



## The Influence Of Leadership On Organizational Culture, Commitment, And Work Motivation

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<b>Abstract</b>	
<b>CC License</b> CC-BY-NC-SA 4.0	<p>The significance of organizational culture in determining the success of an organization cannot be understated, and leadership plays a crucial role in shaping it. Furthermore, the literature review has identified the importance of studying other variables such as organizational commitment and workplace motivation. This research aims to examine how different leadership styles impact organizational culture, organizational commitment, and workplace motivation. A survey questionnaire was administered, incorporating established measurement scales, resulting in 541 responses that were subsequently analyzed using the SmartPLS tool. The findings of the study revealed that various leadership styles have varying effects on organizational culture, commitment, and work motivation. Notably, autocratic leadership was found to have a negative impact on these outcomes. The study also offers practical implications and proposes avenues for future research in this domain.</p> <p><b>Keywords: Organisational Culture, Leadership Styles, Organisational Commitment and Work Motivation</b></p>

### Introduction

In the modern and intricate work landscape, the achievement of organizational effectiveness and success is tightly interwoven, as underscored by Cohen (1990). The role of effective leadership in attaining organizational triumph surpasses the significance of management, as asserted by Covey (1989). Sternberg (1985) elucidates leadership as an ongoing process wherein individuals inspire and guide others toward accomplishing objectives while upholding coherence and unity within the organization. This intricate process involves influencing members' attitudes, assumptions, and cultivating unwavering dedication to the organization's goals, mission, and strategy, as accentuated by Yukl (1994). The relationship between leadership and organizational culture holds particular importance during transitional periods and growth phases, as emphasized by Sarros, Cooper, and Santora (2008). Kotter (1998) postulates that organizations can only establish and maintain a culture that embraces change if they possess resolute leadership. The behaviours and attitudes demonstrated by leaders profoundly shape the very foundation of organizational culture, as denoted by Denison (1991). Hence, in managing development and facilitating change within contemporary organizations, leadership and organizational culture remain pivotal factors, as underscored by Dull (2010).

## Literature Review and Research Gap

Previous scholarly investigations have predominantly concentrated on examining the correlation between leadership, organizational culture, and performance, as indicated by Tuan (2010) and Habba et al. (2017). Nevertheless, there appears to be an opportunity to delve into additional dimensions encompassing culture, values, goals, organizational citizenship behavior, motivation, and dedication. Notably, there has been a decline in studies solely focused on leadership and culture over the past decade, with the responsibility of molding culture primarily falling within the purview of organizational leadership, as underscored by Dull (2010). Consequently, there remains untapped potential for exploring the evolving dynamics stemming from factors such as remote work and global transformations. Given that the majority of studies have been conducted within Western nations, it becomes imperative to investigate the multifaceted aspects and varying degrees of this connection in diverse contexts, such as India. The influence of leadership has been observed across numerous facets, and the literature review has identified specific areas such as organizational culture, commitment, and employee motivation that warrant further scrutiny, particularly within the Indian milieu.

## NEW VARIABLES TO STUDY BESIDES ORGANISATIONAL CULTURE

### Organisational commitment

Commitment, as conceptualized by Brickman (1987), embodies a quality that fortifies individuals against wavering from their course of action, even when enticed to do so. Brown (1996) characterizes it as an unwavering force compelling individuals to uphold their promises, undeterred by shifting preferences and notions. Organizational commitment signifies a psychological state wherein employees manifest their shared values, identification, loyalty, pride, and unwavering support towards their employer (Le Rouge et al., 2006; Cho and Huang, 2012; Aghdasi et al., 2011).

These investigations strongly suggest that organizational commitment and corporate culture wield an influence over an organization's performance. Consequently, a robust culture can bolster organizational dedication and contribute significantly to the organization's triumphs. Such aspects bear profound implications for managers, who hold pivotal roles within the company. As a result, it is plausible that a connection exists among variables like organizational culture, organizational commitment, and leadership styles, where each may exert an influence on the others.

