

A Paradigm Shift in Performance Leadership and Corporate Culture Ideologies: The Human Resources Worst Dilemma. Findings from Three USVI Public Sector Organizations

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Abstract: *This purpose of this research is to examine the philosophical challenges of human resources management in the 21st century and contribute to the knowledge of organization development. The study will examine the impact of internal environmental changes on management, and empirically test the constructs of performance leadership as it relates to organizational performance and discuss the many emerging challenges that corporate culture posed to current day performance leadership. The research implemented the exploratory research methodology to explore the relationship between performance leadership and corporate culture ideologies. In this study, data was collected using questionnaires from 150 full time employees at three government organizations. The sample participants consisted of both male and female. The study utilized the regression and correlation statistical analyses to determine the degree of commonality among the components. The results from the statistical analyses show that performance leadership is strongly correlated with corporate culture ideologies with consistency and adaptability; while other dimensions of organizational sub-culture have a positive significant relationship with performance management practices.*

Keywords: *Leadership traits; corporate culture types; performance; public organization.*

I. INTRODUCTION

Practitioners and scholars have argued that the topics of performance leadership and corporate culture have attracted considerable interest, and the arguments are based on the explicit and implicit assertions that both performance leadership and culture are linked to organizational performance. It should be pointed out, however, while the relationship between performance leadership and performance and between culture and performance has been extensively investigated independently, few studies have investigated the relationship between the three concepts. This study intent is to examine the relationship between performance leadership styles with corporate culture traits and organizational performance in government organizations. The evidence will suggest that the impact of an organization's leadership significantly enhances performance, but the entrenched veins of corporate culture can pose an iceberg of uncertain dilemma for human resources managers in the 21st century.

II. Theoretical Background and Hypotheses

The theoretical understanding of this study is viewed through a combination of lenses. First, research on the links between leadership styles and performance are examined. Following the examination of the leader performance constructs, a look at studies showing the link between culture and performance are discussed. The discussion will be surmised with studies showing the link between a specific leadership styles and corporate culture traits that purported to challenge the developing issues in current day organizational internal environments.

III. LEADERSHIP AND PERFORMANCE

From the views of scholars and practitioners, performance leadership has the elements of a wider range of applicability. The performance leadership theory can be employed to influence followers on an individual and group level, and it can also be instrumental in influencing an entire organization and its culture (Burns, 1978). Campbell (1990) further asserted that while the styles of laissez-faire and performance leadership, which are based on passive and active aspects of the leader and his environments, the servant performance leadership,

which is based on personal relationships, intellectual challenge, inspirational motivation and behavioral charisma are also seen as effective traits in enhancing organizational outcomes. Yuki (2002) also stated that the traits of servant performance leadership were considered the leadership of choice as it relates to facilitating organizational performance.

It was further argued that performance leadership is not limited to executives at higher levels within organizations. Their research showed that political performance leadership can be defined as transactional or transformational. Additionally, Bass (2020) argued that transformational leaders act as role models for their followers, motivate and inspire followers through team efforts, challenge and stimulate their followers intellectually, and facilitate personal development and growth in their followers. Schimmoeller (2006) articulated that transformational leaders may be more effective in aligning organizations' philosophical objectives with their expected performances, when compared to transactional leaders whose influences are impacted by contract terms with their followers. According to Bass (2020), servant performance leadership refers to the ability of the leader to move followers beyond their "self-interest through idealized influence (charisma), inspiration, intellectual stimulation, or individualized consideration" (p. 11). Much like transformational leaders, servant leaders seek to elevate their followers' immediate needs and concerns transforming both the follower and leaders to a higher level of self-actualization.

According to Bass (2020), the link between performance leadership and performance has created scholarly debates with practitioners and scholars alike. Although it can be argued that research on the relationship between different performance leadership styles and organizational performance have yielded negative results, Bass (2020) found a high correlation between transformational traits and the organizational productivity specifically relating to performance. Bass (2020) also found that this association with the performance leadership phenomenon was more impressive than the positive relationship between the leader's transactional style and the organizational effectiveness. Other literature on the theory of performance leadership pointed out negative correlation between the transactional performance leadership style and organizational performance (Parry, 2003). Bass (2020) argued, on the other hand, that employees exert more interest and take initiative to perform their duties if they support the appointment of the leader or have stake in the organization in which they work. This synergy of employee and leader interaction contributes to the increase productivity and level of performance which employees are measured. According to Casimir (2006), Gadot (2006), and Parry (2003), they asserted that recent studies in performance leadership styles in public sector organizations found that leaders that demonstrated servant performance leadership traits have positive effects on the innovation of their employees and their organizations.

