

**ŠIAULIAI UNIVERSITY
FACULTY OF SOCIAL SCIENCES, HUMANITIES AND ARTS
DEPARTMENT OF PUBLIC ADMINISTRATION**

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The Leadership Role on the organizational culture change at the
local self-government institutions

Master's Thesis

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Social sciences, Public Administration (N700)

**Advisor of Thesis:
Prof. Dr. D. Šaparnienė**

I confirm that presented Master's Thesis to obtain qualification degree in Public Administration is the original author's work.

(Student's signature)

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I also hereby declare that this piece of work is indeed my own and that all the works of other persons has been duly acknowledged and to the best of my knowledge, this Master's thesis has not been previously presented either at Siauliai University, nor at University of Pardubice, or any other universities for similar purposes.

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SUMMARY

Master's Thesis

Leadership is able to lead establishing new capabilities within the heart of the organization – its culture. It has influence over its employees by creating engagement among them and willingness to make efforts for improvements and changes. Though, local self-government institutions differ of being slow and low performing, compare to the private sectors.

The main aim of this Master's thesis is to investigate the role of leadership on the organization culture change at local self-government institutions, taking case of Siauliai District and Pardubice District Municipalities. Therefore, research helps to understand how the leaders impact organization's culture and their high abilities to help to achieve the organization's strategies and goals, to facilitate the changes necessary to achieve high-performance.

In this study the research methodology is based on the Denison's model, which provides a comprehensive way to measure the organizational change through two frameworks: The Organizational Culture Model and the Leadership Development Model. Built on the same foundation, both models describe the characteristics of high-performance organizational culture and leadership. According to Denison Organizational Culture and Leadership Development Models, was constructed Focus Group Interview to collect data. In total, up to 20 employees and leaders were interviewed from the administrative and its structural units in Siauliai and Pardubice districts Municipalities.

The findings demonstrated that the municipalities are highly capable for change and flexibility, have cultures adaptive, and extremely consistent and predictable. The leaders follow strategic plan, have clear goals, citizen oriented core values and employees have proper understanding of them. Likewise, they have pretty a lot of activities, well suiting background, and they always try to strive for further development and improvement, be followed up with the latest innovations. But on other hand, lack of time, financial resources, empowerment and motivation, communication/relationship among departments or executives and employees, and information flow, to make sure that all employees are aware of the organization's situation, will intervene to reach goals and any ideas to further development and implementation of changes in a larger extent.

Keywords: Organizational Culture, Local Government, Leadership, Denison Organization Culture Model, Denison Leadership Development Model, Involvement, Mission, Adaptability, Consistency.

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MAIN CONCEPTS AND TERMS

Terminology is the study of terms and their use. Terms are words and compound words or multi-word expressions that in specific contexts are given specific meanings—these may deviate from the meanings the same words have in other contexts and in everyday language. Terminology is a discipline that studies, among other things, the development of such terms and their interrelationships within a specialized domain. The terms and concepts used in that Master's Thesis are given and defined below:

Adaptability: is theoretically defined as translating the demands of the business environment into action ("Denison Organizational," 2011); and operationally defined as the manifestation of creating change, customer focus, and organizational learning as represented through the Organizational Culture Model.

Bureaucratic theory: This is the contribution to classical management theory from the German academic Max Weber (1864 - 1920).

Corporate culture: The set of important assumptions that members of the company share. It is a system of shared values about what is important and beliefs about how the company works. These common assumptions influence the ways the company operates.

Consistency: is theoretically defined as the values and systems that are the basis of a strong culture ("Denison Organizational," 2011), thereby translating to the ability to maintain a standard resulting in harmony between parts. Operationally defined as the manifestation of core values, agreement, and coordination and integration as represented through the Organizational Culture Model.

Ethos: The spirit, moral nature, or guiding beliefs of a community or individual.

Executing: The ability to complete individual and organizational assigned tasks according to specified standards and within certain time criteria or event criteria.

Human relations-orientated theory: Contributed by Elton Mayo (1880 - 1949).

Involvement: is theoretically defined as building human capability; ownership and responsibility refers to the feeling that one is part of something larger ("Denison Organizational," 2011).

Operationally defined as the manifestation of empowerment, team orientation, and capability development as represented through the Organizational Culture Model.

Job Characteristics: A manager should analyze the job content along five dimensions: skill variety, task identity, task significance, autonomy and feedback.

Job Design: This aspect of management is part of organization structure. Individuals carry out activities that lead to the achievement of the organization's objectives.

Job Enrichment: Involving the assignment of more decision-making responsibilities to the worker.

Mission: is theoretically defined as a meaningful long-term direction for the organization ("Denison Organizational," 2011); therefore, consists of guiding principles designed to meet defined goals. Operationally defined as the manifestation of strategic direction and intent, goals and objectives, and vision as represented through the Organizational Culture Model.

Organizational Change: Usually occurs as a result of, or in response to, pressures from outside (external) and/or from within (internal) the organization.

Organizational Development: planned, organization-wide effort, managed from the top, to increase organizational effectiveness through planned interventions in the organization process using behavioral science knowledge.

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Introduction

Actuality and Novelty

D. Eisenhower has maintained: “Leadership is the art of getting someone else to do something you want do because he wants to do it” (Hughes et al, 2006, p. 405). With following notion, he gave an early definition of leadership that has strengthened coherence among leadership researchers in later decades. A Leadership Strategy can guide toward a common cause of building new capabilities within the heart of the organization – its culture. That is to say, leadership has to have influence over its employees/followers (Yukl, 2006, p. 3) and that in order to manage a successful organizational culture the leader has to create engagement among the employees and a willingness to make efforts for improvements and changes (Ekstam, 2002, p. 11).

Organizational change is necessary demand for organizations to survive. The scholars and researchers are agree that for the organizations is necessary to adopt, accept, and implement changes in their organizations according to changing trends, technologies, customer/citizen preferences and future concerns (Caetano, 1999). It’s obvious, that such dynamic flow requires a very effective and highly competent leadership that envisions future direction, aligns resources, and motivates the commitment of people toward this common purpose, and address all obliged issue of organizational change in most appropriate way (Boston, MA, 2000; Senior and Fleming 2006).

Besides accepting the greatness of organizational change and finding out the fact that practical steps are needed to make things happen, the question may arise in minds that the public sector organizations, frequently presented as a “special case” in organizational change research, portray the impression that change is significantly more difficult in government organizations than it is in the private sector. The public sector organizations have the inaccurate stereotype of being slow, unresponsive, and low performing, compare to the private sectors. Thus, there is a reason to believe that leadership would look different depending on the type of the organization. But still, both sectors function on the principles of good governance, leadership and management. What separates them are the style and quality of leadership, and the amount of bureaucracy and government interference that often undermine leadership.

This Master’s thesis is based on the premise that the performance of an organization is influenced by the leadership and organizational culture, which results from the ways in which

organizations adapt to the external environment and ensure internal integration. Some organizations develop cultures that support, encourage and reward high performance whereas others adopt a culture that perpetuates poor performance. In other words, the performance of an organization is influenced by the culture of that organization. This is more for public sector organizations that have been labelled as having a non-intervention culture and plagued by needless bureaucracy, which depicts them as being inefficient and ineffective (Edgar Schein, 2006).

Problem discussion and problem questions

Fundamentally the key to effective culture management and positive changes in the organization is leadership. Leadership must be committed to managing culture in terms of developing and sustaining organizational performance, while managers throughout the organization are responsible for its effective development.

The role of leadership is well investigated on the basis of its competences and characteristics to handle different organizational issue and situations (Caetano, 1999; Boston, MA, 2000). Due to the main focus of the research, to investigate the leadership influence and effectiveness on the culture change, the author of the Master's thesis has tried to find out what traits, abilities, behaviors, sources of power and aspects of the situations exist which helps to determine how well a leader/manager is able to accomplish the set of the objectives for the organization and influence his or her followers (Yukl, 2006 p. 2). The research has led to different leadership theories and leadership styles, such as trait approach, behavior approach, power-influence approach, situational approach and integrative approach and etc. All of them have had varying popularity over time and the methods used have varied greatly (Yukl, 2006, p. 3). This showed that leadership has been a difficult area to study since it tends to vary depending on the situation and the milieu in which the leader acts (Hughes et al, 2006, p. 351).

As already mentioned, there is not much investigated the relationship between these leadership characteristics and successful organizational change (Senior and Fleming 2006; Gesell, 2010); there is found very little literature that discusses how leadership affects variables such as organizational culture, climate, and performance or describes the differences in leadership that

occurs when acting in a local self-government institutions; there is limited amount of researches and literature sources to guide practice in this field (Lindberg, 1999, p. 24; Hoffmann, 2014).

The attention given to this particular field of study has been of the interest to the researcher and having taken into consideration the problem discussion, the *research questions* are thus:

- (1) How Organizational Culture and Leadership in the context of local self-government institutions are conceptualized in theories?
- (2) What kind of knowledge, skills, talent and competencies are required from a leader to bring a successful organizational change?
- (3) How can be used Denison model for describing leadership role on the characteristics of high-performance organization culture?
 - (3.1) what is level of adaptability of the organization?
 - (3.2) what is level of consistency of the organization?
 - (3.3) what is level of involvement of the organization?
 - (3.4) what is level of understanding of the mission of the organization?
 - (3.5) is the organization internally or externally focused?
 - (3.6) is the organization flexible or stable?

Research Object

The role of the leadership on the organizational culture change

Research Aim

The main aim of this Master's thesis is to investigate the role of leadership on the organization culture change at local self-government institutions, taking case of Siauliai District and Pardubice District Municipalities. Therefore, research helps to understand how the leaders impact organization's culture and their high abilities to help to achieve the organization's strategies and goals, to facilitate the changes necessary to achieve high-performance.

Research Objectives/Tasks

Implications for leadership and organizational studies are explored. The primary objective of this study was to model the interaction between organizational culture and change, delineating the ways in which a leader's knowledge of organizational culture affects the process of implementing change, and identifying the stages of the change process at which the interaction between organizational culture and change implementation holds functional significance.

Research objectives:

1. To conceptualize definitions of the Organizational Culture and Leadership in the context of local self-government institutions.
2. To identify factors impacting organizational culture change at local self-government institutions.
3. To analyze the impact of leaders' on organizational culture on the process of change implementation.
4. To analyze the role of leaders on the organizational culture change at Siauliai District and Pardubice District Municipalities.

Research Main Statements

The Leadership role on organization culture change could be expressed by these main statements:

1. The leadership, focused on team performance, leads to the higher organization culture change.
2. Leadership skill to empower the employees is the key for successful organizational culture change.
3. Organizational culture change can be defined by the leadership results, achieved goals and harmony among employees.
4. Strong communication and information flow within employees, departments, and leaders lead easier adoption and adaption of excepted organizational change.
5. The changes are easier if the employees feel comfortable in their working place. Leaders should encourage employees with inspiring challenges, freedom, support for ideas and trust.

Research Methodology

With regard to the nature of the object, research aim and research questions, the method used in this Master's Thesis is a qualitative one. Qualitative Research is primarily exploratory research. It is used to gain an understanding of underlying reasons, opinions, and motivations. It provides insights into the problem or helps to develop ideas or hypotheses for potential quantitative research. Qualitative Research is also used to uncover trends in thought and opinions, and dive deeper into the problem. Qualitative data collection methods vary using unstructured, semi-structured or structured techniques. Some common methods include focus groups (group discussions), individual interviews, and participation/observations. The sample size is typically small, and respondents are selected to fulfill a given quota.

In this study the research methodology is based on the Denison's model. The **Denison Model** provides a comprehensive way to measure the organizational change through two frameworks: *The Organizational Culture Model* and the *Leadership Development 360 Model*. Built on the same foundation, both models describe the characteristics of high-performance

organizational culture and leadership. The Denison Model highlights both the need of the employees' internal integration and the importance of the external adaptation process, providing an opportunity to shape a certain cultural profile of the organization. The model is based on four basic features of organizational culture: involvement, consistency, adaptability and mission, each of them having three sub-groups. Involvement is measured through feelings of authority, initiative, and ability to manage work, team orientation, and capability development, which itself is measured through the investment in increasing employee skills. Consistency is measured by the core values through which employees share a set of values; agreement, through which employees can reach agreement on issues that arise, and coordination and integration with meaning that all departments are able to work together to achieve a common goal. Adaptability is measured in terms of the organization's ability to create change, the organization's ability to understand and react to their citizens' requirements, and the organization's ability to interpret its environment and change accordingly. Finally, mission is measured by the extent to which an organization's purpose is clear to employees, also referred to as strategic direction and intent; the level to which the goals and objectives can be linked to the organization's mission, vision, and strategy; and possession of a clear vision of the desired future of the organization. As the result, the model is showing the linkage between organizational culture and efficiency with 12 different features of organizational culture (Denison, Hoorjberg, Lane, Lief, 2012).

By using existing theories, this study aims to amplify the understanding of this topic. The results of the study ought to further educate and hence managers with information to base strategic decisions upon. In order to fulfill the purpose of this study, as well as to guide the direction of the research process, the study will focus on the following delimitations.

Research methods

Literature analysis

Documents analysis

Focus group and Interview methods

Data analysis

Delimitations

It is worth noting that this study will not compare any of leadership styles or approaches, as to understand which one is the best for organizations both to guide and implement any changes within organizational culture. Since the primary data will be obtained via questions asked through interview, the author will consider just 12 different features of Denison Organizational Culture Model. It enables leaders and employees to understand the impact of the culture on the organization's performance and learn how to redirect the culture to improve organizational effectiveness. In addition to the organizational culture assessment, will be used 360⁰ feedback instrument, the Denison Leadership Development 360⁰ Model, which will help to define the relationship between leadership, organization culture, and organizational effectiveness. (Denison, Hoorjberg, Lane, Lief, 2012).

Research theoretical and practical significance

The difference between theoretical and practical science is based on an unsustainable dichotomy between facts and values. Science is devoted to managing and increasing knowledge of general validity, as it aims to improve general theoretical understanding. It has no specific aim outside of this. While practical research is its dynamic element.

Based on the theoretical analyses of the possible reasons for change in organizational culture, the role of leadership in the change process, the types of cultural changes and cultural leaders, and itself on the obtained results and given recommendations, Master's thesis will be practically significant to all those who interested in leadership and how influence change direction in organizational culture, highlighting leaders skills and competencies.

Research is aimed to help to understand why change happens, how change happens and what needs to be done to make change a more welcoming concept. In particular author hopes that leaders and managers in organizations might appreciate done research, which offers insights into different frameworks and ways of approaching change at an individual, team and organizational level.

To clarify, Master's thesis uses leadership to mean the practice of a set of skills that motivates others to work with and to get things done. Developing leadership skills reveals their value, whether you use them to lead people or not. You never know when you'll find yourself in a situation you'd like to change. If you don't have the skills to do anything about it, you have to take it or leave it. If the change requires interacting with other people, leadership skills enable you to do something about it.

I. LEADERSHIP AND ORGANIZATIONAL CULTURE IN LOCAL SELF-GOVERNMENT INSTITUTIONS: THEORETICAL FRAMEWORK

Think about the term “Organization” two questions may arise in mind as a first reflection. The first is “What kind of organization”? And other one is “Who is the leader?” There may be many factors which can lead an organization towards success or failure, but the role of leadership is the most important and crucial in handling organizations.

1.1 THE ESSENCE OF ORGANIZATIONAL CULTURE

The literature, reviewed in this Master’s Thesis, will be the theories concerning the Organizational Culture and Leadership, with emphasis on local self-government institutions level. The author then summarize the understanding on the same as regards the reviewed theories and end the chapter with a research hypothesis surrounding the research problem.

