The Mediating Role of Adaptability Cultural Trait Approach on Transformational Leadership Style and Job Satisfaction in the Work Environment: A Study on Malaysian GLCs

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ABSTRACT

This study investigates the relationships between transformational leadership style, organizational culture, and attitudinal outcomes of job satisfaction of organizational members. Hierarchical multiple regression analysis is used to investigate the relationships between transformational leadership style, the mediating effect of organizational culture, and level of job satisfaction of organizational members. This study was conducted among corporate members at the mid-managerial levels in selected Government-linked companies (GLCs) under the GLC Transformation Programme (GTP), which are listed in Bursa Malaysia. The results showed that adaptability cultural trait has positively mediated the link between transformational leadership style and job satisfaction of members at their workplace. Traits in the culture practiced in an organization through leadership is the main element to design and to strategize on the way an organization works to deliver tangible and sustainable results in the future.This study contributes to the dynamics of the causative relations between the selected variables,and highlights the important role of transformational leadership and organizational culture in ascertaining the job satisfaction of corporate membersin the Malaysian context.

Keywords: Transformational leadership style, organization cultural traits, government-linked companies, job satisfaction, government transformation plan.

1. INTRODUCTION

Malaysia as a developing country in South East Asia sees effectiveness in leadership as a highly significant factor in organizational success. Changes in business and technology threaten organizational stability, while modern management faces several challenges (Drucker, 1999; Kessels and Keursten,

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2002). Hence, government-linked companies are in the process of gearing toward higher levels of performance in line with the government plans for national transformation.

Government enterprises, which are known by various names, are set up by various governments around the world (Nor Mohammed, 2004; Ralston, Hallinger, Egri and Naothinsuhk, 2005; Woetzel, 2008). In Malaysia, these enterprises are known as "government-linked companies" (GLCs). The involvement of the government in these various business enterprises are for strong reasons, such as income generation and long-term investments (Gale, 1981).

The success of the GLCs relies on the relationship between leaders and followers, similarly as in other types of organizations (Chun, 2011; Ishak and Ahmad, 2011; Lau and Tong, 2008; Norhayati, 2009). The GLCs are expected to play important roles in the Government Transformation Programme (GTP) and to serve as important determinants in the economic structure of the nation. GLCs are worth approximately RM260 billion in market capitalization of 36%, and 54% of the market capitalization in Bursa Malaysia,and they serve as benchmark in Kuala Lumpur Composite Index (www.treasury.gov.my).

One of the major concerns for Malaysian organizations, especially the GLCs, is the need to formulate a strategy for improving performance. This urgency is due to the fact that management in GLCs are dictated as underperforming in operations, finances, and economic outcomes since 1990 when compared to non-GLCs (Fang, Qian, and Tong, 2004; Lau and Tong, 2008; Norhayati, 2009).

The public generally perceives that private organizations perform better than government-owned organizations (Cochran, Mayer, Carr, and Cayer, 2003). Organizations undergo continuous competitive pressures and re-engineer their business plans and underlying business methods to adapt to these pressures.

This condition applies to the current situation in Malaysia as Azman (2004, cited in Zin and Sulaiman, 2011). PCG (2006) stressed that most observers commented GLCs have multi-national status but sustain damages due to increasing problems related to internal control, lack of strategic direction that results in destitute capital and shareholder value, low number in production elevated towards gearing ratio, inefficient procurement process, and ineffective systems of performance management.

From emerging global markets, intensity in competition, progression in product lifecycle, and the expansion in complexity of associations with suppliers, customers, employees, and government (Ghosal and Barlett, 1990; Fahy, 2002; Lee and Peterson, 2000; Kotabe and Murray, 2004; Enderle, 2004; Knight and Cavusgil, 2004), organizations realized that leadership in change management

has become an important aspect in running businesses for future survival. This concept has been applied to GLCs pertaining to the selection of its senior management members (Lau and Tong, 2008).

The Malaysian government, being the main shareholder in the GLCs, has faced difficulties in nominating right candidates best suited for the job (Abdullah, 2004; Nor Mohamed, 2004). Situational pressure is placed on various levels of GLCs to reform its managerial exercises and to change the organization to meet the new realities in accordance to the GLC Transformation Programme (GLCTP) introduced in 2004.

