the leadership styles and how each leadership style might influence the development of corporate culture within the organisation. Corporate culture is often developed through the values and vision the founder of the organisation might have. It should be considered that each leader, dependant on their leadership style, will have different values and visions and therefore will potentially influence the corporate culture in different ways (Schmitz, 2012).

In addition it should be considered that organisations fall within various industries and are therefore inclined to meet the demands depicted by the industry standards. With this in mind the industry standards are able to determine the type of corporate culture that might develop within an organisation (Schmitz, 2012).

Further research is needed to determine the relationship between leadership and corporate culture and the extent to which it will have an impact on the organisations performance as well as the individuals personal growth in light of industry standards and different leadership styles. Another path that needs to be considered is just how large a role a corporate culture plays in the personal growth of employees and whether personal growth can be considered as a factor in the performance of an individual and thus the performance of the organisation in question (Hopper, 2020).

5.3. Ethical Considerations and Limitations

Ethics are considered to be a commitment to act in a trustworthy and respectful way (Du Plooy-Cilliers, Davids and Bezuidenhout, 2014). The research conducted was done in a way that integrity and a professional code of conduct were maintained and it is for this reason that the following considerations were made throughout the research:

- The research was conducted on a basis of informed consent whereby any participation in the study was completely voluntary and participants were provided with sufficient information to understand what was required of them as well as the intended outcomes and possible implications for the study. Where participants had questions or concerns for the study they were able to request assistance via email or cell phone and were allowed to withdraw from the study at any point in time. Participants were required to complete the consent form as per annexure A.
- The protection of participants is of utmost importance throughout the research process. As a matter of principle the identity of participants has remained confidential. The information gathered was solely be for the purposes of the research and was not be made available for other parties. The research requires that the employment position of participants as well as their years of experience was known to ensure the correlation to the study and it is for this reason that anonymity was unachievable.
- The collection of data from participants was conducted in a timely and organised manner. Participants were not expected to answer any potentially embarrassing questions and their personal well-being and comfort was prioritised.
- Incentives were not provided to encourage the participation of vulnerable people, participation was solely on a voluntary basis. Incentives have the potential to alter who partakes in the study as well as the responses of participants and therefore a true representation of results would have been negated and this is unfavourable.
- As a researcher the responsibility to remain sensitive to the needs of participants was considered in order to avoid harm and the questions asked throughout the data-collection process are identical in that no participant was given different questions as a result of their age, race, gender or level of intelligence.

(Du Plooy-Cilliers, Davids and Bezuidenhout, 2014).

Limitations are considered as any constraint or limit that is out of the researchers control when conducting the study, such as time restrictions, lack of financial resources and accessibility to information (Du Plooy-Cilliers, Davids and Bezuidenhout, 2014).

- The number of unit analysis that was used in the study was dictated by the type of research that was investigated, therefore if the sample size is too small there is often difficulty in finding significant relationships from the data. Typically larger sample sizes are required to ensure that a representative distribution of the population is considered especially if the results are to be generalisable. Due to the small amount of participants this served as a limitation in that the study is not be generalisable. This presents a need for future research whereby the sample size will be large enough to be generalisable.
- It is required that the research project be conducted within a specific period of time and as a result there was a limit to the amount of information that could be collected and considered throughout the interpretation of results. The lack of data then limits the scope and was a significant obstacle in finding a trend or a meaningful relationship. This limitation was overcome through narrowing the focus of the study onto specific variables without consideration of external factors that might impact the study. External factors can be considered as a gap in research whereby further research may be conducted.
- A factor that needed to be considered as a limitation was the Covid-19 pandemic. Various measures were put in place to lessen the spread of the virus and as a result access to organisations was minimal. Organisations were required to implement control practices which required that face-to-face contact among workers were reduced and the number of people who had physical access to the workplace be minimised (De Saude, Dahms-Jansen and Laubscher, 2020). Employees were encouraged to work from home therefore accessibility can be considered as a limitation as participants were not easily reached. The study would have been better conducted had the appropriate access been granted however to overcome this limitation contact with participants had been done through virtual means such as “Zoom meetings”, “Skype calls” , emails and telephonic conversations.