1.1.1 The definition and importance of organizational culture

As one of the key “stable factors”, culture within an organization is playing a critical role in the organization’s everyday operations. In order to understand any organization we tend to look its “culture” – its customers, rituals, language, symbols, ideology, behavioral norms – how things are done round here. Without a reasonable definition of culture, we cannot hope to understand its connections to other key elements of the organization, such as structure and incentive systems. Nor can we develop good approaches to analyzing, preserving and transforming cultures. If we can define what organizational culture is, it gives us a handle on how to diagnose problems and even to design and develop better cultures.

Nowadays, we see an increase in the attention paid to organizational culture as an important determinant of organizational success. While the link between organizational culture and organizational effectiveness is far from certain, there is no denying that each organization has a

unique social structure and that these social structures drive much of the individual behavior observed in organizations.

Historically, there are numberless definitions about organizational culture, which is defined in many different ways in the literature (see table 1). Perhaps the most commonly known definition is “the way we do things around here.” Organizational culture is manifested in the typical characteristics of the organization, in other words, organizational culture should be regarded as the right way in which things are done or problems should be understood in the organization. It is widely accepted that organizational culture is defined as the deeply rooted values and beliefs that are shared by personnel in an organization.

Table 1. Different approaches to organizational culture.

Author	Approach	Cultural elements
Gerent Hofstede (1997)	<i>“Culture is mental coding which allows acting coherently; it can be described according to symbols, heroes, values, and rituals.”</i>	Symbols Heroes Values; Rituals
Edgar Schein (2004)	<i>“Culture is a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid.”</i>	Values Artifacts Assumptions
Gareth Morgan (2006)	<i>“Culture is a social and collective phenomenon which refers to the ideas and values of a social group and is influencing their action without them noticing it explicitly.”</i>	Values Knowledge Belief; Legislation Rituals
Ruegg- Sturm (2009)	<i>“Culture is comparable with grammar rules and semantic regulations of a language, resp., a community.”</i>	Norms & values Options & attitudes Stories & myths Patterns of thought Language habits Collective expectations

Source: made by the author of Master’s thesis

Definitions of “organizational culture” are almost as numerous as those of “culture.” An overlook of the different definitions of culture concept gave a few common threads that, are useful in organizational research. More simply, culture involves three basic human activities: what people think, what people do, and what people make. Further, several common properties arise: culture is shared, learned, transmitted cross generationally, symbolic, adaptive, and integrated.

Organizational culture have been identified four main themes by British authors Maull, Brown and Cliffe in 2010.

First of all, *culture is a learned entity*. On the base, culture may be defined as “the way we do things around here” or “the way we think about things around here.” Obviously, managers should predict or find out the general trend of employees’ behaviors and thinking, because the definitions of culture deal primarily with the way they act or the way they think.

In second case, *culture is viewed as a belief system*. Fundamental part of every culture is a complex of assumptions about what is real and how one determines or discovers what is real. Such assumptions tell members of a group how to define what is relevant information, how to justify information, and how to determine when they have enough of it to decide whether or not to act, and what action to take? So it means, that within the wider cultural context different levels of reality can be differed. On the other hand, daily beliefs are also part of the company culture and can be described as the rules and feelings about everyday behavior. However these are dynamic and situational; they have to change to match context.

Third, *culture is seen as strategy*. Bate (2005) disagrees with the distinction between strategy and culture, and supports that “...culture is a strategic phenomenon: strategy is a culture phenomenon.” In other words, there are dual implications of such beliefs: first, any kind of strategy formulation is a cultural activity, for example, the development of strategy is just a cultural development. On other hand, all cultural changes should be viewed as strategic changes.

The fourth perspective is to *view culture as mental programming*. According to Hofstede, culture is the “collective programming of the mind, which distinguishes the members of one category of people from another”.

In general, the identification of culture’s four themes is not enough to attempt to understand and measure the culture of the organization. However, it is also imperative to measure the impact that the culture has on the everyday operations and workings of the organization, that is, how the

organization organizes itself, its relations with customers (internal and external) and how the organization treats staff, those should be key aspects when building a successful culture.

1.1.2. Organizational Culture Features and characteristics

Organizational culture is shaped by the variety of factors of the internal environment. It is based on the beliefs and philosophy, which explains why it is acting in its current form and not otherwise. Organizational culture is manifested by the attitudes of employees and the business principles that are declared by the management. Important components of organizational culture include (1) the company's ethical standards, (2) official policy, (3) relations with various partners, (4) traditions, (5) control methods, (6) requirements for staff behavior, and (7) the atmosphere which exists in the organization. All above factors define organizational culture.

The most common view is that organizational culture consists of three main elements: common values, standards of behavior, and symbols and symbolic actions, which are necessary for the maintenance and development.

An organizational culture based on *common values* and itself they determine what is more important in the opinion of its subjects. Any member of staff could list and clarify common values, as it is generally recognized and accepted. Common values include: (1) key assets or habits; (2) practical actions by the concentration; (3) performance; (4) functional direction attention; (5) management style; (6) a common goal.

Standards of behavior. Being different from others, the organizational culture has to make its own rules of conduct, which will affect decision of all members of the organization. Developing an effective and well-established standards of conduct affect the processes within organization. Behavior has two characteristics: the intensity as the level of agreement or disagreement of the eventual outcome and consensus as the recognition of collective behavior. Codes of conduct stimulate the relevant behaviors of the common values.

Symbols and symbolic actions. Organizational culture is emerged and developed by using symbols and symbolic actions. Let's define few of them:

- (1) Organization founder and original mission indicate the essence of the original. It can be as strong individual as well as his/her management style and defined mission;
- (2) Actions of leaders;
- (3) Main statements;
- (4) Rituals as rules of the organization.

Generalization. "Understand the culture to understand the organization," - stated Edgar Schein. Culture defines what employees and leaders of the organization stand for. Every organization has culture and mostly, it is a carrier of meaning. Cultures envisage not only a shared view of "what is" but likewise of "why is." In this point of view, culture can be considered as "the story" in which people/employees/leaders in the organization are included, and the values that represent that relation. It also focuses attention on the necessity to understand symbols, including the characteristic languages used in the organizations, in order to know how to manage its culture.

1.2 THE COMPLEXITY OF ORGANIZATIONAL CULTURE IN LOCAL SELF-GOVERNMENT INSTITUTIONS

If the term of ideology is understood, the reason for ideological conflict can be seen. Ideology is defined as *coherent set of values, beliefs, hopes (sometimes fears) about how the world does and should work* (Winesand Hamilton, 2009: 439). Actually it means that different ideologies lead to different cultural understanding for academics. So it creates complexity of organizational culture both in mind of academics and practices.

Even very sustainable culture is not static. It can be changed according to the organization's strategy and structure. Internal crises, the appearance of modern technologies, new problems and new methodology for workforce are key drivers for change in the organizational culture. The often

shifting of the members and leaders itself drive to the origin of new methods and values that affect the organizational culture.

The terms change and culture are often at odds with one another: the basic elements of many cultures are all against change in any way, shape or form. Their strength is in the stability of shared values and assumptions about organizational behavior. And these strengths can become the biggest constraints to any change. It can be said that the stronger a culture, the more difficult it is to introduce change.

Some other factors also have an impact on the strength of a culture. Organizations with a homogeneous and stable membership that has long tenure are more likely to have a strong culture. The number of employees and the geographic dispersion of the company also play a significant role. Thus, a smaller organization with fewer employees is more likely to have a stronger homogeneous culture.

Changes, such as new information and communication technologies, economic, social and political environment, globalization, are on the rise in the public sector. The government has to implement improvement initiatives, in order to succeed in nowadays changeable environment. It's important to have competition which stimulates the need to improve and growth. "Competition is healthy, you know. Some people would like the idea of no competition, so they can keep the position for the rest of their lives, but no, there has to be a kind of danger all the time. I think, it is very healthy, it makes you better." (CNN, December 2009).

Despite a lot of advices related to change management, successful fundamental change is rare or unimpressive (Hirschhorn, 2002). Sirkin, Keenan and Jackson (2005) estimated that two out of three transformation efforts failed. Various reasons have been cited for these failures, such as a flawed guiding theory of change (Beer, Eisenstat, & Spector, 1990), insufficient attention to various organizational systems (Porras & Hoffer, 1996), the absence of change management competence (Griffith, 2002), and a poor understanding of the independent variables that are available to management to effect the change (Kemelgor, Johnson & Srinivasan, 2000). The internal levers of organizational change which are available to the organization's management, such as leadership and human resources practices, are typically referred to as change drivers (Whelan-Berry, Gordon & Hinings, 2003). It is the drivers of organizational culture change that are the focus of the current Master's thesis research.

1.3 MANAGING ORGANIZATIONAL CULTURE – ROLE OF LEADERS

Every organization has its own unique culture or value set, and different organization may have its own comprehension of culture meaning. The culture of the organization is typically created unconsciously, based on the values of the top management or the founders of an organization.

Based on theoretical perspectives, cultures arise through three processes, namely: (1) Socio Dynamic Theory, (2) Leadership theory and (3) Organizational Learning. Hence, culture is created by its leaders; Leaders are created by the culture.

The local self-government institutions have a classic, formal organizational culture, with strong bureaucracy, followed by their goals and specificity, as defined “local government is a set of formal and informal rules, structures and processes which determine the ways in which individuals and organizations can exercise power over the decisions which affect their welfare at local levels” (Bovaird and Loffer, 2002, p. 16). Thus, the organizations of such institutions are normative type, the activities are strictly controlled by the rules and procedures. The employees have proper working hours, job positions and scope of competences. Relations are formal, communication is insufficient both inside and outside the organization (Khan, 2000; Blair, 2000; Geddes, 2005).

On one hand, to the individuals as employees, such type of organizational culture offers security, safety, stability, is lacking any level of risk and gives opportunity to acquire professional expertise. But therefore, ambitious, power oriented person will not be satisfied with such kind of institutional work, as its more focus on methods, rather than on results (Geddes, 2005). As well, this type of organization will satisfy the leaders who prefer stability and safety and wants to be successful by performing their roles (Khan, 2000).

On other hand, the main disadvantage of organizations can be rigidity, vulnerability to change, due to the reaction to the changes in the external environment are really slow and difficult (Ștefănescu, 2009).

1.3.1. Organizational Culture changes

Many researchers and scholars talk about the importance of organizational change in different ways. Some says it is good for success and sustainability, some says change can give a competitive edge in this era of high competitions, and some claims that changes are necessary for survival.

The simplest definition of successful organizational change is the organizational change which gets its goals and targets successfully on which the change initiation process is based. In general the word change means to alter, to make something different, new or better or transformation of any existing thing by adding some values or giving up for something else. Changes always require commitment and directions. Change is not always positive but there are several ways which strengthen the commitment to happen the certain types of changes (Boston.MA, 2000).

The need for organizational change starts when organizational management feels dissatisfaction from the current situation. Organizational changes may be planned or unplanned but in both cases the organizational changes are very important and sometimes become crucial to handle the changes. The planned changes are more related to the management in which management put deliberate effort to make something happen. Strong commitment and systematic approach is required in planned change and the most important thing in planned changes are based on the vision of leader and stated objectives. Changes may affect the strategies, tasks, or factions within the organizations.

Digging further, there are three phases of organizational change which organizations usually adopt. These are unfreezing, moving and refreezing (Senior & Fleming, 2006). *Unfreezing* is about changing the attitudes and behavior of the employees and working environment. This is very important type of change because while going through any type of change it is important to create a need of change among all the participants. The leader's role is also very important in unfreezing because it requires a well-structured way of implementation the change by managing the behavior and attitudes of people working together.

Moving is the next phase in which organizational top management identifies, plan, and implement the appropriate strategies. In this phase it is also decided that either organization has to

go for incremental or radical changes. The vision of the leader is also very important for planning and implementing the strategies.

The step of *refreezing* the change situation is most important to understand for the leaders because if process is incomplete or not manage properly the change will be ineffective and the pre-change behaviors will be resumed. Refreezing always encourages the possibilities of the further changes.

Based on the theoretical analyses of the possible reasons for change in organizational culture the role of leadership in the change process, the types of cultural changes and cultural leaders, can be constructed the model to synthesize the possible factors influencing cultural change.

But leaders find that in some cases, those steps are challenging or even impossible to accomplish without changing the culture that underpins the organization. A change in strategy could require a change in the whole culture mind-set of the company: “the way we do things around here.” However, executives must own and engage in the process. Only by such ownership and engagement can leaders ensure that they have the right organizational structure, the most-relevant systems, the best management practices, and the brightest talent in place to move forward.

1.3.2. Leadership as background for organizational culture change

“The bottom line for leaders is that if they do not become conscious of the cultures in which they are embedded, those cultures will manage them. Cultural understanding is desirable for all of us, but it is essential to leaders if they are to lead.” - Edgar Schein.

Nowadays the interest is focused upon the effects leadership generates for the organization. Today managers consider leadership as an instrument with great potential for shaping the organization, of course through directing the employees. Their attention turns toward the determination of that style/model/strategy of leadership that should lead to the wanted results in a certain context as in this case we refer to organizational change. (Bejinaru & Băeșu, 2013)

The leadership qualities are very important for organizational changes because it is most important to handle the resistance, confusion, exploration and commitment of management. There are some predictable behaviors associated with the change stages and the effective leader always perceive these changes in efficient manner and respond appropriately to get the teams commitment. Change leader is always associated with the planned change and constructively deals with the human emotions (Senior & Fleming, 2006).

Leadership competencies have been defined as “*the combination of knowledge, skills, traits, and attributes that collectively enable someone to perform a given job*” (Zenger & Folkman, 2012, p. 83). They found 14 groups of competencies of leadership. It includes (1) character (displaying integrity and honesty), (2) technical and professional expertise, (3) problem-solving and analytical ability, (4) innovation, self-development, (5) a focus on results, (6) setting “stretch” goals, (7) taking personal responsibility for outcomes, (8) effective communication, (9) inspiring and motivating others, (10) trust and interpersonal effectiveness, (11) concern for others’ development, (12) collaboration and organizational change skills, (13) ability to champion change, and (14) ability to relate well to outside stakeholders.

Leadership skills are not just about intellectual skills but managing people to perform tasks better. This is about providing equal and fair opportunities to the team. People must be lead with appreciation, opportunity and reasonable understanding. The vision of the leader must be always to achieve vision of an organization. Leaders attain this using their influence and arguments (Lamb & McKee, 2004; Ivancevich, Konopaske, & Matteson, 2007).

Find out the strategy and changes needed to support a new direction is tough enough, but joint process for developing a shared mind-set within the leadership team itself is essential. A shared mind-set about what kind of culture would best support the organization’s future direction serves as a means whereby leaders can ensure that systems, structures, and management practices are in line with strategy and goals. Thinking systemically like this is vital if leaders are intent on changing the culture (Wallace and Hoyle, 2005).

Yukl (2006) has noted that different skill mixes are needed at different managerial levels, with conceptual skills more important at higher levels and technical skills more important at lower levels. Some of each skill will be needed at every level, and interpersonal skills are equally important at every level of management (p.204).

“Change is a huge thing wherever you work. The key is to make change happen, and make it happen well – with everyone on side, and everyone happy.”- Nicky Campbell, Presenter BBC1’s The Big Questions.

There are many great leaders born in this world that demonstrated different styles of leadership (Avolio, Walumbwa, & Weber, 2009). Their charismatic and persuasive behavior proves to be a savior for organizations in its functioning. Many leadership theories and leadership styles are presented by the scholars to handle and manage different organizational situations (Wolinski, 2010; Ololube, 2013; Charry, 2012; Lamb, 2013).