To accommodate new technologies and environmental challenges, culture and leadership practiced in organizations are constantly undergoing the process of change. Transformational leadership has become the most important benchmark in organizations (Burns, 1979; Hater and Bass, 1988; Sarros and Santora, 2001; Levy, Cober and Miller, 2002).

Leadership is a crucial factor in engineering the improvement of the behavior of corporate members and their ability (i) to motivate, (ii) to guide others in realizing the vision, objectives, mission, (iii) to be creative, innovative, and promote new ideas for organizational growth, and (iv) to adapt to changes as well as to acquire the dynamics of culture. Members are empowered and engaged, and their teamwork and capabilities are enhanced.

Therefore, this study has shifted the traditional paradigm in leadership studies of business organizations. The study explores the relationship of perceptions on leadership styles practiced in the GLCs, which are currently undergoing a government transformation program in its adaptability toward change in organizations.

2. LITERATURE REVIEW

Burns (1979) argues that the process of leadership is either transformational or transactional. Later studies advocated for transformational leadership, rather than shift to transactional leadership. For instance, leaders practicing transformational leadership change into transactional whenever it suits the situations as indicated in sufficient studies on industrial, military, government, and religious leaders by Bass and Avolio (1990) and other researchers (Deluga, 1990; Howell and Avolio, 1993).

According to Bass (1985a; 2000), transformational leaders modify culture in the organization by positioning its culture with learned visions, and they defined transformational administration in terms of the motivational effect of leaders on

the loyalty, trust, admiration and respect of the members. Several published works have analyzed the inter-connection between organizational culture and culture management, and its association with organizational change (Schein, 1985; 1990; 1992; 1996a).

Organizations often administer within the ever-increasing complexities of their environment in respect to changing their culture in the organization. In this particular instance, transformational leadership is required for complex and culturally diverse organizations as argued by Cascio (1995, cited in Ellemers, De Gilder, and Haslam, 2004).

However, transactional leaders retain the presently existing culture in their organization. More importantly, leadership style practiced in public sectors is considered as a transactional exchange because of the political support and encouragement of the government. For example, typical GLCs are managed or headed by government-nominated candidates. These individuals are responsible for the administration of the organization. Hence, important decisions in the economic sector of the government are left to these appointed individuals.

Further, Avolio, Bass, and Jung (1999) argue that both transformational and transactional leadership constitute for effective leadership, and both should be practiced in organizational culture. Moreover, Schein (1992, cited in Buch and Wetzel, 2001) argued that organizational culture is revealed in norms, shared values, and basic assumptions. Other researchers have identified components of organizational culture as well. For instance, Van Den Berg and Wilderom (2004, p. 578) highlight two important distinctions between leadership and culture. First, leadership denotes behavior displayed by one or only few individuals, while culture is a collective behavioral phenomenon. Second, leadership involves potentially one-sided dependency relations.

Organizational culture researchers ascribe small amounts of organizational culture to leadership (Bass and Avolio, 1990; Schein, 1992; Trice and Beyer, 1993 in Willcoxson and Millett, 2000; Waldman and Yammarino, 1999).Several researchers (Avolio and Bass, 1991; Deluga, 1990; Hoover, 1991; Howell and Avolio, 1993) argue that organizations germinate amply from their transformational and transactional leadership styles. Meanwhile, researchers (Connor and Lake, 1988; Pondy, 1983; Schein, 1992; Sergiovanni, 1984; Ouchi and Wilkins, 1985) claim that culture evolved through groups of individuals within an organization or by the organization as a whole.

2.1 Background of Leadership

Leadership is a key factor in the performance of an organization, and is an achievement indicator. The study of leadership is an active field of inquiry because it has been practiced for a long time. Several studies have been conducted on leadership (Goleman, Boyatzis, and McKee, 2002; Kouzes and Posner, 2002). Abbas and Yaqoob (2009) and Yukl and Lepsinger (2005) report the increasing number of studies on leadership based on the number of new theories and models introduced.

Jacobs and Jacques (1990, cited in Juras, 2010) explain that leadership is a process that provides a clear reason of collective effort. Leadership influences others to gain full commitment and competency to focus on specific actions in the process of achieving organizational goals (Jacques and Clement, 1994).