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Annexure A – Consent Form Example



CONSENT FORM EXPLANATION

Explanatory information sheet and consent form for participants
To whom it may concern, My name is Sarah Smith and I am a student at Varsity College. I am currently conducting research under the supervision of Ghazala Essop about the important role that leadership plays in the facilitation of cultural development within the workplace. This study aims to validate the growing need for positive cultural experiences facilitated by the leaders of an organization and to consider the effectiveness of their strategies in developing a sustainable and inviting ethos for current and future employees. This topic has been selected to serve as a contribution towards the improvement of workplace environments in a way that will be sustainable for the year 2030. Moving forward into the workplace of the future culture and self-worth are increasingly becoming an integral part of an individual's job satisfaction and as a result directly impacts their performance thus impacting the overall success of the organisation. This study will assist in identifying a leader's role in creating the optimal workplace environment through the strategic cultivation of corporate culture. I hope that this research will enhance our understanding of the relationship between leadership and corporate culture. The research will provide further evidence of the magnitude of influence a leader has in developing corporate culture within an organisation. The relationship between leadership and corporate culture will largely be considered with the intention to contribute to the existing body of knowledge thus creating a deeper understanding of the link between leadership and corporate culture. The most important contribution of study will be the creation of understanding as well as the provision of guidelines to develop strategies that have the potential to improve the development of culture within organisations. I would like to invite you to participate in my study. In order to explain to you what your participation in my study will involve, I have formulated questions that I will try to fully answer so that you can make an informed decision about whether or not to participate. If you have any additional questions that you feel are not addressed or explained in this information sheet, please do not hesitate to ask me for more information. Once you have read and understood all the information contained in this sheet and are willing to participate, please complete and sign the consent form

What will I be doing if I participate in your study?
I would like to invite you to participate in this research because you play an important role in the development of corporate culture within your particular organisation and it is for this reason that your input will be greatly valued. If you decide to participate in this research, I will provide you with a questionnaire that will present various statements in which you will be required to select your level of agreement with each statement. You can decide whether or not to participate in this research. If you decide to participate, you can choose to withdraw at any time or to decide not to answer particular interview questions.
Are there any risks/ or discomforts involved in participating in this study?
Whether or not you decide to participate in this research, there will be no negative impact on you. There are no direct risks or benefits to you if you participate in this study. You might, however, indirectly find that it is helpful to consider your role as a leader and the challenges that you have faced when you are completing the questionnaire. If you find at any stage that you are not comfortable with the line of questioning, you may withdraw or refrain from participating.
Do I have to participate in the study?
• Your inclusion in this study is completely voluntary; • If you do not wish to participate in this study, you have every right not to do so; • Even if you agree to participate in this study, you may withdraw at any time without having to provide an explanation for your decision.
Will my identity be protected?
I promise to protect your identity. I will not use your name in any research summaries to come out of this research and I will also make sure that any other details are disguised so that nobody will be able to identify you.
What will happen to the information that participants provide?
Once I have finished all interviews, I will write summaries to be included in my research report, which is a requirement to complete my Bachelor of Commerce Honours in Management. You may ask me to send you a summary of the research if you are interested in the final outcome of the study.
What happens if I have more questions about the study?
Please feel free to contact me or my supervisor should you have any questions or concerns about this research, or if there is anything you need to know before you decide whether or not to participate. You should not agree to participate unless you are completely comfortable with the procedures followed. My contact details are as follows: Sarah Smith The contact details of my supervisor are as follows: Ghazala Essop

Annexure B – Questionnaire

Section A – Introduction

Leadership is considered to be the influence an individual has over others that has the potential to encourage and motivate them towards the achievement of a common goal. Corporate culture is developed based on the shared values, beliefs, attitudes, and behaviors that an organization upholds within its internal community. The purpose of the questions that will later follow serve to validate and understand the relationship between leadership and corporate culture. As a participant in this study, you will aid in determining the reality of this relationship, and whether this relationship requires careful development within an organization. Your experience has provided you with the foundations to confirm if the theory around this study is accurate and I urge that you answer the questions with your honest opinion.

Name and Surname

Section B – Demographic

Gender

Male	
Female	
Non-specific	

Age

18 or Below	
18 - 20	
21 - 25	
26 - 30	
31 - 35	
36 - 40	
41 - 45	
46 - 50	
51 - 55	
60 and above	

Race

Black	
White	
Colored	
Indian	
Hispanic	
Asian	
Other	

Years of managerial experience

0 - 5	
5 - 6	
10 and above	

Section 3 – Questionnaire

The questionnaire to follow aims to explore the relationship between corporate culture and leadership as well as the different views and opinions of its importance. Please answer all questions accurately and honestly by selecting the appropriate number that represents your level of agreement.