Managers in today’s organizations face some bewailing challenges. Paul Evans (2000) says that 21st century leadership of change issues is not simple; he sees modern leadership as a balancing act. He draws readers’ attention to the need for leaders to accept the challenge of navigating between opposites. Leaders have to balance a track record of success with the ability to admit mistakes and meet failure well. They also need to balance short-term and long-term goals, be both visionary and pragmatic, pay attention to global and local issues and encourage individual accountability at the same time as enabling team work.

In fact, choosing the right style, at the right time in the right situation is a key element of leader effectiveness (Wolinski, 2010). That’s not what most people do—they have one style used in many situations. It’s like having only one suit or one dress, something you wear everywhere. Some styles overlap (i.e. charisma and transformational); some can be used together (facilitative and team leadership); others are used less frequently (strategic and cross-cultural); and some are polar opposites (autocratic & participative) (Ololube, Egbezor, Kpolovie, & Amaele, 2012).

Generalization. Current leadership theories describe leaders based upon traits or how influence and power are used to achieve objectives. When using trait-based descriptions, leaders may be classified as autocratic, democratic, bureaucratic or charismatic (Santrock, 2007; Bell, 2013). If viewing leadership from the perspective of the exchange of power and its utilization to secure outcomes, leaders are situational, transactional or transformational (Charry, 2012; Lamb, 2013). Understanding these different tropes can provide a vocabulary for discussion that can lead to meaningful, desired results. It bears noting that not all leaders are created equal, and leadership quality may vary enormously across industries or simply within an organization. In addition,

identifying an individual leader's style is central to evaluating leadership quality and effectiveness especially as it relates to organizational goals (Harris & Muijs, 2005; Ibara, 2010; Ololube, 2012; Weddle, 2013; Ololube, Dudafa, Uriah & Agbor, 2013).

Whatever the style, leadership of change in simple or more complex settings entails: building capability and capacity in a team through supporting employees to improve their talents (Weddle, 2013); creating conditions for learning to occur by ensuring personal and team working time (Ololube, 2012); creating a climate which encourages individual and organizational development through growing trust and confidence attitudes among employees (Ibara, 2010); emphasizes collaborative working by appreciating results of teams; provides a focus for effects of innovation and change (Bennis, 2004). Overall the author of Master's thesis considers that leadership styles which base on support, facilitation and collaboration appear to be more successful in case of change implementation. Leadership and change cannot be separated not in theory neither in practice as they are interdependent.

1.3.3. Dimensions of organizational culture in the context of leadership expression by Denison Organizational Culture and Leadership Development Models

“About twenty percent of the people are against any change.”

– Robert F. Kennedy

Changing an organization's culture is one of the most difficult leadership challenges. That's because an organization's culture comprises an interlocking set of goals, roles, processes, values, communications, practices, attitudes and assumptions.

In order to identify the basic characteristics of an organization and performance level is important to be aware with organizational culture. So, before doing any new action, attention to prevailing organizational culture is vital because of the culture; one can facilitate the appearance of changes and embed the new organizational direction.

1.3.3.1 The Denison Organizational Culture Model

“Culture is - ... important because it influences the way that organizations react to the changing demands of the business environment.”

– Daniel Denison.

The model underlying the *Denison Organizational Culture measurement* is based on the four cultural traits of *Involvement*, *Consistency*, *Adaptability* and *Mission*. For each of these four traits, the model defines three indices of managerial practice, and then measures these twelve resultant indices. For instant, *Involvement* includes empowerment, team orientation and capability development; *Consistency* includes core values, agreement and coordination & integration; *Adaptability* includes creating change, customer/citizen focus, and organizational learning; finally, *Mission* includes vision, strategic direction & intent, and goals and objectives (See Figure 1).

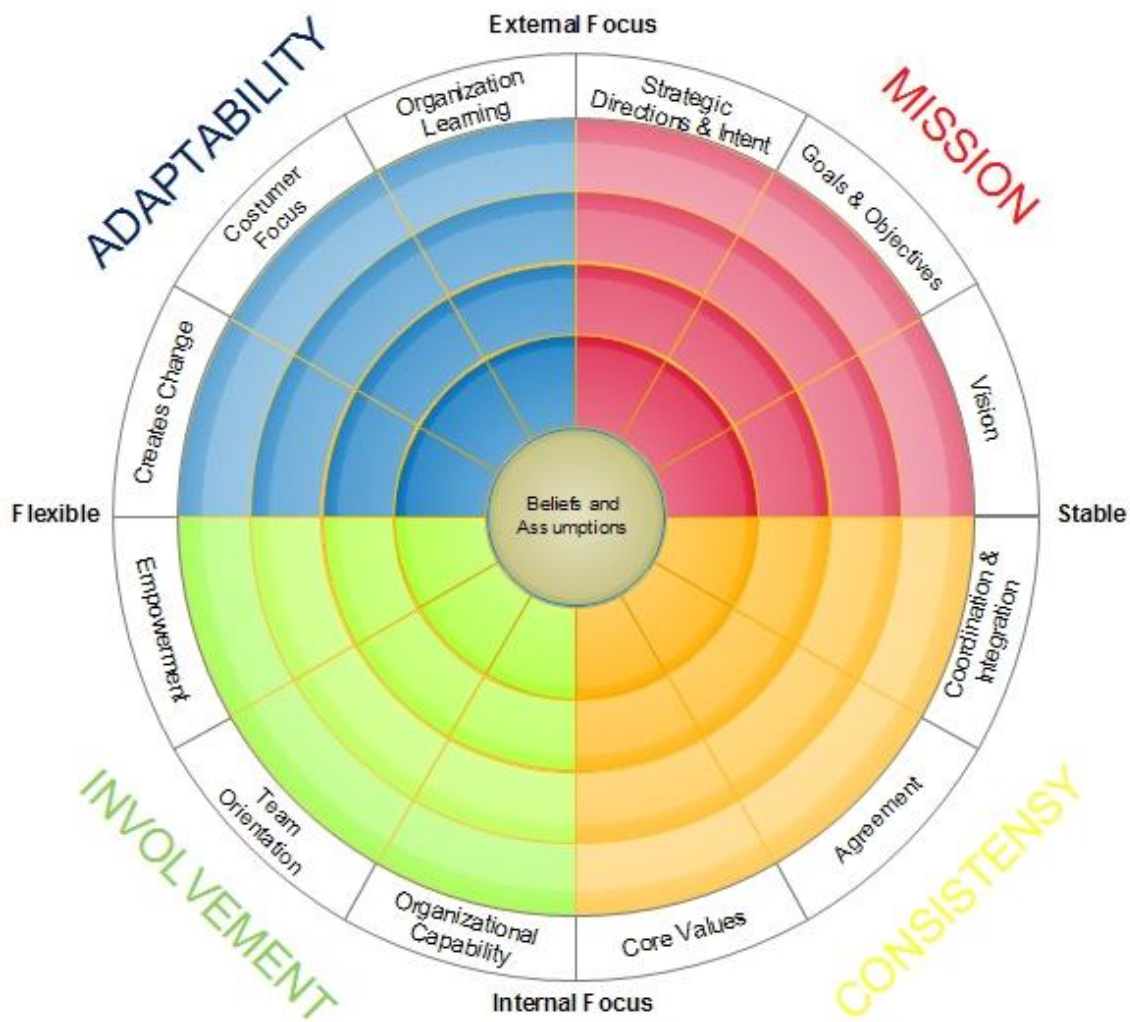


Figure 1. Denison Organizational Culture Model.

Source: Made by the author of the Master's thesis, according Daniel "Dan" R. Denison 2012.

The model recognizes that cultural traits, managerial behaviors, and even organizational strategies can all be linked to a core set of beliefs and assumptions about the organization and its environment. These core beliefs and assumptions lie at the heart of an organization's culture. In the Denison Organizational Culture Model, these core beliefs and assumptions are summarized in

terms of four main cultural “traits” that appear, through research, to have an impact on organizational performance. Let’s take a closer look at each index.

Mission: *Defining a meaningful long-term direction for the organization.*

A mission provides purpose and meaning by defining a social role and external goals for the organization. It provides a clear direction and goals that serve to define an appropriate course of action for the organization and its members. A sense of mission allows an organization to shape current behavior by envisioning a desired future state. Being able to internalize and identify with an organization's mission contributes to both short and long term commitment to the organization. Success is more likely when individuals and organizations are goal directed.

1. *Strategic Direction & Intent: Clear strategic intentions convey the organization's purpose and make it clear how everyone can contribute, and “make their mark “in the industry. -Do employees understand the strategies identified by the organization and do they think the strategies will work?*
2. *Goals & Objectives: A clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work. -Are there short-term goals that help link what employees do on a day-to-day basis to the strategy and vision of the organization? Do employees understand how their job fits in?*
3. *Vision: The organization has a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organization's people, while providing guidance and direction. -Do employees share a common desired future state for the organization? Do they understand the vision? Does it motivate and excite them?*

Adaptability: *Translating the demands of the external environment into action.*

Organizations hold a system of norms and beliefs that support the organization's capacity to receive, interpret, and translate signals from its environment into internal behavioral changes that increase its chances for survival, growth and development.

Three aspects of adaptability impact an organization's effectiveness. First is the ability to perceive and respond to the external environment. Successful organizations are very focused on their customers and their competitors. Second is the ability to respond to internal customers, regardless of level, department or function. Third is the capacity to restructure and re-institutionalize a set of behaviors and processes that allow the organization to adapt. Without this ability to implement adaptive response, an organization cannot be effective.

1. **Creating Change:** *The organization is able to create adaptive ways to meet changing needs. It is able to read the business environment, quickly react to current trends, and anticipate future changes.* -Can employees read the external environment and react to trends and changes? Do employees constantly look for new and improved ways to do their work?
2. **Customer Focus:** *The organization understands and reacts to their customer, and anticipates their future needs. It reflects the degree to which the organization is driven by a concern to satisfy their customer.* -Do we understand the needs of our customers? Are employees committed to responding to their ever-changing needs? Is customer focus a primary concern throughout the organization?
3. **Organizational Learning:** *The organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge and developing capabilities.* -Is importance placed on learning in the workplace? Do we create an environment where reasonable risk taking and innovation can occur? Do we share knowledge across the organization?

Involvement: *Building human capability and creating a shared sense of ownership and responsibility throughout the organization.*

Organizational cultures characterized as "highly involved" strongly encourage employee involvement, and create a sense of ownership and responsibility. They rely on informal, voluntary, and implied control systems, rather than formal, explicit, bureaucratic control systems. Out of this sense of ownership grows a greater commitment to the organization and an increasing capacity for autonomy. Receiving input from organizational members increases the quality of the decisions and improves their implementation.

1. Empowerment: *Individuals have the authority, initiative, and ability to manage their own work. This creates a sense of ownership and responsibility toward the organization.* - Do employees feel informed and involved in the work that they do? Do they feel they can have a positive impact on the organization?
2. Team Orientation: *Value is placed on working cooperatively toward common goals for which all employees feel mutually accountable. The organization relies on team effort to get work done.* - Is teamwork encouraged and practiced in the organization? Do employees value collaboration and feel mutually accountable for common goals?
3. Capability Development: *The organization continually invests in the development of employees' skills in order to stay competitive and meet ongoing business needs.* -Do employees believe that they are being invested in and that their skills are improving? Is the organization's bench strength improving? Does the organization have the skills it needs to be competitive today and into the future?

Consistency: *Defining the values and systems that are the basis of the strong culture.*

Consistency provides a central source of integration, coordination and control. Consistent organizations develop a mindset and a set of organizational systems that create an internal system of governance based on consensual support. They have highly committed employees, key central values, a distinct method of doing business, a tendency to promote from within, and a clear set of *do's* and *don'ts*.

Consistency creates a "strong" culture based on a shared system of beliefs, values and symbols that are widely understood by members of an organization. Implicit control systems based on internalized values can be a more effective means of achieving coordination and integration than external-control systems that rely on explicit rules and regulations.

The power of this method of operation is particularly apparent when organizational members encounter unfamiliar situations. It enables individuals to better react in a predictable way to an unpredictable environment by emphasizing a few general, value based principles on which actions can be grounded.

1. Core Values: *Members of the organization share a set of values which create a sense of identity and a clear set of expectations.* -Do employees share a set of values that create a

strong sense of identity and a clear set of expectations? Do leaders model and reinforce those values?

2. *Agreement: The organization is able to reach agreement on critical issues. This includes both the underlying level of agreement and the ability to reconcile differences when they occur.* -Is the organization able to reach agreement on critical issues? Can employees reconcile differences in a constructive way when problems arise?
3. *Coordination & Integration: Different functions and units of the organization are able to work together well to achieve common goals. Organizational boundaries do not interfere with getting work done.* Do employees from different parts of the organization share a common perspective that allows them to work effectively across organizational boundaries? Do they work to eliminate “silos” and promote actions that are in the best interest of the organization as a whole?

The traits are all based on functionalist and phenomenological perspectives of organizations, with the functionalist perspective referring to the innate beliefs and patterns of behavior of an organization and the phenomenological perspective referring to the secondary phenomenon resulting from the organization's beliefs and patterns (Denison & Mishra, 1995).

The four traits interrelate according to the sets of tensions or contradictions that are often associated with many contemporary models of leadership and organizational effectiveness, such as the trade-off between stability and flexibility of an organization and the trade-off between an internal and external focus (Denison et al., 2006). For example, when considering the tradeoff between internal and external focus, mission and adaptability describe the traits that determine the ability of an organization to externally adapt; while involvement and consistency describe the traits that determine the ability of an organization to internally integrate policies/ procedures/ values. On the other hand, when considering the trade-off between stability and flexibility, consistency and mission are traits that describe the capacity for an organization to remain stable and predictable; while adaptability and involvement are the traits that describe the capacity of an organization to change. From these similarities and relationships, four hypotheses were created and found to be true throughout the literature (Denison et al., 2006).

Hypothesis 1: Effective organizations tend to be those that "*build their organization around teams, empower and engage staff, and develop human capability at all levels*" (Denison et al., 2006, p. 6).

Hypothesis 2: Effective organizations are "*consistent, well integrated and are based on consensual governance*" (Denison et al., 2006, p. 6).

Hypothesis 3: The better able an organization is "*to create change, the greater the ability to survive and grow*" (Denison et al., 2006, p. 7).

Hypothesis 4: Successful organizations are those that have "*defined goals and objectives and have an expressed vision for the future*" (Denison et al., 2006, p. 8).

Based on these hypotheses and conceptual framework, Denison et al. (2006) presents the four main traits: involvement, consistency, adaptability, and mission. *Involvement* is an important trait of organizational culture because it describes the commitment that organizational members have to their work. It fosters the level to which employees feel they have input into decisions affecting their work and determines the level to which employees feel their work is connected to the goals of the organization (Denison et al., 2006).

Consistency is additionally an important trait of organizational culture because it is a source of stability for the organization. For example, organizations that are well coordinated and integrated tend to have highly committed employees, tendency to promote from within, and a clear set of do's and don'ts. These characteristics cause an organization to form a distinct method/way of doing business; thereby creating core values for the organization (Denison et al., 2006).

Adaptability allows the organization to translate the demands of the environment into action. Organizations that have the capacity to receive, interpret, and translate the demands of the environment improve the organization's chances of survival because of their ability to continuously change and improve the organization's ability to serve their clientele. Therefore, adaptability is an integral part of an organization's culture since it allows for learning and change within the organization (Denison et al., 2006).

The organizational culture trait of mission is additionally important because it provides a purpose and meaning to the work that an organization does. *Mission* shapes the behavior of the organization by providing a clear direction and provides goals that determine how employees work

day to day. An organizational culture that internalizes the mission of the organization is also advantageous since research has shown that being able to identify with an organization's mission contributes to the commitment employees feel to the organization (Denison et al., 2006).