The findings of Hater and Bass (2020) and Gadot (2006) are in line with Vroom's (2019) expectancy theory that call for a synergistic model framework between human resources managers and employees. Gadot (2006) stated that an organization can improve its performance only when organizational stakeholders demonstrate an environment of fairness and impartiality amongst its human assets. Yuki (2006) argued that employees have high expectations of their leaders and seek to participate in decision-making; to question the philosophical views of their leaders, as well as to oppose, to support, or to recommend the reassignment of tasks implemented by their leaders. Yuki (2006) also pointed out that to effectively evaluate an organizational productivity, it is important to understand and accurately measure leadership performance. Hater and Bass (2019) commented that in the past, some researchers have argued that the actual influence of leaders on organizational outcomes is overrated and romanticized as a result of biased attributions about leaders. Bass (2018) argued that despite these assertions, however, it is largely recognized and accepted by practitioners and researchers that performance leadership is important; and research supports the notion that leaders do contribute to key organizational outcomes.

According to Bass (2019), a prevailing body of literature has represented the fact that there are positive correlations between servant leadership styles and organizational performance. Yuki (2002) pointed out that many distinct conceptualizations are often lumped together under the umbrella of leadership performance such as leader effectiveness, leader advancement, and leader emergence. However, other researchers have asserted that the leader performance phenomenon is best measured by variables such as career success of the individual leader, performance of the group or organization. While each of these measures can be considered conceptually distinct, one must conclude, therefore, that each has different outcomes and their inclusion should depend on the objectives of the performance leadership phenomenon (Yuki, 2002).

IV. Corporate Culture and Performance

According to Howard (1998) and Robbins (2005), an organization's culture constantly changes as the organization itself changes resulting in a paradigm shift. These changing dynamics of the organization contribute to the formations of its culture as seen through the academic views of leading scholars of social sciences such as (Fombrun, 1983; Louis, 1985; Schein, 1990; Scholz, 1987). Schein (1990) pointed out that the levels that best represent corporate culture formation are assumptions, values, and artifacts. Schein (1990) asserted that the core of corporate culture exists in the basic assumptions that individuals share regarding such things as human nature, social relationships, and relations among social institutions and their environments. Scholars also asserted that these philosophical assumptions are abstract in nature, exist in the subconscious minds of people, and are often taken for granted by organization's leaders (Howard, 1998). However, Robbins (2005) pointed out that the issues of dependency and authority must be factored into the paradigm of culture development, which is the focal point of cultural formation, by clearly articulating the role of the performance leadership in organizations. The leader selected is indicative of many values and norms of the group or organization. The second level of cultural formation is the level of values (Schein (1990). Values represent the integrity and moral fortitude that organizational members display regarding the nature of transactions and the manner in which the rules governing these transactions are upheld (Cameron & Quinn, 2006; Howard, 1998).

Howard (1998) argued that the concept of corporate culture has evoked serious research into the behavioral sciences of organizations' performances, and scientists from the field of anthropology and sociology have been studying the impact of culture on organizational effectiveness for many years. However, the arguments postulated by Schein (1992) asserted that corporate culture is an abstract and complex phenomenon, thus many definitions of culture exist and that the concept of organizations is ambiguous. As a result, scholars in organizational behavior (O'Reilly, 2000; Reynolds, 1986; Rowden, 2002) presented two schools of thought conceptualizing the meaning of corporate culture. One school defined corporate culture as observable traits focusing on the physical characteristics of the organization such as architecture, artwork, dress patterns, language, stories, myths, behavior, formal rules, rituals, ceremonies, and appearances. The other school argued that the physical characteristics are not culture types; rather they are the symbolic constructs of the unobservable characteristics of culture such as the norms, beliefs, assumptions, ideologies, values and shared perceptions held by members of the organizations (Hendrick, 2003; Nahavandi, 2006; Robbins, 2005; Yuki, 2002).

