

Transforming Organisational Culture And The Role Of Leadership

Han Chao ¹, Mrutyunjay Sisugoswami ²

¹Lincoln University College, Petaling jaya Selangor Malaysia

²Lincoln University College, Petaling jaya Selangor Malaysia

ABSTRACT

The whole essence and functioning of any given institution depend on its culture. The researcher will explore the significance of leadership in the ever-changing domain of organisational culture in this abstract. This research uses data and a comprehensive literature evaluation to highlight the multifaceted role of leadership in speeding up cultural shifts inside organisations. Leadership impacts several major domains, according to the study's authors. In the first part of the essay, researchers learn about leaders' roles as cultural architects, whose responsibility it is to articulate and disseminate the organisation's core values, principles, and expectations of conduct in order to inspire followers to realise the organisation's goals. It delves into the significance of leadership in creating an environment that appreciates variety, adaptation, and creativity as its second point. Because of this, companies have a higher chance of succeeding in today's fast-paced commercial world. Leadership as it relates to change management is also heavily emphasised in this research. The methods used by effective leaders to rally their followers around a shared vision of cultural change are dissected. Beyond that, the research highlights the importance of ethical leadership in creating a moral compass for the firm by illuminating the manner in which these factors influence company culture. Leadership in an era of increasing global connection and social responsibility is the focus of this study, which investigates the opportunities and threats to fostering a culture that knows no borders, promotes sustainability, and acts responsibly towards society. This all-encompassing study concludes that leadership is both a cause and an effect of cultural development. Leaders must be able to both respond to and influence the changing cultural milieu of their companies, given the inseparable nature of leadership and culture

Keywords: Topics Covered Include Culture, Transition, Leadership, Organisational Culture....

1. INTRODUCTION:

It is the culture of the organisation that serves as the basis for any successful business. Culture is comprised of the values, norms, and practices that are held in common by the members of the organisation. The way in which it guides acts, shapes attitudes, and ultimately decides whether or not an organisation will be successful in the long run is as if it were an invisible hand. An organisation's culture is subject to progressive changes over the course of time as a consequence of both internal and external pressures, despite the fact that it is a reflection of the ideas and goals of the senior management of the organisation. Leadership seems to be a vital person within the setting of this ever-changing environment. It is a figure that is important for preserving and even influencing the culture of the relevant establishment. In the following, researchers will take a comprehensive look at the intricate relationship that exists between individuals who hold leadership roles and the culture of a company. Leadership, as a fundamental motivating component that comprises the cornerstone of organisational growth, is a well-known fact that is widely

acknowledged. A culture that is more adaptable, inventive, and focused on the long term rather than the short term may be created by good leadership, which has the power to establish such a culture. On the other hand, if the top management of an organisation does not perform their responsibilities to shape the culture of the company, the values of the business may move away from the objectives that it has set for itself. This study aims to explore the multiplicity of components that compose the function of leadership within the framework of influencing the culture of an organisation. The goals of this research are to... In order to explore crucial themes such as actively shaping culture, encouraging people to commit themselves to cultural change, and ensuring that an organisation's aim and vision are aligned for the organisation, the purpose of this research is to investigate these subjects. An interdisciplinary approach is used by the researcher in order to provide a comprehensive framework for comprehending the complexity of this interaction. This is accomplished by completing a review of the existing literature and incorporating concepts from management, sociology, psychology, and literature on leadership studies (Baig et al., 2021).

BACKGROUND OF THE STUDY

An Investigation into the Alteration of Organisational Culture: The Crucial Role of Leadership the values, beliefs, and practices that are practiced by all members of an organisation are what constitute the culture of that organisation. The workers' ability to make decisions, their interpersonal skills, and their viewpoint on the workplace are all impacted as a result. When it comes to determining a company's long-term success, the "personality" or culture of the organisation is a significant element. Through the course of time, the culture of an organisation undergoes transformations as a result of both internal and external forces. It is the ability of a firm's leadership to bring about a cultural transformation that determines the success of the organisation. The manner in which individuals of a firm exercise leadership may either have a beneficial or negative effect on the culture of the organisation. It is the leaders of an organisation who are responsible for establishing the norms for the organisation's communication styles, decision-making methods, and standards that are acceptable and desired. The culture of the organisation is significantly influenced by them, in addition to the fact that they are responsible for establishing the tone for the whole team. An important topic of investigation in the fields of management and organisational studies is the impact that leadership has on the culture of a company. In the 1980s, researchers like as Edgar Schein, James Kouzes, and Barry Posner made the discovery that leadership has a considerable influence on the culture of an organisation. It should come as no surprise that leadership should foster cultural change in order for companies to be able to adjust to new technology, shifting expectations in society, and shifting circumstances in the business world (Bakker et al., 2023).

