The Impact of Leadership Styles on Organizational Culture

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Abstract: *This research analyses the influence of leadership styles on organizational culture. The questionnaires were applied using stratified sampling method by 156 workers out of 253 as the total number of workers (N=156) of a manufacturing organizaiton operating in Kocaeli, Turkey. After explaining the theoretical framework about leadership and organizational culture, findings of the field research were given. Finally, the findings are discussed, ending with the conclusion. The research reveals that the charismatic leadership style was the utmost influential leadership style in the organizational culture and the transactional leadership style did not have any influence in the current organizational culture. It is considered that this research will provide benefits in determining the leadership styles that contribute to the success of the organizations in their field.*

Keywords: *Leadership, Leadership Styles, Organization, OrganizationalCulture*

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I.   INTRODUCTION

The Industrial Revolution marked a turning point in the world and the 'modern' lifestyle has been established. One of the defining elements of the modern life is the change in the economic system. Thus, largeinternational companies impossible to compare with the old ones emerged in the economic system after the economic transformation. The management of these companies has attracted and continues to attract researchers as a new research topic. Ultimately, two prominent issues these studies are focused on in an organization includeleadership and organizational culture.

Leadership is a phenomenon that is needed throughout human history and continues to exist throughout this process. The process of researching the leadership, which is such an ancient history, is so old and constant. As such, research on leadership and organization has continued with humanity (Holten & Brenner, 2015)[1]. Particularly after the industrial revolution, the world economy has started to develop at a great pace, and this development has led to the problem how to organize the organizations efficiently. Leadership is defined from time to time according to the personality traits of the leader, sometimes according to the changing leadership styles, and sometimes according to the behavioral patterns of the leaders. Consequently, many leadership styles and definitions are developed such as transactional leader, paternalistic leader, charismatic leader, and social leader. In fact, all of these approaches have emerged to understand and explain leadership in the organizational context. Every suggested new point of view has actually been the starting point of another research.

Organizational culture, however, was first considered as a social 'glue' that holds the organization together. In a different sense, organizational culture is a system of values, beliefs, and traditions formed during the history of the organization. Social ideals, beliefs, and values are shared through culture; and myths, rituals, stories are reflected in a special language.

There are limited number of studies elaborating the concepts of leadership and organizational culture together (Ogbonna & Harris, 2000[2]; Bakan, 2009[3]) and these two foremostconcepts of organizational management are examined independently of each other. However, Ogbonna & Harris, (2000)[2] suggested that these two concepts are linked and that they need to be analyzed together. Examining these two concepts together will be helpful in understanding the formation of the organization's culture and its predecessors.

II.   THEORETICAL FRAMEWORK

2.1 Leadership Approaches and Leadership Styles

Leadership, in the modern sense, is a concept that has existed since people began to live together. V.J Bentz, studying the literature of leadership until 1949, stated that leadership was defined in 130 different ways (Bass, 1965)[4]. At the end of the 20th century, this number exceeded 350. As there are current researches on leadership (e.g. Asamani et. al., 2016[5]; Guluta & Rusu, 2016[6]), the number of definitions are predicted to increase.

Rost (1991)[7] identified leadership as the capability to direct the followers towards the defined purposes, while Ke &Wei (2007)[8] defines it as the integrity of the needed capability, knowledge and equipment, and Burns (1978)[9] defines it as the ability to resolve interpersonal and organizational problems. From these points of wiew, the leadership could be defined as the process of influence between a leader and his followers for a common purpose. In this process, aleader is the one who can lead others' acts in accordance with his/her wishes and influence the activities of the people (Cook et. al., 1997)[10].

2.1.1 Leadership Approaches

When the relevant literature is examined, it's observed that there are three basic approaches for the leadership. These are; traits approach, behavioral approach and situational approach.

The traits approachwas the most admired and the oldest leadership approach in 1940s (Kurtz & Boone, 2010)11. The approach is based on the following idea; leaders are born, not made; leadership consists of certain inherited personality traits or qualities (Bakan, 2009)3. The traits approach argues that a leader having certain characteristics such as age, gender, honesty, sincerity, intelligence, etc., will reveal himself/herself under any circumstances. However, this approach does not answer the question on how to become a leader. Hence, this has brought new approaches to leadership. By the 1950s, the traits approach had become ineffective, and the behaviors of the leader began to be investigated instead of the leader's traits.