1.3.3.2 The Denison Leadership Development Model

“Culture and Leadership, when one examines them closely, are two sides of the same coin and neither can really be understood by itself.”

–Edgar Schein.

In this dynamic environment, effective leadership becomes a key piece of the puzzle. Over the past years, 360-degree leadership feedback has become an important component of leadership development and has become widely popular in organizations (Church, 2000). Time and time again, measuring leadership effectiveness has become increasingly more important for organizations. Research findings support the idea that culture influences leadership (Dorfman, 2004).

Leadership and organizational culture are related organizational processes (Bennis & Nanus, 1985; Kotter & Heskett, 1992). The 360-degree feedback instrument was developed to identify leadership strengths and weaknesses and to analyze skills and capabilities that are important for developing effective organizational culture (Denison, 2012).

The competencies rated were derived from a model of organizational culture and organizational effectiveness literature (Denison, 2012). Following the previous model of Denison, as well current approach focuses on four more broad traits, which includes: Empowering People, Building Teamwork, Developing Organizational Capability, Defining Core Values, Working to Reach Agreement, Managing Coordination and Integration, Creating Change, Promoting Organizational Learning, Emphasizing Customer Focus, Creating Shared Vision, Defining Strategic Direction and Intent, and Defining Goals and Objectives (See Figure 2).

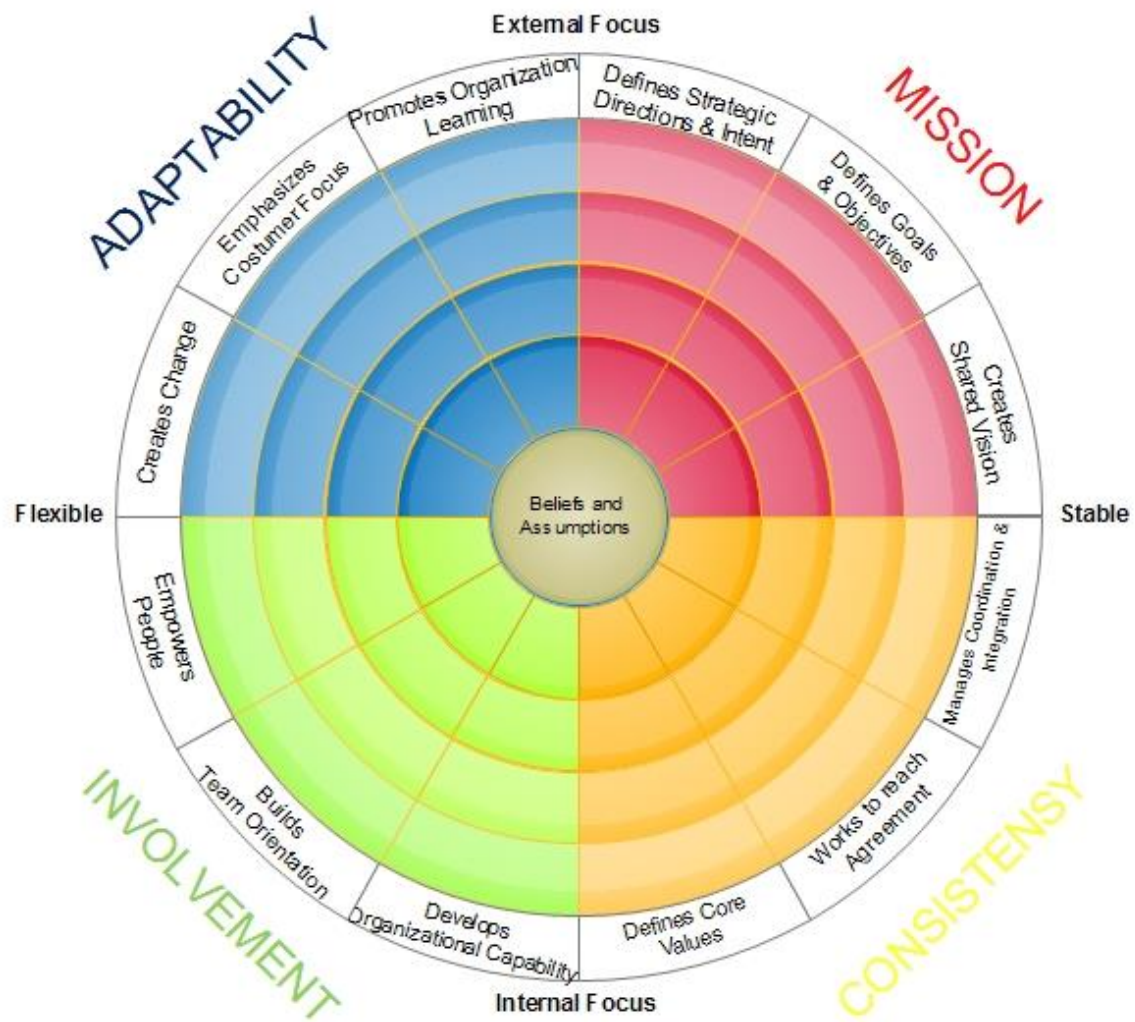


Figure 2. Denison Leadership Development Model

Source: Made by the author of the Master's thesis, according Daniel "Dan" R. Denison 2012.

The *Involvement Trait* is concerned with building human capability, ownership and responsibility. Leaders who know how to create “High-involvement” rely on informal and implicit leadership skills to strongly encourage others to be involved and create an environment of teamwork, as well as a sense of ownership and responsibility.

The *Consistency Trait* is concerned with defining the values and systems that are the basis of strong leadership. Consistent leaders develop a mindset and a set of operations that create an internal system of governance based on consensus.

The *Adaptability Trait* is concerned with translating the demands of the environment into action. Successful individual managers hold a system of norms and beliefs that support his/her capacity to receive and interpret signals from the environment and translate them into internal changes that increase the organization’s chances for survival, growth, and development.

Finally, the *Mission Trait* is concerned with defining a meaningful, long-term direction and being able to translate vision into action. A sense of mission allows an individual leader to inspire, direct activities, and to formulate strategy by envisioning a desired future state (Hoppe, 2004; Gillespie, 2005; Denison, 2012; Craig & Hannum, 2006; Shipper, 2007).

Generalization. As a matter of fact, any change will fail without taking under consideration organizational culture and the factors which form it. Both, the Denison Organizational Culture Model and Denison Leadership Development Model are based on a model of organizational effectiveness. Using tools based on the same model of organizational effectiveness creates a direct line of sight between the common gateway of culture and leadership. Schein stated, that organizational culture is the values and beliefs shared by employees in an organization. Hence, while culture change is most successful when there is support from the top executives departments (Kotter, 1996), integrated analysis of Denison models helps leaders to develop the competencies needed to support the new strategy of the organization, as an integral part of initiating a meaningful cultural transformation (Kotter, 1999).

Organizational culture acts as a control factor which generates or shapes the employees’ attitudes and behaviors. The main role of organizational culture is to enhance reactive response of individuals against issues such as external consistency and internal integration. Every organization has to pay attention to this two topics so that awareness of such issues and adaptive

learning are two critical signs of organizational effectiveness. Therefore, evaluation of cultural level of an organization and identification of its strengths and weaknesses should be paid attention to by associated managers and authorities.

II. The Role of Leadership on the Formation of Organizational Culture change at Siauliai District and Pardubice District Municipalities: Research Methodology.

This chapter will introduce the methodology that will be used, the strategy and approach of the research. The author decided to commence with a brief overview of the clarification of the research methodology, and then will review the research process and how subsequently lead to the collection of data. The research approach is also discussed as well as the research strategy of the Master's Thesis.

2.1 Clarification of the research methodology and methods

Research methodology is based on these theories:

- Leadership in organization managing - (Edgar Schein, 2009; Hughes, 2006; Yukl, 2006; Schmid, 2006; Senior and Fleming, 2006; Paul Evans, 2000; Zenger and Kolkman, 2012; Gruban, 2003; Ekstam, 2002; Dulewicz & Higgs, 2004; Bolman & Deal, 2003; Hersey & Blanchard, 2007; Kaliprasad, 2006; Morris, 2008; Skatteverket B, 2007; Charry, 2012; Lamb, 2013; Maylor, 1999; Wolinski, 2010; Ololube, Egbezor, Kpolovie, & Amaele, 2012; Mulford, 2003; Hargreaves & Goodson, 2006; Santrock, 2007; Bell, 2013; Chaudhry & Javed, 2012; Ibara, 2010; Ololube, 2012; Weddle, 2013; Harris & Muijs, 2005).
- Organization culture change - (Sirkin, Keenan & Jackson, 2005; Abrahamson, 2000; Kemelgor, Johnson & Srinivasan, 2000; Sorensen, 2002; Alvesson, 2002; Lau, 2000; Griffith, 2002; Whelan-Berry, Gordon & Hinings, 2003; Sirkin, Keenan & Jackson, 2005; Schneider, Gunnarson & Niles-Jolly, 2001; Cummings & Worley, 1997; Patterson, 2005; Bloodgood, 2006; Neuhauser, Bender & Stromberg, 2000; Mader, 2006; Sliwka, 2007; Bernick, 2001; Kim, 2002; Fernandez & Rainey, 2006; Rodrigues, 2006).
- Denison Organizational Culture and Leadership Development Models (Daniel "Dan" R. Denison 2012).

According to Saunders et al. (2009:138-139), the classification of research methodology most often used in research methods' literature is the threefold one of exploratory, descriptive and explanatory. Further, the authors suggest that exploratory research is a valuable means of seeking new insights and to assess phenomena in a new light. It is particularly useful if a researcher wants to clarify the understanding to a problem of the study. Saunders et al. (2009) also advises that there are three main ways to conduct exploratory research. These are:

- (1) A search of the literature;
- (2) An interviewing "experts" in the subject;
- (3) Conducting focus group interviews.

They further cite, "...flexibility inherent in exploratory research does not mean absence of direction to the enquiry. What it does mean is that the focus is initially broad and becomes progressively narrower as the research progresses". Moreover, Saunders et al. (2009) explains that descriptive research may be an extension of, or a piece of exploratory research, or more often, a piece of explanatory research. They cite the objective of the descriptive research as "to portray an accurate profile of persons, events or situations" as it is necessary to have a clear picture of the phenomena on which the researcher wishes to collect data prior to the collection of data. Lastly but not least, Saunders et al. (2009) explains that studies that establish causal relationships between variables may be termed explanatory research. They point out that the emphasis on this type of research is to study a situation or a problem in order to explain the relationship between variables. However, although the research purposes are different, Saunders et.al (2009) suggest that it is often beneficial to combine different types of research methodology.

Most methods start with explanation for what they are good, rather than starting with problems and how to select and adapt them to address research problems (Cairns and Cox, 2008; Lazar et al., 2010; Smith, 2008; Willig, 2008). Willig (2008) even wrote, “*What kind of knowledge does the methodology aim to produce? What kinds of assumptions does the methodology make about the world? How does the methodology conceptualize the role of the researcher in the research process?*”

It is important to understand and to be able to make the choice between numerous amounts of methods. In Master Thesis context where used **Qualitative Research Strategy and Research Methods:**

1. Qualitative data analysis.
2. Literature analysis.
3. Document analysis.
 - 2.1 Lithuanian and Czech Republic Website Document Search will be conducted, focusing on:
 - (i) Specific country information for Siauliai and Pardubice districts, including municipalities strategy papers, annual reports and aid fact sheets;
 - (ii) A range of evaluation reports on various organizational and management issues;
 - (iii) Selected annual reports; and
 - (iv) A number of internal strategic plan reports.
4. Focus group and Interview based on Denison Models.

2.1.1. Qualitative Research

Qualitative Research is primarily exploratory research. It gains an understanding of underlying reasons, opinions, and motivations. It provides insights into the problem or helps to develop ideas or hypotheses for potential quantitative research.

Qualitative Research is strategy of choice when the research questions require an understanding of processes. It aims to produce factual description based on face-to-face knowledge of individuals. It uses in-depth studies of small groups of people to guide and support the construction of hypotheses. The results of qualitative research are descriptive rather than predictive. Qualitative research generates large amounts of data. Yin (1989) points out that “data analysis consists of a number of stages, i.e. examining, categorizing and tabulating or otherwise recombining the evidence, in order to address the initial goal of a study”.

Qualitative Research is also used to uncover trends in thought and opinions, and dive deeper into the problem. Qualitative data collection methods vary using unstructured, semi-structured or structured techniques. In the field of business and public administration research, some common methods of the qualitative research include in-depth interviews with individuals, group discussions/focus group (from two to ten participants), diary and journal exercises, and in-context participation/observations. Sessions may be conducted in person, by telephone, via videoconferencing and via the Internet.

2.1.2. Literature Analysis

Leedy (1989) notes that the more knowledgeable you are, the better you will be able to understand your problem. Literature review is “a systematic search of published work to find out what is already known about the intended research topic” (Robinson & Reed, 1998). The purpose of a literature review is not only to identify and analyze all information written about a topic, but also to gain insight and understanding into the research problem. It might give a new interpretation of old material or combine new with old interpretations. It prevents the researcher from conducting research that already exists. Aitchson (1998) supports the point that a literature review allows the

researcher to find out what has been done in terms of the problem being investigated - to ensure that duplication does not occur.

When searching for literature about leadership role on the organizational culture change at local self-government institutions, the author was focused to widen the horizons and look for research abroad, considering that this will improve the theoretical foundation if including more perspectives to the area of research. Hence, the author mostly used the databases as Emerald full text, SAGE Publications, ERIC-Education Resources Information Center, JSTOR-The Scholarly Journal Archive and etc. In addition to the articles, all other literature were collected from the Siauliai University library. The author also has searched for scholars whose names were referred in most relevant and interesting articles and other literature sources.

Information collected from the literature analysis, mainly based on

- (1) To sharpen and deepen the theoretical framework of the Master's thesis research area;
- (2) To familiarize the reader with the latest publications in the area of research topic;
- (3) To establish own theoretical framework and methodological focus.

2.1.3. Use of Document Analysis

As Eugene Bardach (2009) cited: "Almost all likely sources of information, data, and ideas fall into two general types: documents and people" (p. 69). Document analysis is a form of qualitative research in which documents are interpreted by the researcher to give voice and meaning around an assessment topic. "The modern world is made through writing and documentation" (Prior, 2003, p. 4). Trying being more acknowledge with chosen method type, the author of the Master's thesis found out proper statement of Dvora Yanow (2007) which suggests that

“...document reading can also be part of an observational study or an interview based project. Documents can provide background information prior to designing the research project, for example prior to conducting interviews. They may corroborate observational and interview data, or they may refute them, in which case the researcher is “armed” with evidence that can be used to clarify, or perhaps, to challenge what is being told, a role that the observational data may also play.” (p. 411)

2.1.4. Case Study using Focus Group and Interview Methods

Researchers have used the Case Study research method for many years across a variety of disciplines (Gulsecen & Kubat, 2006; Grassel & Schirmer, 2006; Grassel & Schirmer, 2006). Social scientists have considered it as robust method and have made wide use of this qualitative research method to examine holistically, in-depth investigation and contemporary real-life situations and provide the basis for the application of ideas and extension of methods. Mostly, a case study method selects a very limited number of individuals as the subjects of study. Researcher Robert K. Yin defines the case study research method as “*an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used*” (Yin, 1984). The lengthwise examination provides a systematic way of interviewing the participants, collecting data, analyzing information, and reporting the results over a long period of time.

Yin (1984) notes three categories, namely exploratory, descriptive and explanatory case studies. First, *exploratory* case studies set to explore any phenomenon in the data which serves as a point of interest to the researcher. Second, *descriptive* case studies set to describe the natural phenomena which occur within the data in question. And third, *explanatory* case studies examine the data closely both at a surface and deep level in order to explain the phenomena in the data.

