SECTION 3. General issues in management

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A methodological framework to study the expression of a leadership style in organizational culture: an example of spiritual leadership

Abstract

The scope and place of modern-day changes pose new challenges for the management of people as organizational resources, requiring particular focus on effective leadership. A structural theoretical approach shows that leaders have a strong influence on the organization's members' perception and behavior through values, views, and assumptions of the leader is the one of the organization's culture features influencing variables. Knowing the features of an organization's culture, shaping business considerations, employees can reveal patterns of behavior. Thus the article suggests a methodological framework, how to identify leadership style influences organizational culture features. The methodological framework for the study of the expression of a leadership style in organizational culture is illustrated through an example of spiritual leadership based on empirical research, made in Lithuania during 2009-2014 years. The topic starts with the theoretical background and analysis of the problem, then the methodology framework for empirical reseach of the expression of a leadership style in organizational culture is presented and the evidence of research methodology is illustrated on the expression of a spiritual leadership style in organizational culture. Mentioned objects are described in details in previous researches done by authors in 2010-2014. At the end of the article discussion and conclusions are formulated.

Keywords: leadership, organizational culture.
JEL Classification: M14.

Introduction

Organizational culture and leadership as success factors are at the front of business organizations long term visions. Even companies that belong to the most successful worldwide in their respective industries and leave no doubt that they consider their specific culture as it is lived in, and supported by, the company relevant for their success, is moved by the question of how this organizational culture as a success factor and leadership instrument of the future can be correlated with performance parameters (Stiftung, 2007). And how to identify the influence of leadership style on organizational culture?

A review of theoretical and empirical management literature shows that there are many different theoretical views explaining the peculiarities of the leadership process and organizational culture patterns. As soon it was began to apply the concept of culture in the context of organizations and their management, it was encountered a variety of interpretations (Martin, 1992). The diversity of the concepts is due to the different professional education of the scholars and different approaches guided by various goals (Stiftung, 2007). As a result, studies diversity is also inseparable from the researchers' attitudes, with respect to organizational culture. An analysis of scientific literature on organizational culture revealed a great number of foreign and Lithuanian scholars: D. Denison (1990), J. Martin (1992), R. Mathis, J. Jackson (1994), J.G. Hunt, R.N. Osborn, Schermerhorn, J.R. (1995),

R. Hagberg, J. Heifetz (2000), L. Šimanskienė (2008), V. Barvydienė, J. Kasiulis (2005), J. Jagminas, I. Pikturnaitė (2009), R. Česynienė (2005), etc. Although a summary of their opinions on organizational culture will quickly reveal that the impact of organizational culture on organizational changes is one of the key elements and requires special attention, their works fail to study and analyze the role of leadership style expression.

However, even though leadership is extensively explored in various areas of science, leadership style manifestation in organizational culture of business organizations remains a new phenomenon with little empirical research, yet one that has great theoretical and practical relevance. The lack of empirical research demonstrating how leadership style manifests in a business culture, coupled with the need for leadership in these organizations, leads us to look for new aspects of leadership expression.

Research problem: How to identify the expression of leadership style in organizational culture?

Object: Organizational culture features in the leadership style context.

The purpose of this article is to develop a methodological framework for empirical research of a leadership style influence on organizational culture.

The article is prepared using methods of scientific literature review, general and logical analysis, comparison and generalization analysis, based on empirical research of spiritual leadership expression in Lithuanian middle-sized businesses organizational culture.

1. Theoretical considerations about the organizational culture and leadership links

Scientific literature provides various interpretations of organizational culture and often links it with descriptions of culture and existing organizational management theories. According to B. Stiftung (2007), the first wave of organizational management studies and theories defined organizations as carriers of homogeneous, unique, common-for-all internal culture (e.g. Deal and Kennedy, 1982; Peters and Waterman, 1982; Schein, 1985). Culture was considered as a link which integrates and connects an organization and encompasses all of its areas of life. Such inclusive approach focused on "strong" internal cultures whose main characteristics were integrity, uniformity throughout the organization and clarity. However all perspectives of organizational culture researchers could be incorporated into three groups (Stiftung, 2007) (see Table 1).

