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## Article

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## ASSESSMENT OF THE ROLE OF A LEADER IN SHAPING SUSTAINABLE ORGANIZATIONAL CULTURE

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### Abstract

The sustainable organization culture is one of the most important intangible assets and driver of competitiveness of organizations. The aim of this article is to reveal the role of various form of leadership in shaping organisational culture by conducting empirical study in the network of pharmaceutical companies distinguished with high share of young females working in such companies in Lithuania. This is very competitive sector and has important implications on public health and other sustainability issues therefore this area was selected for the empirical study on testing leadership impacts. The main focus of the study is leader's personal features and their impact on team work and relationships with clients, what effect male and female managers have on innovation culture in the network of pharmaceutical companies and what impact leader's characteristics have on sustainable of organizational culture and long-term development goals of the company. The study results showed that transformational leadership can provide for more effective organisational culture than transactional leader, because such a leader is oriented towards the transformation of employee expectations and can create more opportunities for sustainable organizational culture.

**Keywords:** leadership, sustainability, organizational culture, pharmaceutical companies.

**JEL Classification:** O10, D23, M14

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## Introduction

Nowadays, with the ongoing process of globalisation, dynamic change in organisations, it is important to maintain the organisational culture by pointing it in the right direction in order to achieve efficiency. Each organisation has its own peculiar organisational culture. Each culture has deep-rooted values that are difficult to change (Schein, 2004). However, a leader, by using own power, influence and employing creativity, is capable to change organisational culture. A human being spends most of time at work; thus, it is important to ensure that a person feels good at work, works productively, does not experience negative emotions (due to bullying, ignorance, misfit).

The main task of organisational leaders is to ensure such environment, where members of the organisation, reaching common organisational goals, would be motivated to gain knowledge, develop, use and share (Yang, et al., 2020). Leadership has a direct and indirect impact on the organisational culture, its value, symbols, heroes and rituals (Hofstede, 2001). Organisational culture is a powerful force that directs and shapes individual behaviour in the organisation, while also unveiling personal traits of a leader including ability to reflect on other people's emotions, high emotional intelligence, and determination.

The presence of a leader is very important in the contemporary organisations, because organisations usually are oriented towards results, regardless the long-term perspective, only thinking of a good/profitable present. Leadership is the driving force as an organizational tool of understanding business world and peoples' needs. Another important asset of leadership is how a leader can shape organisational culture towards sustainability (Bedrule-Grigoruta, et al., 2019). The creation of organisational culture of the surrounding environment enable organisational effectiveness and competitiveness, since it impacts on regional competitiveness successful organisations are directly related to satisfied and well living conditions of working employees (Saseanu, et al, 2019; Bedrule-Grigoruta, et al., 2019; Wang, et al., 2020).

Though there are several studies conducted on the impact of leadership on organizational development (Silva, et al., 2015; Halle, 2016; Ukaidi, 2016, Khan and Nawaz, 2016; Mathews, 2017). However these studies are lacking to systematically consider the impact of leadership on sustainability of organizational culture. The aim of this article is to reveal the role of a leader in shaping organisational culture by conducting an empirical study in the network of pharmaceutical companies in Lithuania. This is very competitive sector having important implications on public health and arouses other sustainability issues. Research focus was given on leader's personal features and their impact on team work and relationships developed with clients. Besides, the key-aspects affecting male and female managers to nurture an innovation culture in the network of pharmaceutical companies and leadership characteristics, they were also examined towards achieving organisational and personal development goals linked to sustainability (Chalikias, et al., 2014).

In the first section of paper literature review on the subject is provided; in section 2 the study framework and methods are introduced; in section 3 the methodology has been developed, and in section 4 the results are discussed and compared with results of other studies, while in section 5 conclusions are given.

## 1. Literature review

### 1.1 Leadership

Definitions of leadership are plentiful and renewed year after year, adding new elements, but some elements remain unchanged. Leadership is a group phenomenon (it includes a leader and a group), implying an influential affiliation among team work members and prerequisiting the accomplishment of goals. Leadership is a process; meaning that leaders affect followers and vice versa: followers affect leader (either positively or negatively). In general, leadership is an art of envisaging reality, trying to achieve the set goal by attracting as many people/followers as possible, influence them to put efforts independently in order to reach group goals. Viewing leadership as a process suggests that leadership is an occurrence that is contextual, proposing that it can be educated and that leadership is noticeable through what leaders do or how they perform (Northhouse, 2007). K. Lewin (Ukaidi, 2016), who is thought to be the father of social psychology, has distinguished three classic styles of leadership:

- Autocratic. He has little faith and belief in his subordinates giving guidelines and demands that they would be carried out. The group members confirm no responsibility for the performance and just do what they are said. So, production is good when the leader is current, but drops in his absence (Ukaidi, 2016).