The power of leadership to mould the culture is elevated to a higher level during significant transitions like as mergers, reorganisations, or shifts in the strategic focus of the company. In the event that this occurs, those in positions of authority are obligated to lead the cultural change by defining success, explaining new values, and setting new norms of behaviour that are in accordance with the ideal culture. If higher management interacts with workers at all levels, there will be a greater degree of buyin associated with the new concepts. The implementation of a cultural transformation is challenging and often finds resistance, despite the fact that strong leadership constitutes an essential component. Training, incentive systems, open communication, and role modelling are all important strategic activities that may be used to influence the culture of an organisation over the course of time. Not only does the process include re-evaluating long-held beliefs that are founded in the history of the organisation, but it also involves altering behaviours (Banning et al., 2023).

PURPOSE OF THE STUDY

Doing study on the role of leadership in the process of transforming organisational culture is important in order to get a knowledge of how leaders establish, maintain, or change the values, behaviours, and practices that define an organisation. This understanding is necessary in order to have a better grasp of how leaders describe an organisation. The objective of this research is to explore the ways in which leaders initiate and assist cultural change, especially in reaction to evolving corporate strategy and external crises. This will be achieved via an analysis of the influences that different leadership styles have on culture, as well as the various leadership styles themselves. Through the establishment of a culture that fosters adaptability, collaboration, and innovation, it endeavours to gain a knowledge of the ways in which leadership contributes to the accomplishments of an organisation. It is also the intention of this study to provide companies with practical insights that can be used to improve leadership abilities that are matched with desired cultural goals. This will ultimately lead to increased employee engagement, performance, and long-term sustainability from the company. The findings of this research contribute to the advancement of both academic knowledge and practical understanding. As a result, it offers essential support to individuals who are in positions of leadership and organisations that are seeking to effectively manage cultural shift.

LITERATURE REVIEW

Recent times have seen an increase in the number of articles that explore the influence of leadership on changes of this kind. Some examples of these articles are "How to Lead Organisational Culture transformation in a Hybrid World." The following 10 papers are presented in the reverse chronological order that they were written. The purpose of this article is to examine the benefits and drawbacks of hybrid work arrangements, as well as to provide guidance on how to bring about a culture transformation inside an organisation that operates in one of these sorts of contexts. This book offers workers a variety of practical ways that might assist them in adapting to change. These approaches include demonstrating and communicating the ideal culture, as well as creating trust and connections. In this article, researchers explore the many ways in which leadership may help to cultivate an atmosphere that is favourable to creative thinking. The author contends that leaders may foster creativity by demonstrating the importance of taking responsibility for one's actions, assisting followers in recovering from failures, and acknowledging contributions when they are due. In this topic, researchers will discuss a wide range of approaches that leaders may use to promote diversity and inclusion in the workplace, as well as the reasons why it is essential for them to do so. Providing workers with opportunities to get exposure to various cultures and points of view, setting a positive example for others to follow, and insisting that people be responsibility for their actions

and words are some of the activities that leaders can take to support diversity and inclusion in the workplace. The purpose of this article is to examine the ways in which good leadership may contribute to the establishment of a working environment that fosters and supports the professional development of workers. The author suggests that leaders may foster a development attitude in their employees by appreciating their efforts, establishing objectives for achievement, and providing opportunities for advancement within the organisation. The significance of leadership in the process of cultivating a pleasant and healthy work environment is the topic of discussion in this article. The author offers a number of suggestions for how leaders may make their workplaces more pleasant and healthier for their workers. These suggestions include providing regular vacations, cultivating an appealing environment, and providing skills for coping with stress and anxiety. This article will focus on leadership in relation to the future of work and will explain its implications. In order to successfully steer their firms through difficult times and maintain their competitive edge in an environment that is always changing, the author argues that chief executive officers (CEOs) need to exhibit the capacity to adapt. Individuals who are now in positions of authority may gain from the author's advice on how to enhance their mentality and capabilities in order to achieve success in the modern workplace. This article will discuss the reasons why a sustainable culture is so vital for any business, as well as the ways in which top management may assist in the development of such a culture. According to the author, leaders should show their commitment to sustainability by leading by example and acting in a sustainable manner. In addition, the author provides specific suggestions for managers and executives of corporations on how they might make their workplaces more ecologically friendly. According to the information presented in this article, leadership has the potential to provide the groundwork for an atmosphere that fosters creativity and adaptation. Providing their employees with the flexibility to experiment with new ideas and the resources they need to think creatively is something that executives should do, according to the author. The author offers a number of recommendations that Chief Executive Officers might put into action in order to cultivate an atmosphere that encourages innovation and agility inside their organisations. This paper will discuss the reasons why trust is so vital in the workplace, as well as the ways in which managers may foster its growth. According to the author, persons who hold positions of authority need to be reliable individuals who serve as a model for others they take charge of. Additionally, the author offers advice to chief executive officers who are interested in cultivating an atmosphere of trust among their staff members. The purpose of this article is to investigate the ways in which leadership might engender a culture of customer preoccupation in the workplace. The author argues that chief executive officers need to commit