Table 1. Three different perspectives of culture

	Culture as variable	Culture as metaphor	Culture as dynamic construct
Assumptions about culture	Culture is an organizational variable that can be manipulated	Culture is a metaphor for understanding life in organizations; organizational reality is socially and symbolically constructed	Culture is a dynamic construct; organizational reality is socially constructed and organizations produce culture (including cultural artifacts)
Paradigm	Social factist/rational-mechanistic	Interpretative	Pluralistic
Predominant interest in culture	Manipulation, e.g., managing, controling and changing the relevant culture variable for best performance	Deep and rich understanding of a particular cultural setting with a focus on organizational symbolism	Understanding of the cultural context of an organization for effective culture-aware management ("tapping the culture potential for competitive advantage)
Assessment of culture and its purpose	Focus on questionaires and visible tools to identify (sub)variables that can be manipulated	Ethnography, story telling, in-depth interviews, discourse analysis to render rich descriptions of a particular cultural setting	Multiple methods; qualitative and quantative; perceptions and observations, triangulation

Source: B. Stiftung (2007) (adopted from Sackmann, 1990).

According to the organization culture explorers (Hellriegel, Slocum, Woodman, 2001; Shein, 1985, etc.), organizational culture, as a complex and manifold phenomenon, consists of obvious and less obvious aspects. One of the most common examples – organizational culture iceberg by E.H. Schein (1985) which has clear attributes at the top: formally expressed organizational goals, technology, organizational structure, policies and procedures, and financial resources. The "underwater" – the invisible – part contains covered and hidden attributes: general conception, attitudes and feelings, common understanding of human nature and human relationships, and what organizations can and will remember. When studying the structure of organizational culture, it is often divided into visible and invisible, internal and external parts by identifying "soft" and "hard" as well as manageable and unmanageable elements: "N. Burchel, D. Kolb (2003) and S.A. Sackmann (1985, 2002) point out cultural essence/core and acquired system (Burchel and Kolb, 2003) or sociocultural network (Sackmann, 1985, 2002)"; however, Schein's system of three interrelated levels is recognized more by the experts in the field. Based on F. Kluckholm and F. Strodbeck (1961), E.H. Schein (1985) introduced the following five basic assumptions into organizational research vocabulary: organization's relationship with the environment, nature of reality, nature of time and space, nature of human nature, nature of human activities, nature of human relationships (see Figure 1). According to B. Stiftung (2007), many other researchers have used these dimensions in their studies (e.g. W. Dyer, 1986).

Fig. 1. Model of study the leadership influence on organizational culture according to E. Schein's (1985) cultural model levels

This model of study the leadership influence on organizational culture corresponds with the three levels of organizational culture identified by culture theorists. Hence, organizational culture could be defined as a whole of provisions, beliefs, expectations, norms, attitudes, habits of its members, regarded as a group consciousness which determines members' reaction to the organization's internal and external processes and behavior. Such definition allows to integrate the "underwater", "invisible", "soft" elements of organizational culture and analyze their links to leadership.

Culture and leadership are two sides of a coin, since by creating groups and organizations leaders first create culture (Schein, 1985). Therefore, in order to find a relationship between organizational culture and leadership, it is important to identify common denominators and criteria of leadership theories/concepts comparisons as well as a paradigm for organizational culture studies.

The findings of scientific literature often argues that leadership is the most studied and the least understood social construct, up until now leadership theories have not been close and had different ideas about management as a governing organ and leadership as motivation (Conger, Kanungo, 1988; Kotter, 1988; Maddock, Fulton, 1998). In the mid-XX century it became clear that any attempts to find

a single conception – of leadership have been unsuccessful and led to the emergence of many "mini theories" which try to explain, in different ways, the essence of the phenomenon and its importance in the process of organizational management.

Although leadership is understood in different ways, it could be identified the key constituents of this phenomenon: leadership is a process, leadership is related to influence, leadership arises in a group context and leadership is related to the achievement of a goal (Northouse, 2009). Leadership is also related to leader's personality and his/her personal example to his/her followers (Avolio, Bass, 1985; Burns, 1978; Bennis, Nanus, 1985; Kouzes, Posner, 1999, et al.). On the basis of the above constituents (Bass, 1985; Gardner, 2000; DePree, 1989; Sanders, 1994; Northouse, 2009; Avolio, Bass, 1985; Kouzes, Pozner, 1999, 2012; Fairholm, 1997, 1998; Fry, 2003; 2005; Greenleaf, 1998; Spears, 1994, 1995, 1998, etc.), various authors define leadership as leader's personal influence on his/her followers by inspiring visions and changes, which manifests as an interaction process between the leader and the followers in pursuit of common goals. Since the aforementioned components of the interaction process are closely related, the suggested symbiotic model is one of the ways to understand the phenomenon of leadership (see Figure 2).
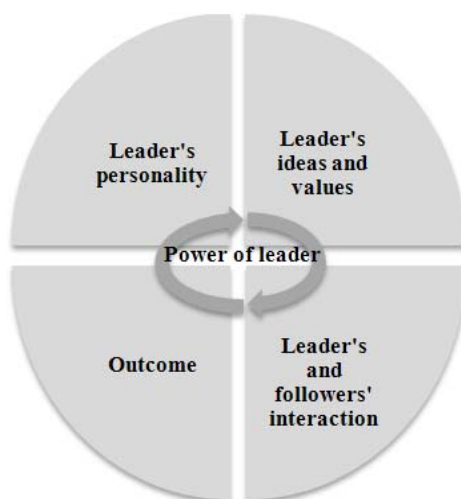
Source: A. Skaržauskiene (2010) based on V. Barvydiene (2005).