- Democratic style of leadership reflects a leader to follower relationship. The decision-making is shared by the leaders and members of the group. Under democratic leadership style, criticism and praise are objectively given. A feeling of responsibility develops within the group, and productivity is enhanced. The performances are usually high. Moreover, new ideas and changes are developed (Ukaidi, 2016).

- Laissez faire leader has no confidence in his leadership ability (Ukaidi, 2016). He/she does not set goals for the group, and decision-making is performed by whoever in the group is willing to accept it. Productivity is generally low, and work is sloppy. The group has little interest in their work morale and teamwork, which are generally low. Staff is provided with as much freedom as they need, having to determine goals, make decisions and resolve problems on their own with enthusiasm and reliability. This style of leadership is as well called hands-off style (Khan, et al., 2015).

In literature (Yukl, 1990; Winston, 2006; Halle, 2016; Khan and Nawaz, 2016) there have been found newer, more modern styles of leadership, such as transactional and transformational:

*Transactional leadership.* Transactional leader (as well called a transaction, interactional leader) tries to implement set goals; rules are clearly defined; staff is directed to achieve set goals. In other words, the main attention is allocated to the interaction between a leader and the subordinates (Khan and Nawaz, 2016). When clearly understanding the goal, a manager/leader leads the organisation forward, but at the same time, suppressing workers' initiative, creativity, confidence in own strength and competence. Transactional leaders encourage on the basis of merits: it is a process of exchange between a leader and the followers, during which the efforts of followers are exchanged to specific incentive. This could be called a barter exchange between a leader and workers, when worker's services are exchanged to reward (Sergiovanni, 1990). According to Khan and Nawaz (2016) such exchange could be economic as well as psychological value. For the transactional

(transactions') leaders, it is most important to retain efficiency standards and determine what actions can reduce conflicts, how to change one goal with another and implement decisions. However, these leaders are not capable to create a strong connection with workers as, for example, a transformational leader. *Transformational leadership*, as well called leadership of changes, is a process where leaders and followers lift one another into the higher level of morale and motivation (Paraschiv, 2013).

Transformational leadership is related to emotions, values, ethics, standards and long-term goals. In contrast to other leadership theories, transformational leadership is focused on mutual growth, development of a leader and follower. This style of leadership reflects a possibility to take risks and provide dynamics to the organisation. These leaders distinguish from others with high motivation and strong emotional connection (Wiltshire, 2012; Nerdinger and Pundt, 2012). Changes are one of the main motives of transformational leadership. Leaders of changes view their followers as future leaders. The goal of a leader is to initiate changes in followers, motivate them and expand the limits of workers' motivation. However, aiming to reach this goal, one should have certain characteristics that are peculiar to a leader, but not every manager can claim to have them. A leader can be a manager, but not every manager can be a leader (Northouse, 2007; Zaleznik, 2012). Therefore, it could be stated that a leader encourages change, new challenges, works to understand other people's needs (aiming their acknowledgement), focuses more on people, trusts them and encourages to act. The main task of a leader is not to gather as many followers as possible, but to raise as many leaders as possible. Managers, on the contrary, encourage stability, authority; they work in order to accomplish tasks, focusing on present, short-term perspective. Matthews (2017) analysing the characteristics of effective leaders has distinguished seven of them:

*Emotional intelligence.* Leader's emotional intelligence, as the ability to recognize and interpret, manage the emotions of surrounding people, is one of the essential components in organisational management. Emotional competences allow leader to treat personal and workers' emotions as resources and improve the effectiveness of personal and organisational activities (Simanskiene and Zuperkiene, 2014).

*Integrity.* According to Hooijberg and Lane (2005), integrity is the likelihood of a leader and the ability to transform words and promises into actions, real behaviour. This characteristic is attributed to "authentic leadership", because a person acts sincerely. Such leader has more moral capacities to solve dilemmas. Honesty is named as one of the most important characteristics of a leader, because workers want honest and trustworthy leaders. Honesty in a workplace is being a moral and honest leader that always wants to do the right things, firmly following the code of work ethics, procedures and framework (Bashir, 2017; Moorman and Grover, 2009).

*Drive.* Effective leader has to have ambitious goals. This tenaciousness shows leader's inner motivation, achievement of personal goals and encouragement of others to reach the set goals together. The tenaciousness and energy of a leader inspire unlimited curiosity and need for continuous learning.

*Leadership motivation.* Leaders have a strong need for power, because they want to influence others. Effective leaders have the need for socialised power, because motivation is thought to be a strong source of altruism and several responsibilities.

*Self-confidence.* Effective leaders have to be self-confident in order to be able to lead others. According to McCosh (2012) those leaders that have self-confidence can be less humble to

their subordinates, feeling emotionally safe and quickly regaining strength, what is peculiar to the effective leadership.