1. Leadership is vital for the development of corporate culture within organizations.

Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	2	3	4	5

2. Corporate culture has an impact on the personal needs of employees.

Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	2	3	4	5

3. The personal values of employees need to align with the needs of the organization.

Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	2	3	4	5

4. Leadership has an influence on the motivation of employees.

Strongly Agree 1	Agree 2	Undecided 3	Disagree 4	Strongly Disagree 5
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5. An employee performs better when they feel as if they are a part of something bigger.

Strongly Agree 1	Agree 2	Undecided 3	Disagree 4	Strongly Disagree 5
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6. Leaders are not responsible for the personal development of employees.

Strongly Agree 1	Agree 2	Undecided 3	Disagree 4	Strongly Disagree 5
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7. Employees will develop their own effective corporate culture within the organization and therefore minimal consideration is needed.

Strongly Agree 1	Agree 2	Undecided 3	Disagree 4	Strongly Disagree 5
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8. Corporate culture plays no role in the overall performance of an organization.

Strongly Agree 1	Agree 2	Undecided 3	Disagree 4	Strongly Disagree 5
---------------------	------------	----------------	---------------	------------------------

9. As a leader, I give consideration to the development of corporate culture.

Strongly Agree 1	Agree 2	Undecided 3	Disagree 4	Strongly Disagree 5
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10. Corporate culture is external to the day-to-day operations of an organization.

Strongly Agree 1	Agree 2	Undecided 3	Disagree 4	Strongly Disagree 5
---------------------	------------	----------------	---------------	------------------------

Section 4 – Gratitude

The fact that you are reading this message indicates that you have completed the questionnaire, and for this reason, I would like to take the time to thank you for your participation. I am extremely grateful for your valuable time as well as your honest information. Your responses will assist with the overall completion of this research study and If you have any questions or concerns, please feel welcome to contact me on the below details:

Cellphone/Whatsapp:

Email:

Again, thank you so very much for your time and effort that made this research study possible.

With warm regards,

Sarah Smith

Annexure C – Permission Letter



Gatekeepers letter/ Request to conduct research

To whom it may concern

I am writing to ask your permission to conduct research at Affinity Health Insurance Agency.

My name is Sarah Smith, a Bachelor of Commerce Honours in Management student at the Varsity College brand of the Independent Institute of Education (IIE) . The research I wish to conduct for my honours project is titled “Leadership and Corporate Culture: A quantitative analysis for designing cultures within companies of the future.”

The aim of this study is to analyse the important role that leadership plays in the facilitation of cultural development within the workplace. The project consists of a series of research questions aimed at proving a particular hypothesis either correct or incorrect. The nature of your firm’s participation will be to evaluate and interpret the opinions of various departmental leaders. The study will be carried out through the use of questionnaires consisting of close- ended questions. Volunteers to the study will be contacted and an arrangement will be made for the completion of the questionnaire within a stipulated time frame and the questionnaire itself will take an estimated 30 minutes to complete. If you require more understanding of the study itself an in-depth explanation will be provided upon request. Any information provided by respondents will be strictly confidential and any information collected will be solely for the purpose of the research.

Yours sincerely Student: Sarah Smith

My contact details are as follows: Sarah Smith

The contact details of my supervisor/lecturer are as follows: Ghazala Essop

Gatekeepers Approval

Consent form to conduct research at my company	
I, Raynier Bosch	
Give my permission that Sarah Smith may conduct research at my company. This research has been explained to me and I understand what participation in this research will involve. I reserve the right to withdraw this permission at any time. I also understand that research reports are available in the library and IIE Repository unless I indicate below that I would not	
Select below:	
☐ • I request that my company's identity be kept confidential.	
☐ • My company can be identified in the study	
☐ • The study may never be available on the repository.	
☐ • The study may be made available on the repository.	
☐ • The study may be made available on the repository after months.	
Signature	Date

Annexure D – Ethical Clearance Letter



8 July 2020

Student name: Sarah Christina Smith

Student number: 16000022

Campus: IIE Varsity College Pretoria

Re: Approval of IIE Bachelor of Commerce Honours: Management Proposal and Ethics Clearance

HONOURS/PGDIP ETHICAL CLEARANCE LETTER

Your research proposal and the ethical implications of your proposed research topic were reviewed by your supervisor and the campus research panel, a subcommittee of The Independent Institute of Education's Research and Postgraduate Studies Committee.

Your research proposal posed no significant ethical concerns and your supporting documents and instruments are in order to proceed. We hereby provide you with permission to proceed with your research.

