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AN ASSESSMENT OF THE ROLE OF ORGANISATIONAL CULTURE ON LEADERSHIP

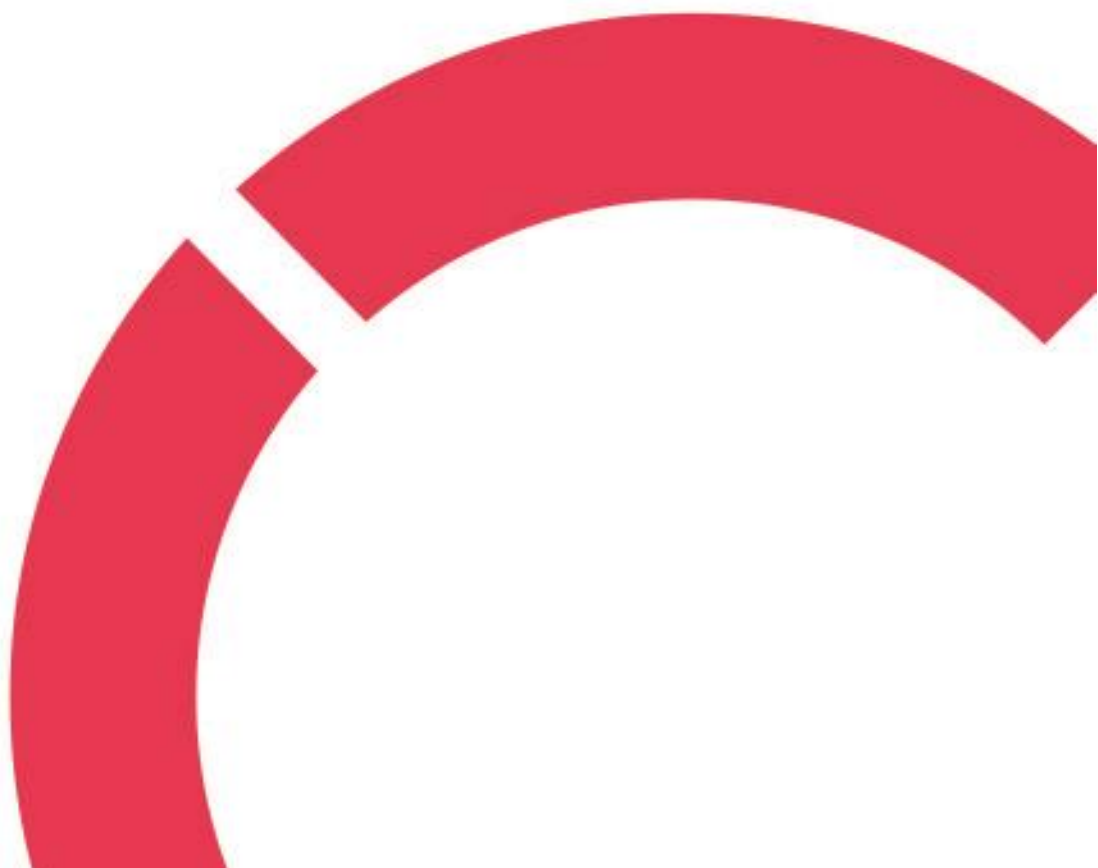**Study of the Mobile Telephone Network (Mtn)-Cameroon**

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Mobile Telephone Network (MTN) Cameroon is a leading provider of mobile networks and communication services, internet, and electronic money services (mobile money). Adopting an organizational structure that enables its employees to serve the public effectively is a top priority for a company whose daily responsibility is to provide services to its customers. Employees are required to follow the organization's objectives alongside the leader, whose responsibility is to ensure the implementation of the organization's norms and values and who is expected to exercise his authority following organizational culture and customer needs.

Because MTN Cameroon is not the only telecommunications company in Cameroon, it is expected to adopt a customer-centric organizational culture and have a full-time officer to ensure customer satisfaction. The organization's leadership must ensure that the established culture is adaptable enough to accommodate changes in the market environment, such as price fluctuations and increased competition. This study aims to assess the role of organizational culture on MTN Cameroon's leadership. This thesis will provide recommendations to the commissioner for the development of its activities and retaining, attracting, and satisfying its customers.

The study employed a quantitative methodology, with data collected using an online, closed-ended questionnaire. The research employed a convenient sampling method and the results confirmed that MTN Cameroon has an organizational culture. It also demonstrated that the market culture had produced transactional leaders who prioritize completing tasks with the customer in mind.

Key words Organisational Culture, Leadership

CONCEPT DEFINITIONS

CAMTEL   Cameroon Telecommunications

ICT   Information and Communication Technology

IIP   Investors in People

MTNC   Mobile Telephone Network Cameroon

NEXTTEL   Viettel Cameroon SA

OC   Organizational Culture

OCI   Organizational Culture Inventory

ORANGE   Orange Cameroun SA

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1 INTRODUCTION

Every researcher seeks to resolve unanswered problems or concepts. The objective of researchers is to use a series of procedures to ensure that pertinent issues in the business world are addressed so that organizations can carry out their activities more effectively based on recommendations derived from research. Most organizations' valuable assets are their employees, and as such, their contribution to a business's success cannot be overstated. In contrast to the extensive research conducted on leadership, little is known about organizational culture, particularly in developing countries. In addition, research indicates that organizational culture has received little attention, despite the existence of studies on leadership-related factors. The influence of organizational culture on MTN Cameroon's leadership has not received sufficient attention from researchers. Therefore, this study will address a significant research gap in this field.

This thesis aims to assess the role of organizational culture on leadership. The study's objective is to examine the type of OC in the Mobile Telephone Network (MTNC), evaluate the leadership style that has been influenced by the organizational culture, and make any necessary recommendations that will help improve productivity through leadership. This thesis will also summarize several theoretical studies proposed by various authors on the investigated topic. It will also look at some approaches to organizational culture, the definition of leadership, the types of leadership styles, organizational culture, and leadership.

This thesis will adopt a quantitative research design using a questionnaire to demonstrate how organizational culture influences variations in leadership styles. The questionnaire consisted primarily of closed-ended questions and was mainly directed to a randomly selected sample size of Cameroon mobile telephone network (MTN) employees. Consequently, this quantitative study seeks to identify differences in leadership based on an organization's established norms, values, and principles. Thus, it also seeks to answer the following questions: Does your organization have a distinct organizational culture? How has this organizational culture impacted leadership style?

The thesis consists of six chapters. The first chapter discusses the background of the study. The focus of the second chapter is on the commissioner. This chapter provides an overview of the commissioner of this thesis, Mobile Telephone Network (Mtn) Cameroon. The theoretical aspect of the investigation

is presented in the third chapter, which examines the key concepts of the study and the findings written by other researchers on the selected topic. Most of the information was obtained through source analysis and reading. In Chapter 4, the research methodology is discussed. The fifth chapter will analyse and discuss the results, while the sixth chapter will provide a summary of the conclusions, recommendations, and future directions for research.

The commissioner of this thesis is the Mobile Telephone Network (MTN) Cameroon. This company is an innovative operator that contributes to the growth of Cameroon's digital economy, which has become a significant growth driver. In addition, world-class organizations such as Ookla, Rohde & Schwarz have repeatedly recognized MTN's network as the best and fastest in the nation. However, this company competes with a variety of other telecommunications services. This competition requires MTN to cultivate a culture that places the customer at the center of its business by implementing a feedback mechanism that always enables free updates and exchanges via an accessible and enhanced customer care service. As a result, the company has earned a reputation as an innovative organization that responds to client feedback from any domain to maintain its market position and attract more customers.

2 MOBILE TELEPHONE NETWORK (MTN)-CAMEROON

Mobile Telephone Network (MTNC) Cameroon, a telecommunications company in Cameroon that serves as a subsidiary of the MTN Group, commissioned this study. Due to an agreement between the government, through the ministry of post and telecommunication, and Cameroon's telecommunications agency, CAMTEL, it was authorized to go live on February 15, 2000. MTN's mission is to provide affordable, quick, and dependable telecommunications services to Cameroonians at all levels, with a customer base of over 10 million. Their mission statement, "MTN everywhere you go," keeps them afloat in the face of unending competition from other telecommunication services like Orange, Camtel, and Nexttel. MTNC is one of the largest private investors due to its significant contribution to Cameroon's economy. The company now operates the most robust and extensive telecommunications network in the country, if not the entire sub-region of Central Africa. The prestigious British Institute, Investors in People (Iip), has designated the company as an employer of choice. (Mtn.cm/about-us, 2005.)

Prior to its founding in 2000, MTN had made substantial investments in building the most robust and extensive 2GB, 3GB, and 4GB network. This network expansion has enabled the company to reach over 93 percent of the Cameroonian population. MTN has invested over $1.5 billion in the Cameroonian economy, placing it at the forefront of the country's economy. Taxes and duties paid by the company are significant contributors to state revenue. She has also helped numerous small and medium-sized businesses grow as MTN suppliers. She employs both skilled and unskilled workers, most of whom are women. Through the MTN Foundation, which was established in 2005, 1% of MTN's profits are invested in corporate social responsibility to enhance community health, education, and development. MTN's leadership is comprised of professionals with distinct personalities and professional credentials who work tirelessly to meet the interminable needs of the Cameroonian people. Serving at any level of management in MTN requires adherence to the central system's norms and values, which all other employees and stakeholders are expected to respect. (Mtn.cm/about-us, 2005.)

In addition, after more than two decades of service, the company has become an indispensable partner in Cameroon's socioeconomic development and the market leader in electronic communications.

Statistics show that MTNC's operations and services have gotten better over the years, and positive feedback from the public and other partners backs this up. (Mengue, 2013.)

MTN operates in more than ten domains in Cameroon, including selling internet modems and other internet devices, mobile phones, tablets, MTN banking (mobile payments), and web hosting. Due to its services, the company is also recognized as the digital transformation leader in Cameroon. MTNC's digital mobile money services offer a convenient, accessible, and secure payment method (MTN Mobile Money). This service is recognized as an innovative service that has made the lives of millions of users more comfortable. As such, all transactions conducted on the platform strictly adhere to the regulations of the CEMAC sub-region. Changes in technology, globalization, and the political and economic environments have contributed to the increase in business competition. (Mtn.cm/about-us, 2005) As a result, many organizations have been compelled to train their employees to prepare them to adapt to the increases and improve their performance (Afshan, Sobia, Kamran, & Nasir 2012, 646).

The mobile telecommunications company MTN Cameroon has its cultural traditions and norms. Given that it is a customer-focused, service-oriented organization, the culture most ingrained in its operations is the market orientation system, which aims to ensure that transactions are conducted in a manner that satisfies customers' ever-changing needs and desires. Recognizing that change is inevitable in an organization's leadership, the organization is expected to ensure that its culture is rooted in every member. (Mengue, 2013). This should be done to such a degree that, in the event of a change in positions or functions, whoever takes over must be able to continue pursuing the stated goals and upholding the values without difficulty (Kamoche 2002, 994-995).

3 ORGANIZATIONAL CULTURE AND LEADERSHIP

An organization is a group of individuals who work together to achieve specific goals. It is a cultural phenomenon, and each organization has a distinct culture. These activities affect the organization's members, the organization itself, and the larger community. The relationship between an organization's various activities and its members are determined by its management structure, which illustrates how they are related. The formation of shared meanings, beliefs, values, and assumptions that direct and reinforce organizational behaviour is the essence of organizations. These shared meanings, values, and assumptions constitute an organization's culture. (Schein, 2004.) An organization is a public institution created to fulfil a specific function. An organization is defined by business dictionary.com (2013) as a social unit of people that is structured and managed to meet a need or to pursue collective goals.