2.1.1 Concept of Styles in Leadership

A prevalent recurrence in the study of leadership is the focus on leadership styles (Moore and Rudd, 2006, p.6). Casimir (2001) defines styles in leadership as a pattern of emphasis, indexed by the frequency or intensity of specific behaviors or attitude that a leader demonstrates based on his or her various functions.

Research suggests that various leadership styles are applied in different situations (Turner and Muller, 2005; Muller and Turner, 2007). Therefore, no exact style in leadership is ideal for all situations. A leader may have limited knowledge and skills to react effectively in a situation, and thus, may not emerge as effectively in other instances, as stressed by Rad and Yarmohammadian (2006).

Various styles are needed in different organizational conditions, and leaders need to know the best time to demonstrate the best approach, and to express abilities to influence others(Armandi, Oppedisano, and Sherman, 2003). Hence, leaders must adjust accordingly to fit into the changes in the organizational settings and to manage the task force effectively.

2.1.2 Transformational Leadership

Transformational leadership exhibits charismatic skills, develops a desired vision, instills pride, builds respect and trust; inspires, motivates by creating high expectations and models appropriate behaviors; considers the individual, pays personal attention to followers and gives them respect and personality; and finally, transformational leadership provides intellectual stimulation, and challenges followers in promoting new ideas and strategic approaches (Bass, 1985c in Ardichvilli and Kuchinke, 2002).

The ideal condition shows how leaders and their subordinates support each other for the benefitof moral and motivational standards (Burns, 1978). Transformational leaders often generate new understanding by enhancing awareness on certain issues, and stimulate inspiration and excitement to obtain the set objectives.

The concept of transformational leadership has further progressed by describing it because of the degree of individual motivation to exert extra effort in completing a task (Bass, 1985b; Riaz and Haider, 2010). In addition, transformational style in leadership can be applied to all individuals in various organizational positions (Yukl, 1997, cited in Pasa, Kabasakal and Bodur, 2001),since the concept is an influential process.

A skilled transformational leader possesses the ability to support and to educate his or her subordinates (Vigoda-Gadot, 2007). By their own behavior, these leaders becomerole models and encourage their subordinates in their effort to promote the aims of the organization.

Transformational leadership is therefore an attempt by a leader to navigate his or her followers beyond immediate self-interests, through idealized influence (charisma), inspiration, intellectual stimulation, or individualized consideration (Bass, 1985b; 1998; Avolio, Zhu, Koh, and Bhatia, 2004). These processesenhance the degree of maturity and ideas of the followers as well as their concerns for achievement, self-actualization, and well-being of others, the organization, and society.

An organizational leader with strong leadership is often taken as a role model by his or her followers due to the well-mannered behavior and attitude that support for continuous improvement of their organization (Bass and Avolio, 1994).

2.2 Organizational Culture

House, Javidan, Hanges, and Dorfman (2002) and Javidan, House, Dorfman, Hanges, and De Luque (2006) claim leadership directly affects organizational form, culture, and practices. Organizational culture refers to a shared system held by employees.

Organizational culture isreflected in behavior, language, values, symbols, and rituals (Ott and Sullivan, 1989, cited in Mehra et al., 2006; Schein, 1990; Davies, Nutley andMannion, 2000). Organization culture is a composite structure of norms that emphasizes the administering of individuals (Lytle, Brett, Barsness, Tinsley, and Janssens, 1995; Johnson, 1992). Culture refers to the outcomes resulting from routine interactions and negotiations among members of a particular organization through mutual agreement on the right procedure to perform tasks.

According to Sadri and Lees (2001), culture in an organization is governed by several factors, namely industry background, respective location, previous occurrences, member behavior, and interaction styles.

2.2.1 *Leadership and Organizational Culture*

Bass and Avolio (1993, cited in Xenikou and Simosi, 2006, p. 568) argue that leadership and culture are proficiently interconnected such that it is possible to describe an organizational culture characterized by transformational qualities.

Some researchers assert that culture is the variable towards familiarity on how leadership styles influence organizational performance. Culture may be the predominant factor in prescribing the relationship between the styles of leadership and organizational outcomes (Lim, 1995; Ogbonna and Harris, 2000).