Please discuss with your supervisor/navigator/lecturer how you will address these issues listed below:

Please note: **Your fieldwork may only proceed once you address the following issues:**

- The questionnaire itself has yet to be refined and adjustments need to be made in order to ensure that the questions asked are appropriately suited to solving the research problem.
- The research is taking place throughout the Covid-19 pandemic which has resulted in various limitations when conducting research, social distancing needs to be incorporated as well as necessary precautionary measures.
- The topic chosen largely involves aspects of culture and therefore the questionnaire needs to be approached with sensitivity due to the potential background of respondents.
- The final questionnaire has not been included and still requires approval from my supervisor.

In the event of you deciding to change your research methodology in any way, kindly consult your supervisor to ensure all ethical considerations are adhered to and pose no risk to any participant or party involved. A revised ethical clearance letter will be issued.

We wish you all the best with your research!

GENERAL CONDITIONS TO BE FULFILLED IN RELATION TO RESEARCH

Permission is granted to proceed with the above study subject to the conditions listed below being met and may be withdrawn should any of these conditions be flouted.

Please note: The panel has not considered the merits, accuracy or ethical soundness of the research. The only merits examined are the use of The IIE as a sample.

Permission is granted subject to the following conditions:

1. The researcher(s) will need to obtain informed consent in writing from all of the participants in his/ her sample if the study is not anonymous.
2. The researcher(s) may only use the data collected for research purposes and in no other way.
3. Photographs of human subjects may only be taken if relevant to the research, informed consent was obtained, and even with informed consent, the photographs may not be published on any online platforms.
4. The researcher is responsible for supplying and utilizing his/her own research resources, such as stationery, photocopies, transport, faxes and telephones and should not depend on the goodwill of the institutions and/or the offices visited for supplying such resources.
5. No names or identifying information of participants may be used within the research and the research must be voluntary.
6. Please make it clear that the information will not be used punitively in any way and participants may in no way be counselled/advised based on this.

Supervisor:
Ghazala Essop

Campus Postgraduate Coordinator (CPC):

Janus Snyders

Annexure E – Final Research Report Summary Table

Research Purpose/ Objective

The purpose of the proposed study is to analyze the relationship between leadership and corporate culture in such a way that facilitates specific cultural development in the workplace.

Primary Research Question

Does leadership play a vital role in forming the corporate culture of an organization and what impact will this have on both the individual's success as well as the organization's?

Research Rationale

The rationale for this study is to validate the growing need for positive cultural experiences facilitated by the leaders of an organization and to consider the effectiveness of their strategies in developing a sustainable and inviting ethos for current and future employees.

Seminal Authors/ Sources

Schein

Kotter and Heskett

Bass and Avolio

House and Aditya Maslow

Key Theories

- 1) Maslow's Hierarchy (Maslow, 1954).
- 2) Leadership theories and styles (Ahmed, Nawaz and Khan, 2016).
- 3) Corporate Culture and its components(Root,2018).
- 4) Types of corporate culture (Quinn Association, 2020).
- 5) Culture fit(Benstead,2019).

Literature Review – Conceptual Framework

Theme 1 – Leadership theories and styles Theme 2 – Maslow's hierarchy

Theme 3 – Corporate culture

Theme 4 – Culture fit and performance

Theme 5 – The overall relationship between leadership and corporate culture

Paradigm

Post-positivistic

Approach

Quantitative

Population

The population will be derived from convenience sampling whereby colleagues within the workplace will be used. Specifically top-level management that is over the age of 25 will be used for the study.

Sampling

Non-probability

Sample size will be 5 – 10 respondents

Data Collection Method

The data collection instruments employed will be a survey instrument known as a questionnaire with a 5-point Likert scale of strongly agree, agree, disagree and strongly disagree as the rating choices.

Data analysis method

Data analysis for the survey instrument will be executed with SPSS by running descriptive statistics and frequency counts. Cronbach's Alpha will be calculated for ensuring internal consistency. The data analysis unit will be individuals

Ethics

The essential challenge for this study will be the protection of all participants. Any information collected will be done in a consensual and confidential manner. Participation is completely voluntary and the study will be executed on a basis of informed consent.

Limitations

The sample size will be small preventing the study from being generalisable and the study will be carried out during the covid-19 pandemic resulting in an inability to personally administer questionnaires

Anticipated Findings

It is anticipated for this study that leadership strategies set out by an organization's leader considerably affect their corporate culture as well as the overall performance of employees.