Similarly, the study of ethnic and national differences in sociology, anthropology, and social psychology has given rise to the concept of culture. Culture can be considered a society's social inheritance. It is a pattern of responses discovered, developed, or invented throughout a society's history in response to problems arising from interactions between its members and their environment. If these responses are deemed to be the appropriate way to perceive, feel, think, and act, they are transmitted to new members through experience and instruction. In addition, culture determines what is acceptable, unacceptable, meaningful, wrong, and workable. Organizational culture comprises all learned and shared roles, including assumptions, beliefs, norms, values, knowledge, attitudes, behaviour, dress, symbols, heroes, rituals, and language. Symbols, heroes, and rituals, are the tangible or visible components of a culture's practice. (Hofstede, 2011). When attempting to make sense of a situation, numerous possible interpretations exist. According to Peterson & Smith (2000,101), "organizational culture has become a means of discussing logic." In the context of an organization, the significance of a given situation depends on several factors, including the organization's structure, the degree of formality among superiors, peers, and subordinates, and the employee's personality.

3.1 Organizational Culture

Hofstede (2015) asserts that the shared practices of an organization's members constitute the essence of its culture. Cultural differences influence how people accept, modify, interpret, or even disregard

culturally established rules and regulations (De Hilal, 2006). National culture differs from organizational culture because the former is more deeply rooted in values. In contrast, the latter is more superficial, making it easier to observe and, when possible, manipulate (Hofstede, G., & Hofstede, G.J., 2005). Consequently, dealing with an international company is more difficult due to the more significant cultural obstacles posed by differences in practices and systems (Ko, Kim, & Kim, 2008). All these differences have a significant impact on the daily operations of an organization. Hofstede opened the door to a new field of workplace cultural research, which led to the development of numerous dimensions and future studies. Hofstede (2015) reduced the cultural relationships between organizational leaders and employees to four dimensions through his research. He claimed that national culture is reflected in these relationships based on power distance (between superiors and subordinates) and group interdependence versus independence. (James, P., & Jack, G., 2009)

There is no unique or precise definition of organizational culture, but numerous authors propose several definitions that are appropriate for this study. According to S. P. Robbins (2005), organizational culture influences how individuals perceive and act within an organization. In that light, Schien (2004) mentioned that multiple layers of culture have varying effects on individuals depending on their individual experiences and interpretations of them. As such, everyone has a distinct cultural experience based on his or her own circumstances and values. Also, an organization's OC reflects the beliefs and behavioural norms employees use to give meaning to their situations. However, it reflects the beliefs and values that the members of an organization share about its activities. As a result, each company's organizational culture is distinct from that of others. (Fincham, R. & Rhodes, P., 2005.) The five components of organizational culture and its history are practices, location, individuals, vision, and value. Therefore, any decision made by the leaders of a company should reflect its values and principles (Coleman, 2013).

Most of the reviewed literature concludes that culture influences every aspect of our lives. However, organizational culture is not isolated; it is frequently influenced by the surrounding social and national culture, particularly in meaning-making. Nazarian, A., Irani, Z., & Ali, M. (2013) argue that many external aspects of culture influence office culture beyond the workplace culture. Culture plays a vital role in our relationships with one another in our daily lives, and it also displays a significant role in determining whether an organization is a happy and healthy workplace. Organizational culture provides a framework for managers and employees. For instance, if the organizational culture facilitates communication between managers and subordinates, this can positively affect their work

behaviours and attitudes. When interactions between managers and employees are positive, this can reflect a more significant contribution to organizational communication and collaboration, encouraging the organization to complete its assigned mission and objectives. (Morgan, G., 2006.) Because each organization has its perspective on the world and its own set of assumptions, values, norms, and attitudes that are manifested through symbols, not all organizational cultures are suitable for all organizations (Moyce, 2015, 269).

Despite the complexity of culture and the multiple levels and components that comprise the concept, it is widely acknowledged that frameworks of values help us measure and understand culture to a significant degree (Leung, K. Bond, M.H. Reimel de Carrasquel, S. Munoz, C. Hernandez, M. Murakami, F. Yamaguchi, S. Bierbrauer, G. & Singelis, T.M., 2002; Leung et al., 2005). Thus, it is necessary to comprehend what culture entails in terms of its constituents and characteristics. When examining a society or nation, culture refers to the beliefs shared by the people of one country but not by the people of other countries (Hofstede, 2015). In contrast, organizational culture consists of the shared values and practices among employees of the same organization (Stahl, 2003). Typically, people in the same occupation or profession share similar cultural values, such as in a political party or social class (Myers & Tan, 2002).

Culture is viewed as the collection of shared beliefs that evolve into values. Value is " a persistent belief that a particular mode of conduct or end-state of existence is socially and personally preferable to alternatives" (Krishnan, 2008). According to Hofstede (2015), value is selecting a particular method over an alternative method. Furthermore, culture is shaped by shared aspects of a community, such as economics, business practices, and even history. For instance, workplaces in capitalist nations such as the United States and Western Europe have become less centralized and more individualized. Also, according to numerous studies, global competition is influenced not only by globalization but also by natural conditions. Taras et al., (2011) discovered that individuals are more tolerant of economic and political uncertainty when they attempt to avoid it. This is particularly the case in politically unstable regions such as Southern Europe.

Even though organizational culture appears to be a significant factor, many studies have attempted to determine why specific knowledge initiatives fail to overlook it entirely (Yang, J.T., 2007). OC significantly affects a company's performance, as many leaders acknowledge that sharing ideas and assisting one another are crucial components of this performance. Therefore, businesses must

encourage knowledge sharing by promoting activities that facilitate this (Scott, P., 2005). Consider the following factors when exchanging knowledge in the workplace: "trust, common cultures, vocabularies, frames of reference, meeting times and venues, broad ideas of productive work, status and rewards that do not go to knowledge owners, absorptive capacity in recipients, the belief that knowledge is not the exclusive domain of certain groups, and tolerance for mistakes" (Schien, 2004).

Every organization has a predefined, highly complex, and quite diverse environment. Thus, an organization's culture is influenced by its environment, and its environment is influenced by its culture (Sarah Basahel, 2016). According to Claire Capon (2009), the following; political, technological, economic, market, physical, social, management, and legal are some external factors that may influence organizational culture.
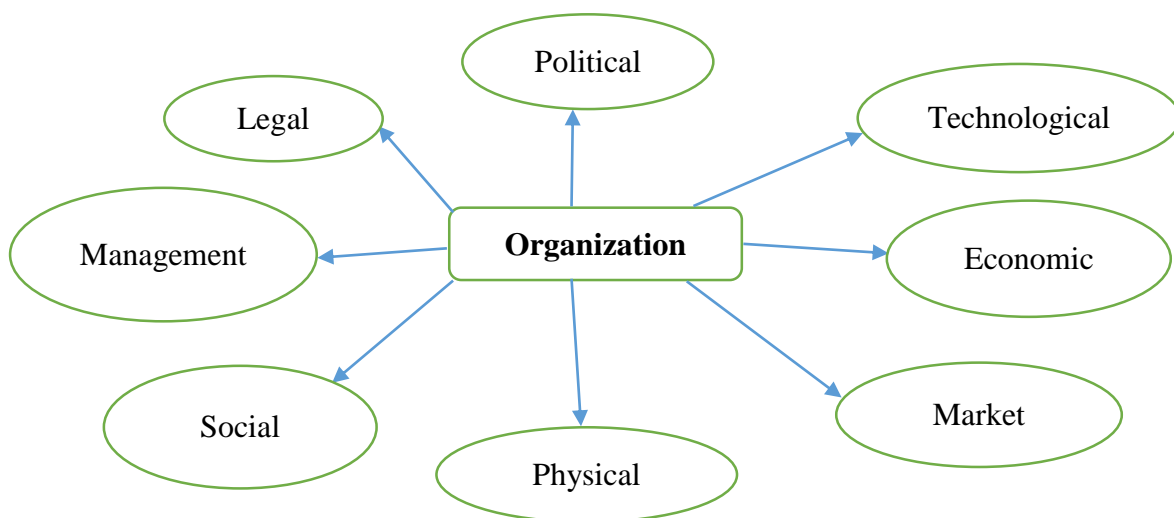
FIGURE 1. External Factors that Influence Organizational Culture (Adapted from Claire Capon, 2009)

Figure 1 illustrates the relationship between the organization's environment and culture. The external environment influences the organizational culture, as does the organizational culture. Multiple factors play a significant role in shaping the culture of an organization. Thus, internal, and external factors exist. External factors are typically beyond the control of the organization, but the organization can take steps to reduce their effect on its culture. (Robbins, 2005.)

The political climate of the country in which an organization operates may influence its culture. If there is political unrest in an organization or if new laws are enacted, the organization's culture may need to change to accommodate the political climate or the new laws. Also, the economy has a significant impact on our daily lives. The performance of the economy also influences organizations. The expansion or contraction of the economy will have a significant impact on the organization's sales. A company's culture must evolve if it is to withstand the effects of these crucial economic phenomena over time. (Yang, J.T.,2007.)

Every society has high expectations for every organization; they evaluate whether the organization is responsible and community minded. External factors that prompt businesses to check their operations include public perception and societal expectations. If the public negatively perceives your business or product, it will negatively impact your operations. (Denisona, D., Nieminenb, L., and Kotrbab, L., 2014.)

Management commitment is crucial to the process because it enables them to ensure that the product development and services delivered are proportionate with the promises made. Management must establish goals and a vision and then guide employees in developing appropriate strategies and the required leadership (Chen & Popovich, 2003). According to numerous studies, management plays a vital role in balancing the emphasis placed on technology, people, and processes. To be able to rework a customer-based business, it is necessary to rework the culture among all employees (Philip, T., 2011).

In addition, technology plays a crucial role in the modern workplace, as its adoption and constant evolution necessitate a review and update of organizational culture. This has transformed many aspects of the business world, which is now highly adaptable and flexible to technological changes (Philip, T., 2011). The purpose of the technology is to facilitate collaboration between sales, marketing, and other front-office functions and other "touch points" with customers (Fickel, 1999). These touch points include the internet, e-mail, sales, direct mail, telemarketing operations, call centers, advertising, fax, pagers, stores, and kiosks, each of which is managed by a separate system (Eckerson & Watson, 2000). Furthermore, organizational culture is associated with organizational practices; for instance, culture influences a company's performance and its ability to maintain self-managing teams (Robbins, 2005). To keep its products, processes, and technology current, an organization must comprehend its culture and management strategies. This enhances the organization's performance and reputation.

3.1.1 Approaches to Organizational Culture

Organizations adopt cultures that allow them to achieve optimal results in accordance with their mission and vision. As a result of the propensity to produce varying outcomes in a variety of theoretical contexts, this section will examine three distinct approaches. These methods consist of the competing value framework, the three levels of the cultural model, and the four cultural conditions. The most notable distinction between these three approaches is that one utilizes employee opinions and feedback, while the other considers the organization. According to Cameron & Quinn (2011), the competing value approach focuses on establishing leadership to create a more effective organization and create value. This framework aids most leaders in devising more efficient means of communicating their expectations and implementing practices. This defines their value-creation and leadership style process about the organization's standards. This framework is the starting point for change in every organization, as the new leader's leadership style is determined as soon as he or she assumes office. This method has been used for over 25 years, and many businesses swear by it as their go-to method for generating new ideas and establishing new systems.