Researchers are interested in the relationship between leadership and organizational culture although limited studies have been conducted on leadership and organizational results (Hickman and Silva, 1984; Peters and Waterman, 1982; Schein, 1985b; Sergiovanni and Corbally, 1984; Smith and Peterson, 1988; Tichy and Cohen, 1997; Trice and Beyer, 1993).

Nevertheless, researchers discovered that certain leadership behavior together with certain organizational cultures could result in positive employee performance (Bititci, Mendibil, Nudurupati, Garengo, and Turner, 2006; Harris and Ogbonna, 2000; Lim, 1995). Researchers found that strong leadership is associated with strong organizational culture (Bass, 1998; Kotter and Heskett, 1992; Sheridan, 1992).

Although a considerable number of researchers argue on the constant interplay between organizational culture and leadership (Bass and Avolio, 1993; Schein, 1992; Trice and Beyer, 1993; Waldman and Yammarino, 1999), limited empirical studies examine the relationship between leadership and culture as well as their joint effect on important organizational outcomes.

An organizational leader or manager needs to possess knowledge and grasp of culture in organization to allow him or her to convey new vision and to ensure his or her followers effective execution of the vision (Schein, 1992, cited in Sharma and Sharma, 2010). Significantly, leaders play an important role in shaping and sustaining the culture in an organization. Apparently, the process in leadership causes the effects of culture to result as most perceptible (Komin, 2000). Therefore, leadership and organizational culture are closely linked and share an agreeable relationship.

In addition, Block (2003) found that organizational employees who rated their immediate leader positively asa transformational leader are more likely to perceive their organizational culture as more adaptive, involving, integrating, and having a clear mission.

2.2.1.1 Organization Culture: Adaptability Trait

Adaptability measures the ability of an organizationto adapt swiftly to abrupt changes in business conditions, such as demanding needs of customers and the market environment. As Schein (1992) explains, culture is able to change and toadjust into new environmental conditions.

Adaptability means that an organization is able to perform in a competitive environment as compared to only being able to perform in a safe and stable environment (Gordon, 1991; Gordon and DiTomaso, 1992). Further exploring adaptability, Calori and Samin, (1991) and Cameron, Freeman, and Mishra (1991) assert that adaptability is about long term growth and not about profit.

Thus, being adaptive or non-adaptive can be applied in the element of culture. For adaptive cultures, leaders focused more on corporate customers and members who are internally involved (employees), and on the processes and procedures that demonstrate significant change. Adaptable organizations translate the demands of the organizational environment into action. They take risks, learn from their mistakes, and have the capability and experience at creating changes (Katz and Kahn, 1978; Kotter, 1996; Senge, 1990).

Any organization that exhibits high adaptability levelsis stimulated by customer needs, willingness to take risks, and to learn from mistakes (Nadler and Nadler, 1998 in Fernandez and Rainey, 2006). By contrast, organizations in non-adaptive cultures are more concerned with their own agendas, and their values tend to lack risk-taking and processes of change.

Possessing strong culture is insufficient. A well adaptive culture is highly essential to encourage the organization toward the desired goals, to create change, to focus more on customer needs, and to enhance organizational learning (Daft, 2005).

2.2.1.2 Job Satisfaction

Job satisfaction is the enjoyable and emotional moment that results from the evaluation of an employee of his or her job (Danish and Usman, 2010) or job experience. Organizational members feel accomplishment and a sense of pride in achieving goals. Moreover, job satisfaction is a condition when an individual believes he or she has the proficiency, value, and worth of being recognized.

Locke (1969, p. 317, cited in Weiss, 2002) defines job satisfaction as a "pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating one's job values." Everything can be influenced by job satisfaction, such as perks, organizational climate, and interpersonal relations (Robbins, 2005).

An individual experiences job satisfaction when he or she is contented with the work conditions. Several studies on job satisfaction found that individual factors, such as needs and sources of inspiration, justify this type of situation, and group and organizational factors include relations between workers and supervisors, work conditions, policies, and remuneration (Moorhead and Griffin, 1995). Employee satisfaction at the workplace decreases the level of absenteeism and enhances loyalty. However, absenteeism may become an issue among less satisfied members due to stressful work conditions, which might lead to their seeking of other job offers.