*Intelligence.* According to Mathews (2017) leaders have higher than average cognitive ability to process huge amounts of information. This does not mean they are geniuses. This shows that leaders have a superior ability to analyse various situations and identify potential possibilities: wisdom (deep understanding of people, things, events or situations, resulting in the ability to choose or act accordingly to produce optimum results), character (develops moral excellence), social (how we read others and approach them to gain the best possible connection) and spiritual (to show kindness to others) (Garcia, 2012).

*Knowledge of business.* Effective leaders have excellent knowledge of their work environment. This allows to intuitively recognise various possibilities and understand organisational abilities to capture opportunities (Mathews, 2017).

## 1.2 Organisational culture

Each organisation is characterised by unique organisational culture. Jahanian and Salehi (2013) analysing organisational culture in detail, have figuratively compared it to the iceberg under water. Organisational culture is a set of key values, beliefs and feelings of despair written guide that exposes the organisation. However, there is no single definition that would define all components and the essence of organisational culture (table no.1).

**Table no. 1. Definitions of organisational culture**

Definition
Organisational culture is a set of broad tacitly understood rules which lead employees performing tasks that occur under different circumstances (Camerer and Vepsalainen, 1988)
Organisational culture is conceptualized as shared beliefs and values within the organization that helps to shape the behaviour patterns of employees (Adewale and Anthonia, 2013)
Organisation culture is brought about as a result of different factors, some of which include the influences of national culture, previous events in the organization, the different personalities and the socialization individual members experienced as a result of past educational and work settings (Adewale and Anthonia, 2013)
Organisational culture can be defined as a culture that is intentionally produced by the top management and has to be unique, distinguished from other similar cultures. Organisational culture as a link unifies efforts of all employees on the grounds of human, emotional, cultural values to reach for common goals in the organisation (Simanskiene and Zuperkiene, 2014)
Organisational culture is a dynamic phenomenon inside the organisation that is renewable, interesting, interactive, shaped by leader and employees' gestures, behaviours and attitudes (Schein, 2004).

Summing and reflecting on the definitions of organisational culture provided by different authors, it could be stated that organisational culture is a dynamic phenomenon in the organisation that is acknowledged by the members of the organisation, expressed through symbols, traditions, rituals, ceremonies, philosophy; it is a system of core values.

Organisational culture, according to Jahanian and Salehi (2013) has the following characteristics:

- Culture is learned, not innate culture or instinctive trait;
- Culture is learned, humans can pass on their learned habits;
- Culture is a subjective phenomenon, the idea of which is that culture come from the group's habits or patterns of behaviour norms;
- Compatibility of the detector. Culture change, adapt and cope with the changes that occur;
- Culture is the only instrument. Elements of each culture tend to have a unified body and grow together to create a consistency and consistency for time needs.

According to Yueh-Shian and Weng-Kun (2012), cultural differences influence leadership behaviours. Leaders can utilize the effect of organisational culture to direct subordinates to the highest level of motivation for accomplishing organisational goals. It is important to stress that the need for power, implied by leadership, is not caused by violence, dictatorship or repression for a leadership to be effective. On the contrary, power can be used as a non-compulsory way to mobilize members of the organisation, direct them and manage them in order to achieve the main goals of the organisation and ensure sustainable development of it (Yueh-Shian and Weng-Kun, 2012). Hofstede and Hofstede (2005) when analysing organisational culture, have distinguished six dimensions: Process-oriented versus results-oriented; Job-oriented versus employee-oriented; Professional versus parochial; Open systems versus closed systems; Tight versus loose control; Pragmatic versus normative.

According to Schein (2004) organisational culture is very important because it reveals what decisions organisation consider to be the right ones. Moreover, it shows what workers value, what behaviour is considered acceptable in the organisation, and how they interact within the organisation; it defines the speed and effectiveness when performing tasks, organisation's openness to change, which is as well important for the external stakeholders' opinion that they have considering the organisation (Kyriakopoulos, 2011). In other words, culture can encourage or prevent from showing initiative or achieve personal goals. Indeed, since organisational culture is usually created by the managers, the personality of a manager is very important. Future questions arise: how to measure and assess organisational culture in an organisation, what methods to choose, and where to focus on the data analysis.

## **2. Methodology**

It is important to create organisational culture for a particular organisation as well for regional competitiveness, because the more successful are the organisations, the more satisfied and well working people live in that specific region. The authors have provided three levels of organisational culture:

- What is seen; it includes: symbols, external features, organisational structure and control systems;
- Values and norms; it encompasses rituals and procedures;
- Silent beliefs and assumptions; it is stated that organisational culture can encourage workers' productivity, and this is the best motivation for successful activities.

In order to perform the assessment of organisational culture, first, it is important to study the organisation's hierarchical structure, because in each organisation, different style of leadership and attitudes towards a worker prevail. For a research to be objective, it should be based on more than one research results: several research methods and instruments should be applied. Simanskiene and Sandu (2014) agree with Hofstede (2001) stating that organisation's cultural symbols are very informative. The hidden meanings of organisational culture could be revealed in the analysis of heroes, anecdotes and stories. Moreover, the influence of external surroundings should not be disregarded as well: organisation's clients and guests are good information sources (table no. 2).