Fig. 2. Symbiotic model of leadership

In this symbiotic model of leadership, based on contemporary leadership theories, leadership is expressed through four aspects: power of personality, interaction with followers, vision focused on certain values, and performance (outcome) (Skaržauskiene, 2010). Therefore, the model allows to attribute the elements of expression of various leadership styles mentioned in the literature to leadership aspects and reveal the symbiosis of these aspects – power of

leadership. A literature analysis allows to expand this model by including features of the studied leadership. In the case of spiritual leadership, the elements of the model are attributed features of spiritual leadership (see Figure 2). "Personality" in spiritual leadership theory is associated with the inner life of the leader (Fry, 2003) and the expression of spiritual leadership (Wigglesworth, 2012; Luckcock, 2008; Zohar, Marshall, 2004). "Ideas and values" are

associated with leader's vision, attributes of altruistic love, and hope and faith (Fry, 2003; Fairholm, 1998). "Interaction" in spiritual leadership, unlike in cognitive management theories, where the effectiveness of leadership is defined by personal qualities and behavior, is expressed as a social interaction – relationship between the leader and the followers which manifests through the sense of meaning as well as calling and membership (Fry, 2003). "Result" in spiritual leadership manifests through commitment to the organization, productivity, life satisfaction, organization's social responsibility (Fry, 2005). Since the "true power of leadership" is the power of personality, vision, interaction with followers and synergy of results, in the case of spiritual leadership it is an ideopraxis – "a way to integrate a world-view which includes spiritual objects into daily activities through an alternative process of human development" (Rojas, 2005).

Hence, understanding leadership phenomenon through the symbiotic model of leadership allows to examine in detail and identify links between leadership expression elements and organizational culture with the help of theoretical OC expression aspects, which are also identified during the theoretical analysis. For example, expression aspects

of a spiritually-based organizational culture were selected based on the organizational culture aspects identified by D. Zohar and I. Marshall (2004): communication, good faith, relationships, trust, authority, truth, flexibility and authorization.

2. Methodology for empirical research of the expression of a leadership style in organizational culture

In order to reasonably develop a methodological framework for empirical research of a leadership style influence on organizational culture it is important to solve the following challenges accordingly: 1) identify organizations which employ the leadership style selected as the research object; 2) identify managers which best meet such leadership style; 3) find out how such leadership manifests in the organizational culture. This requires to perform a 3-stage empirical research (see Figure 3).

Hence, to choose methods of the research it should be found the answers to the following 3 questions: 1) how to identify companies which employ the leadership style selected as the research object?; 2) how to evaluate top managers which best meet the leadership style selected as the research object?; 3) how to identify which features of organizational culture are determined by the manager's leadership style?

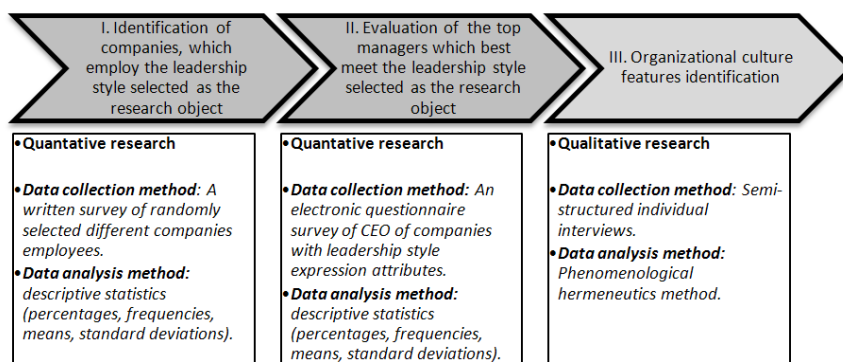| I. Identification of companies, which employ the leadership style selected as the research object	II. Evaluation of the top managers which best meet the leadership style selected as the research object	III. Organizational culture features identification
• Quantative research • *Data collection method: A written survey of randomly selected different companies employees.* • *Data analysis method: descriptive statistics (percentages, frequencies, means, standard deviations).*	• Quantative research • *Data collection method: An electronic questionnaire survey of CEO of companies with leadership style expression attributes.* • *Data analysis method: descriptive statistics (percentages, frequencies, means, standard deviations).*	• Qualitative research • *Data collection method: Semi-structured individual interviews.* • *Data analysis method: Phenomenological hermeneutics method.*