Hence, exploratory case study method was applied through using focus group and interview to effectively analyze a research problem, determine key factors, brainstorm ideas, and propose workable, pragmatic solutions to support research findings.

Interviewing is a valuable assessment tool because it allows the participant to share their experiences, attitudes, and beliefs in their own words (Herbert and Irene Rubin, 2005). Interviews can be either structured, semi-structured or unstructured. Structured interviews are typically very controlled, with fixed, pre-planned questions. Semi-structured interviews involve some planning, but there is freedom to vary the interview based on the participant's responses. Unstructured interviews are the least rigid, and involve little to no preplanning (Bryman, 2001; May, 1997).

The focus group is a qualitative method of assessment, encouraging a free flow of ideas. It is typically led by one moderator but can sometimes be assisted by a scribe or other team members (Richardson & Rabiee, 2001; Van Dillen et al. 2003). A focus group according to Thomas et al. (1995) is "a technique involving the use of in-depth group interviews in which participants are selected because they are a purposive, although not necessarily representative, sampling of a specific population, this group being "focused" on a given topic". For assessment purposes, a focus group will usually consist of 8-12 prescreened members and can last anywhere from 1-2 hours (Richardson & Rabiee, 2001). Focus group allows researchers to observe and take note of visual aspects such as respondents' body language and facial expressions as they are given topics to discuss (Burrows & Kendall, 1997; Green et al. 2003; Rabiee & Thompson, 2000).

In the Master's thesis gathered interviews became eventually documents due to each interview was transcribed and converted into written form. Interview and Focus Group methods used by the author had semi-structured form. According to Bernard (1988), Semi-structured interviewing is the best method to use if you won't get more than one chance to interview someone. Hence, interview included two types of questions: main questions and follow-up questions. The main questions were addressed to focus on the maintenance of the research problem and research objective. The follow-up questions helped ensure that the author of thesis pursued depth, detail, vividness, richness, and nuance. Depth refers to "asking about distinct points of view while discussing only Municipality's Strategic Plan," to be able to "put together separate pieces" of what author heard "in a meaningful way" (p. 130). As well, the author "seek explanations from conversational participants who have had diverse experiences or hold different opinions" (p. 131). Searching depth can lead to "richness" which means that "interviews can contain many ideas and different themes." Richness "allows a depth interviewer to unravel the complexity of other people's worlds" (p. 134). Rubin and Rubin define vividness as coming from "asking background questions and learning enough about the overall context to personalize your report so that you can

present your interviewees as real people rather than abstractions.” The practice of seeking “vividness” is used to obtain narrative reports or to “request step-by-step descriptions of what happened,” (p. 132) whereas “nuance” implies that there are multiple shades of grey in interviewing and that it is important to look beyond just the black and white answers (by highlighting subtlety of meaning).

Table 2. Research Methods

Research Method	Argumentation	Purpose
<p style="text-align: center;">Document Analysis</p>	<p>Following analysis of documents aimed primarily charting strategic documents at the cities, counties, states and EU. Lithuanian and Czech Republic Website Document Search will be conducted, focusing on:</p> <p>Specific country information for Siauliai and Pardubice districts, including districts strategy papers, annual reports and aid fact sheets;</p> <p>A range of evaluation reports on various organizational and management issues;</p> <p>Selected annual reports; and</p> <p>A number of internal strategic plan reports.</p>	<p>It overcomes the difficulties of encouraging participation by users. Therefore, the aim was to find out people's opinion in relation to the future vision of the districts, the basic directions of development, management principles and potential.</p>

<p>Focus Group/ Interview</p>	<p>A focus group interview is “<i>a technique involving the use of in-depth group interviews in which participants are selected because they are a purposive, although not necessarily representative, sampling of a specific population, this group being “focused” on a given topic</i>” (Richardson & Rabiee, 2001). It provides information about a range of ideas and feelings that individuals have about certain issues (Green, 2003). Focus Group/Interview method was used achieve the main objective of the study. A self-administered questionnaire/interview was distributed to the selected employees, heads of the departments, chief managers. The Focus Group/interview was given to the managers aimed to assess their impact on organizational culture change.</p>	<p>The primary aim of the interview is to determine the role of leadership on change or improvement of organizational culture at local self-government level.</p>
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Source: Made by the author of the Master’s thesis

2.2 Research process

Research comprises: "creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of humans, culture and society, and the use of this stock of knowledge to devise new applications."

Generally, research is understood as to follow a certain structural process. As Martyn Shuttleworth claimed: "in the broadest sense of the word, the definition of research includes any gathering of data, information and facts for the advancement of knowledge." A research may also be an expansion on past work in the field. To test the validity of instruments, procedures, or experiments, research may replicate elements of prior ones, or the one as a whole.

In order to obtain the data needed to answer the research questions, the researcher adopted four of the six processes of the research onion process as by Saunders (2009) (see diagram 1).

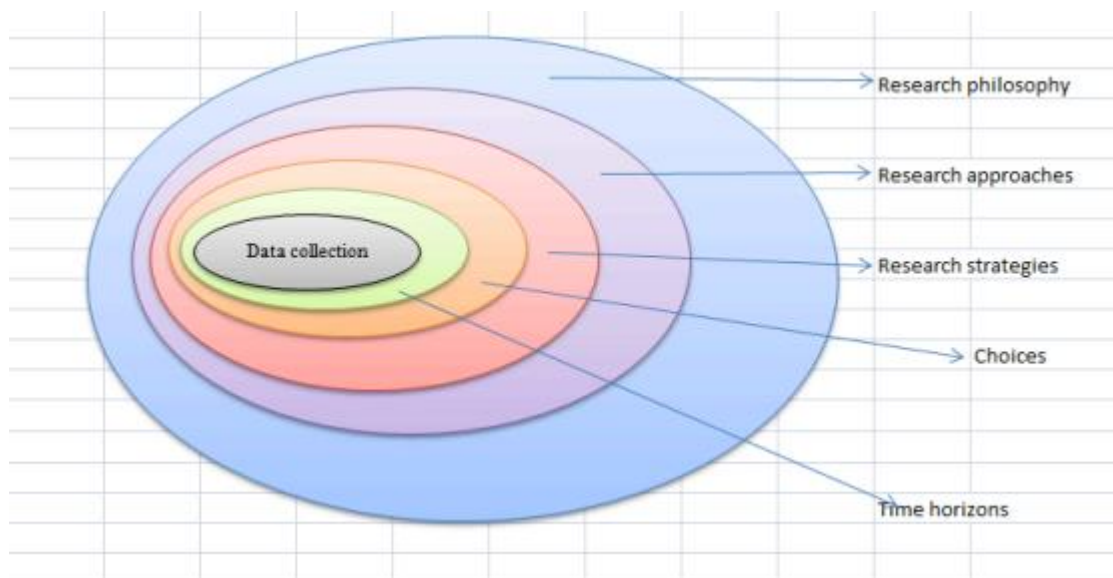


Diagram 1. Research Onion

Source: Research Methods for Business Students, Saunders et al. (2009)

A focus group discussion was used as the research tool, which is a good way to gather together people from similar backgrounds or experiences to discuss a specific topic of interest. The strength of such research tool relies on allowing the participants to agree or disagree with each other. It provides an insight into how a group thinks about an issue, about the diapason of opinions and ideas, and the incoordination and change that exist in a community in case of beliefs, their experiences and practices. In this way, focus group method was applied to make interview in the Siauliai District Municipality. Therefore, 10 employees working in the district municipality were involved for the interview. Among them were employees from both the administration and its structural units.

Due to language barrier, the questionnaire was sent through an e-mail to the leaders/heads of the departments of Pardubice District Municipality. Because the focus of analysis was on the implementation of change, one of the key informants was the head of the department of the development of the strategy plan, who had been recruited 5 years prior to implement a strategic plan.

This study has adopted the research philosophy, research approaches, research strategy and finally the data collection methods. The reasons are given in the following paragraphs.

2.2.1 Research Philosophy and Approach

There is a wide range of literature that underlies assumptions and procedures connected with analyzing qualitative data. Many of them consist from the specific approaches or philosophies such as for example, grounded theory (Strauss & Corbin, 1990), phenomenology (Van Manen, 1990), discourse analysis (Potter & Wetherall, 1994) and narrative analysis (Leiblich, 1998). At the same time, some analytical approaches and philosophies are too “general” and are not designed for none of the concrete approaches and philosophies of qualitative research (Ezzy, 2002; Pope, Ziebland, & Mays, 2000; Silverman, 2000).

Research philosophy refers to the systematic search for existence, knowledge, values, reason, mind, and language. This research requires an open mind in order to establish facts to both new and existing mysteries. Saunders et al. (2009:109) points out that upon embarking on a research, one develops knowledge in a particular field. Further, the research philosophy one adopts contains important assumptions about the way in which one views the world. These philosophies as explained by Saunders et al. (2009) are as follows:

- (1) *Positivism* is an ontological position which something can be positive, truthful or known.
- (2) Realism is the belief that reality exists unconventionally of observers.
- (3) *Interpretive states* that as people interact with the world around them, they create and associate their own subjective and inter-subjective meanings.
- (4) *Pragmatism* philosophy is concentrated on the connection of practice and theory.

Hence the **pragmatism philosophy** will be adopted as the study strives to understand what level of influence is by Chief Executives on formation of organizational culture change, as regards the purposes of the study. According to Saunders ET. Al (2009), pragmatism philosophy entails the researcher to stress practical consequences and values as standards by which the validity of concepts are to be determined. This emphasizes that there is an element of what constitutes acceptable knowledge in the field of study, that is, the general understanding that practical criteria of knowledge and meaning and value is accepted in general. They further cite:

"...pragmatism is intuitively appealing, largely because it avoids the researcher engaging in what they see as rather pointless debates about such concepts about truth and reality...you should study what interests you and is of value to you, study in the different ways in which you deem appropriate, and use the results in ways that can bring about positive consequences within your value system."

A huge number of authors describe qualitative strategy as a “general inductive approach” (Bryman & Burgess, 1994; Dey, 1993). Inductive approach starts with the observations and theories are formulated towards the end of the research and as a result of observations (Goddard and Melville, 2004). Inductive research “*involves the search for pattern from observation and the development of explanations – theories – for those patterns through series of hypotheses*” (Bernard, 2011, p.7). In other words, no theories would apply in inductive studies at the beginning

of the research and the researcher is free in terms of altering the direction for the study after the research process had commenced.

Neuman (2003, p.51) affirms inductive research to begin with detailed observations of the world, which moves towards more abstract generalizations and ideas. In other words, when following inductive approach, beginning with a topic, a researcher tends to develop empirical generalizations and identify preliminary relationships as he progresses through his research. Inductive approach “essentially reverses the process found in deductive research” (Lancaster, 2005, p.25). Specifically, no hypotheses can be found at the initial stages of the research and the researcher is not sure about the type and nature of the research findings until the study is completed.

It is noted that “inductive reasoning is often referred to as a “*bottom-up*” approach to knowing, in which the researcher uses observations to build an abstraction or to describe a picture of the phenomenon that is being studied” (Lodico et al, 2010, p.10). In other words, in inductive studies no known theories or patterns need to be tested during the research process.

Generally, adoption of inductive approach is associated with qualitative methods of data collection and data analysis (See Table 3).

Table 3. Concepts associated with Inductive Approach

Attribute	Inductive
Direction	“Bottom-up”
Focus	Understanding dynamics, robustness, emergence, resilience, focus on individual behavior, constructing alterative futures
Scales: Spatial Temporal Cognitive Aggregation	Multiple (multiple landscape, one resolution) Multiple (stochastic) Multiple (heterogeneous preferences) Single or multiple (one or more aggregation scales)
Data Intensity	High (individual or group attributes)

Source: Made by the author of the Master’s Thesis, according Alexandridis (2006)

Choosing an inductive approach through thematic analysis (a “data driven” approach) for the Master’s thesis author wanted to determine an understanding of a phenomenon, rather than to test a hypothesis. According to Boyatzis (1998), thematic analysis focuses on (1) a way of seeing; (2) a way of making sense of seemingly unrelated material; (3) a way of analyzing qualitative information; (4) a way of systematically observing a person, a group, a situation, an organization, or a culture. Furthermore, due to flexibility of the thematic analysis, it made easier to identify, analyze and present experiences, opinions and the reality of participants/informants, and examine the effects of their experiences, and opinions for research data.

There are different ideas when research should engage with the literature relevant to his/her analysis; first ones are arguing that early reading can narrow researcher’s analytic field of vision, leading to focus on some aspects of the data at the expense of other potential crucial aspects. Others argue that engagement with the literature can enhance analysis by sensitizing more subtle features of the data (Tuckett, 2005). In this sense, can be said that thematic analysis is more explicitly analyst-driven. As an inductive approach enhanced by not engaging with literature in the early stages of analysis, thematic analysis enables and provides richer systematic description and detailed analysis of some aspects of data, which are derived inductively from the data, rather than from an a priori theory.

These assumptions will underpin the research strategy and the qualitative research method that the author of the Master’s Thesis has chosen. It will be of practical benefit to relate theory to the actual reality surrounding the specific research problem. By considering the research method, the most important contemplation is the study’s research questions.

2.2.2 *Research Instruments*

In a qualitative study, the instrument used to collect data may be created by the researcher or based on an existing instrument (See Table 2). If the instrument is researcher created, the process used to select the questions should be described and justified. If an existing instrument is used, the background of the instrument is described including who originated it and what measures were used to validate it.

Within the frame of this Master's thesis research, the leadership role on the formation of the organizational culture change of Siauliai District and Pardubice District Municipalities was analyzed. The data were obtained by an interview, based on the questions designed by Denison Organizational Culture Model and Denison Leadership Development Model. The questionnaire comprised 12 questions which were combined into 4 factors (organizational culture characteristics) and 13 indices (forces affecting the organizational culture), each factor including 3 indices. In the offered questionnaire, each index had 3-4 statements.

Denison Organizational Culture Model and Leadership Development Model, the tool that was used to collect data in this Master's thesis was chosen because it has been validated to measure performance of organizations by describing the organization culture through the four traits. The interview was created to measure a number of dimensions of organizational culture that focus specifically on traits that explain differences in the performance and effectiveness of organizations. The interview contains four areas of concern, which are (a) involvement, (b) consistency, (c) adaptability, and (d) mission. Each of these areas is measured with three component indexes. Before determining the impact of these four factors upon the organizational culture of the municipalities, the author of the Master's thesis made the analysis of the answers provided by the respondents, applying several literature and document analysis.

Interviews consisted of open-ended questions designed to elucidate interviewees' recollection and perspectives on critical incidents influencing the implementation of change, dimensions of organizational culture, personal reflections, and emotional reactions as subjective assessments of the progress of change implementation.

2.2.3 Research Design

It is important to understand the role and purpose of the Research Design, the whole process from choosing topic to final conclusions and recommendations. Research needs a design or a structure before data collection or analysis can commence. A research design is not just a work plan which details what has to be done to complete the work, but it is the nuts and bolts of the Master's Thesis, describing the rationale for the research and the experiments the author will do to accomplish each aim. Before a builder or architect can develop a work plan or order materials they must first establish the type of building required, its uses and the needs of the occupants. It is important when designing Master's thesis to look both backwards, to consider what has been done before, and forwards, to consider what might be investigated next (See diagram 2). Study design is a major component of the overall research strategy and the biometrician's contribution to study design will be greatest when author understands the overall strategy. Designing research author specified research topic, its actuality and novelty, keywords and main terms, overview of literature and how it was completed, as use of scholarly journals, books, world wide web pages and etc. defined research problematic area, research methods and methodology to fulfill research questions, aim, object, objectives, and to prove main statements of Master's thesis. As well, author identified and further described sampling criteria, methods of data collection, e.g. focus group interview, document analysis.