**Table no. 2. Methods of organisational culture analysis**

Organizational Culture analysis methods	Steps of analysis	Author	
		Ott (1989)	Vveinhardt (2018)
Analysis of physical environment	It is advised to study physical organisation's environment. Buildings, work environment, the differences between the working environments of highest-level managers and ordinary employees can show how strong company's organisational culture is.	+	+
Analysis of organisation literature	It is advised to study internal organisation's documents, review external articles on the internet, media, promotional brochures.	+	
Analysis of employee attitudes	It is advised to survey organisation's employees or conduct expert interviews, aiming to find out their opinion on what is the most important for the company. Analyse the employee responses in public press releases.	+	+
Analysis of management structure	It is advised to conduct organisational hierarchical structure analysis. Each type of leadership reveals different attitude towards the employee.	+	
Activity monitoring	It is advised to monitor activities, aiming to determine the difference between what people say and do.		+
Analysis of culture symbols	It is advised to research the meanings of company's heroes, anecdotes and stories.	+	+
Analysis of relationship with clients	It is advised to analyse premises where quests are welcomed, the style of communication with clients, analyse clients' reviews.		+

As it is seen in table no. 2, Simanskiene (2018) and Ott (1989) have unanimously distinguished that when wanting to research organisational culture, it is very important to analyse not only the physical environment, but the opinion of organisation's employees as



well, because employees put their physical efforts, knowledge and share emotions. All this determines how an employee will feel at work and contribute to the organisation’s success. Another important method of analysis is to analyse organisation’s cultural symbols and their meanings. Values, symbols, heroes, rituals strengthen the organisation’s image, encourage employee loyalty to the organisation and faster adaptation of new employees. Thus, the effects of inner as well as external environments are important (Kyriakopoulos, 2011). While conducting organisational culture analysis, the characteristics of organisational culture are analysed as well (table no. 3).

**Table no. 3. Characteristics of organisational culture analysis**

<b>Characteristics of OC analysis</b>	<b>Steps of analysis</b>
Personal initiative	It is advised to determine the level of employee independence and accountability.
Risk level	It is advised to determine the risk norms in the organisation.
Compatibility of actions	It is advised to determine the level of cooperation between different departments of the organisation.
Manager support	It is advised to determine whether employees feel the manager support.
Control	It is advised to determine how norms and rules are followed in the organisation.
Identification	It is advised to determine the level of employee identification with the organisation that is analysed.
Reward system	It is advised to determine how employees are rewarded.
Conflict level	It is advised to determine if employees have the right to express a controversial opinion.
Cooperation, expressed by formal hierarchy	It is advised to research managerial structure of the organisation.

*Source: created by authors based on Simanskiene and Sandu (2014)*

As it could be seen in (table no. 3), various characteristics are assessed when conducting analysis. For example, manager support is assessed. If a manager has characteristics and traits of a leader, then, the employees will feel the support, take on new challenges, grow as persons, create a future vision together and, maybe, one day become leaders themselves, because the calling of a leader is not to increase the number of followers but to educate new leaders. The manager’s style of management can be reflected in the risk level as well as control: strict manager that does not trust employees will want to be in control all the time, demonstrate personal authority, in contrast to a leader who tries to gather teams, uses conflicts for positive changes. Another important step in the process is the choice of data collection methods. According to Schein (2004), cultural research can be qualitative as well as quantitative. Qualitative research help to compose a full picture of a culture, what is impossible to achieve when conducting a quantitative research, but it is not always possible to compare data objectively.

Leadership and culture could be seen as two sides of a coin: one side alone does not tell anything. On the one hand, cultural norms show how an organisation defines what leadership is: who and for what merits will receive promotion, who will receive the attention of the followers. On the other hand, it could be proved that the main goal of a leader is to create and

manage culture that the exceptional talent of a leader is the ability to understand and work with culture. One of the ultimate acts of leadership is that it can destroy dysfunctional culture (Schein, 2004). According to Sharma and Jain (2013) there exists two forces that command how to performance within the organisation, i.e., culture and climate. Each organisation has its own characteristic culture, which is a mixture of the creators, past leadership, current leadership, disasters, proceedings, history and size. Thus, organisational culture is a long-term multifaceted phenomenon. Culture reveals the shared prospects and self-image of the organisation. These are mature values that create traditions, and they differ in each organisation. An organisation with existing strong organisational culture, a cohesive and motivated team can successfully compete in a constantly pulsating market, expect the best results from the activities and the biggest profit. Organisational culture is as a social attachment of connecting people and feel a part of the organisation, or as a compass that shows the direction, while retaining the best working employees (Adewale and Anthonia, 2013). Leadership is closely related to the effectiveness of the organisation, being determined by the five components, below (Hogan and Kaiser, 2005):

- Talented personnel. Comparing simple and talented personnel (under the same circumstances), the latter will have more advantages and will be ahead of the less talented personnel. Talented employees are selected by using well-chosen methods, and they are brought together by good leadership;

- Motivated personnel are people who are willing to perform to the limits of their ability. Comparing motivated and demoralized teams, under the same circumstances, motivated team will perform more effectively;

- Talented management team;

- Effective strategy for outperforming the competition. Effective strategy depends on systematic research and deep knowledge of industry trends;

- Monitoring systems that allows senior leadership to keep track of the talent level of the staff, the motivation level of staff, the performance of the management group and the effectiveness of the business strategy.