The behavioral approach states that the emergence of the leader depends on the behaviors, not on the presumption that the inherited traits and the behaviors of the leader can be learned through education. The influence of the leader is based on the communication style with his/her followers and his/her capability of prediction, control, and planning.

Although contributed significantly to the understanding of the leadership process, the behavioral approach has been criticized since it ignores the environment and the conditions, The biggest weakness is that the role of situational factors in determining the leader's effectiveness is ignored (Mullins, 1999)[12].

The weaknesses of the traits approach and behavioral approach and the critics have led to the creation of situational approach, which argues that the behavior of the leader depends on the circumstances and conditions (Ogbonna & Harris, 2000)[2], thus there is no single type of leadership that can be used effectively under all conditions and all times universally. The situational approach prioritizes the importance of the conditions and examining which type of leadership would adapt to the given circumstances.

2.1.2 Leadership Styles

There are various theoretical and empirical literature on the traits and styles of the leader so far(Conger & Kanungo, 1988[13]; Goffee & Jones, 2004[14]). Different types of leaders emerge continuously (Luthans & Doh, 2009)[15] depending on period, conditions and cultural differences. However, it is comprehended that only the leadership concept and its perception change over time. Because the communities and societies have been constantly changing and developing. With the changing society and environment, leadership behaviors, styles, and approaches are alsochanging. The leadership styles that are considered to be applied most in Turkey are summarized below.

Transactional leaders explain the roles and responsibilities of their followers and the rules as in detail (Robbins, 1998)[16]. While they manage their followers in accordance with the rules, they strive to fulfill their duties by treating them fairly (De Hoogh et. al., 2005)[17]. Transactional leadership can also be described as motivating followers by influencing worker performance (Casimir et. al., 2006)[18] through an approach focused on rewards.

Transactional leadership focuses on setting goals such as explaining the link between the performance and the reward, and providing constructive feedback to keep followers interested in the business (Jung & Avolio, 1999)[19]. The leader working in the management detects the deviations from the set standardsand takes the necessary precautions in this regard (Robbins, 1998)[16]. Thus, the leader aims to protect and strengthenthe present condition (Öztop, 2008)[20].

However, the paternalistic leader strives to create a father's profile in the organizaiton by taking care of the private life of his/her followers outside the professional life and by creating a family atmosphere at work. Sacrifice, love, protectionism and altruism are the sources of the paternalistic leadership, symbolized by the father profile. The paternalistic leadership is based on building trust by providing all kinds of support to the followers, thus ensuring absolute authority (Farh & Cheng, 2000[21]; Yeh et. al., 2008[22]). Studies conducted in Turkey have revealed that the paternalistic leader is valid in Turkey to a wide extent (Pellegrini & Scandura, 2006)[23.]

Transformational leadership can be described as a process in which "leaders and followers help each other to advance to a higher level motivation" (Masood et. al., 2006)[24]. These leaders strive unselfishly to raise the level of the consciousness of the followers, by gaining the hearts and minds of the followers with spiritual qualities (equality, justice, freedom) (Masood et. al., 2006)[24]. The leader has a vision for the future of the

organization and can lead the needs and beliefs of followers in order to achieve that purpose (Sarros et al., 2002)[25]. In summary, transformational leaders are people who use their management skills, powerful targets, and communication skills to build solid relationships with their employees. These skills help the leader gain the confidence in the organization and hence the subordinates are directed to work for the benefit of everyone (Lock, 2001)[26].

After 1980s, the notion of charismatic leadership became popular, attracting more attention than other leadership styles. Due to the impressive traits such as self-confidence, admiration, courage, ability to motivate and persuasion, charismatic leaders can lead massive audiences by gaining the respect of the community. The charismatic leader is usually a savior to stop the disruption in the times of chaos, such as economic and political crises or war. Charismatic leaders are contributing to the improvement of the present situation by directing the masses with the high skills they demonstrate when needed (Khatri et al., 2001)[27].

2.2 Organizational Culture

At the beginning of the 1980s, organizational culture has become one of the most frequently examined topics in the literature (Ogbonna & Harris, 2000)[2]. Despite being a frequently examined subject, there is no definition accepted universally. Another issue not having a consensus is the classification of the organizational culture. There is more than one description and classification in the literature for organization culture (Cohen, 2006)[28]. Each researcher examined the organizational culture in different perspectives and they concluded with different conclusions in this regard. While Weinrich and Koontz (1993)[29] described the organizational culture as the formation of the organization, distributed beliefs, and assets, and general behaviors, Roberts and Hunt (1991)[30] defined the organizational culture as the characteristics of the community that combine the attitudes. Tohidi and Jabbari (2012)[31] point out that organizational culture is the utmost prominent element for unifying and adapting the pieces of a wall built with countlesspieces.