Therefore, it's important to mention that it helps to make easier the research process when author knows what he/she is going to do and how he/she is going to reach this. As stated Yin (1989), *"Too often researchers design questionnaires or begin interviewing far too early before thinking through what information they require to answer their research questions."* Without creating and following Research Design from the beginning, the conclusions made will be weak and unconvincing and not able to answer the research questions and fulfill research objectives.

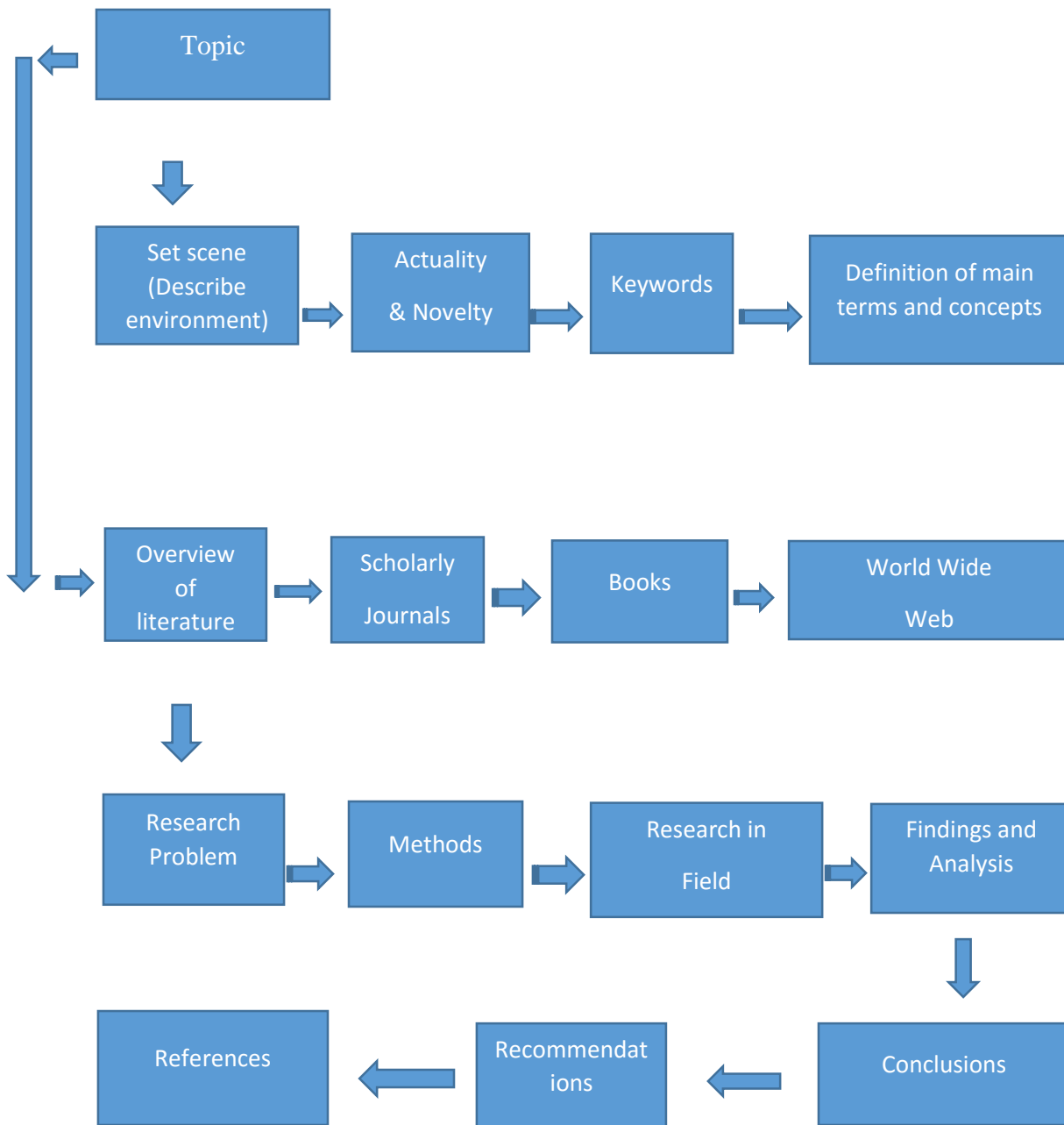


Diagram 2. Design of Master's thesis.

Source: made by author of the Master's thesis

2.2.4 Sample Selection Criteria

Qualitative research aims to provide an in-depth understanding of the world as seen through the eyes of the people being studied. There is a tendency to consider that the sampling strategy for qualitative research is less important than compare for quantitative research. That is to say the researcher makes no attempt, or only a limited attempt, to ensure that the sample is an accurate reflection of the population.

The process of selecting cases to study was an evolutionary one, guided in part of specific requirements, but flexible enough for fortuitous developments. While describing the chosen samples, should be mentioned that was used the purposive sampling, which is one technique often used in qualitative investigation.

Due to Joint Master's program which carried out by Siauliai University and University of Pardubice, in point of the respect and gratefulness, author of the Master's thesis decided to pull up an attention in these selected municipalities of Lithuania and Czech Republic.

All respondents were informed about the interview details, as the intention of the interview was to provide feedback on the role of leadership that impacts organizational performance and drives internal and external changes with organization. Participants were given assurance about ethical principles, such as anonymity and confidentiality.

Research samples, as representors of Central and Eastern Europe, have similar structure of the position and competencies of local self-government as of the system of public administration. Both municipalities' competences of the administration are carried out within the law and according legal standards (Škultéty, Andorová, Tóth, 2012; Jucevicius, 1996).

In the municipality of Siauliai District was conducted focus group; in total up to 10 employees and heads of different departments were interviewed. Mixed group will always have impact on the data, according to the mix of ages, sexes and social professional statuses of the participants. In representing situation as well was barrier of language, as interview passed on semi-English and semi-Russian languages (See appendix 2). On the other hand, in the municipality of Pardubice District was difficult to conduct Focus Group and gather at least several heads or leaders of the departments together, as well due to lack of English knowledge (See appendix 3). So in final, to the participants was sent interview questionnaire through e-mail; in total were interviewed up to 10 employees and heads of departments.

Hence, during the research the leaders/managers and specialists of the highest, middle and lowest levels of the administration, finance, economic and business, education, sport, personnel, technical services and technology, tourism, foreign relations, heritage, health and development of strategy management departments were interviewed. Managers and specialists were selected to participate in the interview for the Master's thesis research, because of an assumption that they will be the first ones to notice and evaluate approximate range of leadership influence on the process of change, and to identify these possible changes during research.

2.2.5 Research Barriers and Ethics

Framework for Research Ethics of the Economic and Social Research Council (ESRC), updated at 2015, noted two core principles:

1. *“Research subjects must be informed fully about the purpose, methods and intended possible uses of the research, what their participation in the research entails and what risks, if any, are involved.”*
2. *“Research participants must participate in a voluntary way, free from any coercion.”*

There are numerous reasons for behaving ethically. Participants of the research should have confidence in the researcher, should be established mutual respect and trust between researcher and participants. Even if the researcher is highly interested in all aspects of participants' experience, participant has right to leave some areas of his/her experience and behavior beyond the interview. (The British Psychologist Society, 2009).

In current Master's thesis research participants were fully informed and freely given all information about the purpose of the Master's thesis, without any pressures or coercion. The biggest barrier to gain better understanding between informants and researcher is their different values, knowledge, directions and cultures (Fong, 2004; Lum, 2007). Author of the Master's thesis had some difficulties in getting the data. Due to lack of financial resource, distance and language barrier, it was impossible to interview larger size of informants from represented Municipalities. Moreover, there appeared language barrier during document analysis, as major information on the webpages was in Lithuanian and Czech languages.

“Consent is therefore a process by which potential participants can decide if it is worth taking part in a study despite any risks and costs” (Code of Ethics and Conduct, 2009). Among leaders and author of the research was established agreement, which considered respectful relationship between them. As well, it helped to prevent detriment and overuse, or exploited and wrong information from the researcher.

Anonymity and confidentiality of participants as well are central in social research. Researcher should make all effort to ensure that the data provided by the participants cannot be drained back to them in any forms of dissemination. In interview form was written clearly that it’s optional to give further information about work position, work experience, details, such as e-mail address and etc. Anyhow, most of the respondents have fulfilled all detailed information.

The majority of qualitative researchers will code their data both during and after collection (Miles & Huberman, 1994; Basit, 2003). Coding is a heuristic problem-solving technique which “leads from the data to the idea, and from the idea to all the data pertaining to that idea” (Richards & Morse, 2007). Some researchers perceive a code as a shorthand or an abbreviation for the more important category yet to be discovered. Coding process sees a cyclical act, where possible all cycles include recoding further filters, highlights, and features for generating categories, themes, and concepts, grasping meaning, or building theory. Coffey and Atkinson (1996) proposed that “coding is usually a mixture of data and data complication; breaking the data apart in analytically relevant ways in order to lead toward further questions about the data.” To codify means to arrange things in a systematic order, to make something part of a system or classification, to categorize. When codes are applied and reapplied to qualitative data, you are codifying – a process that permits data to be “segregated, grouped, regrouped and relinked in order to consolidate meaning and explanation” (Grbich, 2007).

Therefore, author of the Master’s thesis decided that during interpretation of the collected data from the interview not to announce participants’ names, or work positions, kept this additional information anonymous. As in the research was used two case studies, Siauliai District and Pardubice District Municipalities’ leaders, managers and employees, but while analyzing research findings author decided not to make comparative analysis, as consider answers as whole one. So moreover, author will not highlight or make any distinction between participants and for example, calling them in general informants.

Potentially, the most important factor affecting the research is the presence or absence of trust, as well it helps to create and maintain relationship, cooperation and interdependence with key informants. Trust also includes that person believes another one is honest (Larzeleve and Huston, 1980). Here honesty is defined as the extent to which an individual's statements of future intentions are believable. Likewise, respectful attitude to each other's needs, abilities, and goals is also essential to a trusting relationship.

Hence, trust was established with interviewees by pledging both personal and institutional confidentiality. As well, big role played that author of Master's thesis is a student of joint Master's program, provided by Pardubice and Siauliai University, and hence, the research was used only generalized and for academic purpose. The timing of interviews, occurring toward the end of the implementation process, took approximately one month.

Moreover, with respect to all respondents, the research findings were missing data, given mostly not enough or unclear opinions, or neither clearly support nor deny a particular idea. Somehow the researcher's ability to absorb uncertainty and to act with confidence with regard to dual and questionable data was crucial significance to provide particular knowledge about research findings.

III. The Role of Leadership on the Formation of the Organizational Culture Change at Siauliai District and Pardubice District Municipalities: Research Results

Following the research findings, the author will evaluate the collected data and subsequently interpreted the findings in relation to the theoretical concept in line with leadership impact on organizational culture change at local self-government institutions.

3.1 Presentation of case: Siauliai District Municipality

The Siauliai District is situated in the northern part of Lithuania. Its total area is 1807 sq. kilometers and number of population is approximately 51 thousand. The administrative center of the district municipality – Siauliai; the town, however, has a status of a separate municipality, and therefore does not fall within the territory of Siauliai district municipality. The district is divided into 11 district heads (administrative units), included 7 towns are.

The main and the biggest town of the district is Kursenai with the population of 14, 9 thousand. It is 25 km far from Siauliai City. Forests occupy almost 32 % of the territory. As, there is Regional Park with the administration in the territory of the district. The park is valuable from the scientific and cognitive point of view. As well, it helps to develop ecological tourism.

The Siauliai district is characterized by a well-developed road and railway network. The district is crossed by the Via Hansa highway – an international transport corridor from Saint Petersburg to Berlin. The main district's enterprises are small and medium ones. There are 14 cooperative enterprises, 27 meat processing enterprises and 88 timber processing enterprises.

The Siauliai District Municipality has privilege to expanse tourism, entertaining, sports and excursions' services.

Political representation of Siauliai District consists from Council of Siauliai District Municipality, which includes

- (1) Municipality Council
- (2) Mayor and
- (3) Deputy Mayors
- (4) Director of Administration (administration of 26 departments)
- (5) Committees of Siauliai District Municipality.

The Council aims an efficient and trustworthy cooperation within and with District Municipalities, as well to ensure that each of the administration bodies create sufficient conditions for competition and act in favor of fair competition.

3.1.1 Siauliai District Municipality vision

Siauliai Municipality strives to be a trend-setting, dynamic Municipality delivering quality services responsive to the demands and challenges of the community and their constitutional mandate, in which all stakeholders can participate in harmony and dignity.

Municipality's vision for 2025 includes:

- (1) Open, creative and responsible community;
- (2) Competitiveness of the city's economy;
- (3) Quality of the living environment.

3.1.2 Siauliai District Municipality mission

The purpose of Siauliai District Municipality is to facilitate and coordinate the provision of sustainable infrastructure and services, thereby creating an enabling environment that allows the active involvement of the broader community in order to improve the quality of life of all Siauliai District residents.

- (1) To render cost-effective and sustainable services to the entire community with diligence and empathy.
- (2) To create mutual trust and understanding between the municipality and the community.
- (3) To have a motivated and representative municipal workforce with high ethical standards, which is empowered to render optimal services to the community.

- (4) To apply good and transparent corporate governance in order to promote community prosperity.

The aim of Siauliai District Municipality administration is - to implement institutional functions, which meets the needs of community best. Elaboration of the Strategic Development Plan for the period 2006-2017 started in 2005 with the aim to prioritize city development, determine the objectives and targets.

The municipality's role in the implementation of the strategic development plan is not limited to direct financing. Plans are that the municipality will be an initiator of many projects, a coordinator of various city's communal groups, and, in certain instances, will represent the city's interests at the national level. With Urb. Energy project Siauliai city aims to create a favorable conditions for sustainable city development and to contribute to the implementation of the objective 3.1. *“To modernize the city's residential areas, to improve the quality of the living environment and to encourage expansion of new housing”* of the third Strategic plan priority.

3.1.3 Siauliai District Municipality core values

The Siauliai District Municipality seeks to uphold and promote the values of responsiveness, transparency, collaboration, innovation, consultation, customer service and service excellence.

The community is Municipality's inspiration and workforce is their strength in the quest for community development and service delivery. Municipality therefore values: (1) Work pride; (2) Service excellence; (3) Integrity; (4) Loyalty; (5) Accountability; (6) Knowledge sharing.

3.2 Presentation of the case: Pardubice District Municipality

Pardubice District is an administrative unit of the Czech Republic, located mainly in the eastern part of its historical region of Bohemia, with a small part in northwestern Moravia. It is named after its capital Pardubice. There are a total of 451 municipalities in the region. Among these are 15 municipalities with extended powers and 26 municipalities with a delegated municipal office. Thirty-two of the municipalities are classified as towns. The regional central offices are in Pardubice. As the largest municipality of the region is Pardubice with 888.98 km² and around 90,000 inhabitants, Pardubice District is the smallest district of the region but has highest population density.

Political representation of Pardubice District consists from three administration bodies.

- (1) District Assembly – 39 members elected in municipal elections. It's the main legal body of the city which manages the city. Its powers include: issue of bylaws, directives, regulations, approve the budget, purchase or sell property, establish municipal policy, establish public corporations, and etc.
- (2) District Council – 11 members (Mayor and his 4 deputies + 6 other members of the City Assembly). Its executive body of the district, reports to the District Assembly. Its competences are to decide number of municipal employees, to issue municipality rules setting the competences and responsibilities of municipal departments, to perform the function of the General Meetings of the companies owned by the municipality.
- (3) Main Political Representations – Mayor and 4 deputies, only these elected officials have their functions on full-time.