Thus, the duty of a leader is to combine all these components; then, a good leadership is a key to the effectiveness of the organisation. Hao and Yazdanifard (2015) agreed that a positive organisational culture not only improves productivity, but also makes it easier to find solutions for internal organisational problems. When a good organisational culture is established, which does not discriminate based on race, religion etc., it provides a pleasant work environment, reduces internal conflicts, encourages discussions and cooperation. In addition, healthy competition is encouraged that motivates employees to be more innovative. Therefore, a strong organisational culture can change the overall effectiveness of the organisation. It is important for a leader to have a vision, see how to achieve it and have leadership characteristics: such as emotional maturity, ability to communicate, enthusiasm and ability to create connections within the organisation as well as outside.

The sustainability of a company can be ensured by implementing certain forms of organisational behaviour (including public influence, environmental impact, culture and finance), using management tools and available human resources (Chalikias, et al., 2014; Streimikiene, et al., 2019). Company's sustainability or the organisation's transformation into a sustainable company could ensure the application of leadership principle because

leadership is an effective tool to form the organisation's culture. The creation of such good organisational culture in a company requires constant maintenance, fostering as well as reaction to changes happening in organisation and environment. The creation and fostering of organisational culture, as well as the compatibility of values with the organisation's employees, is a difficult problem. When organisation's culture is strong, companies on the market are competitive and reach a wide range of objectives such as higher profits, satisfied customers, productivity, declining costs, and reduction of pollution and negative impact on the environment. When an organisation reaches these objectives, it becomes sustainable and can spread sustainability by constantly monitoring and evaluating whether a higher level is achieved (Kyriakopoulos, 2012). The following components are necessary for the formation of an organisation's culture, formulation of values and leadership of cultural changes in the organisation: to lead the process, to appoint a leader of change, to identify threats that stimulate change, to carry out transition rituals, to organise intensive training, to provide new direction signs, and to emphasise employment security. As someone can infer from these components, only through leadership the new organisation's culture can be created and transformed into a harmonious one (Streimikiene, et al., 2019). High culture organisations recognise and foster values of sustainable development and strive for sustainable development objectives. These organisations recognise the principles of social responsibility and their importance and seek to position themselves as socially responsible companies since this, in particular, meets their values (Streimikiene, et al., 2019).

Based on the reviewed scientific literature on the theoretical level and conducted empirical research in Lithuania and abroad, there was created a hypothetical assessment model that illustrates the influence of the role of a leader in shaping organisational culture and bringing organization towards sustainable development path (figure no. 1). In the creation of assessment model scientists agree that leadership can shape good and effective organisational culture. A questionnaire survey has been used to perform this research. This method, in comparison to the number of interview, allows gathering more questionnaires; respondents can fill the questionnaire at a convenient time and their own pace. The questionnaire sustained 19 questions' grouped according to the research objectives. Most of the questions are closed, requiring a short answer; it is easy to qualitatively process, classify the responses. There was provided a possibility to write own response (named as "other") that the respondents could express their opinion on certain issues and not only answer given questions. The researcher does not have to upload data, because it is instantly moved to the database; data can be processed right away. Moreover, it is possible to know how the respondents behaved in the past, what are their future intentions. The questionnaire is composed of three parts:

- The introductory part of the questionnaire shortly presents who and for what purpose is conducting the research. The significance of responses is stressed in the introductory part of the questionnaire, and it is informed that the questionnaire is anonymous.
- The main part of the questionnaire contains questions of the performed research.
- The demographic part of the questionnaire contains the questions about the respondent (sex, age, education, work experience, occupied position in the organisation).



**Figure no. 1. Model of interdependence between leadership and organisational culture**

Excel programming was used to process the data obtained during the research, which is well suited for data monitoring, systematising and displaying. Moreover, the relations between certain variables were searched with SPSS program. In order to make sure that the obtained correlation is a not a random coincidence, p meaning was calculated that shows if correlation is statistically significant. Relations where  $p < 0.05$  were considered statistically significant. The reliability of questions was determined (Cronbach Alpha) to be 0.749. Good reliability is when alpha value is from 0.75 to 1; thus, based on this, the questionnaire is reliable; high homogeneity has been noticed as well. Based on the determined sample size ( $n=301$ ), it could be firmly stated that the data are representative, reflecting the features peculiar to the researched population. Data revealed what impact a) leader's personal features have on team work and relationships with clients, b) male and female managers have on innovation culture in the network of pharmaceutical companies "X" and c) leader's characteristics have on the

achievement of organisational and personal goals. Most of the respondents are female (90%); almost half of the respondents are 26-35 years old; most of the respondents have acquired higher university education and have been working in the organisation for 3-5 years.