The researchers consider the organizational culture as an element which ensures the unity and order in the organization while protecting against internal and external dangers and allowing the organizational factors to act in harmony (Tohidi & Jabbari, 2012)[31]. Organizational culture is not stable (Kavanagh & Ashkanasy, 2006)[32], it changes over time (Watzlawick et. al., 1974)[33], however, this change is slow and challenging (Weick & Quinn, 1999)[34].

Organizations have to maintain their relationships with their environment in order to survive and to take place in the future. The organization also conveys the cultural values to its new members, in order to survive in the future. Thus, organizational culture strengthens the link between the new and old members and allows the organization to be accepted quickly (Cook & Yanow, 2011)[35]. In time, the members of the organization will move away from the individuality and will consider themselves as an integral part of the organization and a sense of belonging will be formed.

Since competition is more prominent in today's world and it is difficult to survive in such a competitive environment, organizational culture became more important, asitinfluences the emergence of mentality, goals, and impressions in the organization. Organizational culture, however, plays an important role as a prominent tool that helps or complicates to implement the strategy chosen by the administrators. Thus, in order to gain advantage in this competitive environment of today, it is necessary to be strong during the foundation of the organization. The most important element is the organizational culture, which combines the organizational formation, the success perspective, and the adoption of the goals. Since these perspectives are imposed to the employees, the employees cooperate in order to achieve the objectives of the organizations (Patrick, 2005)[36]. Although there are different classifications of organizational culture, Ogbonna and Harris (2002)[2] classified organizational culture into 3 groups: adhocracy,market, and clan culture.

There is little guidance in the innovative culture that drives its members to creativity, and innovation is the main goal (Densten & Gray, 2003)[37]. It emphasizes on the emerging innovations and the necessity of the allocation of the resources that are important for the organization (Choi & Robert, 2001)[38]. Such cultures enhances the innovation performance of the organization (Carrillat et. al., 2004)[39]. The main criteria for activeness is finding new and useful solutions to the problems (Densten & Gray, 2003)[37]. This type of culture is observed in software and consultancy companies. The innovative culture promotes entrepreneurship, focuses on the creation and the adaptation to the innovation. Innovative culture is distinguished by outward expression without having strict rules (Densten & Gray, 2003)[37].

For organizations operating in the same sector, adapting a competitive culture is essential to be successful and to achieve the best results. The competitive culture values the productivity, competitive spirit and complete fulfillment of the task. The success criteria for the organization is demonstrated by an increased share in the market in comparison with the competitors of the organization. While the members of the organization focus on success, they pay attention to the program and performance that are determined to achieve the goals (Dwyer et. al., 2003)[40]. Success is indispensable in this culture and constitutes the key factor protecting the integrity of the organization (Dastmalchian et. al., 2000)[41].

Organizations adopting community culture are like a big family. It is supported in this culture that the employees embrace the organization, strengthening the connections in accordance with common values and acting together. Leaders in community culture serve as a compass. Loyalty and unity have prevailed considerably in the members of the organization. They always support each other in terms of goals and values,embracing the organization so much that they consider as an integral part of their personality.

2.3 Relationship Between the Leader and The Organizational Culture

The leader is placed at the top of the hierarchical level and has the power to affect every member of the executive from top to bottom. In this context, the leader's attitudes and behaviors affect every level of the organization. Thus, it is possible to state that the leader's behavior is more significant than the other members. As air and water are vital for humans, the leader is similarlyvital for the organization. Hence, this is the utmost prominent power, which can lead an organization to the success.

The members of the organization can imitate a powerful leader. After a while, the imitation becomes a habit and becomes permanent. As the number of members who imitate the leader increases, the organizational culture is formed. When considered in this sense, a strong leader has the utmost significant place in the formation of an organizational culture.

While the leader is influencing the formation of the organizational culture, the existing culture of the organization is also important and influential. It is also possible that the pressure of the organizational culture will affect a leader who newly joins the company or existing in the organization. Therefore, it should not be expected that aneffectiveleader who succeeds in an organization will also succeed in all organizations. Sometimes an organizational culture can dominate the leader and change the leadership style of the leader.