However, Schein (1990) argued that if there are shared experiences within the organization, there can also be a total corporate culture. Nevertheless, there is the tendency for subunits within a complex organizational structure to have cultures that are independent and even in conflict with each other. Schein (1996) further argued that culture is a dynamic, powerful and stable phenomenon operating in organizations. It is asserted that culture influences an organization's financial performance (Rowden, 2002), internal development (O'Reilly, 2000), and strategic success (Hambrick, 1980; Harrigan, 1980; Shrader, Taylor & Dalton, 1984; Weidenbaum, 1979; William, 1980). Given the arguments encapsulating the definition of culture, it is critical to analyze the dynamics and constructs that formulate the core concepts of culture within the framework of an organization through the reflective lenses of Howard (1998) and Schein (1990). Schein 2019 stated that values are tantamount to strategic imperative or constraints, while others are simply policy formulation. However, the distinction between values and assumptions may be more conceptual than empirical, since there is a thin line between both phenomenon (Schein, 2019).

The third level of corporate culture formation is artifacts, which are the most concrete components of culture (Howard, 1998). Artifacts are associated with the physical evidence of culture such as the organization's structure or architecture and the dress codes of members or décor. Further, the organization's mission statements, memos, and slogans; and implicit communicators such as rites, rituals, and ceremonies are all part of the cultural artifacts (Quinn & McGrath, 1985). Even though there is an overriding similarity in the corporate culture literature as it relates to the three levels of cultural formation, Schein (2019) was quick to point out that the distinction between values and artifacts may be similar in such socially constructed realities as norms, which are accountable for observable patterns of behavior. It is also important to point out that a number of studies have also been conducted on the relationship between corporate culture and performance in both the public and private sector organizations. Cameron (2006) hypothesized that an institution with strong, congruent cultures shows significant strength over those with weaker cultures and sub-cultures. This study further showed that dominant culture types and not cultural strength was the real predictor of organizational performance dilemma (Cameron, 2006).

Bass (1999) postulated the idea that corporate culture can become more transformational if the performance leaders of public sector organizations articulates the changes that are required. Such changes can be the conceptualization of a shared vision with emphasis on the particular performance leadership style that is to be encouraged. Bass (1999) pointed out that changes consistent with the new message should be implemented at the inception of the growth stages of the organization. In this way, “the desired role models of performance leadership begin at the top and are encouraged at every successive level below” (Bass 1999, p.16). Thus, the behavior of the leaders set the tone of the organization’s new culture. Further, leaders who are committed to organizational renewal will seek to foster corporate cultures that are hospitable and conducive to creativity, problem solving, risk taking, and experimentation (Bass 1999).

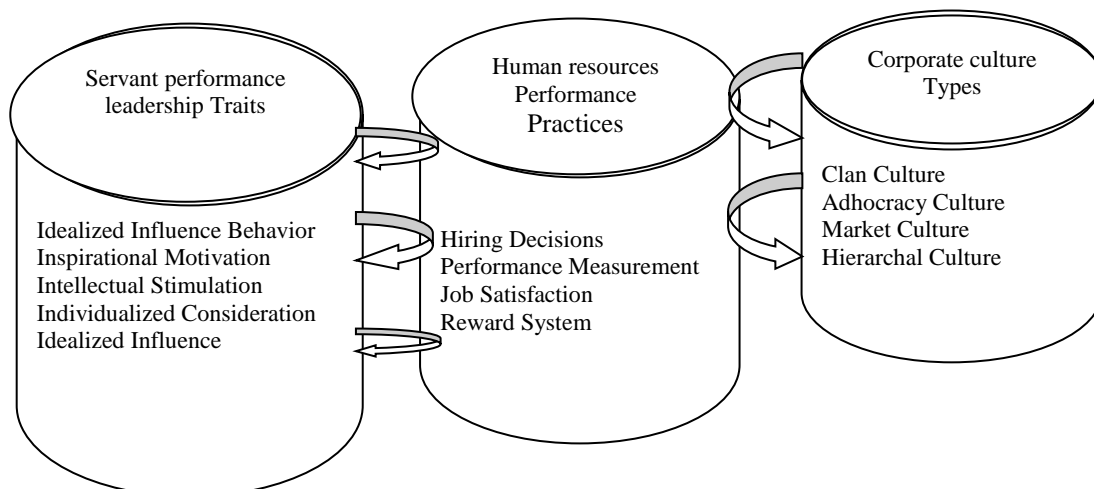
Bass also asserted that there is a sense of purpose and feeling of family in organizations that facilitate servant performance leadership. However, Bass and Avolio (1993) conceptualized the concept of comradeship by asserting that the dyadic relationship between leaders and followers are established on long-term commitments in which participants share mutual interests and a sense of shared faith and interdependence. Moreover, the arguments were made by Bass and Avolio (1993) that like performance leadership, a transformational culture incorporates the philosophical assumptions, norms, and values which are transformational based, but allow for individuals to pursue their own goals and rewards.