Researchers Robert Quinn & Kim Cameron (2006), concluded that when describing the cultural typology of an organization, two factors must be considered that is, the degree of flexibility versus controlling behaviour and internal focus versus external orientation. The type of culture influences the effectiveness of an organization. The competing values framework remains one of the most well-known organizational culture management theories. This framework, created by Robert Quinn & Kim Cameron, categorizes four corporate culture types that indicate how a company operates, how its employees collaborate, and what its core values are. Using the organizational culture inventory (OCI), a tool for assessing organizational culture, the competing values framework is populated with evaluations of the present and future states.

The figure below depicts a framework of the competing values that can be used to determine which of the four cultural categories a company belongs to. Some examples are hierarchy, market, clan, and ad hoc cultures. Understanding these frameworks will enable a thorough analysis of the positive changes that can occur in the future of an organization. Additionally, the cultural web model theoretically considers various cultural elements. These elements include power structures, narratives, organizational structures, control systems, rituals, and routines. (Cameron and Quinn, 2011.) These

elements serve as crucial determinants of organizational culture and employee conduct, which reflect the organization's collective experience (Cooper, 2018). Figure 2 below concisely explains each culture to aid comprehension of the competing values framework context as explained by Robert Quinn & Kim Cameron, (2011).
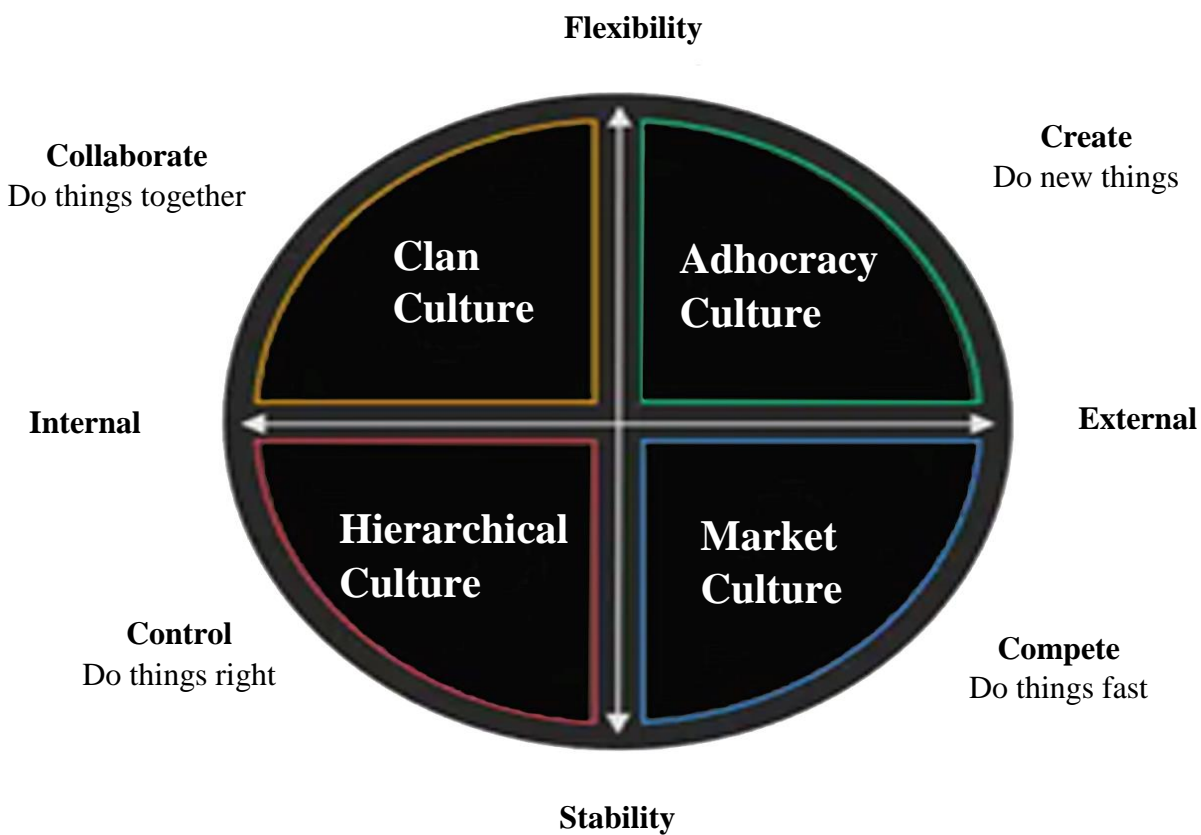
FIGURE 2. Competing Values Framework (Cameron & Quinn, 2011)

The clan culture is highly adaptable and inwardly oriented. There is a pleasant work environment in which employees share many similarities. These institutions are comparable to a large family. The leaders of these organizations are viewed as mentors or even father figures whom employees can approach easily. These organizations are held together by tradition and loyalty. The level of commitment is high, and the operations are centered on human resources. Relationships, loyalty, and morality are incredibly robust, and customer satisfaction helps to define success. They have no set rules and regulations at all; they are more focused on employee development, teamwork, involvement, and corporation among employees. In these organizations, interpersonal relationships are essential.

Consider start-ups, family businesses, and small ICT firms in this case. (Cameron and Quinn, 2011.) For instance, Gregory, Harris, Armenakis, & Shook (2009) found a correlation between clan cultures and patient satisfaction in healthcare facilities. Early research also revealed that in a university setting, clan cultures performed better regarding student satisfaction with their education, personal growth, faculty and administrator job satisfaction, and organizational health (Cameron & Quinn, 2011).

A hierarchical culture is characterized by high levels of controlling behaviour and an inward focus. The work environment in hierarchical cultures is exceptionally formal and organized. Government institutions are ideally suited to this culture. Procedures determine employee actions, and the emphasis is on managing control systems. As a result, the organization contains structured hierarchical layers. All work processes are organized so everything is controlled and easily modifiable. The organization must operate efficiently thus formal rules and policies provide organizational stability. Stability and outcomes are linked to the efficient and seamless completion of tasks. Profitability is generated by dependable supply, strict scheduling, and low costs. (Cameron, K. S. & Quinn, R. E., 2006.)

The adhocracy culture is derived from the phrase "ad hoc," which implies something temporary, specialized, and dynamic. This culture has a high degree of adaptability and emphasis on the outside. In these organizations, there is as essential remarkably constant innovation aimed at maintaining a market presence (Linn, 2008). Typically, this is the culture of research organizations for marketing and advertising agencies. Employees are encouraged to strive for innovation and use their creativity to generate new ideas in a work environment that is dynamic, entrepreneurial, and creative. Besides innovators, managers are also risk-takers. These organizations aspire to be market leaders and innovators of new products and services. As a result, they encourage individual initiative and permit freedom in determining which tasks to carry out. (Cameron, K. S. & Quinn, R. E., 2006.)

Market culture is characterized by a high degree of controlling behaviour and external orientation. In these types of organizations, results and work completion are vital. Employees are extremely goal oriented and competitive. Such organizations include trade associations, insurance companies, and banks, among others. Managers are frequently demanding and closely monitor employee performance. At the same time, there is a great deal of mutual competition. Within these organizations, reputation, success, and victory are prioritized. (Larentis, F., Antonello, C. S., & Slongo, L. A.,2018.) They will always strive to attain goals and objectives that can be measured. The manifestation of success is

market share and penetration. These organizations wish to project an image of competitive pricing and market leadership to the outside world. To maintain a competitive advantage, there is a ruthless competition to retain customers. Customer service and satisfaction are concepts that are familiar to all employees. (Cameron, K. S. & Quinn, R. E., 2006.)

3.1.2 Levels of Organizational Culture Models

Denisona, D., Nieminenb, L., & Kotrbab, L. (2014) believed that different cultures often make it hard to share knowledge, which makes it easy to ignore or not hear ideas and lose them. The attitude and willingness of an organization's members to share their ideas and thoughts are influenced by the organization's culture, policies, and practices. Edgar Schein (2010) identified three basic levels of examination for culture; the visible, the implied or invisible, and the presumptive. The first level focuses on the visible elements, such as myths, symbols, stories, and rites. The second level focuses on the adopted values, such as strategies, philosophies, or goals that the company's employees share. The third level focuses on the frequently overlooked implied or invisible factors, such as beliefs, perceptions, thoughts, and emotions. These are the attributes that employees often need to focus on or think about more.

Likewise, level one, also known as "artefacts," offers visual and relatively straightforward indicators of workplace culture. These may include architecture, decorations, the workplace's design, doors, employees' attire, and the general pace. Level 2 (values espoused) examines how a company's operations are heavily impacted by its values. This requires the kinds of values that are typically acquired through experience. A company may promote itself as one that values teamwork, but most employees are rarely involved in decision-making. Lastly, level three (shared tacit assumptions) is frequently influenced by the values and beliefs of influential leaders, which play an essential role in the organization's success. For instance, a founder who develops a product that satisfies all customer requirements and delivers all expected services may be a leader who prefers a highly organized and disciplined workplace. They believe that the success of an organization is heavily dependent on hierarchy and discipline. (Edgar Schein, 2010.)

3.1.3 The Conditions of Organizational Culture

According to Dr. Martin Shain, (2009), four situations directly impact employee stress and satisfaction. These situations together impact the employees' performance and work culture (Schein, 2004). This is illustrated in Table 1 that follows.

TABLE 1: The Four Conditions Affecting Culture (Denisona, D., Nieminenb, L., & Kotrbab, L., 2014)

Conditions Affecting Culture	Employee Outcome
Low Control: not having too much influence over the way you do your daily work	Low satisfaction
Low Reward: not receiving adequate recognition or feedback on performance	
High Effort: having to spend too much mental energy over too long a period	High Stress
High Demand: having too much to do in too little time over too long a period	

Also, these high effort/low regard and high demand/low control scenarios cause employees to develop a negative perception of their employers to the point where they believe their employers no longer respect their work. Also, when work is designed without regard for fundamental human needs, organizational stress results (Denisona, D., Nieminenb, L., & Kotrbab, L., 2014). The leader or management is then questioned as to why the employees lack the resources necessary to complete their tasks. A leader's justification is based on the resources available before an avoidable organizational change occurs. As hazardous working conditions can be detrimental to one's physical health, so can stressors be detrimental to one's mental health. These can manifest as injuries, diseases, cardiovascular problems, or even psychological conditions such as anxiety, depression, or anger. Additionally, employees may engage in substance dependence or abuse (Denisona et al., 2014).

3.2 Cultural Mentoring as a Tool for Managing Employees

Culture is the way people live their lives and the characteristics they exhibit, such as their behaviours, beliefs, values, and symbols that they typically pass down from generation to generation. Every organization in the business sector has its own "company culture," which consists of various activities for various job kinds and a general company manual. Culture is viewed as the collection of shared beliefs that evolve into values. Value is " a persistent belief that a particular mode of conduct or end-state of existence is socially and personally preferable to alternatives" (Krishnan, 2008).