Fig. 3. Structure of mix-design empirical research

Hence, as Figure 3 provides, the empirical research should include three studies of a mixed design – a combination of quantitative and qualitative research methods (Klenke, 2003). From A. Bryman's (2006) suggested methods for combining qualitative and quantitative studies, select *complementarity*, trying to expand, consolidate, illustrate or explain the results of one method by results of another method (Greene, Caracelli, Graham, 1989). The empirical research with a mixed research design allows to draw reasonable conclusions in relation to experiences gained quantitatively through standard questionnaires and qualitatively through open questions (Tashakkori, Teddlie, 2003). This method allows to demonstrate different features of the same phenomenon, thus

specifying and expanding research results. A mixed research method is a measure for obtaining a clearer view of the studied phenomena.

Hence, the first tasks of the empirical research: *the identification of the expression of the attributes of the selected leadership style* and *the respective evaluation of the leader* require the selection of a quantitative research method, while the last: *the identification of the features of the expression of an organizational culture through the expression of a certain leadership style* – a qualitative one.

Therefore, after selecting the leadership style, the next step would be to determine if the atributess of this style occur in the organizations in question and if

this company segment is appropriate for further research. There are various tools developed for determining various leadership styles which can be used for interviewing employees. The assessment study of managers' leadership style can also be carried out by using existing tools which allow to interview and rank leaders. Data collection methods can vary, depending on the tool used. As quantitative research data collection tools can vary, so can methods of analysis. However, phenomenological hermeneutic method is the recommended data

analysis method for a qualitative study, while interview tools should be created based on the key assumptions identified in E. Schein's organizational culture model. The next step is to match and interprete the resuls of empirical study. The identified themes should be assigned to aspects of organizational culture. The analysis of the research results could be compared with scientific literature and match with cultural features of a leadership style based in organization and would be interpreted through the aspects of organizational culture (see Fig. 4).
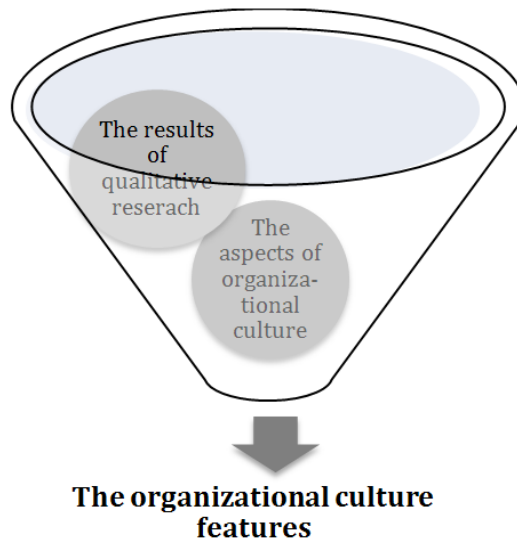

Fig. 4. The consequence for the examination of organizational culture features

Figure 4 provides the logic for the interpretation of the research results, illustrated as a process and showing that the themes of the qualitative research results are studied through the aspects of an organizational culture.

The next chapter describes the research methodology by illustrating it by a completed study on spiritual leadership expression in organizational culture.

3. The evidence of research methodology on the expression of a spiritual leadership style in organizational culture

This chapter below introduces and illustrates applying of the research methodology to a particular leadership style with reference to the empirical research performed in Lithuanian medium-sized businesses. This research gives: 1) a detailed discussion of the expression of spiritual intelligence attributes in Lithuanian medium-sized businesses, 2) evaluates the spirituality levels of top-level managers in companies and 3) identifies cultural features of businesses led by spiritual leaders. The interpretation of the results is done by linking the cultural features of spiritually-based organizations with qualities of the symbiotic model of spiritual

leadership, thus describing the expression of spiritual leadership in the culture of Lithuanian medium-sized businesses (see in a detail: R. Katilienė, 2014; I. Bakanauskienė, R. Katilienė, 2013; I. Bakanauskienė, R. Katilienė, 2012).

The methodology is based on post-modern philosophical provisions, interpretive paradigm of cognition of reality, a strategy for qualitative research on the subject of phenomenological knowledge, and a mixed research method.

3.1. Research organization and methods. When collecting data from the *Study on the Expression of Spiritual Intelligence Attributes in Organizational Cultures*, the questionnaire has been developed based on the aspects of the expression of cultural features of a spiritually-based organization identified by D. Zohar, I. Marshall (2004), which correlates with twelve spiritual inteligence features. Based on the above theoretical provisions, when creating a research instrument – a questionnaire for evaluating employee behavior, which reveals each of the eight cultural aspects – questions on the expression of the aforementioned attributes in an organization were included.