Finally, according to Scott, Davies, and Marshall (2003), the late 1980s have seen a series of studies showing the link between dominant corporate culture types and organizational performance. In fact, Yuki (1994) argued that servant performance leadership and corporate culture have become increasingly important over the last decade resulting in a series of studies on performance leadership. Further, the phenomenon of performance leadership and culture continues to draw interest of academics and practitioners in many fields, including sport management, public sector organizations and the health care industry. Yuki (1994) asserted that transformational leader work to influencing major changes in the mindset of followers thereby effectuating changes in follower’s personal personality traits). Block (2003) seminal research on organizational performance leadership culture connection, and argued that “the performance leadership and culture are so central to understanding organizations and making them effective that academics of organizational behavior cannot afford to be complacent about either one” (p. 4). Additionally, it was argued that current models of organizational performance and change suggest that performance leadership and corporate culture are central explanatory constructs to resolving ongoing organization challenges (Ogbonna & Harris, 2000; Schein, 1992).

V. Model And Hypothesis Of Servant Leadership, Performance Practices, And Corporate Culture

The hypothesis in this study tested servant performance leadership traits and organizational performance as the independent variables to determine if there is a relationship between corporate culture types as defined by Bass and Avolio (1994) as the dependent variable as defined by the CVF (Cameron & Quinn, 2006, Ogbonna & Harris, 2000, Selden & Sowa, 2004). Each element of servant performance leadership types and organizational performance was correlated with the four constructs of corporate culture discussed previously.

Figure 1 below represents Flemming Human Resources research model



On the basis of seminal research which suggests that performance leadership styles change the paradigm of corporate culture in improving performance, it is appropriate to proposed that:

- H1 There is no relationship between servant performance leadership traits, and organizational performance and corporate culture type as defined by the Competing Values Framework.
- H2 The relationship between servant performance leadership traits and organizational performance is mediated by the nature and form of corporate culture as defined by the Competing Values Framework.

VI. Research Methodology

This research implemented a quantitative, non-experimental, correlation study using a survey as the method of data collection (Creswell, 2007; Yin, 2003). The research methodology complemented the purpose of the study adequately in that it seeks to verify the coexisting factors between servant performance leadership traits; organizational performance and corporate culture types. The survey instrument of choice that was used to determine the performance leadership style was the MLQ Form 5X from Mind Garden. The survey included the Corporate culture Assessment Instrument (OCAI) which defines each respondent corporate culture types. There were questions concerning the demographics to include the respondents' age, gender, and tenure with present employer, rank within organization, leaders' position within the organization and work history of the respondents.

All four sections: demographics, performance leadership, performance and corporate culture were administered by individuals assigned to each organization mainly for distribution and collection purposes. Permission was requested to use this survey instrument from Cameron and Quinn (2006) and Bass and Avolio (1994). The data analysis used was SPSS Statistical Software package. A regression analysis was performed to determine if there were any significant statistical relationship between servant performance leadership traits, organizational performance and corporate culture types. The intent of this analysis was to test the hypotheses stated earlier to a level significant to $p < .05$. Further, a correlation analysis was used to determine the relationship between the variables, and the significant of the identified relationship.

VII. Population And Sample

The target population for this survey comprised of employees working-full time in various government organizations on St. Croix USVI. Fifty surveys were distributed to three agencies creating a total sample size of 150. The goal of this survey was to obtain a return of 25 % to 30% responses. This research strategy or methodology is consistent with the findings of Zikmund (1997) and Fowler (2002), who asserted that the objective of the researcher is to obtain a 95% confident level for a population of 725 with a reliability of +/- 3%. The respondents include leadership and middle managers such as directors, managers, supervisors. The Corporate culture Assessment Instrument (OCAI), measuring corporate culture type and the Multifactor performance leadership Questionnaire (MLQ) Form 5X measuring performance leadership traits as transformational and organizational performance or effectiveness as collective components were implemented in this study. Surveys were distributed to four government agencies with 800 employees in the Caribbean Virgin Islands. The researcher collected the results from the respondents by traveling to the sample locations.