### Work motivation

The degree of workplace motivation exerts a direct influence on employee productivity. When employees are perceived as fervent and driven in their roles, they exhibit a tendency to execute their responsibilities with utmost competence, thereby yielding enhanced outcomes (Ganta, 2014). Conversely, when their needs remain unaddressed, it gives rise to tension that impedes their motivation. This tension, in turn, instigates individuals to embark on a quest for specific objectives that, upon attainment, can alleviate the tension by fulfilling their demands (Robbins, 1993). Within this framework, leadership assumes a paramount role in cultivating workplace motivation.

## OBJECTIVES OF THE STUDY

Every study endeavors to accomplish distinct goals. Following a comprehensive review of existing literature and the identification of research deficiencies, the subsequent phase involves formulating the study's objectives. This critical process provides guidance and ensures that all facets of the study align harmoniously with its intended purpose. Thus, through meticulous analysis, the objectives of this study have been delineated. The study is centered around three primary objectives:

- Investigating the impact of leadership styles on employees' commitment to the organization
- Assessing the ramifications of various leadership styles on the organizational culture within the workplace.
- Exploring the influence of leadership styles on employee motivation.

## RESEARCH MODEL

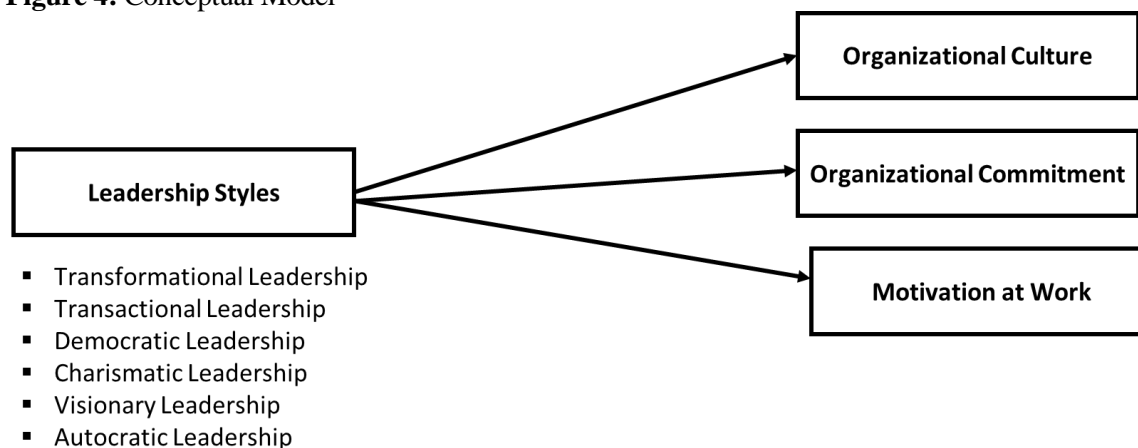
Drawing upon this study and the identified research gap from the literature review, our aim is to scrutinize the impact of leadership practices on organizational commitment, organizational culture, and work motivation. Although initial data regarding each of these variables exists, further investigation is necessary to fully

comprehend their intricate interplay (as depicted in Diagram 4). The study will concentrate on the following variables:

- Leadership styles
- Organizational culture
- Work motivation
- Organizational commitment

Figure 4 presents a comprehensive model that encapsulates the entire conceptual framework of the study. It visually illustrates how different leadership styles will be systematically examined to ascertain their influence on the three constructs: organizational culture, organizational commitment, and work motivation.

**Figure 4:** Conceptual Model



## RESEARCH HYPOTHESIS

### Leadership and organizational culture

Organizational culture is a collective phenomenon stemming from social interactions and shared understandings among members of an organization. It encompasses shared values, beliefs, and behavioral expectations that foster connections among individuals within the organization over time (Trice and Beyer 1993; Schneider 1987). Leadership plays a significant role in shaping an organization's culture, and conversely, the culture can also influence the development of leadership within the organization. Transformative leaders possess the ability to alter the cultures of their organizations by comprehending the existing cultural norms, realigning them with a new vision, and modifying accepted beliefs, norms, and values. On the other hand, transactional leaders operate within the established cultures of their organizations, adhering to established protocols, laws, and standards (Bass 1985).