The *collection of research data for the evaluation of top managers' spirituality level* was done by an

electronic survey. After receiving an official permission from the author of the methodology, the Independent Spirituality Assessment Scale (ISAS) by R. Rojas (2002) was used as a management-related spirituality indicator, designed to measure spirituality regardless of religious or ideological beliefs. Given that the questionnaire is quite long and that the research participants – top-level managers – have requested to carry it out electronically, Limesurvey system was used. The reliability of both questionnaires were determined by analysing its internal consistency. Internal consistency was evaluated by calculating

Cronbach's alpha coefficient. The identification of the cultural features of spiritually-based business organizations was based on a metaphoric approach to organizational culture. In order to find out which features of organisational culture occur under spiritual leadership, E. Schein's organisational culture level model and the analysis of key assumptions were used by structuring the cultural features of a spiritually-based organisation according to the aspects of expression of the features of a spiritual organisational culture, identified by D. Zohar and I. Marshall (2004) (see Figure 5).
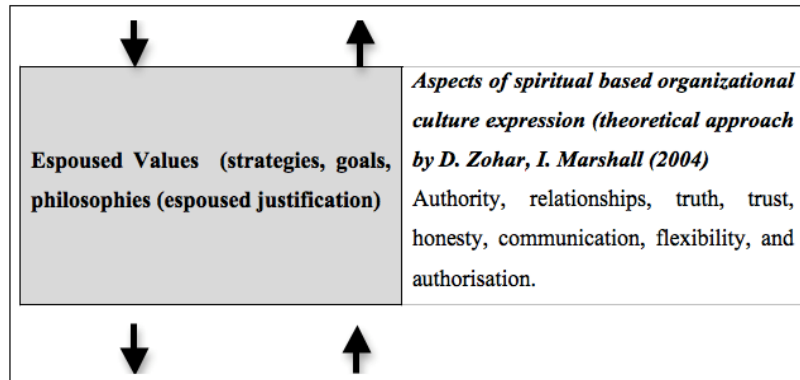

Fig. 5. Aspects of spiritual based organizational culture expression

E. Schein's (1985) cultural model was selected because of its consistency and wide use in both research and practice. It identifies various levels and various components by focusing more on key assumptions (Stiftung, 2007). This model is suitable for analyzing organizational culture metaphorically. Therefore, the conceptualization of E. Schein's organizational culture was used only in creating the tool for a semi-structure interview, as it is ideal for a metaphorical analysis of organizational culture through spiritual leader's

living experience by using a phenomenological hermeneutics method. Hence, an individual semi-structured interview was selected for data collection for the qualitative study. Interview with respondents was done in a free form according to pre-prepared questions. The aforementioned E. Schein's (1985) basic assumptions were selected as the main blocks of the semi-structured interview. Based on the above data collection methods, appropriate data processing and analysis methods were also selected (see Table 2).

Table 2. Description of methods

No.	Study	Data collection method	Data analysis method
I	An exploratory research of the expression of spiritual intelligence attributes in organizational cultures	A written survey	Statistical methods: descriptive statistics (percentages, frequencies, means, standard deviations), Spearman's correlation coefficient
II	Evaluation of managers' spirituality level	An electronic questionnaire	Statistical methods: descriptive statistics (percentages, frequencies, means, standard deviations), Mann-Whitney benchmark for two independent samples, Spearman's correlation coefficient. Data distribution normality was verified by using Shapiro-Wilk criteria for verifying data distribution normality
III	The test for the identification of the features of a spiritually-based organizational culture	Semi-structured individual interviews	Phenomenological hermeneutics method

Source: Rasa Katilienė (2014).

Data analysis for the *Identification of the cultural features of spiritually-based business organizations* was done by using the phenomenological hermeneutics method of A. Lindseth and A. Norberg (2004), designed for interpreting interview texts. The method was created by M. Heidegger and developed by H. G. Gadamer and P. Ricoeur. "This tradition

focuses on something that people know from their life experience, and such knowing should be expressed in their lifestyle, actions, stories and reflections. In studies, live experience should always be recorded in texts which always require interpretation" (Lindseth, Norberg, 2004). Hence, the research texts record private and professional

experiences of Lithuanian medium-sized business managers – spiritual leaders in their managed organizations.