### **3. Discussion of results**

#### **3.1. Characteristics of managers**

The first question of the research showed that most of the respondents that participated in the research named as the most important characteristics of a leader self-confidence (9.5%) and responsibility (8.1%). Moreover, a big part of respondents that participated in the research consider communicability (7%), creativity (5.9%), positivity (6%), agility (5.7%), intelligence (6.3%), charisma (5.6%), high emotional intelligence (5.5%) and determination (5.8%) to be important characteristics of a leader. The respondents that participated in the research identified a developed sense of humour (3.5%) to be the least important characteristic of a leader. During the research, it has been determined that the importance of positivity ( $\chi^2= 12.436$ ;  $p<0.05$ ), courage ( $\chi^2= 16.934$ ;  $p<0.05$ ), determination ( $\chi^2= 23.982$ ;  $p<0.05$ ) for a leader were mentioned more by 26-35 year old respondents rather than 36-42 year old respondents ( $\chi^2= 12.436$ ;  $p<0.05$ ). Whereas the intelligence as a characteristic of a leader was more important for the respondents whose work experience is 3-5 years, rather than <1 year ( $\chi^2= 11.752$ ;  $p<0.05$ ). Thus, it could be stated that manager's positivity, courage and determination are more important for younger (26-35 years old) people, because, as they are young, wanting to learn from the best managers/leaders they have ever met, it would not restrain youth maximalism, as the whole carrier is in the future. Employees that have recently graduated from studies are full of enthusiasm and academic knowledge. For the employees that have been working in a company for a longer period, the intelligence of a manager is more important, because such a manager will probably try to see rationality and expect rational basis from the others.

The second question asked what functions a leader should perform at work. Data allowed determining the functions in organisational activities that are most frequently assigned to a leader and revealed that most of participants considered that the most important functions of a leader at work are determining strategy and vision (19.3%), initiating changes (15.7%) and team building (16.2%). The participants named the following functions as the most important ones for a leader less frequently: creating workplaces (3.7%) and minimising risks (5.2%). During the research, it has been noticed that team building as a function of a leader is more important for 26-35 year olds, rather than 36-42-year-old participants ( $\chi^2= 17.408$ ;  $p<0.05$ ). It is noteworthy because a leader develops employee involvement, gathers a team and stimulates individuals, forms general vision, develops the talents and creates a synergic effect: teamwork can accomplish more than individual work. Leadership is a science (seeking to understand business nuances) and art (aiming to understand people).

The following question stated what personal characteristics their managers have. Most of participants stated that their managers have such characteristics as responsibility (11.1%), self-confidence (11.2%), demand (10.7%), control (8.7%), tolerance (7.3%). The most rarely mentioned characteristics of a leader selected by the participants were emotionality (3.9%) and a developed sense of humour (4.6%).

Considering the obtained research results and based on the insights made by F. C. Lunenburg (2012) on differences between manager and leader's characteristics, the following conclusion could be made: the managers of network of pharmaceutical companies "X" are more of managerial type rather than managers with qualities of a leader, because such characteristics as demand, control, strong expression of responsibility (contrary to the determination that has been selected by 6.9% of participants) are named as typical characteristics of a manager. However, at work, where all activities are strictly regulated by various laws, the expression of responsibility and control is inevitable. Most of the participants tended to completely agree with the importance to create a strong team (67%); a portion of 48% participants completely agree with the statement that a manager should have characteristics of a leader. Moreover, more than half of participants tended to agree with the statements that they believe they will achieve the set goals (53%), they plan their time responsibly (50%). Slightly more than one third of participants (38%) could not clearly identify if company's goals are above their personal goals.

### 3.2. Personality characteristics and working experience

During the research, it has been determined that 26-35 years old, rather than 36-42-year-old respondents, were more likely to completely agree with the statement that a manager should have the characteristics of a leader ( $\chi^2= 67.034$ ;  $p<0.05$ ). Whereas, the employees whose work experience was from 6 to 10 years were more likely to completely agree with the statement that the more complex is the task, the more enjoyable is the work, in contrast to the employees with work experience  $<1$  year ( $\chi^2= 34.862$ ;  $p<0.05$ ).