**Hypothesis 1:** Different leadership styles have an impact on organizational culture.

### Leadership and organizational commitment

Organizational commitment, as defined by Meyer and Herscovitch (2001), refers to an individual's dedication to objectives aligned with organizational goals or a significant course of action. Research conducted by Al-Sharafi and Rajjani (2013) has indicated that leaders can enhance Organizational Commitment Behavior (OCB) by providing support and assistance to their teams in overcoming obstacles.

**Hypothesis 2:** Various leadership styles have an impact on organizational commitment.

### Leadership and Work Motivation

Motivation encompasses the ability to act in a manner that aligns with a specific goal (Indahingwati et al., 2019). Previous studies have demonstrated that work motivation can be influenced by the organizational climate, which, in turn, is shaped by managerial and leadership practices. Employee motivation plays a crucial role in completing tasks assigned according to the operational standards of the organization. Therefore, it is important to investigate the impact of leadership style, practices, and management approaches on organizational commitment and workforce motivation levels (Sharma, 2014).

**Hypothesis 3:** The leadership style also affects the work motivation of employees within an organization.

## RESEARCH METHODOLOGY

The research aims to explore and investigate the relationship among the four key variables. The study primarily adopts a quantitative approach while also incorporating certain qualitative data collection aspects.

### Study design

The study is designed as an experiment utilizing a convenience sample consisting of respondents from various positions within the pharmaceutical and healthcare industry. A factorial design may be employed to facilitate the empirical investigation of the relationship between the dependent variables, namely organizational culture, employee motivation, and organizational commitment, and the independent variable, leadership practices. This design allows for the examination of these variables both individually and in combination.

### Measurement

The subsequent phase involves selecting the most commonly used and validated measuring scales from previous studies. The scale developed by Wang et al. (2010) will be considered for assessing leadership style. The measurement of organizational culture will be based on the scale proposed by Van den Berg & Wilderom (2004). The Cook and Wall (1980) scale will be employed to evaluate organizational commitment. Lastly, motivation at work will be assessed using the scale developed by Eisenberger et al. (1986). These scales have gained recognition and will be utilized in the present study.

### Sampling Technique and Data Collection

The study will employ convenience sampling, which will be further stratified into hierarchical levels to ensure a comprehensive and accurate analysis. The survey questionnaire was randomly distributed to a larger population. To collect data on the four primary variables of interest, four different instruments will be utilized. A preliminary pilot study was conducted with 50 respondents to assess the adequacy of the survey and identify potential errors. The pilot study indicated that conducting the survey physically or telephonically yielded better response rates compared to the online mode. Telephonic responses were particularly prompt and provided adequate information.

To determine the appropriate sample size for the multivariate study using multiple regression analyses, a G-Power test was conducted. It is recommended that the sample size be at least ten times (preferably more) the number of constructs being examined.

Data was collected from employees working in various designations within pharmaceutical and healthcare companies in India. The questionnaire was distributed through links, soft copies via email, and personal visits to the participants. For participants who could not be reached telephonically or physically, a questionnaire link was provided to record their responses. A total of 835 employees from various companies were contacted for participation, and 541 employees responded. Data collection primarily focused on Mumbai, Ahmedabad, Hyderabad, and Bangalore, as these regions have a significant concentration of pharmaceutical companies. Additionally, data from employees located in different regions across India, including field-based employees, were also included.

### Data Analysis Tool

SmartPLS, a widely utilized statistical software program, is commonly employed in business, management, and social science research. It is specifically designed for conducting structural equation modelling (SEM) using the partial least squares (PLS) method. SmartPLS has proven to be a reliable analytical tool, particularly suitable for evaluating data in the field of Human Resources (Ringle et al., 2015; Sander & Teh, 2014).