VIII. Measurement

This study utilized a survey instrument in the form of a Multifactor performance leadership Questionnaire (MLQ) Form 5X to collect data on performance leadership behavior, and organizational performance, and the Corporate culture Assessment Instrument (OCAI) developed by Cameron and Quinn (2006) was used to measure corporate culture types. A review of the literature revealed that there are several instruments designed to assess servant performance leadership, and the best-known and most rigorously assessed instrument is the Multifactor performance leadership Questionnaire (MLQ) Form 5X (Javidan & Waldman, 2003). Originally designed by Bass (1985), and updated by Bass and Avolio (1990), the MLQ is psychometrically tested for reliability and validity.

The MLQ Form 5X by Bass and Avolio (1990), is a self-reporting questionnaire consisting of 45 questions regarding leaders' behaviors. Bass and Avolio (1990) stated that form 5X consist of five sub-scales consisting of four items each assessed the characteristics of servant performance leadership to include idealized influenced behavior, inspirational motivation, intellectual stimulation, and individual consideration. Form 5X

also contains three sub-scales of four items measuring the transactional performance leadership component of contingent rewards, active management by exception, and passive management by exception (Avolio & Howell, 1992; Bass, 1985; Hater & Bass, 1988; Seltzer & Bass, 1990; Schimmoeller, 2006). Bass and Avolio (1990) further noted that the MLQ Form 5X measures specific leaders' behavior by using a 5- point Likert Scale. This statement was corroborated by (Howell & Avolio, 1993; Sekaran, 2003) who stated that the 5-point Likert Scale responses ranging from "not at all" to "frequently if not always". The 5- point scale approach was incorporated into the research instrument to be used in this study (Avolio & Bass, 1995). Three sub-scales of five items also measuring hiring decisions, performance measurement, job satisfaction and reward system.

Cameron & Quinn (2006) also justified the OCAI instrument by stating that the instrument used a response scale in which individuals divide 100 points among alternatives. According to Cameron & Quinn (2006), this instrument was designed with six, key dimensions to assess the sample received from the respondents ranging from dominant characteristics, organizational performance leadership, management, strategic emphasis, organizational glue, and the criteria for success. Each of the six items created four possible results which were divided into 100 points, known as an ipsative rating scale. However, the instrument in this study used the Likert scale in which respondent rate each alternative in each question on a scale of 1 to 5 or 1 to 7- ranging from strongly agree to strongly disagree. The rating for each of the dimensions was analyzed and summed up. Thus, the results were plotted to determine the strength of each competing culture within the organization. It is argued that each response in the Likert's scale create a degree of independence, which ensures objectivity in the research process (Cameron & Quinn, 2006). The anticipated time it takes for the questionnaire to be completed was 20 minutes.

IX. Analysis Of The Data

This study utilized descriptive statistical analysis to corroborate the data. A combination of two statistical packages were implemented, namely, SPSS Statistical Software package 14.0 and Microsoft Excel Software package to transform primary data into information that is understandable. In order to fully represent the data analysis, the information was summarized, categorized, and calculated using the mean, median and the mode methods (Cooper & Schindler, 2006). The standard deviation and the percentage of distribution were factored into the analysis in order to accomplish the analytical task (Creswell, 2003; Fowler, 2002). The data were also analyzed using the chi-square tests of significance to evaluate the difference between the observed frequency and the frequency of nominal data (Cooper & Schindler, 2006; Pendhazur, 1982). Emphasis was also placed on testing cross-tabulation of nominal data between selected variables. The statistical significance difference targeted was $p < .05$. alpha levels which is typical in most research (Cooper & Schindler, 2006; Pendhazur, 1982).

X. Results

The data was analyzed in three stages: demographics, factor analysis, and regression analysis. First, the data was examined using descriptive statistics to understand the samples without testing the hypotheses. The age of the respondents ranges from 22 to 55. The mean age was 42.3 years with a standard deviation of 11.72. Gender was 34% male and 65% female. 98 % of the respondents reported full-time tenure with their agencies with a mean of 9 years. 5% of the respondents reported tenure with less than 5 years, while 3% reported tenure with less than 1 year. Although the demographics were incorporated into the data set, they were only used to better understand the sample, and were not used in the analysis of the questionnaires. The results of the sample showed that the respondents were mostly females, well-experienced and have a long tenure with their organizations (Flemming, 2009).