According to research results, participants whose work experience in the analysed organisation is longer are not afraid of solving complex situations, because they are well aware of the work specifics, are self-confident and know what actions should be taken in order to solve the situations that occur. It is important for the younger employees (26-35 years) that a manager would be not only a manager, but would have the characteristics of a leader. The younger employees of the present are future leaders. Companies that encourage senior manager's management and experience can create and maintain talents working in the organisation. It is very important when talking about organisational competitiveness. A portion of 42% participants argued that male managers are assessed more positively than female managers. Slightly more than one third of participants agreed with the statements that male managers have higher status in the organisation's hierarchy (37%), and female managers are more likely to adapt than male managers (34%). Participants were least likely to agree with statements that male managers are able to achieve higher results than female managers (13%) and that female managers are more predictable than male managers (11%).

During the research, it has been determined that respondents that have work experience longer than 11 years, in comparison to  $<1$  year, were more likely to agree with the statement that female managers are more creative than male managers ( $\chi^2= 34.875$ ;  $p<0.05$ ); whereas respondents that have from 1 to 2 years work experience, in contrast to those who have more than 11 years, more frequently agreed with the statement that male managers have higher status in organisation's hierarchy ( $\chi^2= 33.169$ ;  $p<0.05$ ).

According to the results of the research, it could be said that respondents that have shorter working experience in the analysed network of pharmaceutical companies "X" think that males have higher status in the organisation's hierarchy, because male managers appreciate

career development (what is very relevant for the younger employees), innovation, possible promotions, career opportunities more. The results of the research reaffirmed the conclusions that males, in comparison to females, usually have a higher status in the organisation's hierarchy; thus, due to the climate of independence, they can make decisions and decide by themselves what is right or wrong, based on personal moral beliefs. Female managers are more creative, because an assumption could be made that females, more than males, appreciate the positive psychological climate in the organisation, seek to maintain a friendly atmosphere, favour communication more; thus, the creativity needs to be employed.

Almost one third of respondents (30%) that participated in the research have identified that they are very satisfied with their relationships with colleagues. Slightly more than half of the respondents were satisfied with their relationships with clients (56%), trust (54%), workload (53%), control (52%), working environment (51%), time planning (50%), rational work organisation (50%). The respondents most rarely were likely to agree with the statement that they are satisfied with a reward system (31%). During the research, it has been determined that 26-35-year-old respondents, rather than 36-42 year old respondents, were satisfied more with their emotional environment ( $\chi^2= 35.154$ ;  $p<0.05$ ), values ( $\chi^2= 39.891$ ;  $p<0.05$ ). Less than half of the respondents that participated in the research (47%) declared that when urgent tasks appear, they instantly complete the tasks by themselves, because they do not trust anyone, and only a small part of participants (18%) said that when urgent tasks appear, they instantly delegate them to the others who are competent to perform the given task, while they carry on with their work. Thus, it could be stated that even in delegating tasks, the aspect of control prevails strong as well as a strong sense of responsibility. Slightly less than half of participants were likely to completely agree with the statement that in their opinion, when working together, people should create such an atmosphere that they would be not afraid to express their dissatisfaction (42%). Slightly more than half of the participants (59%) argued that the opinions of other people that participate in the discussion matters to them. Whereas one third of participants (29%) agreed with the statement that they are more listeners than active participants in a discussion.

### **3.3. Organisational features and goals**

During the research, it has been determined that respondents whose work experience is less than 1 year, rather than more than 11 years, more frequently agreed with the statement that they are more listeners than active participants in a discussion ( $\chi^2= 26.510$ ;  $p<0.05$ ). An assumption could be made that employees with shorter work experience in the organisation are afraid to express their opinion, stay silent, avoiding rejection or talking in a way that would be considered unacceptable. Less than half of the respondents (44%) that participated in the research stated that there is a strong connection between them and their team, whereas a similar part of respondents (47%) said that there is a neither strong, nor weak connection between them and their leader. Thus, an assumption could be made that respondents have created stronger connections between themselves and the team, because they are united by more commonalities: work results and motivational system depend on the concentration at work. Whereas a leader is more occupied with organisational goals, creating and achieving strategic goals; thus, it is possible that the connection between a leader and the team is weaker.

The most of the respondents that participated in the research said that the appearance of innovation at work are mostly influenced by creativity (12.5%), manager support (12.2%), safe environment for sharing ideas (9.2%), allowing to make mistakes (8.8%), organisational

culture (8.4%). The respondents identified the following factors that influence the appearance of innovation at work the least: flexible approach to rules (4%) and flexible working hours. The fact that the manager support influences the appearance of innovation at work were more frequently selected by 26-35 years old respondents rather than 36-42 years old ( $\chi^2= 11.813$ ;  $p<0.05$ ).

As it was shown in the research data, most of the respondents that participated in the research (62%) tended to agree with the statement that they are not afraid to take responsibility. Slightly less respondents were likely to agree with the statements that they react to client complaints quickly (59%), organisation seeks long-term goals (53%), cooperation is preferred instead of competition (53%), they are valued and respected at work (53%), work is performed according to procedures, provided rules (53%), they easily adapt to changes that appear in the organisation (53%). The respondents that participated in the research were the least likely to agree with the statements that managers of all levels are unanimous (25%), there are too many process management systems in the organisation (19%), changes in the organisation appear too quickly (18%).