Older employees and new hires can benefit from a cultural mentor's assistance in understanding culture in a new context. The cultural mentor's responsibility is to explain to the mentee how things are done at the organization and how behaviour should be understood. Some businesses view the human resource division or manager as the organization's mentor while other businesses occasionally hire a person or group to act as a mentor to the organization or even invite them. Helping participants or employees recognize and maximize their potential is a mentor's fundamental objective. (Kreitner, R., & Kinicki, A., 2001.) Employers' ability to manage their personnel is crucial to their success. Leading is one of the management's responsibilities. For successful management, it is vital to develop essential leadership abilities. New methods are being used today, and many traditional ways of running an organization have evolved. The leader's success depends on the followers and vice versa. Additionally, an organizational environment is created by the manager and the employees collectively. As a result, the organization's performance is significantly impacted by how leadership is executed. (Sims, 2002.)

According to the abovementioned perspectives and justifications, a cultural mentor is a person or a group of people who act as an example to develop a goal. To be an excellent cultural mentor, one must identify the areas in which they are knowledgeable, at ease, and have the potential to thrive. The corporation and the person's image would be represented in those spaces. An excellent mentor exhibits traits and distinctiveness. Some of the attributes that a single mentor may process may be different from the qualities of another mentor due to individual variances. However, most mentors share some traits. In addition, mentors may take on various shapes, including groups of people, associations, and conferences. On several levels of the organizational system, leadership is applied. The person in charge of their followers uses the power given to them by the organization. The sensible application of influence and authority influences the effectiveness of the leader. (Sims, 2002.)

4 LEADERSHIP

There are numerous context-dependent definitions of leadership. This study will employ the definitions of several authors to facilitate comprehension. Spillane, J.P. (2006) defines leadership as activities that are integral to an organization's mission and are designed to influence the motivation, knowledge, and practices of other organizational behaviours. Leadership, as defined by Yukl, G. (2011), is the exercise of influence over others to organize the activities and relationships within a group or organization. This definition emphasizes the exercise of power or the principle of authority, which allows the leader to plan and organize subordinates' activities. Thus, the flow of authority is downward. According to Zaccaro, S. J., Kemp, C., & Bader, P. (2004), leadership requires articulating the leader's vision and equipping subordinates with the means to implement it. Leadership, according to Northouse, P.G. (2004), is the process by which an individual influences a group of individuals to achieve a common goal.

Also, leadership style and organizational culture are crucial concepts for organizations. Many studies have recognized the employee-manager relationship as a social exchange relationship (Liu & Deng, 2008). Here, it is important to understand which culture requires which leadership style because a leader is a person who meets the expectations of the employees and can manage workflow within the organization properly for a specific organization. In this situation, leadership styles will differ according to each organization.

4.1 Dimensions of Leadership Style

A comprehensive definition of leadership for this thesis is provided by Gronn (2003,428-429): "a status ascribed to one individual, an aggregate of separate individuals, small groups of individuals acting in concert, or larger plural-member organizational units." The individuals or multi person units to whom influence is ascribed may include all organization members, not just those holding managerial positions. Managers can be leaders, but not necessarily by being managers, as management denotes a relationship of authority rather than influence. Lastly, the attributed effect can be either temporary or permanent. Because it captures the essence of leadership and applies to all types of organizations, Gronn's definition is used in this study. This study examines the following dimensions of leadership style.

4.1.1 Participative Style (Transformational Leadership)

Transformational leadership is characterized by exemplary conduct and relationship transformation. The leader's actions enable followers to transform and be inspired to perform beyond expectations while transcending self-interest for the organization's benefit. (Guay, 2013.) According to Yukl, G. (2011), transformational leadership serves to raise the moral and motivational standards of both leaders and followers. They serve as a role model for followers to inspire them and increase their interest in the work; challenge followers to take greater ownership of their work; and comprehend the strengths and weaknesses of followers, enabling the leader to match followers with tasks that will improve their performance.

Transformational relationships are described by Bush & Glover (2003, 15) as "a specific type of influence process based on increasing the commitment of followers to organizational goals." These leaders tend to discuss their objectives with their employees so they can be shared and synchronized with their efforts, empowering, and motivating them. Yukl, G. (2011) states this is a two-way relationship in which each party improves the other's values and motivation. This relationship is fundamentally based on shared interests and perspectives, which enables them to collaborate toward a common objective.

4.1.2 Laissez Faire Style

Laissez-faire leadership is an authoritarian-free style. Laissez-faire leaders attempt to give subordinates as little direction as possible and exert control through less obvious means. They believe that when people are left alone to respond to their responsibilities and obligations in their ways, they can complete their work. Therefore, they tend to delegate tasks, even though employees have limited information about how to complete the task. The leader trusts their employees or team to complete the task independently. Even though some researchers criticize this style due to some adverse outcomes for an organization, this style is ultimately advantageous for the company because the employees are skilled, loyal, experienced, and intellectual. (Chaudhry & Javed, 2012.)

According to Michael, A. (2007), Laissez-faire leadership is not a "who cares?" approach. Instead, it entails delegating authority to your employees, stepping back, and having faith in their ability to complete the task without constant oversight or micromanagement. Laissez-faire leaders delegate decision-making to their employees while remaining accessible for feedback when required. This style can be advantageous when working with highly qualified experts, but it typically results in unclear roles and a lack of motivation. Michael observed that groups with "laissez-faire" leadership tended to lack direction and had members who blamed each other for errors, refused to accept responsibility for their actions, made less progress, and performed less work.

4.1.3 Servant leadership Style

Servant leadership is one of the leadership styles that emphasizes a holistic approach to work, promoting a sense of community and sharing decision-making authority. In this style, the desire to lead arises naturally from a desire to serve. "Service then inspires the deliberate decision to pursue leadership. "(James, A., 2004.) Although numerous researchers have contributed to developing a servant leadership model, Spears' contribution to the body of knowledge has become exceptional. Spears, (2010) has identified ten characteristics of servant leadership: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of individuals, and community building.

Also, Robert K. Greenleaf coined the term "servant leader" in his 1970 essay "The Servant as Leader." Servant leader prioritizes the needs, development, and well-being of their followers. In other words, these leaders adopt a service mindset and place their organization, employees, and community ahead of themselves. Autocratic leadership, transactional leadership, and bureaucratic leadership emphasize structure, hierarchy, and a strict give-and-take relationship, which are vastly distinct from servant leadership. Servant leadership aims to achieve a vision by providing employees with solid support. In turn, this allows employees to learn and develop while contributing their own knowledge and vision. This depends on establishing influence and authority instead of employing control and toxic leadership strategies. (Ken Blanchard & Renee Broadwell, 2018.)

4.1.4 Task-Oriented Style (transactional leadership style)

Baah 2015 considers transactional leaders as more task-oriented than people-oriented. With this leadership style, leaders promote followers' compliance through both rewards and punishment. This is the most common leadership style, based on the bottom line from a business standpoint. To achieve organizational goals, the leader's resort to establishing specific parameters, guidelines, rules, and performance standards, along with establishing rewards and disciplinary measures to encourage positive work behaviours and discourage negative ones. (Russell, 2011.)

This form of leadership does not involve taking risks. Typically, transactional leadership is most effective in predictable workplaces. This type of leadership is more concerned with the outcome than the process, and as a result, the leader is willing to motivate the employee in any way necessary to achieve the desired outcome. In such a system, the development of employees receives little to no consideration. (Spears, 2010.) Pastor & Mayo (2006) assert that contingent reward and management by exception are the two primary aspects of transactional relationships.

4.2 Adair's Action-Centred Leadership Model

A work team is a group of individuals who collaborate within an organization as a team. When employee collaboration is fostered, organizations operate efficiently. Effective teamwork yields superior solutions, accelerate the company's development, and facilitates its ability to adapt to changes in organizational culture, including day-to-day operations. The organization's progress is accelerated, and the outcome is enhanced by teamwork. (West 2012, 17-20.) The organization's responsibility is to provide elements that support the success of teamwork. The accomplishment of the team's objectives contributes to the organization's objectives; therefore, team members must be provided with opportunities to learn and improve their skills and the necessary information and support from company leaders. Teamwork yields the most effective outcomes when all team members actively contribute their talents and knowledge. (West 2012, 216.)

John Adair (2006, 11) has a distinguished history in the realm of leadership. According to the Adair model, the action-oriented leader accomplishes tasks through the work team and relationships with

other managers and staff. According to Adair's explanation, an action-centered leader must direct the work to be done (task organization), support and evaluate the individuals performing the work, and coordinate and support the entire work team.
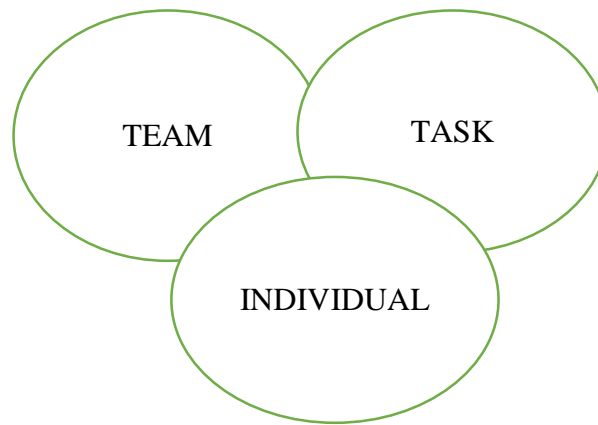

FIGURE 3. Adair's Action-Centred Leadership Model categorizes team functions as tasks, individual needs, and team requirements (Inspired by Bodin Danielsson, C. & Bodin, L., 2003)

Adair's three-circle diagram presented in Figure 3 is a simplification of the variability of human interaction and a valuable tool for thinking about what constitutes an effective leader or manager concerning the job he or she must do. The effective leader or manager carries out the functions and exhibits the behaviours depicted by the three circles. Situational and contingent elements call for different responses by the leader. The leader must understand the behaviours of the three circles if he is to create an impact. A breakdown of the individual, the task, and the team is presented in Table 2.

TABLE 2: Adair Action -Centred Leadership Model (Adair 2006, 11)

Task	Team	Individual
Define the task, create a plan, assign work and resources, control quality and work rate, compare actual performance to the plan and adjust the plan accordingly. 4	Maintain discipline, foster team spirit, encourage, motivate, impart a sense of purpose, appoint sub-leaders, ensure group communication, and develop the group.	Individuals should be attended to for personal issues, praised, given status, their abilities recognized and utilized, and their development fostered. 6

	5	

John Adair mentioned that these functions are interdependent, and the positive outcome of the work depends on the maintenance of excellence in each sector. To complete the tasks, the individual must feel comfortable in the work environment and get along with team members. In addition, the team must operate effectively and possess a positive team spirit. The team has a shared objective, personality, and tasks. Results are emphasized more than failures. Individual needs are of equal importance to business needs. (Adair 2006, 11-12.)

4.3 Organizational Culture and Leadership.

According to literature, an organization's performance is directly influenced by its culture and leadership. Several research studies, including the works of (Mohelska & Sokolova, 2015, Budin et al., 2015) for instance, have investigated the relationship between leadership methods and performance (Howell & Avolio, 1992). Though it has been established that culture and leadership are linked, more attention needs to be paid to dissecting what links them and how this can affect organizational performance. Given how frequently the connection is mentioned in theory, it is surprising that there is so little written about the link between culture and leadership (Schein, 1992). The essence of leadership is to persuade and direct everyone to work toward a goal, the goal being the organization's success. Therefore, leadership is crucial to conflict resolution for its success (Ho, C-T.B., Yang, J-M.D., & Hung, C-S.V., 2015).