themselves wholly to their customers and conduct their business in a way that is centred on the customer. After that, the author provides some recommendations on how proprietors of businesses might find ways to make their clients more satisfied (Bauer et al., 2019).

RESEARCH QUESTION

What is the impact of communication on transforming organisational culture?

6. METHODOLOGY

Research Design:

The quantitative data analysis used SPSS version 25. The odds ratio and 95% confidence interval were used to assess the magnitude and direction of the statistical link. The researchers determined a statistically significant threshold of $p < 0.05$. A descriptive analysis was performed to identify the key characteristics of the data. Quantitative methods are often used to assess data gathered via surveys, polls, and questionnaires, as well as data examined using computational tools for statistical analysis.

Sampling

A simple sampling method was used for the investigation. The study used questionnaires to collect data. The Raosoft program calculated a sample size of 587. A total of 780 questionnaires were distributed; 673 were returned, and 24 were rejected due to incompleteness. A total of 649 questionnaires were used in the investigation.

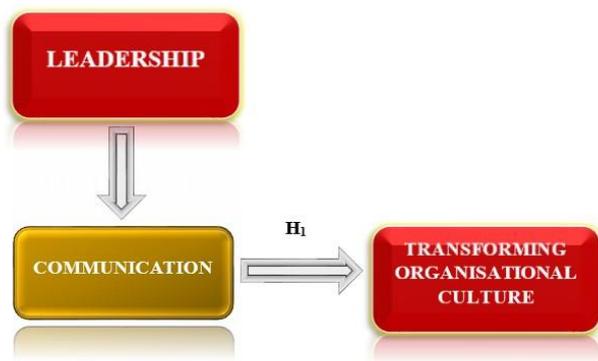
Data and Measurement:

A questionnaire served as the primary instrument for data collection in this study. Part A of the survey solicited fundamental demographic information, while Part B used a 5-point Likert scale to gather answers about attributes associated with online and offline channels. A multitude of sources, particularly internet databases, supplied the secondary data.

Statistical Software: The statistical analysis was conducted using SPSS 25 and MS-Excel.

Statistical Tools: Descriptive analysis was employed to comprehend the essential nature of the data. The researcher must analyse the data with ANOVA.

7. CONCEPTUAL FRAMEWORK



RESULT

Factor Analysis

A common use of Factor Analysis (FA) is to uncover latent variables within observable data. In the absence of definitive visual or diagnostic indicators, it is customary to use regression coefficients for assessments. In FA, models are crucial for success. The objectives of modelling are to identify errors, intrusions, and discernible connections. The Kaiser-Meyer-Olkin (KMO) Test is a method for evaluating datasets generated by multiple regression analyses. The model and sample variables are confirmed to be representative. The data exhibits redundancy, as seen by the statistics. Reducing the proportions enhances the clarity of the data. The KMO output ranges from zero to one. A KMO value ranging from 0.8 to 1 indicates a sufficient sample size. These delineate the acceptable limits, as per Kaiser: The supplementary admission standards established by Kaiser are as follows:

A lamentable 0.050 to 0.059, subpar 0.60 to 0.69 Middle grades often range from 0.70 to 0.79. The quality point score ranges from 0.80 to 0.89. They are astonished by the spectrum of 0.90 to 1.00.