The principles, beliefs, and values of the organization, (i.e. organizational culture) can influence the leader and may lead him/her to act according to the organizational settings. For example, the transactional leadership may be prioritized in banking or accounting positions, where the rules and tasks are clearly defined, however, it may not be effective for lean organizational structures such as Google or Microsoft. This can be given as an example of determination of the leadership style according to the existing organizational culture. Hence, the organizations can also be amongst the determinants of leadership style. As the leader influences the organizational culture, values, policies, and philosophy of the organization, the organization also influences the leader's decisions, motivation, and behavior. Hence, the policy, strategy, and philosophy of the organization influence the leadership style. There is a mutual interaction between the organization and the leader. As the leader affects the organizational culture, the organizational culture affects the leader. When considered in this context, the interaction between the leader and the culture may be compared to the two sides of a coin, and we may conclude that one factor can not be understood if other doesn't exist (Schein, 2010)[42].

The hypothesis of the research is based on the assumption that there is a meaningful relationship between leadership types and organizational culture and formed as follows.
H1: There is a significant and positive relationship between transactional leadership and adhocracy culture
H2: There is a significant and positive relationship between transactional leadership and market culture
H3: There is a significant and positive relationship between transactional leadership and clan culture
H4: There is a significant and positive relationship between paternalistic leadership and adhocracy culture
H5: There is a significant and positive relationship between paternalistic leadership and market culture
H6: There is a significant and positive relationship between paternalistic leadership and clan culture
H7: There is a significant and positive relationship between transformational leadership and adhocracy culture
H8: There is a significant and positive relationship between transformational leadership and market culture
H9: There is a significant and positive relationship between transformational leadership and clan culture
H10: There is a significant and positive relationship between charismatic leadership and adhocracy culture
H11: There is a significant and positive relationship between charismatic leadership and market culture
H12: There is a significant and positive relationship between charismatic leadership and clan culture

III.   METHODS

The effects of transactional, paternalistic, transformational and charismatic leadership styles on innovative, competitive and social culture have been investigated.

3.1 *Data collection and sample*

The research has been carried out on workers working in a factory that produces cleaning material (paper tissue, toilet paper, etc.) operating in Kocaeli industrial area (Turkey). Factory manager distributed the survey to all 253 employees. 175 of the questionnaires were answered, yielding a 69% response rate. 19 of the questionnaires were considered invalid, and thus the total number of completed surveys is 156.

3.2 *Measures*

A questionnaire of 41 itemsconsisting of 3 different scales was used in the research.
Demographic Structure: It consists of 6 questions to determine the demographic characteristics of the employees.

Leadership Styles: Following scales are used to determine the leadership styles: 5-question scale for Paternalistic leadership, developed by Voich (1995)[22]; 4-question scale for transactional leadership (Instrumental Leadership Scale), developed by House and Dessler (1974)[43] 7 question scale for transformational leadership (Global Transformational Leadership Scale (GTL)) developed by Carless et. Al., (2000)[44]; 6-question scale for charismatic leadership developed by De Hoogh, et. al., (2004)[45]. All of the questions prepared to determine leadership styles are based on the likert scale using a range between 1 and 5. The Cronbach alpha values of all leadership stylesare over the 0.7 level. The indicated scales were used by Öztop (2008)[20] in his study in Turkey.

A 13-question scale developed by Ogbonna & Harris (2000)[2] and used in the Bakan's (2009)[3] study in Turkey was used to determine organizational culture. The scale measures adhocracy culture, market culture and clan culture. All of the questions prepared are in likert system with 5 points. The Cronbach alpha values of all leadership stylesare over the 0.7 level.

3.3 *Data Analysis*
3.3.1*Demographic Characteristics*
Information on the demographic characteristics of the respondents is shown in Table I below by using frequency tables and percentage distribution patterns.

Table I: Showing demographic details of the respondents.