A robust organizational culture fosters stability, motivates employees, reduces the need for proper management, and guides their behaviour following the organization's best interests. The organizational environment, the manager's leadership style, and colleague relationships impact the employee's performance. (Kusluvan 2003, 471 & Werner, J. DeSimone 2009, 59-60.) Organizations are dependent on their workforce and its management. Leadership is one of the functions of management. Management requires the acquisition of the necessary leadership skills. The leader's success depends on his or her followers and vice versa. Today, numerous methods of organizational leadership have evolved, and new approaches are utilized. Additionally, the manager and employees create an organizational environment. Therefore, how leadership is implemented has a significant impact on the success of the

organization. (Sims 2002, 215-221.) Leadership is utilized on a variety of organizational levels. The leader of a group exercises the authority granted by the organization. This determines the effectiveness of the individual in charge of the leadership style. (Sims 2002, 221.) A leader's effectiveness is affected by his or her use of power and influence judiciously.

A leader must desire to inspire employees to volunteer and cooperate with others (Han, 2010). In addition, a leader positively impacts the organization and is therefore responsible for its success. Additionally, the type of leadership can influence the efficiency of an organization (Yukl, 2011). Organizational culture can impact not only the commitment, loyalty, job motivation, and job performance of members but also the organization's effectiveness and leadership (Lim, 2009; Mohelska & Sokolova, 2015). For new employees, the organizational culture is the organization's way of doing things, the means to solve a problem or how to communicate, and the appropriate dress code. Numerous aspects, such as the degree to which employees accept this culture, substantially affect organizational performance (Schein, 1992). Interactions between a leader and his subordinates, as well as interactions between co-workers, shape the landscape of an organization and, by extension, its culture.

When examining leadership development, culture is frequently neglected (Schein, 2004). The primary reason for this is that the managers' concern with their own culture blinds them to the cultures existing around them; however, this can be overcome in several ways that enable individuals to comprehend the effects of their culture on their work. An organization's culture is its own values, beliefs, processes, stories, and history (Reinecke & Bernstein, 2013). These are frequently derived from the characteristics of business drivers, such as speed, quality, and innovation, which influence an organization's policies and procedures to shape and form its culture (Bal & Quinn, 2001). As we have established many times before, while they assert a connection between leadership and culture, there is limited evidence to support their claims (Bass & Avolio, 1994). In addition, they assert that "the most effective leaders foster, support, and maintain organizational cultures that enable the type of management reform envisioned by "reinventing government" and the resulting increases in effectiveness and efficiency" (Ogbonna & Harris, 2000).

To fully comprehend culture's role in leadership, it is necessary to examine its role in organizational theory. Yukl, G. (2011), iterated that the type of leadership can impact the effectiveness of the organization and there are two ways to view culture in an organizational context, either as a variable or as

something flexible that can be manipulated, with the extent of the change depending on the leader's skills. Numerous researchers, such as Schein (1992), Budin et al. (2015), Mohelska & Sokolova (2015), assert that OC and leadership are strongly correlated. In shaping the values and beliefs of a company, the leader shapes the culture of that company over time as the organization changes and advances; along the way, the leader is also shaped by his experience of the organization's changing culture (Bass, 2000; Mohelska & Sokolova, 2015). The leader not only shapes the organization's culture but is also shaped by it. Most researchers agree that culture and leadership are related, as Bass & Avolio (1994) explain, and that, as Schein (1992) stated, the leader shapes the organization's culture and accepts the change that the organization induces in him.

Organizational culture serves as a resource, or a context in which the members try to create, acquire, share, and manage their ideas. As a result, organizational culture significantly impacts a company's performance, as many leaders recognize that corporation, idea sharing, and helping one another are essential aspects of this performance. (Jones, M.C., Cline, M., & Ryan, S., 2006.) According to Aydin (2018), a society's culture is its social heritage. It is a pattern of responses discovered, developed, or invented throughout the history of a society in response to problems caused by member-environment interactions. These responses are transmitted to new members through experience and instruction if appropriate. According to Schien (2010), a business's culture includes its norms, values, behavioural patterns, rituals, and traditions. As such a highlighted leadership style in organizational culture guides the organization about the way of working, the relationship between the employee and top management, and so forth. The leader is the most crucial factor that maintains and binds organizational culture to avoid failure and preserve the existence of an organization. Additionally, organizational culture influences the mission and vision of an organization. For example, some organizations may not have written rules but instead have norms, customs, values, and beliefs in their place. (Fincham, R. & Rhodes, P., 2005.)

Also, organizational culture is determinant of the mission and vision of the organization. For instance, each organization may not include written rules, but in place of written rules, they instead have norms, customs, values, and beliefs. To avoid failure and with the unending zeal to survive and sustain an organization's existence, the leader is the most important factor that upholds and links with organizational culture. (Yafang, T., 2011.) Numerous researchers have examined the relationship between

effective leadership and creating a positive learning environment. Moreover, in attempting to examine the various effects of leadership, they discovered that leaders are an essential link between their clients and their employees (Silins & Murray-Harvey, 1995).

Organizational culture refers to the shared values, attitudes, and behaviours that distinguish a company from its competitors. The organization's practices, rituals, expectations, perceptions, rules, procedures, management principles, and systems reflect this. (Robbins, S. Judge 2016.) Also, solid, and enduring organizational culture is founded on shared values supporting core business principles. Additionally, organizational requirements must be prioritized. The employees are reminded of the organization's norms and values through practices, rituals, behaviours, and the work environment. Practical behaviour assessment, analysis, feedback, and support or rewards are in place. (Robbins, S. Judge 2016) The employees are devoted to their company, knowledgeable about work ethics, and optimistic about their position. Employee engagement contributes to the existence of a robust organizational culture (Bridger 2015, 4-7). The company's leaders establish and exert substantial influence over the organizational culture. The leaders develop and implement the initial cultural elements. Moreover, leaders may alter the culture based on their management style. If there is a problem with the current culture, it is the leader's responsibility to devise a new and appropriate leadership strategy. (Giberson, T. R., Resick, C. J., & Dickson, M. W., 2005.) When the vision is widely shared and the members accept the leadership style, the company's culture is created (Schein, 2010, 219; Kouzes & Posner, 1999).

5 EMPIRICAL RESEARCH METHODOLOGY

Research is a methodical examination to understand occurrences better, create new products, or advance knowledge. An issue must be identified, followed by the creation of hypotheses or the formulation of research questions that must be addressed, the collection of pertinent data, its analysis, and the drawing of pertinent conclusions. Research adheres to the scientific method, which refers to the approved procedures and stages used to perform a study, whether in the sciences, arts, or humanities. The research technique addresses the framework utilized for the study, such as the research design, data collection instrument, and data analysis methodologies, to guarantee that research findings are accurate and generalizable. (Patten, 2017.)

Quantitative research can be used to achieve a variety of research objectives. Quantitative research techniques include experimental, correlational, and descriptive methodologies. Correlational and experimental research techniques are commonly employed for officially evaluating hypotheses and establishing future predictions. Results from more extensive populations with broader distributions may be employed in correlational and experimental research methods (Morrow, 2021). However, a survey includes both closed-ended and open-ended questions in a range of question formats that are tailored to the research issue. A survey can be administered physically, or online data can be gathered by using Google online forms (Wilson, 2010).

5.1 Research Method

The quantitative research methodology is characterized by using structured research instruments for data collection. Before the process of data collection is completed, all facets of the study should be examined thoroughly. The researcher formulates the research questions and determines the appropriate responses. The quantitative research method is characterized primarily by the presentation of collected data via tables, charts, and graphs. (Bradimarte 2011, 44.) Overall, larger models can effectively represent the entire population. To recognize the strength and identification of the quantitative research method, the results must possess a high degree of reliability. Modern measures indicate that the analysis has been replicated; consequently, it is analysed and compared with identical or comparable studies (Oluwatayo, 2012). One can summarize intelligence over time by contrasting and comparing it to other

categories whose performance varies over time and the context to which it is applied. Every research method sets out to obtain solutions to the issue under investigation. Thus, different methods can obtain different results in different instances (Balnaves & Caputi, 2001, 2-3).

When describing the quantitative results of an investigation, it is necessary to consider a few factors and every significant result used about the topic should be explained. Survey research designs are quantitative research procedures in which investigators administer a survey to a population sample or the entire population to describe the population's attitudes, opinions, behaviours, or characteristics. Statistics indicate that survey research typically permits the researcher to collect a large volume of data that can be analysed for frequencies, averages, and patterns. This type of descriptive research aims to determine the relationships between variables. (Mark Saunders, Philip Lewis, & Adrian Thornhill, 2007.) Surveys and structured questionnaires are examples of statistical and measurable quantitative research. The findings are more conclusive and provide concrete evidence. The quantitative approach uses a deductive method. (Wilson, 2010, 13-140.)

This study intends to employ the quantitative survey research method. Quantitative research necessitates the use of a questionnaire to elicit structured responses from respondents (Dwigo & Dwigo-Barosz, 2018). The researcher will be able to collect data from all relevant members of the commissioning company using the quantitative research method, which is deemed ideal for the current study. Also, using a questionnaire will provide some privacy among the employees of MTNC, which will encourage participants to respond accurately and confidently. Again, the fact that respondents can complete and return the questionnaire at their leisure is anticipated to encourage full participation and sufficient data collection. The duration of this study was between two and three weeks. During the first and second weeks, questionnaires were distributed to respondents in the various departments of the company. The last week was devoted to the compiling of the completed questionnaires. The questionnaires were distributed to the participants through their email, WhatsApp, and the responses we cumulated through the google automatic system.

5.2 Population of the study

The term "population" refers to the entire group of individuals, events, or objects of interest that the researcher wishes to study. The population may possess the observable characteristics from which the researcher intends to generalize. The study population, or "mother population," is the group of individuals whose characteristics support the validation of the research questions and correspond to the study's intended objectives. Therefore, the population of a research project consists of every person, group, or other entity associated with the research subject who can provide the data necessary to achieve the research's objectives (Bovaird & Kevin, 2015). A research sample is a group of cases, participants, events, or records carefully selected to represent the targeted population, whereas sampling is the process of selecting individuals for an investigation (Cooper & Schindler 2008, 31-37). Sampling is a technique that involves confirming an observation on a small subset of the investigation's population.

According to Creswell (2003, 79-83), ten percent or more of any population is an adequate sample size for generalizing research findings. The sample size is the number of employees selected for the study from the entire employee population. Given that the company employs people from all over the country and in various fields, it would be challenging to manage everyone. Thus, a sample frame will be obtained from the MTN employees' population directly connected with administrative duties. Approximately fifty employees will be randomly selected from the human resources, financial, risk and compliance, legal, customer service, internal audit, marketing and sales, and information technology (IT) departments of MTN Douala Cameroon. This is because these individuals are, in some capacity, responsible for the company's day-to-day operations, so they will be familiar with the organization's practices, values, and culture. Thus, the author of this thesis selected the study sample using a convenient sampling method. This procedure allowed the researcher to collect data from those willing and able to respond to the questionnaire and as well allowed the researcher to approach other respondents working in other departments of the company for the same purpose if necessary. According to Dwigo & Dwigo-Barosz (2018), convenience sampling is a way of collecting data by a researcher from available and willing respondents. In this way, if a respondent is unwilling or unable to provide the required data, the researcher can approach another respondent for data collection.

This study's population will consist of MTN Cameroon employees. These employees will be selected at random to complete the online survey. The population is restricted to MTN Cameroon employees

with intimate knowledge of the company's operations and policies. MTN has undergone numerous changes over the years that her partners and customers need to be made aware of. Therefore, the workers themselves are the best sources of vital information regarding this research.