The selection of managers for the *Study of the Expression of Spiritual Intelligence Features* was random. In total, 299 (two hundred and ninety nine) employees from various companies participated in the research. 333 (three hundred and thirty three) top-level managers of Lithuanian medium-sized businesses were interviewed in the *Study of Spirituality Expression by Managers* (the sample is representative if margin of error is within 5 percent). Targeted selection was performed during the research. The size of a representative sample in the research population with 5 percent margin of error was calculated based on T. Yamane, V.A. Jadov (2010) sample calculation formula. A *Qualitative Research for the Identification of Cultural Features of a Spiritually-Based Business Organization* was performed during the interviews.

Subjects for the aforementioned study were selected from the second *assessment study of managers'*

spirituality level. The purpose of the selection of participants for the phenomenological study is to select participants who have the examined living experience, are willing to talk about it and are different enough to tell rich and unique stories about the experience in question (Polkinghorne, 1995; van Manen, 1990). The number of participants required for such study depends on the research and the nature of information collected during it. For example, M. Sandelowski (1986) argues that researchers can continue an interview until they feel they have reached a point beyond which any discussion with the participants will not provide any further understanding of their experience (Laverty, 2003). Hence, the qualitative research did not seek to form a representative sample just for the fulfilment of the representativeness parameter, as was done in the quantitative studies. Interviews were performed with the managers selected during the *assessment study of managers' spirituality level* with the highest total spirituality score. Such selection of respondents was selected in order to ensure the reliability of research data. Top-level managers of ten companies were interviewed (see Fig. 6).
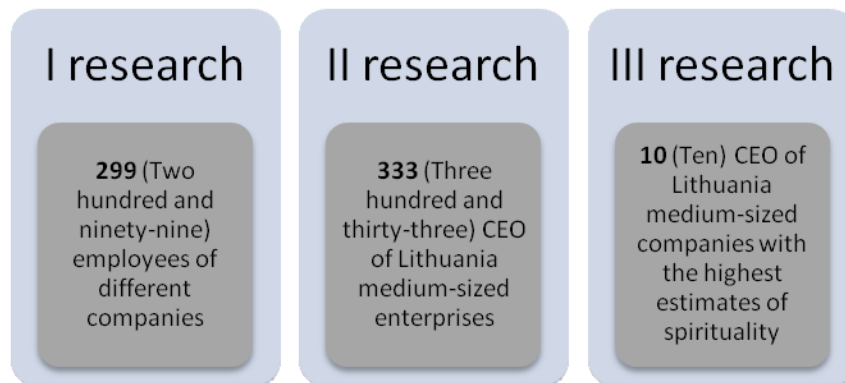

Fig. 6. Empirical research sample

3.2. Consideration on empirical research results. A data analysis of the first quantitative research revealed that the features of spiritual intelligence can be noted in Lithuanian medium sized business organizations. It suggested that the managers of these companies have spiritual intelligence skills which manifest through the features of organizational culture. It leads to solution that the selected business segment is suitable for further assessment of managers' spirituality level. The data of the second quantitative research – evaluation of a spiritual leader – showed that Lithuanian medium-sized businesses are led by managers of different spirituality levels. The statistical data show that there are managers with both very high and very low scores. Based on their research data, participants with the highest spirituality scores were selected for the futher qualitative research on the identifying *features of spiritually-based organizational culture*.

The data analysis of the features of organizational culture and the formulation of results were performed according to the A. Lindseth and A. Norberg (2004) phenomenological hermeneutics method designed for interpreting interview texts. A thematic structural analysis, i.e. a method which seeks to identify and formulate themes, was used. Hence, the data analysis of the research of the expression of the cultural features of spiritually-based organizations began with naive reading of interview transcripts, allowing to make assumptions for further structural analysis which evaluated various parts of a text in order to find out the meaning of a specific text. Thereafter, subthemes were identified which provide the basis for the meaning being constructed. A data analysis allowed to identify groups of organizational culture features which occur in the selected organization.

Hence, the qualitative research allowed to identify what features of an organizational culture manifest