Table 1: KMO and Bartlett's Test for Sampling Adequacy Kaiser-Meyer-Olkin measure: .982 the outcomes of Bartlett's test of sphericity are as follows: Approximately chi-square, degrees of freedom = 190, significance = 0.000

This confirms the veracity of claims made just for sampling purposes. Researchers used Bartlett's Test of Sphericity to assess the significance of the correlation matrices. The Kaiser-Meyer-Olkin measure signifies that a value of 0.982 demonstrates sample adequacy. The pvalue obtained from Bartlett's sphericity test is 0.00. A positive outcome from Bartlett's sphericity test indicates that the correlation matrix is not an identity matrix.

Table 1: KMO and Bartlett's Test

KMO and Bartlett's Test ^a		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.982
Bartlett's Test of Sphericity	Approx. Chi-Square	7315.249
	df	190
	Sig.	.000
a. Based on correlations		

The Bartlett Test of Sphericity confirmed the general significance of the correlation matrices. The Kaiser-Meyer-Olkin metric of sampling adequacy is 0.982. Researchers calculated a p-value of 0.00 using Bartlett's sphericity test. The researcher recognises the correlation matrix's invalidity, since Bartlett's sphericity test yielded a significant result.

INDEPENDENT VARIABLE Leadership

A genuine leader is someone who is able to motivate their followers to collaborate in order to achieve a common objective by providing them with guidance, clarity, and trust in the leader's capabilities. For a person to be considered a leader in the field of research, they must possess the capacity to motivate, encourage, and push their team to achieve exceptional results. An effective leader is able to form cohesive teams by rallying members of the team behind a shared goal and encouraging them to develop connections with one another at work. This, in turn, leads to an increase in production, creativity, and the ability to solve challenges. One common approach to describing leadership is to talk about the things that a leader is able to accomplish or have the ability to do. What matters most in terms of leadership is not the charisma or expertise of the person in charge; rather, it is the results that are achieved by the group as a whole. To reiterate, leadership is a duty that is shared by all members of the team, and each individual may play a part in cultivating it. To a certain extent, this is something that every leader does. Giving people the authority to do more than they could on their own is an essential component of leadership. Individuals who are in positions of management, coaching, or teaching may find this to be beneficial. Even while informal roles have the potential to cultivate outstanding leaders, formal leadership positions have the potential to ensnare those who are not up to par. According to this point of view, leadership is more of a quality of one's personality than it is their approach. Instead of merely talking the talk, if researchers want to win people over and keep them devoted to you, researchers need demonstrate something that researchers are capable of doing. The conclusion is that leadership is not something that comes easily. It is a talent that may be cultivated since people like to demonstrate leadership through their actions rather than through their words. One of the most important initial steps is to develop one's selfawareness. It is necessary to have a complete understanding of oneself and to be completely present in every circumstance in order to be an effective leader (Bogar, 2019).

FACTOR Communication

Becoming able to communicate well is one of the most important skills researchers may have in both researcher's personal and professional life. It's also a key part of becoming a leader. It is being able to clearly and successfully communicate information by speaking, writing, listening, and nonverbal strategies including body language, eye contact, and tone of voice. Talking is just one part of good communication. Researchers also need to actively listen, comprehend people, read between the lines, and change researcher's message depending on who you're talking to and the situation. Someone who is good at communicating can share their thoughts, emotions, and ideas in a manner that others can readily understand. They are also receptive to criticism and other people's points of view. Communication is particularly important for leaders because it connects their vision with how the team carries it out. A good leader utilises communication to motivate, direct, and change other people's minds. To make sure that everyone on the team knows what they need to do, leaders need to be able to clearly say what their objectives, expectations, and plans are. When people don't communicate clearly, it may lead to confusion, blunders, and a lack of trust. On the other side, clear and open communication builds trust, alignment, and motivation. Also, leaders frequently have to provide bad news, like criticism or feedback, and good communication lets them do it in a manner that is courteous, helpful, and motivating. This creates a good place to work where everyone on the team feels respected and understood. Another key communication ability is being able to listen actively. It entails paying close attention to what the speaker is saying, comprehending what they mean, and responding in a meaningful way. Leaders who listen carefully are easier to talk to, have better connections, and make better choices. They are also better at resolving disagreements since they know what caused the problems and can deal with them with compassion. When researchers listen, researchers don't only hear words; researchers also understand feelings, intentions, and underlying worries. It helps people in a team trust and appreciate one other (Bramwel et al., 2023).