Non-political representations include:

- (1) Chief-Executive Officer – appointed by Mayor and which is responsible for all municipal employees.
- (2) 14 departments – Directors of departments appointed by the CEO and District Council.

Procedures for preparing the Strategic Development Plan for the District of Pardubice period 2014-2025 was launched in June 2013. The document is divided into two main blocks. In the first part presents the specific structure of the strategy - Vision, objectives of the plan and a set of "macro" indicators pertaining to the vision. Furthermore, the pivotal part of the document is devoted to detailed specification of objectives and the definition of indicators, according to which it will be possible to monitor the fulfillment of the objectives of the strategy.

3.2.1 *Pardubice District Municipality vision*

In modern strategic management the vision of the municipality is seen and evaluated from two perspectives. Vision of the district of Pardubice, based on both of these approaches.

- (1) Vision's future status, which we want to achieve the realization of strategic management. It should always build on the strengths of the city. Of course it must be true, ambitious, yet achievable.
- (2) Vision as a marketing tool. In recent years, total limit perceived very strongly marketing. It should include "slogans" or formulations that are used for promotion of the city inside (the current citizens, entrepreneurs) and outside (tourists potential investors or residents).

3.2.2 *Pardubice District Municipality mission*

The strategic plan is divided into five pillars. The first four pillars are linked to key development areas of the district of Pardubice. The last pillar is linked to activities related to the programming period 2014 - 2020 and the tools to deal with intervention in the whole district.

The following pillars are:

- (1) Environment, Territorial Development and Energy;
- (2) Transport and mobility;
- (3) Economy and Well-being;
- (4) Public services and quality control center and
- (5) Integrated Projects and EU funds.

3.2.3 *Pardubice District Municipality core values*

The Core Values are the guiding principles that help Council and staff achieve the vision and fulfill the mission. Pardubice District Municipality has established core values forming the basis of the municipal functions. Through everyday activities, public communication, employees and politicians, partners and others, will practice as well as communicate following core values representing the district municipality:

- (1) To always treat everyone with dignity and respect;
- (2) To perform the duties with integrity, honesty and diligence;
- (3) Customer-citizen focus service; with a focus on listening to and supporting their needs, delivering high quality services and ensuring their satisfaction;
- (4) Integrity; conduct all the time in a manner that is ethical, legal, and professional, with the highest degree of honesty, respect and fairness.

3.3. Results on the Denison Organizational Culture and The Denison Leadership Development Models

The following section displays the results of the analysis of leadership role on the formation of the organizational culture change in the Siauliai District and Pardubice District Municipalities. The below tables depict what level achieved by municipalities given to the "Denison model" in four major traits: adaptability, mission, involvement, and consistency.

The most important thing in the process of an overlooking of the results is to understand that efforts should be directed toward areas that are more comfortable and familiar, rather than to address areas of unfamiliarity or discomfort. However, when choosing Levers for Change, organizations have to be acquainted with these tendencies and harmonize the conflicting demands. Using the overall organizational culture, along with the leadership results, leaders will be able properly see gap between their leadership behaviors and culture of their organization and use these results to create development plans that will serve both their own development as well as meeting the needs of the organization. Hence, the main goal of such research is to maximize organizational strengths, improve its imperfection, mobilize a large number of employees, and empower them to create change.

3.3.1 Organizational Development and Goals: within the Mission Trait

A strong, clear organizational sense of mission affects all areas of its performance. A leader's first task is to create the conditions which enable the employees to achieve good results. It is therefore important to define strategic direction and intent, objectives and goals, and create shared vision within the organization and make the employees understand these goals in order to be able to reach them together. The leader has to make sure that what was said also was understood by the employees. The human being does by nature only listen to what she or he believes is important. The same words have different meanings due to differences in gender, background and previous experiences (Ekstam, 2002, p.64-65). A leader also has to be the driving force in the organization by giving the employees positive energy and challenges which make the employees grow and develop as individuals (Ekstam, 2002, p. 58-59). At the same time the leader has to co-work with the other managers and make sure that they are working in the same direction. Last, it is important to control the results and decide whether or not there is a need for changes in order to reach the set goals (Ekstam, 2002, p. 61).

The analysis shows that both municipalities work with the setting of goals, have clear understanding of their vision, good sense of direction, purpose, or long range planning. The focus is mostly long term with the looking ahead (See table 4). They are focusing primarily on the horizon. It is comprehensible for employees and they are well informed about the strategy, goals and directions what they work for. The most important in goal setting process is to decide what kind of projects they are going to focus on, as they concern about the public satisfaction and well-being, so they aim towards quality instead of quantity.

Table 4. Organizational Culture: Mission

Dimension	Case	Statement
Vision	Siauliai	<i>“Organization has clear vision.”</i>
	Pardubice	<i>“Organization vision has long perspective, is defined till the 2025.”</i>
Goals & Objectives	Siauliai	<i>“Sometimes We have not enough time to solve and reach all goals and objectives, and often there is not enough money for that.”</i>
	Pardubice	<i>“Strictly follow their strategic plan.”</i>
Strategic Directions	Siauliai	<i>“Strategy's implementation is buggy. Sometimes we are not going to the same direction, as our strategic process. It should be more detailed, concrete and real according Municipality budget.”</i>
	Pardubice	<i>“Strictly follow their strategic plan.”</i>

Informants claimed that their organizations have the range of activities, well suiting premises, and they always strive for further development and improvement. They continuously follow up how the members think about the facility and the activities and make changes when needed in order to fulfil the members’ wishes and needs. Tables indicate that the organization may have a difficult time executing or operationalizing its mission. As the long term purpose of the organization is not very inspiring for most of the employees. Leaders said that it lays in their nature to have goals to develop, but sometimes they lack time and sources, as material funds, to fulfill all of criteria’s, objectives or goals which are set by the codex or law. The organization is changing too fast and it is hard to keep up. Many times, emergency solutions have been created which is not sustainable in the long run. Informants say that this in turn has created anxiety among the employees because things are changing too fast and information flows are having a hard time to keep up. But on the other hand, slowing down the organization could be to put a limit on the number of members allowed. Therefore, at the helm may be brilliant visionaries who have a difficult time translating dreams into reality.

3.3.2 The Work and Relationship with the Employees: within the Involvement Trait

For the second essential characteristic of organizational culture is clearly designed orientation to teamwork, expertise, skills and transfer of competencies to the employees. Communication is one of the central competencies in leadership (Clutterbuck & Hirst, 2002). The communicator leaders work for an open dialogue and creates involvement for the employees. Hence, he/she is a team-builder, knows that the results will be reached through employees and makes maximum efforts to fulfill the goals for organization success (Ekstam, 2002, p. 75). Ekstam writes that in order to create a successful team the leader has to establish meaningful and challenging goals, make everyone's responsibility visible, take care of everyone's ideas and experiences, support each and every one employee's development and notice every employee's efforts and results.

The leader as the developer has to create the possibilities needed by the employees in order to develop, they will therefore be able to develop the organization which they run together (Ekstam, 2002, p.166).

Analysis shows that involvement is not the strongest trait in the organizational culture of represented municipalities. There is not enough capability development and empowerment within municipalities (See table 5). This can be understood as obvious signal for an organization in which people are disconnected from their work, unaware of its importance and its connection to the rest of the organization, unwilling to accept greater responsibility, and hesitant about working with people outside of their immediate circle, or as an indication that the organization does not trust capable employees of making important decisions that impact their work. Consequently, this combination is a warning signal indicating the possibility of a high turnover rate of employees who may be leaving for the competition.

Team Orientation is higher than Empowerment and Capability Development, this often is an indication that there may not be much spirit to the team. People tend to be "head bobbors" and cheerfully comply without much commitment and ownership. Teams for the sake of team appearance seem to be the norm and don't seem to make a difference. Therefore, each team member must have expertise and skills that are necessary for his employment.

Table 5. Organizational Culture: Involvement

Dimension	Case	Statement
Capability Development	Siauliai	<i>"It's funded, so happens not often. In general, one training has no result."</i>
	Pardubice	<i>"There are only investments within obligatory education of employees. We have conception of education, where employees, heads of departments, management are asked what they want and what they need, but finances can cover only education which is determined by law."</i>
Team Orientation	Siauliai	<i>"Teamwork is a bit complicated, because everyone wants to be first to carry out the tasks assigned to them. Sometimes colleagues ask for certain information at the time when you have a lot of work. Sometimes the delay in releasing the information, but not maliciously. However, if there is a joint project - teamwork is mandatory."</i>
	Pardubice	<i>"Major tasks are made individually."</i>
Empowerment	Siauliai	<i>"It's funded, so happens not often. In general, one training has no result."</i>
	Pardubice	<i>"There are only investments within obligatory education of employees. We have conception of education, where employees, heads of departments, management are asked what they want and what they need, but finances can cover only education which is determined by law."</i>

The leaders should have the ability to create a winning team which is distinguished by the positive goal settings, a willingness to cooperate and an appropriate division of work (Ekstam, 2002, p.113-114). Further, the genuine situation for cooperation is when the individuals are equally dependent on each other in order to generate good results. Which means that the individuals cannot be finished with their assignment before the whole group is, and the group will not be finished until all individuals are. If this is the case it is important that each individual; understands how the whole problem will be solved, understands how he or she can contribute to the problem solution , notice other group members' contributions, understands the other group members' problems in

order to support them to maximize their contribution (Ekstam, 2002, p.117). The leader as the developer has to create the possibilities needed by the employees in order to develop, they will therefore be able to develop the organization which they run together (Ekstam, 2002, p.166).

Informants said that they have activities to improve the cooperation between employees. In the beginning it worked, but after a while some employees started to come up with excuses to not participate in the activities. Some of informants said that many employees have already a lot of practical activities in their daily work, and therefore do not need additional training. Nowadays organization usually arrange some activities, but the activities are not crucial as they happens very rarely and don't help to improve or develop the team spirit. Considering employee motivation, there is no single reward system that would reward the whole group, all employees, and there would be a risk that not everyone gets rewarded.

In general, informants believe that there is a good working climate, relaxing atmosphere within organization where employees can have open dialogue and that a culture has been shaped towards the same goals.

3.3.3 Changes in the Organization: within the Adaptability Trait

Organizations today have to develop in order to continue being competitive. But it's undoubtable that only a healthy organization is able to develop, change and follow the changes in the environment. It is important that the leader let the employees and the environment be creative and that the leader is creative him-/herself. Three important factors which destroy creativity in an organization are: fear, bureaucracy, and knowledge. The fear may appear due to low self-esteem, as often leaders are afraid to inform about changes as thought that employees will make resistance, or that they just lack necessary skills to inform the employees (Ekstam, 2002, p.67-68). Second, in an organization where the rules and regulation have the prior place, creativity will be restrained. Bureaucracy makes it difficult for the employees to try new things and be creative since they want to avoid failure. Further, knowledge could be seen as something important for the creativity, but it

could also be seen as something that restrain creativity. An organization that look back to see how to solve problems becomes an inflexible organization without creativity (Ekstam, 2002, p.170). Morris et al. (2008) argues that all people can be creative and that they tend to be creative when they think illogically, are impractical and break existing rules. He argues that people's creativity gets blocked when they are forced to follow the rules and get questioned about their new ideas (Morris et al., 2008, p.142).

The "Adaptability" trait is the strongest one of both municipalities' organizational culture (see table 6). Both of the represented municipalities are citizens oriented. "There is e-democracy service in the municipality. Citizens can submit their requests, complaints, suggestions through it, without having to leave their home and get the answers in the same way." Daniel Denison claims, that when customer/citizen focus concerns as main attention area compare to other two traits, this tends to signify that the organization may be good at meeting citizens/customers' needs today, but probably are not preparing for what the citizens may need tomorrow. The organization tends to be one step behind the customer rather than one step ahead.

When asking the question of how the employees are prepared for an organizational change, informants told that some employees consider the changes to be troublesome and others do not. People often complain during the changes, but change their minds when it is done and understand why something was changed. "The innovation is always viewed with caution. It takes time. But our organization has e-services; specifically, the refusal of sending letters. It took for a while to get used to send letters in e-manner. Even today, there are employees who prefer and want to send mails, not e-mails, as they think it's safer and etc. Anyway, not only municipal workers are not enough quick to adopt innovations, but also institutions."

Table 6. Organizational Culture: Adaptability

Dimension	Case	Statement
Customer/citizen focus	Siauliai	<i>“We have e-democracy, where citizens can submit requests, complaints, and suggestions and get answers in same way.”</i>
	Pardubice	<i>“Research shows that we do.”</i>
Creating Change	Siauliai	<i>“Innovation is always viewed with caution. It takes time to adopt and present. But depends on department – they’ve to follow all changes. But if innovation facilitates work and doesn’t require special skills to complex – welcomed and accepted positively, if on contrary, perhaps have negative reaction, but will be used to.”</i>
	Pardubice	<i>“Understanding the need of the change by the employees is in the process. Leaders should more push through shared values of the organization.”</i>
Organizational Learning	Siauliai	<i>“Leader has to work as a leader, follow all innovations, and know how to work with people. He has to believe in himself, what he is doing, and people will trust him.”</i>
	Pardubice	<i>“Understanding the need of the change by the employees is in the process. Leaders should more push through shared values of the organization.”</i>

Informants explain that they see the organization from above and can more properly see what are the members or the organization needs. It could be more difficult for employees at the lower levels to see the overall needs of the organization since they often see and hear need or wants of individuals.

A lot is managed how the employees are informed about the changes. They say that in general the information flow is a huge problem between the sections which they wish to improve. Employees do not know what is going on, those employees who do not sit next to their managers feel that they get less information, or some employees are more affected by a change than others and have more understanding for why a change is needed and therefore better prepared, or those who benefit from a change may understand it better than those who do not. It is difficult to reach

everyone, but they work on it and try to be better to motivate and explain the reasons for a change and why it will benefit the organization.

The analysis of Municipalities revealed high ability to adapt to changes in internal and external environment. Thus, the employees are forced to react to changes that happen as in the external environment (to satisfy the needs and requirements of citizens, competition, etc...), so in the internal environment (introduction of new technologies, work organization, etc.).

3.3.4 View on own Leadership: within the Consistency Trait

A leader directs and set the norms for the employees how they should act within the organization, and itself the employees have to see the leader as a positive person and the leader has to be a good example (Ekstam, 2002, p.17). It is important to understand that everything the leader send out to the employees about their performances and abilities will affect the employees' way of working and how they view their working tasks. If the leader believes that people work because they are forced to, that people in general are not ambitious or able to take responsibility, the leader will soon end up with this kind of employees. On the other hand, if the leader views the employees as people who work to make their lives meaningful, prefer to take responsibility and are creative with problem solving skills, the employees will be of that kind (Ekstam, 2002, p.23-24). The leaders as well as the employees are part of the creation of the healthy working place, and positive results will be created due to the employees' well-being. What characterizes a healthy working place is to what extent the employees are given; inspiring challenges, freedom, support for ideas, trust, a working place which feels alive, debate and risk taking. The healthy organization creates possibilities for the organization and the individuals in the organization to develop (Ekstam, 2002, p.159-164). A good leader has the ability to see possibilities rather than problems, has to be supportive, and to make the employees know that he/she believes in them, give the employees encouraging attention and make them know that he/she respect them as employees and as human beings. When facing a problem a good leader take care of them immediately rather than waiting the problems to solve themselves. He/she acts as a mediator rather than a judger when solving problems between co-workers (Ekstam, 2002, p. 58-59).