3. METHODOLOGY

3.1 Research Design

A research design is an action plan or roadmap of research formed to conform whether the research questions are possibly valid, reliable, and prudent (Creswell, 2003; 2005). A quantitative method of analysis was selected and served as a guide in this study. Quantitative research is defined as a formal, objective, and systematic process in describing and testing relationships and analyzing the cause and consequence of interactions between variables selected (Burns and Grove, 1993). Quantitative methods are research methods that utilize statistical data to make sense of the world (Bryman and Bell, 2011). The method constructs and employs statistical models, new theories, hypotheses in response to the intended research objectives.

A survey research method was chosen due to its practicality for descriptive, explanatory, and exploratory research, and thus, it was applied to fit into the objective of this research study. The survey method is considered paramount in measuring attitude and in gaining personal and social information including their beliefs (Babbie 1983; Kerlinger, 1986; Rossi and Freeman, 1993; 1985). Therefore, the method furnishes an accurate personification or account of the characteristics, such as behavior, opinions, abilities, beliefs, and cognition of an individual, situation, or group.

3.2 Data Collection Method

The data collection instrument used in the present study is a survey questionnaire. This instrument hasthe ability to obtain data from a large sample randomly. The questionnaire is a printed self-report form designed to elicit information that can be obtained through the written responses of the subjects.

The information obtained from a questionnaire is similar to that obtained from an interview, but the questions tend to have less depth (Burns and Grove, 1993). Therefore, the questionnaire processallows the researcher to obtain great amount of information from respondents (i.e., greater latitude). Questionnaires are able to avoid or to minimize the level of bias, to maintain the anonymity of respondents, to obtain immediate responses, and to measure perceptions compared to the method of observation (Emory, 1985; Schmitt and Klimoski, 1991).

In this study, the questionnaires were administered to mid-managerial levels employeesin the GLCslisted in Bursa Malaysia. The survey produced a 78.79% response rate, which indicated 131 valid responses.

3.3 Measurement of Instruments

The variables of this study are anchored on a five-point Likert scale, and measured through the application of the existing instruments, which have already been tested in previous studies.

Transformational leadership style variables, which are known as Multifactor Leadership Questionnaire (MLQ) 5X, are adapted from Bass and Avolio (1997). The instrument consisted of 20 items. The Denison and Mishra (1995) model of culture, which has 15 items for adaptability trait, and the Job Satisfaction Survey by Spector (1985), were chosen as well.

3.4 Sample of Population

Burn and Grove (1993) define population as a set of various elements, such as individuals, objects, and events, which suit the criterion of the samples. The population is a set of individuals, occasions, or elements of interest that the researcher wants to examine in this study.

The sample covers the corporate personnel in selected GLCs in Malaysia. The samples targeted of this study are the corporate members in mid-managerial positions.

3.5 Statistical Method

The Statistical Package for Social Sciences (Version-17) was used in data analysis and hypothesis testing.

3.6 Theoretical Framework

A theoretical framework refers to a conceptual model of how one theorizes the links between several factors that have been identified as elementally critical to the problem (Sekaran, 1992; Sekaran and Bougie, 2010).Published research indicates that a theoretical framework plays an important role in the development of a scientific tool to investigate the research problems that incorporate one's logical beliefs (Sekaran, 2000). The theoretical framework shows the interrelatedness among the variables, and the extent that the variables are deemed integral in the dynamics of the situation being investigated in the current study.

Figure 1 shows the development of the theoretical framework, and identifies the determinant factor. The theoretical framework serves as a guide as the research questions are fine-tuned, measurement methods are selected, and statistical analyses are determined.
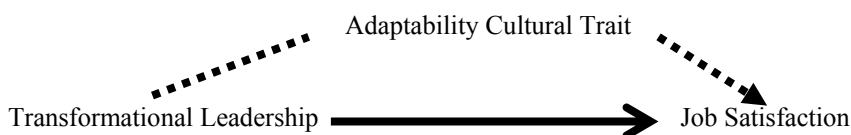

Figure 1: The development of the theoretical framework, and the determinant factor

According to MacKinnon, Lockwood, Hoffman, West, and Sheets (2002), psychologists refer to the condition ofthe $X \rightarrow M \rightarrow Y$ relationship as "mediation" or "indirect effect" of X on Y through M.**Figure 1** indicates a direct effect relating X to Y and a mediated effect by which X indirectly affects Y through M. Several Malaysian GLCs involved in the service industry were selected. Therefore, this study investigated the outcomes of employee perceptions on the leadership style of immediate superiors and the adaptable cultural trait in the organization.