DEPENDENT VARIABLE Transforming Organisational Culture

The culture of an organisation, which includes its rules, processes, values, and beliefs, is accountable for defining and shaping the conduct that occurs in the workplace. The manner in which a company's stakeholders, including its workers, customers, and suppliers, see the firm and its brand is a reflection of the society in which the company operates. "The act by which a major business or organisation modifies its operations or goals, commonly to adapt to and thrive in novel contexts or markets." The Cambridge English Dictionary is the one in question. When an organisation makes the transition from its present condition to the future one that it envisions for itself, it is said to be undergoing

organisational transformation. Organisations are shared frameworks in which people with varied degrees of education, life experiences, beliefs, interests, and perspectives collaborate to make a profit. These individuals may also have different educational backgrounds. The accomplishments of each and every worker are essential to the accomplishment of the organisation's goals. If the chores are going to be completed within the allocated time, then it is imperative that everyone gives it their very best effort. The culture of an establishment is comprised of its own unique collection of practices. Culture is comprised of the ideas, beliefs, policies, and values that distinguish one organisation from another. Simply put, the culture of an organisation is nothing more than the accumulation of the experiences and points of view of its personnel throughout the course of its existence. The culture of an organisation is the culmination of an individual's interactions with a wide variety of stakeholders, both inside and outside the business. In addition to this, the manner in which the management interacts with workers is another factor that has an impact on the culture of the company. When employees have been with the same company for a considerable amount of time, they have a tendency to build their own set of standards and practices. These are often based on their own personal experiences as well as the information that they have received from one another. As a result of these, which have been there for some time, the place of employment has evolved into a more desirable environment for all employees (Budur & Demir, 2019).

Relationship between Communication and Transforming Organisational Culture

Communication skills are very important for changing the culture of a business. Organisational culture is made up of the common values, beliefs, behaviours, and rules that affect how people work and interact with each other in a company. It affects the whole work atmosphere and has a big effect on how happy, productive, and engaged employees are. To change this culture, whether it's to make working together easier, stimulate new ideas, or meet new business objectives, everyone has to communicate clearly, consistently, and strategically. A leader's ability to communicate is important for starting and driving cultural change. When a company wants to alter its culture, people frequently don't want to go along with it. Employees may not know what the change means for them, which might make them feel uneasy, confused, or even scared. Skilled communication may assist lower this resistance by making sure that the reason for the change is evident. Leaders that are good at talking to people can explain why the change is happening, what it will do for the company, and what each employee's role will be in the process. This helps the team trust each other, be open, and agree. Good communication also helps to reinforce new cultural values. Changing a culture isn't only about rules; it's also about how people act. Leaders need to set an example for others by doing and speaking in the way they want others to behave. They also need to make sure that everyone in the organisation knows what is expected of them. If a business is moving towards a more collaborative culture, for instance, communication needs to promote transparency, active

listening, team input, and making decisions that include everyone. Meetings, internal communications, staff award programs, and even informal interactions may all help to strengthen the new culture. Also, communication skills help with ongoing feedback and two-way communication, which are both very important for changing a culture. During times of transition, workers need to know that their voices are heard and that they matter. Leaders may learn about problems, get input, and change their plans based on what they learn by using open lines of communication including surveys, town halls, and feedback sessions. This continual conversation not only helps to improve the transformation plan, but it also makes workers feel involved and included in the process. Leaders also utilise communication to mould the stories that others tell about a company. People's ideas about the firm's beliefs and goals are shaped by the tales that are shared at meetings, in newsletters, or at corporate events. Leaders may make cultural norms easier to understand and more motivating by delivering stories that resonate with people's emotions. For instance, telling success stories about teams that live out the new culture might encourage others to do the same (Buil et al., 2019).

Subsequent to the above debate, the researcher proposed the following hypothesis to analyse the link between **Communication and Transforming Organisational Culture**.

H₀₁: There is no significant relationship between Communication and Transforming Organisational Culture.

H₁: There is a significant relationship between Communication and Transforming Organisational Culture.

Table 2: H₁ ANOVA Test

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39588.620	314	5463.632	920.423	.000
Within Groups	492.770	334	5.936		
Total	40081.390	648			

In this study, the result is significant. The value of F is 920.423, which reaches significance with a *p*-value of .000 (which is less than the .05 alpha level). This means the “*H₁: There is a significant relationship Communication and Transforming Organisational Culture*” is accepted and the null hypothesis is rejected.