An aggregated variance analysis was also conducted on servant performance leadership traits, organizational performance to identify those items that were appropriately correlated to corporate culture types using variance procedures. First, the mean score for each of the six servant performance leadership scales was calculated, then a comparison of the means was conducted for each item to evaluate the appropriateness of each score (i.e. statistically significantly higher on the appropriate definition utilizing t-tests; $p < 0.05$). The analysis indicated that the sample size was adequate for assessing the practical significant differences between the means which is consistent with each observation represented in Table 1 below. The analysis also indicated that the mean scores of Organizational Performance (Org. PF.) = **37. 50**; Idealized Influence Behavior (IIB) = 37. 50; and Inspirational Motivation (IM) = **43.75**; are significant when compared to Hierarchal Culture types. Intellectual Stimulation (IS); Individualized Consideration (IC) and Idealized Influence Attributes (IIA), reported less significant with **29.88**; **30.42**; and **29.17** respectively.

Table 1

A comparison of means culture types and performance leadership traits

L. Traits	Clan	Adhocracy	Market	Hierarchal
Org. PF.	14.17	32.5	10.83	37.50
IIB	14.17	32.5	10.83	37.50
IM	14.72	16.72	19.22	43.72
IS	23.52	18.08	23.07	29.88
IC	7.50	19.16	36.25	30.42
IIA	16.67	19.00	25.83	29.17

Table 2 illustrates the correlation between culture types and organizational performance. As depicted in Table 1, when the sig. value (p - value) was compared to the significant level .05 the analysis showed that the p-value was less than .05 which indicates that there is a correlation between organizational performance and culture types. The correlation coefficient was weak at -0.315; -0.265; -0.543; -0.484, but strong at 1.00; 0.194. Flemming, (2009) finding was consistent with Cameron and Quinn, (2006) who asserted that there is a strong existence of hierarchal and clan culture in public sector organizations. This study also found a strong existence of adhocracy and market culture in public sector organizations.

Table 2

Pearson Test of Correlation of Organization Performance with Culture types

	Clan	Adhocracy	Market	Hierarchal
Clan Correlation	1.000	-0.315	-0.315	-0.265
Sig (2-tailed)	.	0.000	0.000	0.000
Adhocracy Correlation	-0.315	1.000	0.194	-0.543
Sig (2-tailed)	0.000	.	0.008	0.000
Market Correlation	-0.315	0.194	1.000	-0.484
Sig (2-tailed)	0.000	0.008	.	0.000
Hierarchal Correlation	-0.265	-0.543	-0.484	1.000
Sig (2-tailed)	0.000	0.000	0.000	.

In addition to the Total Variance Analysis, this study also analyzed the relationship between the participant's performance leadership traits and corporate culture types using the MLQ and the OCAI as defined by the Competing Value Framework. In the survey, leaders were defined as transformational with the components of Idealized Influences (Behavior); Inspirational Motivation; Intellectual Stimulation; Individualized Consideration, and Idealized Influence (Attributes). According to Flemming (2009), each of the four corporate culture types labeled as clan, adhocracy, market, and Hierarchal were correlated to performance leadership traits using regression to determine the level of relationship and significance as depicted in Table 3. performance leadership was study in this survey as the independent variable and corporate culture as the dependent variable (Flemming, 2009).

Table 3

Correlation of Corporate culture and Servant performance leadership Traits

	Clan	Adhocracy	Market	Hierarchal
Idealized Influence Behaviour				
Correlation coefficient	3.333*	-0.367*	-0.257	0.268
p-value	0.000*	0.022*	0.142	0.114
Inspirational Motivation				
Correlation coefficient	-0.362*	0.339*	0.322*	-0.328*
p-value	0.002*	0.001*	0.005*	0.003*
Intellectual Stimulation				
Correlation coefficient	-0.226	-0.419*	0.447*	-0.358*
p-value	0.176	0.006*	0.008*	0.028*
Individualized Consideration				
Correlation coefficient	0.476*	-0.459*	-0.169	0.232
p-value	0.001*	0.001*	0.241	0.096
Idealized Influence Attributes				
Correlation coefficient	-0.196	-0.538*	-0.078	0.530*
p-value	0.160	0.000*	0.579	0.000*

Note. *Highlighted values are significant at p-values that are less than .05

As exhibited in Table 3, it is important to note that this investigation found strong correlations with servant performance leadership traits and corporate culture types in public sector organizations. Flemming (2009), pointed out that the links are positively related with Clan 3.333; Adhocracy 0.476; and Hierarchal culture .268, .232 respectively. What was surprising, however, is the positive link between Market culture .322, and .447, and servant performance leadership traits in public sector organizations which Cameron and Quinn (2006) asserted is more prominent in private sector organizations. It should be noted that the links are related significantly at the stated .05 level of significance, and the P- values are also significant between the correlations coefficients. The implications of these findings from the standpoint of management, and their impact on organizational performance will be discussed further (Flemming, 2009).