The hypotheses are as follows:

Ho1. *Transformational leadership style is not significantly associated with the job satisfaction of corporate members.*
Ha1. Transformational leadership style is significantly associated with the job satisfaction of corporate members.
Ho2. *Transformational leadership style is not significantly associated with adaptability cultural trait.*

Ha2. Transformational leadership style is significantly associated with adaptability cultural trait.

Ho3. Adaptability cultural trait has no significant influence in determining the job satisfaction outcome of corporate members.

Ha3. Adaptability cultural trait has significant influence in determining the job satisfaction outcome of corporate members.

Ho4. Adaptability cultural trait does not function as a mediator in the relationship between transformational leadership style and job satisfaction outcome of corporate members.

Ha4. Adaptability cultural trait does function as a mediator in the relationship between transformational leadership styles and job satisfaction outcome of corporate members.

4. DATA ANALYSIS

This section presents the findings obtained from the selected GLCs. Data are based on survey questionnaires that were distributed to employees in middle management positions. The questionnaire used in this survey is based on the employee perceptions of the acceptance of theirorganization toward change.

4.1 Reliability

The Coefficient alpha is applied in this research study to assess the reliability of the constructs. Cronbach's alpha *(α)* is a reliability coefficient that indicates how sufficient the items in a set are positively complemented to one another (Sekaran, 2000; Sekaran and Bougie, 2010). Table 1 illustrates the reliability of the current tests.

Table 1: The reliability of the current tests

Variables	Main Test (α) N=131	No. of Items
*MLQ 5X:		
-Idealized Influence (Attribute)	0.703	4
-Idealized Influence (Behavior)	0.701	4
-Inspirational Motivation	0.713	4
-Intellectual Stimulation	0.710	4
-Individual Consideration	0.701	4
-Adaptability Cultural Trait	0.889	15
-Job Satisfaction	0.723	24
Total		59

4.2 Factor Analysis

The summary of factor analysis results from the independent variables (transformational leadership style).The elements of transformational leadership style, adaptability cultural trait, and job satisfaction at the work environment were measured. he suitability of the data was assessed through factorial analysis. The correlational matrix shows several coefficients with values of more than 0.5, and thus, these items were remained.

The KMO value for (i) transformational leadership style is 0.828, (ii) adaptability cultural trait is 0.886, and (iii) job satisfaction is 0.724. The results exceeded the value of 0.6 for Bartlett's Test of Sphericity, and obtained statistical significance (Netemeyer, Bearden, and Sharma, 2003). This finding supportsthe factorability of the correlational matrix process, and indicates adequate results.

4.3 Hierarchical Multiple Regression Analysis

A four-step hierarchical multiple regression analysis (Baron and Kenny, 1986; Judd and Kenny, 1981; MacKinnon, Lockwood, Hoffman, West, and Sheets, 2002; MacKinnon, 2008) was applied to determine whether the selected variable (adaptability cultural trait) mediated the relationship between transformational leadership style and the job satisfaction of mid-managers in their work environment.

Figure 2 represents the outcome of the mediation analysis using findings in multiple regressions. This finding indicates that adaptability cultural trait functions as a mediator to strengthen the relationship between transformational leadership style and attitude of organizational members (job satisfaction).
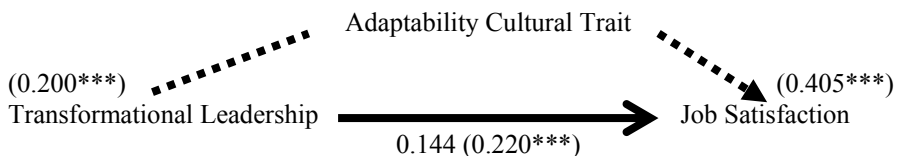

Figure 2: The outcome of the mediation analysis using findings in multiple regressions

In Figure 2, $\beta a = 0.200$ (the standardized beta coefficient of the IV → M (with all controls in the equation), $\beta b = 0.405$ (the standardized beta of the M → DV (with IV and controls in the equation); $\beta c = 0.144$ (the coefficient of the IV when the mediator and controls are in the equation); and $\beta c' = 0.220$ (the coefficient for the IV when the controls are in the equation but the mediator was not entered). Each coefficient is marked * to indicate $p < .05$, ** for $p < .01$, and *** for $p < 0.001$. The result indicates that X remains significant (whereby, both X and M

both significantly predict *Y*), and the finding supports partial mediation ($p = 0.003$). The hypothesis null four (Ho4) is rejected, whereas hypothesis four (Ha4) is supported.