Characteristics of Respondents	Content	Frequency	Percentage
Sex :	Male	106	67,9
	Female	50	32,1
Age :	Below 25	61	39,1
	26-30	58	37,2
	31-35	14	9
	36-40	14	9
	41 And Above	9	5,8
Marital Status :	Married	46	29,5
	Single	110	70,5
Education Level :	Junior High School	11	7,1
	Associate degree	31	19,9
	Bachelor degree	101	64,7
	Master's degree	13	8,3
Work Experience :	Below 1 Year	36	23,1
	1-5 Years	85	54,5
	6-10 Years	25	16
	Over 10 Years	10	6,4
Working time with current administrator :	Below 1 Year	59	37,8
	1-5 Years	83	53,2
	Over 6 Years	14	9

N=156

When the demographic structure of the research was examined, we found out following results: 67.9% (106) of the employees are male, while 32.1% (50) are female, and 29.5% (46) are married and 70.5% (110) are single. The number of the participants completing secondary education is 7.1% (11), having two-year (associate) degree, 19.9% (31), having bachelor degree, 64.1% (101) and the number of participants having master degree is 8.3% (13). 76.3% (119) of workers are under the age of 30, while the percentage of workers being 31-40 year old is %18 (28) and %5,8 (9) of the workers are more than 41 years old. When the working periods are examined, it is observed that 23.1% (36) is working less than one year, 54.5% (85) is between 1-5 years and 22.4% (35) is working more than 6 years. It is considered that the employees at work are composed of inexperienced personnel with young population; thus, the company employs the workers in shifts, and a small number of (8.3%) of employees who completed high education are employed in managerial positions. According to the results, the company seems to have employed more personnel having a bachelor degree.

3.1.2 Level of Reliability Alpha Values(α)

Cronbach's alpha coefficients represent the degree to which a measurement is independent of error. In the reliability analysis, the alpha coefficients of each variable are taken into account by considering the changes made in the scales as a result of factor analysis. Accordingly, below table shows the relevant variables and Cronbach alpha coefficients.

Table II: Cronbach Alfa Coefficients

	Number of Questions	Cronbach Alfa Coefficients		Number of Questions	Cronbach Alfa Coefficients
LEADERSHIP STYLE	22	.937	ORGANIZATIONAL CULTURE	13	.896
Transactional leader	4	.786	Adhocracy culture	5	.830
Paternalistic leader	5	.746	Market culture	4	.742
Transformational leader	7	.893	Clan culture	4	.750
Charismatic leader	6	.868			

The Cronbach alpha reliability coefficient of the entire 22-question scale for identifying leadership styles is 0.937. Among leadership styles; Cronbach alpha reliability coefficient of transactional leadership is calculated as 0.786, paternalist leadership is calculated as 0.746, transformational leadership is calculated as 0.893, charismatic leadership is calculated as 0.868.

The Cronbach alpha reliability coefficient of the scale consisting of 13 questions to determine the organizational culture is 0.896. Among organizational cultures; Cronbach alpha reliability coefficient for the adhocracy culture is calculated as 0.830, the market culture as 0.742, and the clan culture as 0.750. The Cronbach alpha reliability coefficient of all scales was found to be higher than 0.7 and thus, it is concluded that the survey measures are reliable.

3.1.3 Correlation Analysis

The study used IBM SPSS 23 to find out two tailed Pearson (r) correlation coefficient to determine the strength and direction of correlation between independent variables (leadership styles) and dependent variable (organisational culture). The result of analysis is as shown in TableIII

Table III: Correlation Table

	Mean	Std. Deviation	Transactional Leader	Paternalistic Leader	Transformational Leader	Charismatic Leader	Adhocracy Culture	Clan Culture	Market Culture
Transactional Leader	3,830	0,773	1,000						
Paternalistic Leader	3,274	0,991	,511**	1,000					
Transformational Leader	3,323	0,975	,559**	,647**	1,000				
Charismatic Leader	3,330	1,128	,479**	,629**	,767**	1,000			
Adhocracy Culture	3,437	0,959	,417**	,460**	,588**	,628**	1,000		
Clan Culture	3,413	0,940	,509**	,504**	,674**	,628**	,642**	1,000	
Market Culture	3,529	0,881	,513**	,381**	,507**	,535**	,677**	,637**	1,000

Note: (N=156) **Correlation is significant at the 0.01 level (2-tailed).

Correlation results indicate that there is a significant positive correlation between dependent and independent variables. In the analysis of the correlation, the relationship between transformational leadership and community culture (674 **) is stronger in comparison with other relationships between leadership styles and organizational culture. The weakest relationship appears to be between transactional leadership and adhocracy culture (417 **).

3.1.3 Regression Analysis

Regression analysis was applied to determine the effect of leadership styles on organizational culture.