Table 4

Pearson Test of Correlation of Organization Performance with Culture types

	Clan	Adhocracy	Market	Hierarchal
Clan Correlation	1.000	-0.315	-0.315	-0.265
Sig (2-tailed)	.	0.000	0.000	0.000
Adhocracy Correlation	-0.315	1.000	0.194	-0.543
Sig (2-tailed)	0.000	.	0.008	0.000
Market Correlation	-0.315	0.194	1.000	-0.484
Sig (2-tailed)	0.000	0.008	.	0.000
Hierarchal Correlation	-0.265	-0.543	-0.484	1.000
Sig (2-tailed)	0.000	0.000	0.000	.

Table 4 illustrated the correlation between culture types and organizational performance. As depicted in Table 4, when the sig. value (p - value) was compared to the significant level .05 the analysis showed that the p-value was less than .05 which indicates that there is a correlation between organizational performance and culture types. The correlation coefficient was weak at -0.315; -0.265; -0.543; -0.484, but strong at 1.00; 0.194. This finding was consistent with Cameron and Quinn, (2006) who asserted that the existence of a strong hierarchal and clan culture in public sector organizations facilitates increased performance. This study also found a strong existence of adhocracy and market culture in public sector organizations. These findings are best explained by

the approaches that government is now taking to promote their services and to collaborate in joint venture projects which are more evident in private sector organizations.

Table 5

Factor Analysis: Total Variance Explained

Component	Initial Eigen Value	% of Variance	Cumulative %	Extraction Sums of Squared Loadings	% of Variance	Cumulative %
1	5.034	50.34	50.34	5.034	50.34	50.34
2	2.058	20.576	70.916	2.058	20.576	70.916
3	1.208	12.082	82.998	1.208	12.082	82.998
4	0.702	7.019	90.017			
5	0.332	3.323	93.34			
6	0.291	2.914	96.255			
8	0.086	0.856	98.931			
9	0.059	0.587	99.518			
10	0.048	0.482	100.00			

A factor analysis was also conducted in this study using the components of servant performance leadership traits and culture types yielding a cumulative percentage of 97.365 for the Kaiser-Meyer-Olkin Measure of Sampling adequacy and a significant Bartlett’s Test of Sphericity. As depicted in Table 5, the total variance explained by the factors of Clan, Adhocracy, and Market Culture are 50. 3%; 20. 5% and 12. 0% with only three components extracted. Reliability reported in this scale is .96 which further supports the theory that the components of servant performance leadership and culture types are not independent of each other in this study (Flemming, 2009).

Table 6

Summary of performance leadership, Performance and Culture Regression

	R	R Square	Adj. R Square	t	sig
Organizational Performance	.320	.102	.073	11.793	.159
Idealized Influence Attributes	.383	.147	.124	3.771	.000**
Individualized Consideration	.306	.094	.089	-4.425	.000**
Inspirational Motivation	.197	.039	.023	-2.650	.009**
Intellectual Stimulation	.308	.095	.075	2.774	.006*
Idealized Influence Behaviour	.335	.112	.103	-4.803	.000**

A multiple regression analysis was performed to determine if there were any significant statistical correlations between servant performance leadership traits, organizational performance, and corporate culture types. When the R² values were evaluating, the result showed high at .102%, .147%, and .112% respectively indicating that there is overall satisfaction with the correlation of components of servant performance leadership traits and organizational performance in public sector organizations. Table 6 also shows whether the proportion of variance is significant. The intent of this analysis was to test the hypotheses stated earlier to a level significant to $p < .05$. It was evident that the traits of servant performance leadership (Idealized Influences (Behavior), Inspirational Motivation, Intellectual Stimulation, Individualized Consideration, and Idealized Influence Attributes) have a sig or p-value of .000 which is below the .05 level; therefore, it is reasonable to assume that the overall model is statistically significant, hence significant related to organizational performance. It was concluded that the overall fit of the servant performance leadership variables has a significant combined effect on organizational performance, thus the hypothesis H2:

The relationship between servant performance leadership traits and organizational performance is mediated by the nature and form of corporate culture as defined by the Competing Values Framework was validated