5.3 Validity and Reliability of the Instrument

The two most fundamental aspects of an investigation or study are its reliability and validity. Both reliability and validity must be considered to generate accurate results. They pertain to the general summary of the study and determine whether each aspect of the study adequately covers all contents that should be covered in relation to the variable. The degree of consistency of a given measurement is its reliability. The reliability indicates that if the research were to be repeated using the same methods and back-ground data, the results would be comparable to the original findings. In this way, the reliability of the research findings is demonstrated. Although calculating reliability can never be exact, numerous methods exist for achieving it. (Elsevier 2019.) Experts in a research note that reliable research must be conducted by at least two individuals whose results must be identical. As such, research results should be trustworthy to ensure that the instrument will measure the variable consistently across all settings (Mohajan, 2017).

Validity is a measure of the accuracy of the data results and the fact that everything was done correctly to obtain the result. (Wilson 2010, 116; DePoy & Gitlin 2011, 203.) The validity of a test and the outcome of a sample or survey are evaluated. Validity can be defined as the degree to which a concept is measured accurately (Lee, 2005). For instance, a survey which purports to examine mental health, but measures anger or something else is invalid. Validity and reliability are predicated solely on "accuracy" (Heale & Twycross, 2015). Thus, for research to be valid, it must be credible and believable to respondents. Validity is required to ensure that the instrument can measure all variables specified in the study (Whiston, 2012). Therefore, the research supervisor will conduct content and validity checks on the research instrument. This researcher will incorporate all the experts' corrections and comments into the final questionnaire administered to the respondents. Since the primary purpose of the topic was to assess the role of organizational culture on leadership, questionnaires were explicitly distributed to MTN employees working in the company's head office in Douala Cameroon. This questionnaire was

reviewed before being sent to the respondents to enhance the reliability of this study. About seventy questionnaires were sent to respondents via various social media channels, but only forty-nine employees responded. This research is reliable because the responses should be similar if another person sent the questionnaire.

In quantitative research, the validity of the data results is dependent on the measuring instrument, whereas, in qualitative research, the validity is dependent on the author's skills and precision. (Loyal, 2016.) The validity of the quantitative research method is internal or construct, meaning that the study calculates what was intended to be measured. The study relies on previously tested theories and is based on their content. (Wilson, 2010.)

5.4 Data Collection Procedure

Research methodology collects and analyses data to answer research questions. Data collection in research is the process followed to obtain the evidence necessary to answer the research questions or test research hypotheses. All scientific studies rely on different data types to make inferences or make a generalization. The data collection, however, depends on the objectives and design of the study. (Dainty, 2008). This research used the primary data collection method through an online survey using structured questionnaires. This questionnaire consisted of questions related to the research objectives, literature review, and research questions and was created using google forms. The link was emailed to a representative of the commissioner, who later shared it with his colleagues. Google Forms is the most common method used in quantitative survey research, and it helps researchers gather and process data quickly. It has proven to be the most cost-effective solution in competitive situations, allowing the researcher to create countless questionnaires quickly and easily. Additionally, it enables the researcher to conduct everything from simple surveys to professional research. This survey tool's interface is adaptable, versatile, user-friendly, and entertaining and grants complete control over advanced functionality. This survey tool also focuses on data collection and processing and allows its user to conduct surveys and analyses, emphasizing usability and effectiveness. (Victor, 2009.)

Data analysis is transforming collected raw data into a format that can be easily interpreted and comprehended to draw pertinent conclusions (Muhammad, 2015). Numerous data analysis methods are applicable to various research types, depending on the requirements (Nolan Bryan, 1994). The

analysis of empirical data with statistical tools yields reliable and accurate results (Muhammad, 2015). During this study, the researcher analysed the data obtained from the field using various tools and techniques. In a bid to achieve the intended objectives of the study and the nature of the issues under investigation, the collected data from the predetermined sources were edited first, coded, summarized, and presented. The data collected was analysed using a descriptive analysis with different supporting pie charts, frequency, and simple percentages were computed to ease presentations and interpretations. Statistical Package for Social Sciences (SPSS) software version 26 was used to analyse the collected data. Thus, this will help in obtaining accurate study results and demonstrating the stated aims.

6 PRESENTATION AND ANALYSIS OF RESULT

This chapter presents the information gathered during the research process. The research was conducted between 5 and 24 November 2022. The research instrument utilized was a three-part questionnaire. The first section collected data on the respondents' demographic distribution. The second section addressed organizational culture, while the third addressed leadership styles. The figures presented below were obtained from the 49 MTN Cameroon employees who responded to the electronic survey via Google. Using descriptive statistics, the data are analysed, and the result is summarized below in terms of frequencies and percentages.

6.1 Demographic Distribution of Respondents
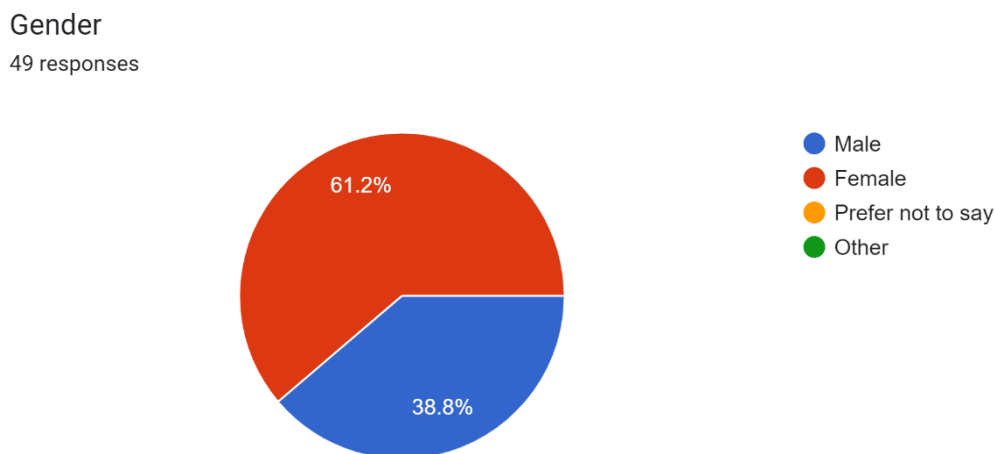
FIGURE 4: Graphical representation of gender of respondents

The distribution of gender is explicable in two dimensions. The figure above depicts the gender distribution of respondents to an online survey. The results indicate that most respondents are female, constituting 61.2% or 30 of the total respondent population. There were 38.8% or 19 male respondents. The findings also indicate that no transgender individuals were present in the organization. As such both genders were well involved in this study and thus the finding of the study did not suffer from

gender bias. Also, this might not imply that there are more female employees than male employees in the company. It could be possible that women were more likely to respond to the questionnaire than men.

Marital Status

49 responses
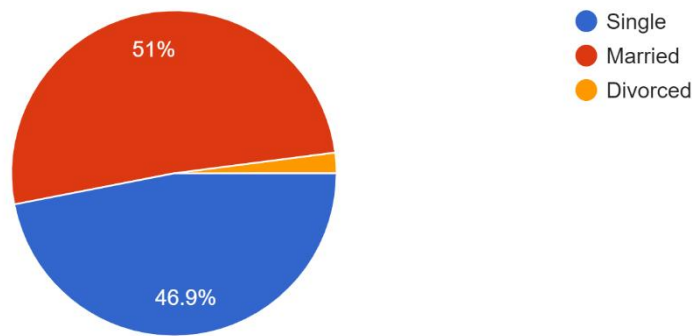
FIGURE 5: Marital Status

As can be seen in figure 5 the next question was about the employee's marital status. 51% or 25 of respondents who participated in the electronic survey are married, while 46.9% or 23 are single, and 2 % or 1 is divorced, as depicted in the figure above. MTN Cameroon is a dynamic and diverse organization that makes most of its talents and expertise available to its clients.

Educational Level

49 responses

FIGURE 6: Educational Level

According to the survey results obtained from Figure 6, which was out to examine the level of education of the employees of MTN, 12.2% or 6 held an advanced level certificate, 46.9 % or 23 of MTN

Cameroon survey respondents held a bachelor's degree, 36.7% or 18 held a master's degree, and 4.1% or 2 held a Ph.D. The results show that MTN Cameroon has bache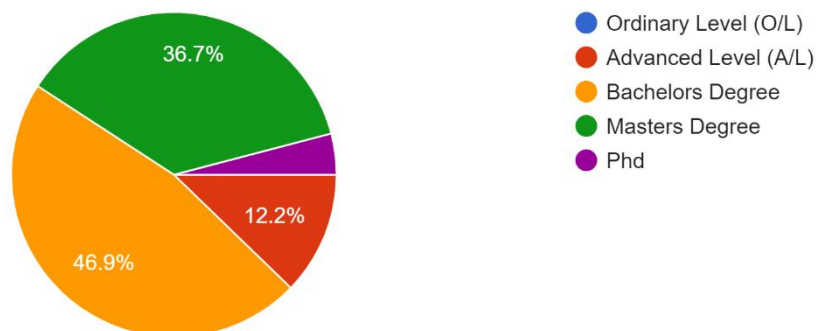lor's degree holders constituting most of its labour force. This is an indication that most of the respondents engaged in this study were well educated, and thus they were able to read and complete the questionnaire with ease.
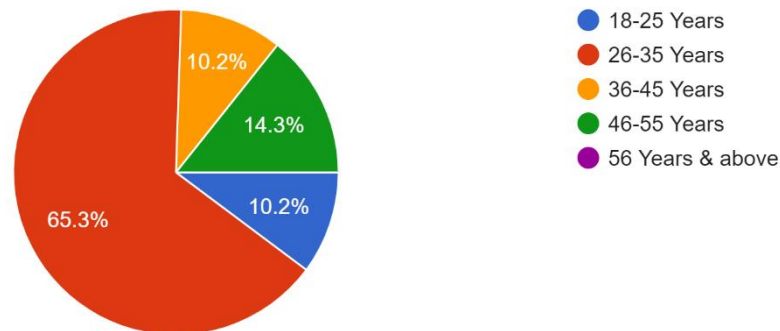
FIGURE 7: Age of Respondents

Figure 7 illustrates the age range of respondents. 65.3% or 32 of respondents fell within the age range of 26-35 years, 14.3% or 7 fell within the age range of 46-55 years, 10.2% or 5 fell within the age ranges of 36-45 years and 18-25 years, respectively. This result justifies the fact that most of the employees of MTN Cameroon are quite mature and possess a certain degree of experience and exposure in their respective areas of study. Their ages create a working environment that facilitates adaptability and understanding among the employees.
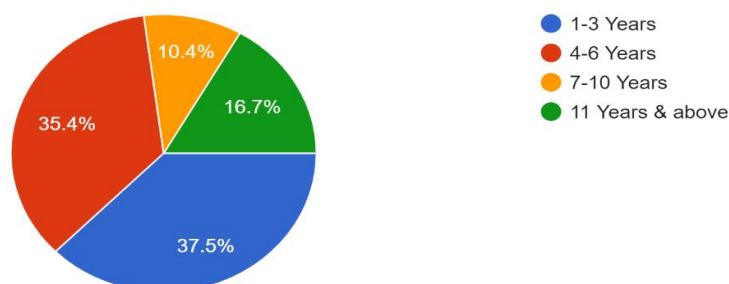
FIGURE 8: Longevity of employment

The figure above depicts the respondent's employment duration results. 35.4% or 17 of respondents had worked between 4 and 6 years, 37.5% or 18 had worked between 1 and 3 years, 16.7% or 8 had worked for 11 or more years, and 10.4% or 5 had worked for 7 to 10 years. Most respondents to this survey were administrative employees representing middle and lower-level management. Thus, their employment period is relatively long. Also, this shows that most of the people who answered the survey had been working for a long time and were therefore able to give reliable information for this study.