when the company is led by a leader of a certain type. Thus, the next part will describe the arrival at the interpretation of the research results. Following the research, the identified themes were assigned to aspects of organizational culture. In the case of the expression of spiritual leadership in an organizational culture, the analysis of the research results and scientific literature, cultural features of a spiritually-based organization were interpreted through the following aspects of organizational culture: authority, relationships, truth, trust, honesty, communication, flexibility, and authorization (see Figure 4). Following the attribution of the identified features to organizational culture aspects, they were transferred to the symbiotic model for leadership. As this paper aims to study (identify and describe) the expression of leadership style in organizational culture, the sample symbiotic spiritual leadership model provided below allows to present the research results in a more structured way and describe the expression of the elements of the leadership in question through organizational culture features (see Figure 7).
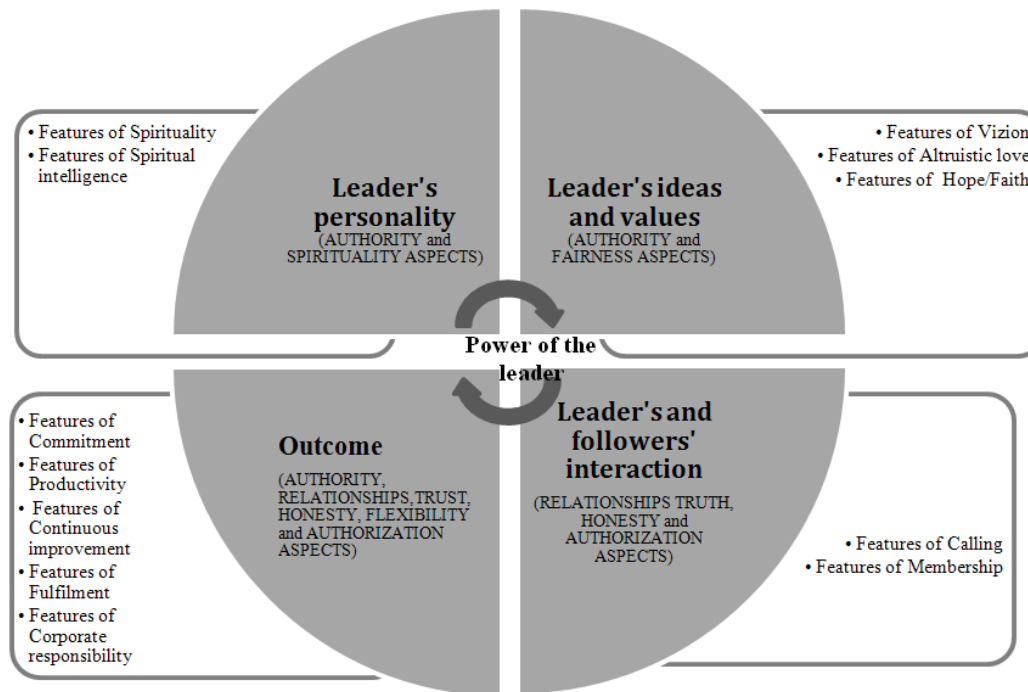

Fig. 7. The structure of the expression of spiritual leadership in the culture of Lithuanian medium-sized businesses

Spiritual leadership manifests in business culture through the leader's personality, ideas and values, the interaction between the leader and the followers and the results. This expression can be evidenced by organizational culture features, which emerge in organizations under a spiritual leader. The above spiritual leadership qualities manifest through different aspects of organizational culture.

However, organizational culture aspects through which the expression of spiritual leadership in organizational culture is analyzed does not include the evaluation of the expression of spirituality at the leader's level. Hence, in order to describe the "personality" element of the symbiotic spiritual leadership model, the results of the research on managers' spirituality level are used. The "complementarity" principle selected in the mixed research design method allows to expand, consolidate, illustrate, and explain the results of one method through the results of another.

Conclusions and discussions

As was mentioned before, organizational culture and leadership have different theoretical aproaches and they should be chosen and analyzed by these different concepts. Most generally, perspectives of organizational culture can be differentiated in organizational and management literature. For better appreciation of this diversity, the scope of definitions and perspectives should be evaluated. These perspectives are based on different interests in the subject and refer to culture as organizational variable, culture as metaphor, and culture as dynamic construct (Sackmann, 1990, 2002). Each of these treatments or perpectives is based on a different paradigm that leads to different assumptions about culture and hence to different assessment methods.