## RESULTS

### Descriptive Analytics

The data underwent descriptive analysis, which involved the calculation of various measures such as mean, median, standard deviation, kurtosis, and skewness. Appendix 1 Table 2 presents the mean and median values of the different items within the construct, which align with expectations, indicating the relevance of the data. The examination of standard deviation revealed that the data is pertinent and displays variability across the sample. Skewness and kurtosis, important indicators for understanding the data as per Mardia (1970), were

also analyzed. It was observed that the skewness and kurtosis values fall within acceptable limits, providing further affirmation of the data's accuracy, as illustrated in Table 3 below.

### Reliability and Validity of data

In PLS-SEM path models, composite reliability is considered a more appropriate measure as Cronbach's alpha tends to underestimate the internal consistency of latent variables (Henseler et al., 2009, p. 299). We found that all composite reliability scores exceeded the recommended threshold of 0.70, as suggested by Fornell and Larcker (1981). Convergent validity was assessed through AVE analysis, following the recommendation of Fornell and Larcker (1981).

To evaluate the reliability and validity of the data, measures such as Cronbach's alpha, composite reliability, and Average Variance Extracted (AVE) were employed. The results fell within acceptable ranges, indicating satisfactory reliability and validity of the data. This establishes a solid foundation for further data evaluation and hypothesis testing. Table 3 provides the reliability and validity values.

**Table 3 :** Reliability and Validity of the Data

	<b>Cronbach's alpha</b>	<b>Composite reliability</b>	<b>Average variance extracted (AVE)</b>
<b>AL</b>	0.931	0.956	0.879
<b>CL</b>	0.946	0.965	0.903
<b>DL</b>	0.93	0.955	0.877
<b>OCL</b>	0.961	0.968	0.813
<b>OCO</b>	0.964	0.97	0.78
<b>TFL</b>	0.886	0.946	0.898
<b>TNL</b>	0.887	0.93	0.816
<b>VL</b>	0.933	0.957	0.882
<b>WM</b>	0.959	0.966	0.803

In the table, the Cronbach's alpha values for Autocratic leadership, Charismatic leadership, democratic leadership, organizational culture, organizational commitment, transformational leadership, transactional leadership, Visionary leadership, and Work motivation are 0.931, 0.946, 0.93, 0.961, 0.964, 0.886, 0.887, 0.933, and 0.959, respectively. According to Tavakol and Dennick (2011), Cronbach's alpha values exceeding 0.70 are considered acceptable.

Similarly, the Average Variance Extracted (AVE) values for Autocratic leadership, Charismatic leadership, democratic leadership, organizational culture, organizational commitment, transformational leadership, transactional leadership, Visionary leadership, and Work motivation are 0.879, 0.903, 0.877, 0.813, 0.78, 0.898, 0.816, 0.882, and 0.803, respectively. According to Zaiğ and Berteau (2011), AVE values above 0.7 are considered acceptable.

### R Square and Model Fit Indices

The R-Square value of the study indicates that Organizational Culture, Organizational Commitment, and Work Motivation exhibit high and acceptable values. This implies that each construct accounts for more than 90% of the variability in the model, which is a positive indication for further analysis (Ozili, 2023).

When evaluating the fit of the model, the Standardized Root Mean Square Residual (SRMR) values are taken into consideration. Generally, a value below 0.85 is deemed satisfactory (Henseler et al., 2014). In the final model, the SRMR values are 0.031, which fall below the acceptable threshold, indicating a good fit for the model.

The Normed Fit Index (NFI), also known as the Bentler and Bonett Index (Bentler & Bonett, 1980), is another measure utilized to assess model fit. A value close to 1 indicates a better fit. In the final model, the NFI value is 0.847, which is close to 1, suggesting a good fit for the model.

Other evaluated parameters include  $d\_ULS$  with a value of 0.884,  $d\_G$  with a value of 1.891, and Chi-square with a value of 7397.786. These values also fall within acceptable limits.