6.2 Research Questions

This section presents the results and the analysis of the research questions. The analysis is descriptive, employing simple frequencies and percentages. Here, the collected data were examined and everything in the questionnaire was investigated and discussed in depth.

6.2.1 Organizational Culture.

The information in Table 3 demonstrates that MTN Cameroon has an organizational structure that guides all leaders and employees to adhere to the organization's regulations. This section of the results examines how leaders and employers have utilized the systems, norms, and values established to ensure the organization's functioning.

Most of the respondents agreed to a great extent that MTN possesses a well-defined organizational structure. According to the response, MTN Cameroon has a well-established system to uphold the organization's values, norms, and beliefs. This is supported by the 37 (75.5%) positive acceptance rate among respondents, the 8 (16.3%) neutrality rate, and the 4 (8.1%) of respondents who disagreed with the assertion that a well-defined organizational structure exists. Similarly, the study sought to establish if work is organized and executed based on certain norms and values in MTN. The results show that work in MTN Cameroon is organized regarding certain norms and values. This was demonstrated by the respondent acceptance rate of 44 (91.7%), the neutrality rate of 1 (2.1 %), and the disagreement rate of 3 (6.3 %). Again, with regards to the question that the organization uses a system to which people are guided to make decisions (handbook or text-by-laws), the respondents were optimistic

regarding their organization's use of reference (handbook, or text-by-laws) in decision-making. This was demonstrated by the acceptance rate of 33 (69.8%), the neutrality rate of 5 (10.4%), and the disagreement rate of 8 (16.7%). This is seen in the analysis presented in table 3 below on question one to three.

Another aspect of organizational culture examined in question four of this section focused on the decisions made over the years and how sustainable they are in fostering the organization's interests. This resulted in a rate of acceptance of 40 respondents (83.4%), a rate of neutrality of 4 respondents (8.3%), and a rate of disagreement of 4 respondents (8.3%). Also, question five was aimed to determine whether the market was a priority for the organization. According to the findings obtained, 38 respondents (79.2%) agreed that the market is the MTN's top priority. This was compared to 4 respondents whose neutrality was (12.5%) and disagreement rates of 4 respondents (8.4%) with regards to this assertion.

In addition, question six was out to establish if by virtue of the organization respect for internal rules remained a priority. The respondents provided their own opinion regarding respect for internal rules; 40 respondents (or 83.3% of the total) agreed with the statement, while 4 (8.3%) were neutral, and 4 (8.4%) disagreed with the assertion. Lastly, regarding question seven that concerns the follow-up on the assignment of tasks and the establishment of punishments for defaulters, the results revealed that 16 (32.7%) of respondents agreed with the assertion, 12 (24.5%) were neutral, and 20 (40.8%) were opposed to the alleged opinion. Hence, the above analysis is detailly presented in table 3 below.

TABLE 3: Organizational Culture

Key: Strongly Disagree=5, Disagree=4, Neutral=3, Agree=2, Strongly Agree=1

Each research statement has five potential responses ranging from strongly Disagree to Strongly Agree.

SN	STATEMENT	SD	D	N	A	SA
1	Your organization possesses a well-defined organizational structure.	1(2.1%)	3(6.1%)	8(16.3%)	18(36.7%)	19(38.8%)
2	Work is organized and executed based on certain norms and values.		3(6.3%)	1(2.1%)	20(41.7%)	24(50%)
3	The organization uses a system to which people are guided to make decisions (handbook or text-by-laws).	1(2.1%)	7(14.6%)	5(10.4%)	21(43.7%)	12(26.1%)
4	The decisions taken over the years are sustainable to foster the interest of the organization.		4(8.3%)	4(8.3%)	25(52.1%)	15(31.3%)
5	By virtue of the organization the market remains the most important.	1(2.1%)	3(6.3%)	6(12.5%)	21(43.8%)	17(35.4%)
6	By virtue of the organization respect for the Internal rules remain a priority.	1(2.1%)	3(6.3%)	4(8.3%)	22(45.8%)	18(37.5%)
7	Once task is not performed, workers or employees are punished.	8(16.3%)	12(24.5%)	12(24.5%)	12(24.5%)	4(8.2%)

6.2.2 The Type of Leadership Style Influenced by Organizational Culture.

Table 4 below shows that organizational culture influences MTN Cameroon's leadership style. This is measured through the responses obtained from question eight to eighteen. Question eight of this section sought to establish if leaders in MTN were compelled to respect a particular rule in decision making. The results indicate that the organization's decision-makers must adhere to specific guidelines. This was demonstrated by the 36 responses obtained, totalling (73.5%); 7 respondents (14.3%) were neutral, and 6 respondents were against the assertion, totalling (12.3%). Furthermore, question nine was to investigate if the making of policies in MTN relied on customer's focus. To capture the significance of customers to the company, the results revealed that 27 (56.3%) of respondents agreed with the statement, while 11 (22.9%) were neutral and 10 respondents (20.8%) were dissatisfied. This result is evident prior to the responsibility of MTN, which is to provide services to the nation. Similarly, question ten sought to determine if the leaders of MTN do emphasize on responsibility. From the results obtained, it shows that leaders place a high value on their employees' accountability, according to the findings. This was evident among the 44 respondents (91.7%) acceptance rate, with a neutrality rate of 3 responses (6.3%) and a denial rate of 1 (2.1%). In addition, to determine if cooperation exists between the employers and employees of MTN in question eleven, the results showed an acceptance rate of 38 (85.5%), a neutrality rate of 3 respondents (6.2%), and a denial rate of 4 (8.4%).

Regarding the results revealed from question twelve on if the customer constituted a priority in the organization, it indicated a positive acceptance rate as most of the respondents agree with the assertion 40 (83.3%), with 7 (14.6%) being neutral and only 1 (2.1%) denying the allegation. Furthermore, to accurately assess the leadership style, it was necessary to determine in question thirteen if there was employee orientation in the company. Orientation for new employees ensures that they are well-versed in the institution's values and practices. According to the results, 36 respondents (75.1%) agreed with the statement, while 6 respondents (12.5%) were neutral, and 6 (12.5%) disagreed. In the same light, the researcher questioned the existence of a problem-solving process followed by leaders in question fourteen. The success of every leader is dependent on his capacity to make decisions that transform the organization. In response to this assertion, respondents' opinions varied as 42 respondents (87.5%) agreed, 4 respondents (8.3%) took a neutral stand, and 2 respondents (4.2%) disagreed. Also, using the competing framework, the researcher matched each level of culture to a resulting leadership style.

Adhocracy is a company culture that emphasizes on collaboration, risk taking, values, and adaptability. Question fifteen was to sort whether this culture produced a transformational leader, taking innovation and flexibility into consideration. From the study, 30 respondents (62.5%) agreed with the statement, 14 respondents (29.2%) were neutral, and 4 respondents (8.4%) disagreed.

In addition, clan culture was examined to determine whether it contributed to the emergence of an authoritarian leader. From the results obtained in question sixteen which was out to investigate if the employees are of the opinion that a cohesive culture produces an authoritarian leader, 24 respondents (50%) agreed to this opinion, 18 respondents (37.5%) took a neutral stand, while 6 respondents (12.5%), disagreed. This slight rate of acceptance focuses on a situation where the employees in the company are made up of a particular majority from the same tribe as well as situation where the organisation operates based on a centralised system. This triggers a sense of authoritarianism which allows for the employee's opinion not to matter at all. Instances where clan cultures have erupted authoritarianism was in cases where there were conflicting issues to be resolved.

Again, with regards to a competitive culture being able to produce a transactional leader who puts his customer first investigated in question seventeen, the findings reveal that 35 (72.9%) of the respondents agreed with the statement, while 10 (20.8%) of the respondents were neutral and 3 (6.3%) were against the statement. This outcome supports the leader's ability to interact with other partners and stakeholders to not only provide the services their company offers, but also to incorporate other aspects to improve the communities through corporate social responsibility. Lastly, the statement seeking to know if it was sufficient to say that the market culture has created servant leadership the results obtained proved that 33 (68.2%) agreed. In comparison, 9 (19.1%) were neutral, and 5 (10.6%) disagreed with the opinion. This affirms why policy measures in MTN Cameroon focuses on meeting the needs of the customers at all costs with a dare need to provide quality services due to the numerous competitions in the telecommunication n sector

TABLE 4: The Type of Leadership Style Influenced by Organizational Culture

SN	STATEMENT	SD	D	N	A	SA
8	Are leaders in your organization compelled to respect a particular rule in decision making?	1(2.1%)	5(10.2%)	7(14.3%)	24(49%)	12(24.5%)
9	Does policy making depend on customers' focus?	4(8.3%)	6(12.5%)	11(22.9%)	20(41.7%)	7(14.6%)
10	Do leaders emphasize on Responsibility?		1(2.1%)	3(6.3%)	27(56.3%)	17(35.4%)
11	Is there cooperation in your organization between the employer and employees?	1(2.1%)	3(6.3%)	3(6.2%)	26(54.2%)	15(31.3%)
12	Do your customers constitute a priority in your organization?		1(2.1%)	7(14.6%)	22(45.8%)	18(37.5%)
13	Is employee orientation emphasized for new workers?	2(4.2%)	4(8.3%)	6(12.5%)	21(43.8%)	15(31.3%)
14	Are there laid down procedures for solving problems in your Organization?		2(4.2%)	4(8.3%)	26(54.2%)	16(33.3%)
15	Does a culture dominated by entrepreneurship produce a transformational leadership?	2(4.2%)	2(4.2%)	14(29.2%)	20(41.7%)	10(20.8%)
16	Do you support the opinion that a cohesive culture produces an authoritarian leader?	2(4.2%)	4(8.3%)	18(37.5%)	19(39.6%)	5(10.4%)
17	Would you agree that a competitive culture would produce a transactional leader who put his customers first?		3(6.3%)	10(20.8%)	24(50%)	11(22.9%)
18	Is it sufficient to say that Market culture has created a servant leadership		5(10.6%)	9(19.1%)	26(53.3%)	7(14.9%)

6.3 Discussion and Suggestions to Commissioner

The Cameroonian telecommunications industry is one of those industries that has been experiencing increased competition for more than a decade. All of this began in July 1998, when the Cameroonian telecommunications industry began to recover. The purpose of this revival was to end Cameroon's long monopoly in this sector, which dates to 1972. This was followed by the 1999 separation of the former public monopoly (International Communication Company Limited; Intelecom) into Camtel and Camtel Mobile. The introduction of this sector in Cameroon has created numerous opportunities and openings for other types of enterprises. It has significantly improved the ways and methods of conducting business in the country. In February 2000, the government decided to auction off the Camtel mobile phone to the South African company MTN (Mobile Telephone Network). SCM (Société Camerounaise des Mobiles) was also acquired by a French company, Orange, later that same year. Since then, these two operators have been dominating Cameroon's mobile telephone with MTN Cameroon prevailing over Orange Cameroon. (Mengue, 2013.)