XI. Discussion And Critical Dimensions

There were five critical dimensions that were imbedded in the questionnaires as illustrated in Appendix B attached. The first dimension was represented by four Idealized Influence Behavior (IIB) and four Idealized Influence Attributes items. These items were primarily associated with a leader's ability to behave in ways that reflect strong ethics, possesses strong role-model principles, is admired, respected and trusted (Bass & Avolio, 1994; Avolio & Bass, 1995). A second dimension included four Intellectual Stimulation items suggesting that transformational leaders stimulate their followers' efforts to be innovative and creative by questioning assumptions; reframing problems; developing new and innovative ways to resolve old problems (Bass & Avolio, 1994; Avolio & Bass, 1995). The third dimension was represented by four Inspirational Motivation items suggesting that transformational leaders behave in ways that motivate and inspire their followers by providing meaning and challenge to their followers' work (Bass & Avolio, 1994; Avolio & Bass, 1995). The fourth dimension evaluated the ability of transformational leaders to address the needs of their followers for achievement and growth by acting as coach or mentor (Bass & Avolio, 1994). The final dimension consisted of four items that measure the ability of transformational leaders to effectively represent their followers by enhancing their ability to achieve organization's goals and objectives.

Previous research has found servant performance leadership to be positively correlated with the leader's satisfaction, effectiveness of the leader, role clarity, mission clarity, and openness of communication (Pendhazur (1982); Hinkin & Tracey, 1994). Similarly, Yukl (1994) described servant performance leadership as influencing major changes in public sector, organizations' members and building commitment for the organizational objectives. Consistent with the findings of Timothy et al. these studies should lead us to question whether or not more emphases should be placed on evaluating the mindset of political employees when they are appointed to performance leadership roles in public organizations. Finally, this study found organizational performance to be positively correlated with servant performance leadership traits and corporate culture types which is consistent with the research conducted by Hinkin and Tracey (1994), that also found servant performance leadership to be positively correlated with satisfaction and leader's effectiveness. Further research is also required to investigate a wider sampling frame and to examine the relationship between performance leadership and culture behaviors and relevant organizational outcomes. This study hypothesized and proved that servant performance leadership traits are dependent on corporate culture types. Although this study confirmed that Transformational leaders possess the ability to effectively enhance organizational performance, this research did not examine the correlation of other performance leadership styles such as Transactional, and Laissez-Faire with different corporate culture types. Further study is recommended using other performance leadership styles so that leaders can fully understand and appreciate the appropriate methodology that will effectively enhance performance in specific public sector organizations.

XII. Research Implications

There are several implications derived from this research for public sector organizations. The implications that can add to the body of knowledge will be highlighted in this section. First, this study supported the empirical research by Cameron and Quinn (2006) that hierarchy culture is present in public sector organizations, as evident by standardized procedures, multiple hierarchical levels and an emphasis on rule enforcement. However, this study adds to the body of knowledge by discovering that servant performance leadership traits are strongly embedded in Market cultures, hence supporting the assumption that these leaders exhibit visionary and inspirational behaviors. This finding also supports Avolio and Bass (1995); and Bass and Avolio (1994) research that successfully argued the case that transformational leaders are effective change agents and followers are more motivated to perform by an inspiring vision from transformational, charismatic leaders than by just the premise of rewards based on performance. Second, from a practical standpoint, it is useful for leaders in public sector organizations to understand the positive correlation between organizational performance leadership and the corporate culture. The understanding of this framework, as discovered by this study, can greatly enhance organizational performance by articulating a clear and aggressive strategy which ultimately will lead to productivity and efficiency. The implementations of these findings will also enable leaders to communicate on where the organizations are going; develop the skills and abilities of subordinates; and encourage innovative problem -solving. Similarly, with this framework, Timothy et al. (1999)

conceptualized that it is these performance leadership behaviors that can truly transform organizations from a static environment to a more efficient and effective workplace.

XIII. Recommendations

This study found organizational performance to be positively correlated with servant leadership, Hierarchy and Clan culture which is consistent with the research conducted by Hinkin and Tracey (1994), that also found servant performance leadership to be positively correlated with satisfaction and leader's effectiveness. There was sufficient evidence to also conclude that effectiveness depends on corporate culture types with $p > .05$. Future research should be conducted with a closer look of the correlation between organizational performance and servant performance leadership traits in public organizational environments. Further research is also required to investigate a wider sampling frame and to examine the relationship between performance leadership and culture behaviors and relevant organizational outcomes.

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