**Table 4 a R Square Values**

	<b>R-square</b>	<b>R-square adjusted</b>
<b>OCL</b>	0.912	0.911
<b>OCO</b>	0.931	0.931
<b>WM</b>	0.946	0.945

**Table 4 b Model Fit**

	Saturated model	Estimated model
SRMR	0.031	0.033
d_uls	0.779	0.884
d_g	1.766	1.891
Chi-square	7134.871	7397.786
NFI	0.852	0.847

All the evaluated parameters, such as validity, reliability, R-Square (R2), SRMR, NFI, and others, adhere to the acceptable thresholds. This indicates that the data aligns effectively with these parameters, enabling subsequent analysis and the derivation of significant interpretations.

**MODEL AND THE RELATIONSHIPS**

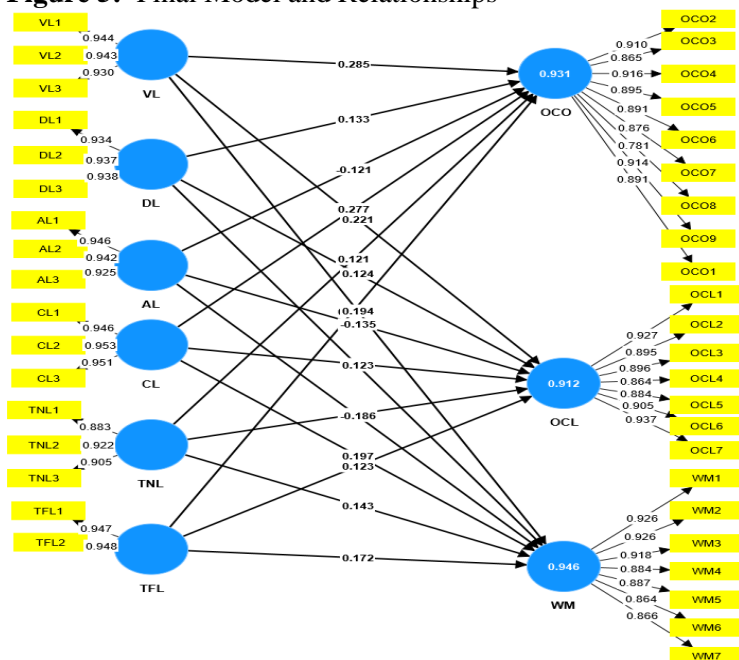
Upon employing the Smart-PLS software to construct the model, it was discovered that the majority of the hypotheses held relevance. Hypotheses 1, 2, and 3 were examined utilizing the collected data and the Smart PLS software. These hypotheses explore the influence of leadership styles on organizational culture, work motivation, and organizational commitment.

The findings revealed a positive correlation, signifying that higher levels of the four leadership styles exert a stronger influence on organizational commitment, organizational culture, and work motivation (refer to Diagram 5). Conversely, Autocratic Leadership demonstrated a negative association with organizational culture, work motivation, and organizational commitment. This suggests that as autocratic leadership intensifies, the levels of organizational commitment, work motivation, and organizational culture diminish (see Diagram 5).

Hypothesis 1, which scrutinizes the relationship between leadership style and organizational culture, was deemed pertinent. Charismatic Leadership, Autocratic Leadership, Democratic Leadership, Visionary Leadership, Transactional Leadership, and Transformational Leadership were found to impact organizational culture with statistical significance at  $p < 0.05$ . Only Transformational Leadership exhibited a noteworthy impact at a significance level of  $p = 0.075$  (at the 0.1 level of significance). Autocratic Leadership displayed a negative association with organizational culture, indicating a contrary effect (refer to Diagram 5).

Similarly, Hypotheses 2 and 3 yielded comparable outcomes, demonstrating that leadership styles such as Charismatic Leadership, Democratic Leadership, Autocratic Leadership, Transactional Leadership, Visionary Leadership, and Transformational Leadership influence organizational commitment and work motivation. Autocratic Leadership displayed a negative correlation and exerted an opposing impact on organizational commitment.