DISCUSSION

The primary objective of this study was to analyse public sector company cultures in relation to transformative leadership. Set up. All of the variables in this research were measured using trustworthy equipment, according to the findings. Both the Organisational Culture Inventory (OCI) and the Leadership Practice Inventory (LPI) seem to have adequately reliable dimensions and practices, respectively. The descriptive data provide the impression that this government agency has a very positive work environment. There is a dominating culture that distinguishes one organisation from another, as stated in the literature. That

assertion is borne up by these findings. Achievement, self-actualisation, humanistic support, and a feeling of belonging are hallmarks of normative attitudes and traits that describe successful corporate cultures. Organisational success, more cross-departmental cooperation, and closer ties amongst workers are hallmarks of a successful company culture. Organisational performance is greatly impacted by a constructive culture, which is especially important for public service organisations, since these traits promote both collective and individual goals. One of the assumptions of this research is that there is a positive correlation between transformational leadership and organisational culture. In spite of the lack of association with aggressive/defensive or passive/defensive cultural dimensions, the findings of this research reveal that transformational leadership is strongly associated with a positive corporate culture. The significance of this discovery was confirmed by using the Pearson Coefficient Correlation, a statistical test with a significance threshold of 0.01. This lends credence to research that looked at how different types of transformational leadership and company culture may work together to boost productivity. The findings are related to a research that looked at what makes a sports company a good place to work. This kind of culture is shaped by the characteristics and beliefs of the leader, as shown in the research. A company's culture may be shaped by executives who have the ability to modify it.

CONCLUSION

Evidence suggests that the people in charge have a significant effect on company culture. The foundation of any organisation is its culture, which greatly influences its flexibility, longevity, and success. But leadership, via its creation, growth, and maintenance, becomes the engine that propels this cultural web. In order to encourage cultural change, leaders must do the following: Leaders should constantly do what is right and believe what is right; this is the most critical thing they can do. Second, they draw attention to the importance of the new culture and show where it is headed. Teamwork and communication: When leaders clarify the goals of the shift and how they fit into them, followers are better able to adapt to the new circumstances. Fourthly, leaders encourage employee agency by putting the onus of cultural transformation squarely on their shoulders. Finally, they must uphold the rules and regulations of the new culture. Sixthly, leaders aid their staff in adjusting to new circumstances by providing them with resources and direction. A good leader is adaptable; they listen to their followers and make changes as they see fit. Leaders should be dedicated and keep at it until they succeed in changing the culture, which might take a long time. If researchers want to develop, maintain researcher's competitive edge, and encourage a positive work environment for researcher's employees, researchers must undertake the difficult but essential task of changing researcher's corporate culture. All stakeholders must be engaged, capable people must take the lead, and moral principles must be consistently emphasised. The ways in which leaders act and behave shape the values, beliefs, and

customs of a society. The leaders of an organisation have a significant impact on its culture because they establish norms, share goals, and provide moral direction. Cultural development may flourish in an environment where leaders engage with important stakeholders, communicate effectively, and demonstrate positive behaviour.

REFERENCES

1. Baig, S.A., Iqbal, S., Abrar, M., Baig, I.A., Amjad, F., Zia-ur-Rehman, M., Awan, M.U. (2021), Impact of leadership styles on employees' performance with moderating role of positive psychological capital. *Total Quality Management and Business Excellence*, 32(9-10), 1085-1105.
2. Bakker, A. B., Hetland, J., Olsen, O. K., & Espevik, R. (2023). Daily transformational leadership: A source of inspiration for follower performance? *European Management Journal*, 41(5), 700–708.
3. Banning, F., Reale, J., & Roos, M. (2023). The complexity of corporate culture as a potential source of firm profit differentials.
4. Bauer, T.N., Perrot, S., Liden, R.C., Erdogan, B. (2019), Understanding the consequences of newcomer proactive behaviors: The moderating contextual role of servant leadership. *Journal of Vocational Behavior*, 112, 356-368.
5. Bogar, W. (2019). The Effect of Transactional Leadership and Transformational Leadership on Employees Creativity. *Asia Pacific Journal of Management and Education*, 2(1), 1-7.
6. Bramwel, M. S., Ben, O., & Wanjere, D. (2023). Effect of Corporate Culture on the Performance of the Kenya Commercial Bank. *African Journal of Empirical Research*, 4(2), 88–109.
7. Budur, T., & Demir, A. (2019). Leadership effects on employee perception about CSR in Kurdistan Region of Iraq. *International Journal of Social Sciences & Educational Studies*, 6(1). 142-154.
8. Buil, I., Martínez, E., & Matute, J. (2019). Transformational Leadership and Employee Performance: The Role of Identification, Engagement and Proactive Personality. *International Journal of Hospitality Management*, 77, 64-75