Table IV: Regresyon Table

	Adhocracy Culture	Clan Culture	Market Culture
Transactional Leader	0,081	0,163**	0,317***
Paternalistic Lider	0,033	0,028	-0,059
Transformational Leader	0,328**	0,440***	0,176
Charismatic Leader	0,293**	0,178**	0,281**
F	27,677	38,208	22,933
R²	0,423	0,503	0,378

Note: The entries in the table are standardized βs
*p<0.10   **p<0.05   ***p<0.001

When Table IV is examined, it is observed that the transactional leadershiphas meaningful and positive effect on clan culture (β =.163, p<.05) and market culture (β = .317, p <.001), and the transformational leadership has positive and significant effect on the adhocracy culture (β = .328, p<0.05) and the clan culture (β = .440, p <.001), and the charismatic leadership has positive and meaningful effects on the adhocracy culture (β = .293, p <.05), clan culture (β = .178, p <.05) and market culture (β = .281,p <.05). Thus, we can summarize that the leadership style, which influences the organizational culture the most, is the charismatic leadership

In addition, it is determined that the transactional leadership has no influence on the adhocracy culture (β=.081), the paternalistic leadership has no influence on the adhocracy culture (β =.033), clan culture (β =.028) and market culture (β = -.059) and the transactional leadership has no effect on the market culture (β = .328, p<.05). Thus, we can summarize that the leadership style, which influences the organizational culture the least, is the paternalistic leadership.

In the light of these results, H2, H3, H7, H9, H10, H11 and H12 hypotheses are accepted while H1, H4, H5, H6 and H8 are rejected.

IV.   DISCUSSION AND CONCLUSION

The research examined the effects of transactional leadership, paternalistic leadership, transformational leadership, and charismatic leadership styles, which are considered as the popular leadership styles today, on the organizational culture. IBM SPSS 23 program is used for analyzing the data.

In light of the analysis made, charismatic leadership is the most effective leadership style on the organizational culture. In fact, this is an expected result. Because charismatic leaders have the ability to appeal and persuade and can assure the audiences. Because of these prominent talents they possess, they can lead the followers and provide significant contributions to the development of the organizational culture.

Paternalistic leadership seems not to have influence on organizational culture. The paternalistic leader strives to create a family environment and taking care of the private life of the members of the organization and builds close relationships. The paternalist leader symbolized with father profile, attaches importance to build close relationships in the current organizational culture and keeps the members motivated, rather than influencing them. Since they symbolize sacrifice, love, and protectionism, acting for the interests of the organization, rather than their personal interest, the paternalist leaders are considered as they adopted the existing organizational culture.

The study reveals that the transactional leadership has no effect on the adhocracy culture. The transactional leader acts according to rules and procedures while fulfilling the requirements of roles and duties. This kind of leadership tends to protect the present situation rather than making some innovations. Adhocracy culture is distinguished by outward expression without having strict rules and its nature has the tendency to expand into new fields to be active in the current market, to explore new and different markets, and to observe the possible threats in this process. In this sense, it is expected that a leader who only fulfills his/her duties and responsibilities and does not take any risk to protect the present situation would not have an impact on the organization having adhocracy culture.

Another result of the research is that paternalistic and transformational leadership has no effect on market culture. Organizations are struggling to survive in the areas they operate due to the globalization and the competitive environment. Organizations searching for new ways to succeed in this competitive environment have adopted competitive culture. There is a constant race based on the competitive culture. The success criteria for the organization is demonstrated by an increased share in the market in comparison with the competitors of the organization. The employees working in the market culture environment are showing their knowledge and skills in order to preserve their place and self-interest in the organization. The competitive environment is not the right environment for the paternalistic leader who approaches his/her employees as father, guarding the

employees without considering the interests of the organization or the transformational leaders aiming to win the hearts of employees with certain values (equality, justice, freedom) and using their personal skills to establish solid relations with the members of the organization. Thus, the paternalistic and transformational leaders contradict the nature of the market culture. In this context, the results of the research can be accepted.

The research was conducted in a factory operating in the manufacturing sector. Increasing the sample size may lead to more generalizable outcomes and conducting a new survey in the services sector mightlead to different results. The research reveals that the charismatic leader influences all organizational cultures. However, the characteristics of the charismatic leader, which influence the followers, are not analyzed in this research. It would be beneficial to identify which characteristics of the charismatic leader are influential on organizational culture by the aid of new researches. This work is considered as a source in leadership literature and will help to determine the management styles that would contribute to the success of the organizations they operate.

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