**Figure 5: Final Model and Relationships**



The statistical analysis conducted revealed that the p-values associated with the connections between autocratic leadership and organizational culture (OCL), organizational commitment (OCO), and work motivation (WM) were deemed significant at values of .002, .005, and 0, respectively. These p-values indicate a substantial negative correlation with autocratic leadership, signifying an inverse relationship (see Table 4).

Likewise, in the case of the relationships between charismatic leadership and OCL, OCO, and WM, the p-values were found to be statistically significant at a value of 0. Similarly, for the connections between democratic leadership, transformational leadership, transactional leadership, and visionary leadership with OCL, OCO, and WM, the p-values were also determined to be significant (refer to Table 4).

**Table 4:** Path Coefficients & p- values

	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV)	P values
AL -> OCL	-0.138	0.044	3.052	0.002
AL -> OCO	-0.123	0.043	2.788	0.005
AL -> WM	-0.189	0.034	5.42	0
CL -> OCL	0.282	0.045	6.279	0
CL -> OCO	0.275	0.042	6.648	0
CL -> WM	0.197	0.038	5.257	0
DL -> OCL	0.124	0.034	3.634	0
DL -> OCO	0.134	0.04	3.332	0.001
DL -> WM	0.123	0.033	3.776	0
TFL -> OCL	0.121	0.037	3.358	0.001
TFL -> OCO	0.065	0.037	1.783	0.075
TFL -> WM	0.17	0.033	5.253	0
TNL -> OCL	0.107	0.035	3.055	0.002
TNL -> OCO	0.122	0.035	3.425	0.001
TNL -> WM	0.143	0.033	4.36	0
VL -> OCL	0.22	0.044	4.991	0
VL -> OCO	0.283	0.045	6.329	0
VL -> WM	0.193	0.037	5.242	0

## DISCUSSION

### Summary of the Findings

The study effectively examined the impact of various leadership styles, namely visionary leadership, charismatic leadership, democratic leadership, transactional leadership, transformational leadership, and autocratic leadership, on organizational culture, organizational commitment, and work motivation. The findings revealed that visionary leadership, charismatic leadership, democratic leadership, transactional leadership, and transformational leadership exerted a positive influence on all three constructs. Conversely, autocratic leadership had a negative effect on these variables.

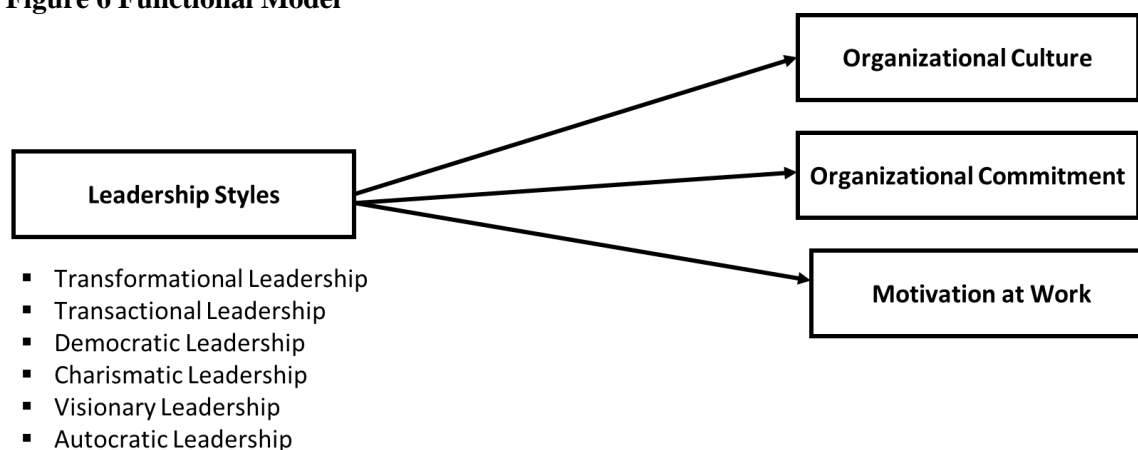
In summary, the study successfully investigated the relationship between different leadership styles and the constructs of organizational culture, organizational commitment, and work motivation. Robust data was collected from a substantial sample size of 541 participants in the pharmaceutical and healthcare industry. Multiple data collection methods were employed, including online surveys, telephonic interviews, and face-to-face meetings. Prior to the analysis, the data underwent rigorous assessment for reliability and validity, meeting the acceptable criteria for measures such as Cronbach's alpha, composite reliability, and Average Variance Extracted (AVE). This ensured the data's integrity and credibility for subsequent analysis using the Smart PLS software.