Also, employee engagement is when an employee is committed to their workplace, knowledgeable about the work ethics, and satisfied with their position. As much as the employee feels more connected to the company's goals and values, engagement contributes to a strong organizational culture. (Bridger 2015, 4-7; Daft & Marcic, 2011, 425.) In addition, the employees have positive relationships with their manager and co-workers and are inspired by both. The work environment at MTN Cameroon is positive, and teamwork is effective. The organizational culture relies heavily on teamwork, open communication, and cheerful staff relationships. (Schein 2010, 219).

The results of the study from the data collection and to the analysis have contributed significantly to answering the research questions. However, the results must be discussed, including a comparison to the works of other authors. It will go a long way toward examining the specific realities applicable to MTN Cameroon. The management and operation of services at MTN Cameroon must adopt a customer centric culture, but they must do so in accordance with a set of norms and values to ensure that this objective is met. According to Schien (2004), every leader is required to organize or demonstrate his authority in accordance with the predetermined rules, norms, and values of his organization. It may be difficult for his subordinates to achieve the organization's objective if he is unable to operate in accordance with the established guidelines.

The findings of the first section aimed at verifying the existence of organisational culture in MTN Cameroon aligned with the research of Robbins (2005), who emphasized that every organization adopts a culture that serves as its performance blueprint. This is typical of MTN Cameroon, as respondents acknowledge the existence of predetermined values that govern their daily operations. This set of norms and values enables them to determine the extent to which their actions align with the organization's expectations. The results seen above also falls in line with Hofstede's (2011) competing values framework, which identifies four types of organizational culture: adhocracy, clan, market, and hierarchical. The extent to which organizations are required to adopt any of these frameworks depends on the service they provide to society and the objective they seek to accomplish. MTN Cameroon operates a market organizational culture that emphasizes entrepreneurship and appropriate risk-taking to meet the needs of customers.

Also, the second objective was to investigate the type of leadership established at MTN Cameroon. The results indicate a greater attraction for market culture, which has produced a transactional leader with an acceptance rate of over 72.9%. Again, this result is consistent with the findings of Aydin (2018), who found that product- and service-oriented organizations produce more transactional leaders, who must be equipped with a fighting spirit and utilize creativity and risk-taking to beat competitors. The findings are also comparable to those of Sarah Basahel (2016), who suggests that market culture provides the foundation for every leader to have an in-depth understanding of market operation through customer feedback and effectively use it to make decisions for the organization's benefit. Equally, the research demonstrates that continuous orientation of newly hired employees provides sufficient grounds for the transfer of cultural values to the new employees, who are potential organizational leaders.

6.4 Suggestions to Commissioner

The findings of this study indicate that organizational culture influences the leadership of MTN Cameroon. All cultural frameworks can influence the leadership style of an organization. The dominant culture that best suits the commissioner's position is the market culture, which has produced a transactional leader who focuses on getting the job done and makes the customer the focal point. The market is essential for the sustainable management of the business in a competitive work environment.

In all dimensions, organizational culture should be prioritized because it produces a transactional and transformational leader who pursues the goal of meeting customers' needs through creativity, innovation, and risk-taking. Customers are attracted to organizations that have a vision, stand for core values, and respect customer rights; this is what makes a business distinctive. Culture should be given significant consideration, and the employer must ensure that all employees undergo a thorough orientation to ensure organizational continuity.

Also, the results of this study provide crucial guidance for organizational decision-makers. The results show that to increase effectiveness and get over employee conflict, leadership must place a high priority on employee responsibility. Thus, this study suggests to managers that the efficiency of leadership is aided by an organizational culture that encourages cooperation, communication, and constant engagement. Additionally, the staff members have excellent relationships with one another and are motivated by both their manager and their co-workers. MTN has a good working environment, and teamwork is effective. Teamwork, open communication, and excellent employee connections are vital components of an organization's culture (Schein, 2010,2019).

Hence, I would recommend MTN to introduce a goal setting motivating strategy to increase the employee's effort level. The idea is to mix setting challenging goals with giving the individual greater authority, even though having more authority and demanding jobs are essential sources of an employee incentive. The goal should be manageable, as the goal-setting theory advises; the management should set the goal in line with the employee's capabilities. Giving feedback is the most crucial component of this method's implementation. (Daft & Marcic, 2011).

Also, the operation and management of every organization are characterized by challenges that may be internal or external. The internal challenges will warrant the organizations to dwell on the norms that have been put in place to resolve those issues. Internal sources may be challenges between clients and customers who need clarification in rendering a service or between employers and employees. The external case may be within the context of MTN Cameroon and its major competitor over an issue. These two situations of internal and external challenges present the leader to adopt a disposition that is in line with the norms of the organization. Being an organization that focuses on serving the population means the market culture is more dominant than the other three cultures i.e., the adhocracy, clan, and hierarchical. The leader who has not mastered the organization's norms, customs, and values ought to adopt a leadership style that enables him to resolve the issues amicably without anyone being worse

-off or better -off than others. In the case of external challenges, negotiations can be done between both parties to keep the relationship in the market and respect customers' position towards both parties. Thus, a transactional leadership style is most important in this situation to allow both parties to settle their differences amicably.

Similarly, the authoritarian and transformational leadership styles can be used to resolve the issue of internal conflict among employees in the organization. Internal conflicts place the leader in a position where he/she is expected to use his/her authority to put an end to issues employees are facing. In this case, he/she relies on the mechanism laid down by the organization, which guides his functioning as the leader. Implementing these laws will determine how effective he/she is as a leader or not. This is the justification as to why employees must go through a period of training in the company where they are made to understand the organisations traditions and many others to ensure that their behaviours and relationship with people matches with the expectations and standards set aside by the organisation. As such more training possibilities for staff career development are the company's enhancement proposal. The company's job design has an impact on career innovation. The recommendation is to offer more instruction. Depending on which choice is appropriate for MTN or the employee, the company may provide training internally or externally. The company can execute employment training utilizing any combination of the three available work motivator strategies which are job rotation, job expansion, and job enrichment (Daft & Marcic, 2011). Adhocracy culture, which fosters entrepreneurship and innovation, will expect a leader in MTN Cameroon to adopt a transformational leadership style that allows him to foster innovation in this ever-changing world and changes in the business cycle brought about by changes in economic operations.

7 CONCLUSIONS

This study aimed to assess the role of organizational culture on leadership at MTN Cameroon. The focus was on determining whether MTN Cameroon has an organizational culture, followed by the leadership style that results from the culture. The research adopted the competing value framework Edgar Schein (2004) proposed, which outlines the four dimensions of organizational culture which were the hierarchical, adhocracy, clan, and market culture. The research employed the leadership-centered model, demonstrating individual, team, and task aspects. To better understand the role organizational culture plays on leadership, the researcher focused on how the laid down norms and values will inspire a leader to make decisions based on a particular leadership style. The research employed a quantitative survey methodology with a structured questionnaire distributed to respondents via online channels, specifically Google Forms. The researcher used a closed-ended questionnaire that used a five-point Likert scale. Seventy (70) administrative staff members of the company were sampled, and forty-nine (49) responses were deemed valid and included in the analysis. The sampled administrative staff who responded constituted more than the expected response rate. The challenge of having only some of the sampled staff respond to the questionnaire was due to their busy schedules and a little scepticism from them to issue out their emails to the researcher.

The questionnaire asked the respondents to align their answers to the scaled opinion that the research had indicated about the specific objectives. The questionnaire had three parts that focused on obtaining the respondents' demographic information. In addition, there was a section that focused on the presence of relevant organizational culture components, and the final section focused on leadership style. The results were analysed using the statistical package for social sciences (SPSS 26). The results were presented in chats and tables with their respective frequencies. Again, the study focused on the effects a positive workplace culture has on leadership. Furthermore, according to the research, managers are advised to have a more accurate and favourable concern of the application of culture. Hence, companies should continuously come up with new strategies for managing diverse personnel.

The findings indicate that MTN Cameroon has a robust organizational culture that serves as the foundation for its vision, values, practices, and people. These established norms serve as a point of reference for everyone in the organization, as leaders must consider these cultural values when making the organizations' specific decisions. The results indicate that MTN Cameroon operates in accordance with the market culture, which emphasizes completing tasks and achieving results. People are

competitive and goal oriented. Leaders are aggressive competitors, producers, and drivers. There are times when other organizational cultures are mentioned, but they vary based on the circumstances, and the leader is compelled to use the one that will have the greatest impact. This was validated by a total acceptance rate of 83.4% among respondents. Therefore, MTN Cameroon bases every policy decision on its organizational culture.

In Cameroon, the telecommunications industry is marked by intense competition. The evolution of technology has paved the way for all telecommunications service providers to upgrade from 3G to 5G networks. Customers, who are the users of the services, whether they are telephone, internet, or electronic money, provide companies with recommendations based on their usage of the service or product. In the case of MTN Cameroon, its principal competitors are Orange and Nexttel, which will capitalize on the company's weaknesses in product delivery to seize control of the market. It is crucial, therefore, that the competitive market be served by leaders who make decisions based on market structure, prioritize getting things done while putting the customer first. When customers are satisfied, word-of-mouth feedback may spread, and the resulting profit effects may have a ripple effect.

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APPENDIX 1

QUESTIONNAIRE

I am **Ngoye Brenda** a final-year student at the **Centria University of Applied Science**, carrying out research titled "**An Assessment on how Organizational Culture affects Leadership**". This research is in partial fulfilment of the award of a Bachelor of Business Administration, International Business. I solicit you to help me provide answers to the questions below. All responses will be treated strictly and confidentially for research purposes.

Please kindly answer the following questions as honestly and accurately as possible by placing a tick in the box next to your chosen option(s).

Section A: Demographic Characteristics of Respondents.

1) **Gender**: Male ( )   Female ( )   Other ( )   Prefer not to say ( )

2) **Marital Status**: Single ( )   Married ( )   Divorced ( )

3) **Educational Level**: Advanced Level (A/L) ( )   Bachelor's degree ( )   Masters degree ( )

                 Phd   ( )

4) **Age Range**: 18-25 Years ( )   26-35 Years ( )   36-45 Years ( ) 46-55 Years ( )

             56 Years & above ( )

5) **Longevity of employment:** 1-3 Years ( )   4-6 Years ( ) 7-10 Years ( )

11 Years & above ( )

Section B
Key: Strongly Disagree=5, Disagree=4, Neutral=3, Agree=2, Strongly Agree=1

Organisational Culture

SN	STATEMENT	SD	D	N	A	SA
1	Your organisation possesses a well-defined organizational structure					
2	Work is organized and executed based on certain norms and values					

3	The organization uses a system in which people are guided to make decisions (handbook or text-by-law)					
4	The decisions taken over the years are sustainable to foster the interest of the organization					
5	By virtue of the organization the market remains the most important					
6	By virtue of the organization respect for the Internal rules remain a priority					
7	Once task is not performed, workers or employees are punished.					

Section C: Leadership Style

SN	STATEMWENT	SD	D	N	A	SA
8	Are leaders in your organization compelled to respect a particular rule in decision making?					
9	Does policy making depend on customers' focus?					
10	Do leaders emphasize on responsibility?					
11	Is there cooperation in your organization between the employer and employees?					
12	Do your customers constitute a priority in your organization?					
13	Is employee orientation emphasized for new workers?					
14	Are there laid down procedures in solving problems in your organization?					
15	Does a culture dominated by entrepreneurship produce a transformational leadership?					
16	Do you support the opinion that a cohesive culture produces an authoritarian leader?					
17	Would you agree that a competitive culture produce a transactional leader who puts his customers first?					
18	Is it sufficient to say that market culture has created a servant leadership?					