Thus, the discussion of all steps towards the goal of the study, it is possible to establish such a framework for the study of the expression of a leadership style in organizational culture (see Figure 8).
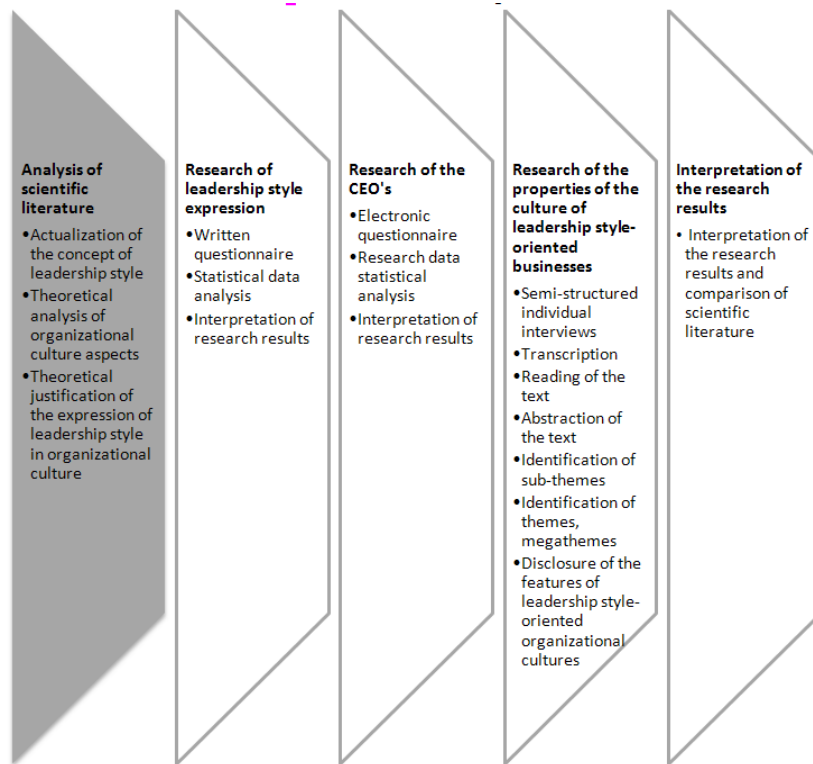
Fig. 8. Framework for the study of the expression of a ledership style in organizational culture

The first step of study sets out the assumptions of leadership style expression in businesses based on literature analysis and research. It introduces concepts and forms of their expression in organizations. Finally, it compares leadership style theories to highlight the relevance of spiritual leadership expression in an organizational culture and identifies common links between leadership and organizational culture.

The research methodology justifies the theoretical foundation, informative value, and validity. It also introduces the research philosophy: the main research concept and key theoretical propositions, which provided the basis for selecting this research methodology, as well as scientific philosophical attitudes. It presents research methods and measures, justifies the research scope, and describes the ethics of the empirical studies. After that an analysis of empirical research results are carried out.

The empirical research provides information on the managers' leadership style manifestation level and allows to identify specific features of organizational culture, which should be discussed. That part should give a detailed discussion of the expression of leadership style attributes in selected companies evaluate the leadership style manifestation levels of top-level managers in the same segment of companies and identify cultural features of businesses led by leaders. The interpretation of the results should be done by linking the cultural features of leadership style-based organizations with

qualities of the symbiotic model of leadership, thus describing the expression of leadership in the culture of selected businesses.

The done empirical research shows, that using a mixed research design – a combination of quantitative and qualitative methods (Klenke, 2003) – allow us to draw stronger conclusions in relation to experiences gained quantitatively through standard questionnaires and qualitatively through open questions (Tashakkori, Teddlie, 2003). This method allows to demonstrate different features of the same phenomenon, thus specifying and expanding research results. The selected hermeneutic phenomenological approach (Lindseth, Norberg, 2004), which includes traditions of phenomenology as descriptive methodology used to study and describe phenomena as they appear in the experienced world in order to identify and disclose their meaning, and hermeneutics (Ricoeur, 1992), allow us to perceive the interview text and relate it to what is being said in the interview and also the meaning that the text contains.

That discussion leads us to the conclusions that the aforementioned assumptions of leadership style expression in businesses allow companies to move in a new direction by focusing on the organizational culture. The comparison of leadership theories shows the symbiosis and the synergy of leadership qualities which manifest as the leader's true power. Based on the leadership theories and the symbiotic model of leadership, the leadership structure could be conveyed through four aspects: leader's personality,

leader's ideas and values, interactions, and outcomes. In adapting the model, the above aspects should assign elements of leadership style expression. It helps to provide leadership structure, which could be identified as organizational culture attributes.

The relationship between leadership and organizational culture should be verified by identifying key attributes of a leadership style-based organization through organizational culture aspects. Since the research covers organizational culture (which only includes value, assumption and motive levels) features of organizational culture are attributed to areas of organizational culture, which directly affect the smooth work of individuals as part of the organizational whole. Leadership style attributes, shaping employee behavior and motives, should manifest in investigated businesses.

The scores of the expression of these features should show that in the investigated business segment they manifest, the leaders are able to change the features of the organizational culture by changing employee behavior motives. The top-level managers research results should show whether there are some managers with very high scores whose leadership style expression is very close to (or has reached) the maximum score. It could suggest that there are leaders amongst the top-level managers, who have the power to make changes in organizational culture according to their leadership style. The result of empirical research shows that in the organizational culture of investigated businesses manifested through organizational culture aspects and they are identified as organizational culture features. Leadership style manifests in business culture through the organizational culture. This expression can be evidenced by organizational culture features, which emerge in organizations under a leader. The leadership style attributes manifest through different aspects of organizational culture.

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