In terms of hypothesis validity, all three hypotheses were supported by the findings, as indicated by the significant p-values (refer to Table 5), demonstrating meaningful relationships between the different leadership styles and the constructs of organizational culture, organizational commitment, and work motivation. The only exception was observed in the case of transformational leadership, where the relationship was significant at a p-value below 0.1.

**Table 5:** Hypothesis Supported/Not Supported in Study

Hypothesis	Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	Status
Hypothesis 1: Different Leadership style impacts the organisational Culture	AL -> OCL	-0.135	-0.138	0.044	3.052	0.002	Supported
	DL -> OCL	0.124	0.124	0.034	3.634	0	Supported
	TFL -> OCL	0.123	0.121	0.037	3.358	0.001	Supported
	TNL -> OCL	0.106	0.107	0.035	3.055	0.002	Supported
	CL -> OCL	0.284	0.282	0.045	6.279	0	Supported
	VL -> OCL	0.221	0.22	0.044	4.991	0	Supported
Hypothesis 2: Different leadership styles impact the organisational commitment .	AL -> OCO	-0.121	-0.123	0.043	2.788	0.005	Supported
	CL -> OCO	0.277	0.275	0.042	6.648	0	Supported
	DL -> OCO	0.133	0.134	0.04	3.332	0.001	Supported
	TFL -> OCO	0.066	0.065	0.037	1.783	0.075	Supported at 0.1 significance
	TNL -> OCO	0.121	0.122	0.035	3.425	0.001	Supported
	VL -> OCO	0.285	0.283	0.045	6.329	0	Supported
Hypothesis 3: Leadership style also impacts the work motivation of employees in an organisation	AL -> WM	-0.186	-0.189	0.034	5.42	0	Supported
	CL -> WM	0.197	0.197	0.038	5.257	0	Supported
	DL -> WM	0.123	0.123	0.033	3.776	0	Supported
	TFL -> WM	0.172	0.17	0.033	5.253	0	Supported
	TNL -> WM	0.143	0.143	0.033	4.36	0	Supported
	VL -> WM	0.194	0.193	0.037	5.242	0	Supported

The figure 6 shows the functional model which has been established with the help of this study.

**Figure 6 Functional Model**

### LIMITATIONS & FUTURE RESEARCH DIRECTIONS

The primary focus of this study is to examine the influence of leadership styles specifically within the pharmaceutical industry. It is crucial to acknowledge that the findings of this study may not be directly applicable to other industries, and it would be beneficial for future researchers to explore this aspect further.

It is important to note that although Smart-PLS is a well-established statistical tool (Wong, 2013), it has its own limitations. Alternative tools such as SPSS and AMOS could also be employed to analyze the results, providing a more comprehensive understanding.

Additionally, the data collection process, which involved telephone interviews and face-to-face meetings, may have introduced researcher influence. It was observed that employees, in certain situations, might hesitate to



provide candid feedback to their supervisors or about their organization. Exploring alternative methodologies for data collection could enhance the reliability and validity of future studies.

### **PRACTICAL IMPLICATIONS:**

This study offers practical implications by highlighting the significance of leadership in organizational development. It provides valuable insights to the corporate world regarding different leadership styles that contribute positively to the organization. It guides organizations in selecting leaders who can foster a healthy organizational culture, promote work motivation, and enhance organizational commitment.