The hypotheses tested prove that adaptability cultural trait functions as a mediator in bridging the link between leadership and the satisfaction of corporate mid-managersin the workplace environment. This finding is indicated in the smaller value of the statistical results after the inclusion of cultural trait components on the effects of leadership and attitudinal outcomes.

5. THETHORETICAL AND PRACTICAL IMPLICATION

Previous studies have examined the relationship between leadership and performance (Howell and Avolio, 1993), culture and performance (Denison, 1990, cited in Jaskyte and Dressler, 2004; Lim, 1995), leadership and organizational culture (Schein, 1992; Bass and Avolio, 1993), association of the three components (Ogbonna and Harris, 2000; Parry and Proctor-Thomson, 2003; Xenikou and Simosi, 2006).

However, unlike previous studies that focus on direct links, leadership styles and job satisfaction (Voon, Lo, Ngui, and Ayob, 2011; Riaz and Haider, 2010; Gill, Flaschner, Shah, and Bhutani, 2010) were tested concerning their causal effects with the inclusion of adaptable cultural trait as a mediatorin this study.

A theoretical interpretation of this finding is not to conclude that leadership styles are not important in relation to employee attitude, but relatively prove that organization cultural traits emerge as a filtering mechanism and result as a main predictor to the attitudinal outcomes of corporate members instead of a direct link between leadership styles and attitudes. The results may develop differently compared to previous studies in terms of geographical location, cultural and ethnic backgrounds, level of education, business environment, developed or developing countries, and job experiences.

Practically, organizational culture is unique in relation to core values, priorities, and behavior in the organization. Organizational culture is an important factor that builds an organization (Martins and Terblanche, 2003). Leaders regulate the uniqueness of culture in the organizational system, structures, and policies. These policies and organization structures shape organizational behaviors as a whole.

Consequently, the upper echelons of Malaysian GLCs must convey effective feedback and training to their leaders and managers to obtain effective and efficient operational activities of the organization. Leaders and managers must advocatethe importance of culture on the daily operations of the organization.

Leaders need to discover the kinds of culture that are favorable to the growth of the organizationand focus on strengthening positive work culture.

There is interest in seeing what and how culture spurs the agreeable attitudes to the entire organizational leader-member spectrum in the race for survival and ownership of resources in the challenging and demanding business environment. This research suggests that the understanding of cultural traits further enhances the understanding of how effective leadership should resemble.

6. CONCLUSION

Organizational culture is a critical tool that shapes the operations of an organization. Adopting organizational culture with a strategy is a potent means to gain competitive advantage or leadership in the industry. A highly effective business organization invariably has a high performing organizational culture that has the ability to align well, internally and externally, to support the overall objectives of the organization.

This study expects to uncover the link between leadership-culture and its effects on behavior with regard to job satisfactionof members of GLCs during theirGLCTP. Organizational culture shapes organizational member experience that leads to their behavior, and thus, we need to understand the cultural boundaries of leadership as the business world has become a global market place.

This research study is motivated by the many theories on leadership and culture, and the lack of studies in the Malaysian context. The researcher is optimistic that the findings of this present study will act as a catalyst for further improvement in the leadership of the Malaysian GLCs in response to the GLCTP.

Transformational leaders are crucial in improving thebehavior of the organizational members, and further, these leaders have the ability and drive to motivate others to realize the vision and mission set by the organization. The transformational leaders assist others to become more creative, innovative, and promote new ideas that allow organizational growth and adaptation to changes. These actions are achieved through effective communication, mutual respect, and the disposition of the transformational leaders.

Further, transformational leaders have the surpassing perspective because of their position in the organization by acquiring the dynamics of the culture, and determining what needs to be addressed and what needs to be changed. This task is the intrinsic feature of successful organizations regardless of their business background. Successful organizations empower and engage their corporate members, build their organizations through teamwork, and develop the capabilities of organizational members at all levels.

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