During the research, it has been determined that 26-35 years old respondents, contrary to 36-42 years old, more frequently agree with statements that they are valued and respected at work ( $\chi^2= 31.727$ ;  $p<0.05$ ), they offer ideas to the management ( $\chi^2= 32.448$ ;  $p<0.05$ ), when working in a team, they seek for organisational goals and not for personal benefits ( $\chi^2= 34.072$ ;  $p<0.05$ ). When assessing the results of the research, it could be stated that employees are responsible and oriented towards achieving long-term goals. It has been noticed as well that managers of all levels are not unanimous: the competition between the departments of the office wastes energy and time resources, creates tension at work, which is not useful: it does not encourage better results, rather on the contrary. This energy should be used for the management of the processes that appear in the organisation, because the employees named that they occur too quickly.

In the network of pharmaceutical companies "X", there is created an organisational culture with deep-rooted core values: the employees can bravely express their opinion that may not always be acceptable to the others; they try to maintain traditions; birthdays and other significant celebrations are celebrated together. In order to strengthen the interrelations in the network of pharmaceutical companies "X", free lunch for the office employees are organised on Fridays; the employees celebrating their birthdays are publicly congratulated; various trips are organised; invitations to various events are given to the employees. However, most of the employees (45%) stated that their values match organisational values. Research constraints are that organisation with limited culture, people receive their identity from the organisation where they work, with which they share social values, beliefs and norms. Therefore, an organisation is interested in recruiting employees whom personal values are compatible with organisational culture. Almost one third of respondents that participated in the research (33%) identified that they try to make long-term connections with clients; fewer respondents (27%) stated that they aim to adapt in order to achieve the desired result. The smallest part of respondents (10%) said that in cooperation, they improve conditions offered to the clients. According to the results of the research and the insights of P. Northouse employees (30%) have characteristics of a leader or are influenced by him/her, because one of the goals of a leader is a long-term orientation and a long-term relationship.



### 3.4 Organisational culture and transformational leadership

Based on analysis of the role of a leader in the organisational culture, it has been found that leader is the driving force, authority that makes a big impression and strong impact on the other members of the organisation. Besides, transformational leadership has vastly affecting employee emotional state, psychological climate at work, encouragement of moral values, mutual growth of a leader and followers, ensuring good microclimate in the organisation. Transformational leadership also influenced the balanced employee activities, while employee responsibility to the organisation is related to leadership and manager's gender.

It has been determined that the stronger is the expression of personal leader's characteristics (ability to identify talents  $r=0.261$ , responsibility  $r=0.266$ , determination  $r=0.276$ , agility  $r=0.255$ , communicability as well as initiative), the more employees feel the need to gather teams. There has been found an inverse correlation relationship between personal leader's characteristics and relationships with clients: the more agile is the leader, the less attention is given to the relationships with clients ( $r=-0.203$ ). The most important task of a leader is to create and manage culture, ensuring a good emotional environment at work, taking care of forming a strong team, employee motivation; then, the employees will take care of the clients (Schein, 2004). A leader encourages his/her followers to improve, solve various problems that appear by themselves, orienting followers that they could develop, create new relationships. The leader's agility motivates them to achieve the personal and collective goals (Ahmed and Bach, 2014). There has been found a weak, but statistically significant relation that females have more impact on innovation culture appearance than males ( $r=0.138$ ,  $p<0.01$ ). During the research of the network of pharmaceutical companies, it has been found that respondents whose working experience is more than 11 years, rather than  $<1$  year, were more likely to agree with the statement that female managers are more creative than male managers ( $\chi^2=34.875$ ;  $p<0.05$ ), arguing that females are more creative and likely to be acclimated and present group norms, communication paths, or requirements than males. Less than half of the respondents (42%) participated in the research tended to agree with the statement that male managers are assessed more positively than female managers: they are allowed to make mistakes more; they usually have a higher position in the organisation's hierarchy.

### Conclusions

Based on the analysis of definitions of leadership and organisational culture, it is noteworthy that leadership is a process, art and ability to make vision into reality, trying to achieve the set goal by attracting as many people/followers as possible, influence them to put efforts independently in order to reach group goals.

Organisational culture is proven one of the most important staff characteristics; having its own deeply rooted values that are difficult to change. Organisational culture is also important for the staff. However, a leader by using own power, influence and employing creativity s/he is capable to change organisational culture.

A leader is reciprocally influencing organisational culture and vice versa: A leader by using his/her influence, power, personal characteristics and employing creativity can create an effective organisational culture that would ensure all: emotional climate, innovation, effective teamwork, strong expression of community spirit, can encourage moral values.

Transformational leader can create a more effective organisational culture than transactional leader, because such a leader focuses on the transformation of employee expectations, their development. Not everyone is born a leader, but anyone can become one.

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