Recruiting and developing a competent leadership team are critical processes for any organization. The findings of this study can assist top management in making informed decisions when selecting leaders. It emphasizes the importance of considering the specific type of leader that aligns best with the organization's values and meets the needs of its employees.

### **CONCLUSION:**

The study reveals that Charismatic Leadership, Democratic Leadership, Transactional Leadership, Transformational Leadership, and Visionary Leadership have a positive impact on Organizational Culture, Organizational Commitment, and Work Motivation. Conversely, Autocratic Leadership shows a negative correlation with these three variables. It is important to note that the relationship between transformational leadership and organizational commitment was non-significant, except for a p-value of 0.075, whereas all other relationships were statistically significant and well-established.

Furthermore, the study provides insights into future research directions and practical implications for organizations aiming to develop leadership that positively influences their overall culture.

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## Appendix

**Table 2:** Descriptives of the Data

Name	Mean	Median	Standard deviation	Kurtosis	Skewness
OCO1	4.907	5	1.695	0.954	-1.468
OCO2	5.006	6	1.746	0.98	-1.573
OCO3	4.885	6	1.807	0.355	-1.396
OCO4	4.824	5	1.677	0.87	-1.448
OCO5	4.837	5	1.686	0.811	-1.436
OCO6	4.833	5	1.688	0.735	-1.386
OCO7	4.813	5	1.665	0.771	-1.407

<b>OCO8</b>	4.733	6	1.828	-0.059	-1.228
<b>OCO9</b>	4.822	5	1.683	0.776	-1.402
<b>OCL1</b>	5.663	6	1.842	1.063	-1.52
<b>OCL2</b>	4.783	5	1.662	0.75	-1.383
<b>OCL3</b>	5.68	6	1.803	1.226	-1.543
<b>OCL4</b>	4.657	5	1.715	0.16	-1.192
<b>OCL5</b>	5.563	6	1.902	0.703	-1.398
<b>OCL6</b>	5.698	6	1.805	1.218	-1.559
<b>OCL7</b>	5.7	6	1.828	1.306	-1.591
<b>WM1</b>	5.806	7	1.872	1.674	-1.745
<b>WM2</b>	5.815	7	1.83	1.613	-1.717
<b>WM3</b>	5.822	7	1.825	1.645	-1.722
<b>WM4</b>	5.678	6	1.912	0.854	-1.495
<b>WM5</b>	5.644	6	1.909	0.871	-1.493
<b>WM6</b>	5.672	6	1.866	0.99	-1.52
<b>WM7</b>	5.635	6	1.911	0.913	-1.495
<b>VL1</b>	5.796	7	1.846	1.558	-1.705
<b>VL2</b>	4.872	6	1.682	0.958	-1.513
<b>VL3</b>	5.711	6	1.816	1.228	-1.575
<b>DL1</b>	5.67	6	1.836	1.264	-1.585
<b>DL2</b>	4.776	5	1.686	0.567	-1.347
<b>DL3</b>	4.774	5	1.712	0.458	-1.309
<b>AL1</b>	2.217	1	1.956	1.091	1.607
<b>AL2</b>	2.265	1	1.947	0.97	1.546
<b>AL3</b>	2.391	1	2.011	0.341	1.353
<b>CL1</b>	5.767	6	1.855	1.42	-1.668
<b>CL2</b>	5.739	6	1.853	1.478	-1.665
<b>CL3</b>	5.722	6	1.891	1.339	-1.635
<b>TNL1</b>	3.978	4	1.44	0.196	-1.017
<b>TNL2</b>	5.617	6	1.878	0.781	-1.43
<b>TNL3</b>	5.741	6	1.857	1.162	-1.581
<b>TFL1</b>	5.728	6	1.825	1.23	-1.588
<b>TFL2</b>	5.709	6	1.819	1.218	-1.573
<b>TFL3</b>	5.689	6	1.857	1.137	-1.557