Therefore, the weakest characteristic of both municipalities' organizational culture is exactly consistency quadrat (See table 7). This part of organizational culture is a source of integration, coordination and control. Its main impact is on quality and employee satisfaction what has an eventual impact on organizational culture performance. Analysis shows that the principles, values and standards of conduct are not equally felt in all levels of the municipalities' organizational structure. The employees perceive the departments as separate entities and not as part of a whole organization.

Table 7. Organizational Culture: Consistency

Dimension	Case	Statement
Coordination & Integration	Siauliai	<i>“Employees are 100% involved in decision making process and can actively express their opinions about problematic issues. Teamwork is a bit complicated, but it’s mandatory.”</i>
	Pardubice	<i>“Employees are not involved in decision making or change process.”</i>
Agreements	Siauliai	<i>“Teamwork is a bit complicated, but it’s mandatory.”</i>
	Pardubice	<i>“Teamwork is not main focus of our organization.”</i>
Core values	Siauliai	<i>“Meeting needs of citizens, knowledge of their problems.”</i>
	Pardubice	<i>“Employees has an ethical code that guides their behavior and tells them what is right and what is wrong.”</i>

Agreement, Coordination and Integration are really on the bottom level, which means that the organization probably has good aspiration but becomes confused when conflict or different opinions arise. In such organizations everyone talks at once during discussions, and people ignoring the replies or opinions of each other's, and consequence is frequently observed through behaviors. The key is that nothing gets resolved and people keep blowing out the same candles repeatedly. This may be partly influenced by organization size, because organizational culture has social character, which is directly related to human beings. The more employees' municipality has, it is more difficult to implement the entire contents of the organizational culture and there is no chance to know everything at all levels of the municipalities' organizational structure. To deal and help to deal conflicts or misunderstandings, it is necessary someone who tells exactly what to do, which, though, could be important to do in an emergency.

The problem would though be to make the employees to agree with leaders and to make them work in the same direction. One thing that leaders feel limited by is the time and money. The informants believe that employees have different skills and knowledge and the trick is to make those people into a well-functioning team; a leader should be able to lead, give orders, and influence the employees. They feel as an obligation to straight things out during conflicts, create confidence in the employees, and help them to take work more independently. But, at the same time leaders want the employees to take it seriously when there is a specific problem which has to be solved. As they work with grown up people who know that they have a responsibility. They cannot affect if the employees enjoy their job or not. They have to make sure that they enjoy their situation or else they should find another job. Informants said, "it is nonsense to use magic to make them feel comfortable; what they can do is to support and encourage them and to give them challenging and meaningful tasks which they just have to do." But otherwise, it is of high importance to have faith in others and others feel faith in them; this leads to mutual trust and that people can risk a failure in order to grow. It is important to give others the opportunity to prove themselves and get the chance of succeeding with a task. A group that is having problems due to issues between individuals will affect the work as well. Informants think that this is one of the problems of being a leader, to know where to act and where to step back and let them solve their own problems.

3.4 Leaders role on Organization culture change: Employees view

Honestly, really few leaders understand the entire matter of their influence on the performance and satisfaction of the employees. They are able to control as interpersonal and material rewards and punishments that often shape employee behavior, so an employee's performance, motivation, and attitude. Moreover, they have power on an employee's self-image and empower their potential in a positive or negative way by being supportive, fair, and encouraging, or unsupportive, inconsistent, and critical. In addition, they can even affect an employee's health and energy, or create a vivacious pleasant work place or tense and frightful one.

On the question "What leadership style is dominated in their organization" most of the employees answered - Autocratic Leadership style. Authoritarian or Autocratic leadership, also called coercive or dictatorship, is a leadership style in which the leader has as much power and decision-making authority as possible which is all about organization and discipline (See Table 8). These leaders tell others what to do, how to do it and when it should be done (Puni, Ofei and Okoe, 2013). The autocratic leaders believe mainly in the rules and regulations by determining policies, procedures for achieving goals, work task, relationships, control of reward, and punishment, as motivation (Mullins, 1999). It can cause people to feel offended or intimidated, which can propose the way the team operates as a whole. This leadership style also will not work well if the rest of the group is as experienced or more knowledgeable than the leader. But on other hand, it can be useful, for instead, when the team needs a new vision, when deadlines are tight, or when decisions need to be made quickly. Especially if a lot of people are involved in the project and there is little or no time for everyone to discuss the importance and try to come to an agreement; further as well for new employees who still do not know which tasks to perform or which procedures to follow and effective supervision can be provided only through detailed orders and instructions. Finally, it can be beneficial in industries where employees need to perform low skilled, monotonous and repetitive tasks with generally low levels of motivation (Currivan, 1999). The basic assumption underlying autocratic leadership style is based on the premise that people are naturally lazy, irresponsible and untrustworthy therefore leaving the functions of planning, organizing, and controlling to them will give futile results (Puni, Ofei and Okoe, 2013). So consequently, without the involvement of people itself the leader will be able to accomplish all tasks.

Table 8. Description of Autocratic Leaders

Leadership Style	Emphasis on performance	High emphasis on performance
Characteristics	Emphasis on people	Low emphasis on people
Leadership Philosophy	Assumptions about people	People tend to be lazy, undependable, dislike work, resist responsibility, work primarily for money, and prefer to be led.
	Assumptions about the role of the leader	Run a tight ship by planning, organizing, directing, and controlling the efforts of others.
Management Skills	Planning and setting objectives	It is a leader's role to plan and establish objectives
	Organizing	A formal, centralized structure is used with carefully defined rules and procedures.
	Controlling	Tight controls are established to assure that employees do their job.
	Decision-making	All but minor decisions must be made or approved by the leader.
	Motivating	Uses close supervision and tight controls, simplifies and standardizes work, and offers economic incentives and fringe benefits to motivate people.
	Communication	Primarily, one-way, downward, formal, impersonal and a parents to child manner.
	Developing	Comes from hard work and experience.
	Use of rewards and punishments	People are rewarded for being obedient and punished for making mistakes. Punishment may take the form of withholding attention or good assignments or making people feel guilty.
	Approach to handling conflicts, problems and mistakes	Conflicts are either suppressed because they interfere with work or they are resolved in favor of the leader. Attacks people and not the problem and looks for a scapegoat or someone to blame when mistakes are made.
	Interpersonal relationship with employees	Keeps relationships formal and impersonal so he can remain "objective."

	Use of power and authority	The use of power and authority are essential to maintaining order and high productivity.
	Delegation practices	Fully delegates only low risk jobs.
	Performance appraisals	Uses performance appraisal to let employees know what they are doing wrong.

Source: Made by the author of the Master’s thesis according to Bernard Bass & Kurt Lewin (2005).

Hence, to answer on the further question “What are two most important things, which the leaders of organization must do, in order to create a modern and high culture” the employees claimed that they wish to see in their leaders more communicator, team-builder, supportive, self-confident, smart, innovative person, which knows how to work and connect with people. They furthered that the leaders need to always have something to strive for, to improve things and make them more efficient and effective, also the challenge to affect the changes in the organization, drive the employees, and ask questions such as “What has been done, what could be done better, and what do the employees want for next?”

It’s important to motivate employees, to help them to find joy and pleasure in their work, what itself will make them grow and be inspired. As well, it is really important that the employees will be able to talk to their leaders. People often work too much and they do not see from leaders that they notice or appreciate this. The overall opinion is that the employees could receive a much higher wage if they worked for a for-profitable organization, but they chose to stay working as they enjoy it and simply because the employees have been working for a long time and been part of its growth and development.

It is very significant, that leader could strengthened the relationship and cooperation among the employees through informal meetings and dairy contact. But asking leaders their opinion about this issue, they do not think that the outside of work activities are significantly important and that matters for their good atmosphere within organization.

3.5 Generalization

In this chapter the author of the Master's thesis presented research results in order to define and assess the existence of the leadership role within an organization. The findings demonstrate that the organizations have high scope of capacity for change and flexibility. From the interview the author considered that organization has strategic plan, clear goals, and citizen oriented core values and that the employees understand them (Ekstam, 2002, p. 58-59). The core values mean that the employees share a series of values on which they make up their identity and expectations. When the strategic orientation denotes that the direction of organizational goals is expressed properly, so that the employees perceive the goals and the strategy clearly. The leaders have a long-term vision, but they are not much focused to orient their employees toward long-term goals. Strategic plan changes once every 4 years long, so that says that there is lack of time to fulfill all tasks, objectives, or goals. Thus, consequently they lack looking ahead and having long term view, which would help to lead to mobilization and motivation of the employees in the workplace.

The indices of coordination & integration, agreement and team-orientation have gained lower scores than the other ones. It denotes that the employees are not of good conditions in these indices and they need more attentions to achieve the integrated organization culture. The low empowered people indicate that they have no authority, initiative or capability to manage and fulfill their jobs. It creates a sense of irresponsibility within the organization. The lower coordination lower shared views among the people in organization. Hence, such results drive to implications that the employees don't give great importance to cooperation and agreement, which cause to a tense atmosphere to be dominated, and don't have the shared views about their organizations which lead to establish a desirable balance of the goals throughout organization levels. Somehow it doesn't allow the employees to make intimate relation and trust at and support of each other. Leaders lack "effective team management" competences which will help to identify areas lacking assistance, intervention and directions (Carlopio, 2001, p.414).

Analysis showed that no efforts have made to empower the employees through improving of their skills and communication. Leaders should understand that if they generate employees, itself they will develop the organization. Rowan (1997, p.13) wrote that "rethinking leadership" is allowing people in the organization to generate new ideas by decentralizing power to make decisions and transforming efforts that really work instead of being stuck in bureaucracies. Still, the municipalities have used innovative techniques and genuine methods. That means that there

will be the least opposition to the changes. So it enables the employees by using the methods of performing tasks, showing their creativity and initiatives, and slowly, step by step get used to changes and new ideas.

As results shown, the employees actively participate in the changing processes and therefore they have the strong willingness to make the changes. But they said that the willingness has to be created and involved in the processes by the leader. As it will help to feel more responsibility and therefore the final results will be improved. The employees should be involved in the changing-process at an early stage and be able to be part of the discussions (Ekstam, 2002, p.179-181). It is therefore important that the leader gives the employees all the necessary information about the change and its consequences. If the employees have information about the future plans of the organization, the employees will not be surprised when suggestions for change will be presented. Also it will help the employees to understand the reason for a change and its timing in order to be willing to contribute to the changes. Further, to make clear for people why the changes have to be made, it's crucial to help and motivate them to realize that change will have a positive impact on them and the organization.

The aspect of change and leadership's impact on it have positive consequences. Leaders are aware of the demanding change and are working towards establishing set goals in order to improve performance at all levels in the organization. But lack of information flow and not "friendly" close relationship within departments, or even among the leaders and employees, get in the way to receive better and more information and be involved in the developments and changes to a larger extent. Leaders not really understand that the employees' involvement during changes would give them a better understanding for why the changes are being made and make them feel more encouraged in their workplace. Furthermore, the author's impression is that leadership has positive influence on the organizational culture change. They try to make more efficient the information flow, which is part of the developing process, and agree that it has to be improved.

In general, the findings manifested that the Siauliai District and Pardubice District Municipalities, according to conceptual model of Denison Model, are in desirable situation in all four dimensions; i.e. they have cultures that are adaptive, yet highly consistent and predictable. Itself the organization has pretty a lot of activities, well suiting background, and they always try to strive for further development and improvement, be followed up with the latest innovations. But on the other hand, they might improve the communication, through continues discussions and

information flows, to make sure that all employees are aware of the organization's situation and how it is affected by its' environment, otherwise they might fail to reach goals and any ideas to implement change.

CONCLUSIONS

Author has synthesized what is the leadership role on the organizational culture change at local self-government institutions, which was the main aim of the Master's thesis. The research questions that author wanted to answer include: What is the role of the leadership on the organizational culture change at local self-government institutions and what skills and competences are necessary for successful change? The composed interview with the leaders and employees of the Siauliai District and Pardubice District Municipalities helped to understand the way the leaders work towards their employees, and their impact on the change, what are the factors impacting organizational culture change and what skills or competences lack leader to make more effective organizational culture change. The conclusion is divided into two main parts. The first concludes what author found and understood about the leadership and organizational culture at local government institutions in total using literature and document analysis, and the second one summarizes what implications author gained using Denison Organizational Culture and Leadership Development Models to describe leadership role on the high-performance organizational culture. In the end of the chapter author will present recommendations and suggestion.

Leadership role on the organizational culture change at local self-government institutions

While answering the research questions, let's consider several obedience. In order to recognize the organization culture and examine the efficiency and need for changes to stay alive (Abrahamson, 2000), awareness of organizational culture is an important step toward taking new actions and goals, as trying to create any change without taking the culture into account will be, unfortunately, failed.

Second sight is that transformation of the public organizations became priority issue, but should be mentioned that in times of challenge and change tasks faced by them started to be more and more complex. Author found out that should be taken into consideration means of conversion, as it faces new pressures to learn, innovate – adapt and adopt rapid technological improvements and just keep up to promote new ways of organizing better service delivery, increase citizens

expectations, create new opportunities, threats and allow greater integration across the organizational limits (Mulgan, 2007; Leon, 2012; Mazzucato, 2013).

Third, and probably the most important point of view is that local government exists with already fixed objectives and goals which will be deemed unrealistic without a “designated individual,” such as leader (Fernandez, 2005). Hence, there is necessity strategically analyze usage of existing resources and capabilities of the organization to respond successfully to needful issues for changing expectations (Grindle, 2007). For this reason, the local authorities need leaders with the strong vision, identified objectives, innovative and holistic to perform them creditably, and simply, with the ability to plan, organize, build skills and competences, access information and resources, expand knowledge of employees, create new relationships and provide friendly respectful leadership, with support to follow up with real focus and determination to deliver results and public value through new information and generalization of fresh insights and ideas (Dunoon, 2002).

Organizational Culture and Leadership Role in Siauliai District and Pardubice District Municipality

In view of the leadership role on the organizational culture change at local self-government institutions that has been discussed in this Master’s thesis, it has already been mentioned that its success heavily relies on good leadership. Effective leadership provides high-quality and efficient services, a sense of cohesiveness, personal development, high level of satisfaction among employees; as well it contributes overarching sense of direction and vision, healthy mechanism for innovation and creativity, and a resource for invigorating the organizational culture. (Hujala, Heikka & Halttunen, 2011).

According to research data, it could be stated that leadership role on the organizational culture change could be measured by the integrated Denison Organizational Culture and Leadership Development Models, which helped to have clear review of the leaders’ development capacity, and on the mobilization of the employees through empowerment them to create change.

The research data revealed that it is very important that organization has clear and strong sense of mission, well defined strategic direction and intent, objectives and goals, and aims to create shared vision within the organization and its employees. In this order, it is important that

leader creates all necessary conditions which will make easier for employees to understand the goals and reach good results together.

From the analysis can be concluded that on one hand, the leaders allow employees to be part of the decision making process, but on another hand, they really do not care of the employees skills and knowledge, or simply, do not give them space and freedom to take responsibilities on their own, explaining this due to lack of financial resources. As well, it is shown that long-term strategic plan is not very inspiring for most of the employees. Hence, it is very important to understand that the leader is dependent on the employees since their performance run the organization and its success. Therefore, can be stated that leader's first task is to be driving force in the organization by giving employees positive energy, empower, develop, challenge, motivate and encourage them, take care of their ideas and experiences, supporting and noticing their efforts and results, which will lead employees' confidence to make realistic changes. But use of autocratic behavior leads to the employees uncomfortable adopting of the tasks and relationships, likewise lead to lower motivation.

Furthermore, it is very significant that leader has ability to create team spirit, willingness to cooperate among employees. Through communication skills leader should impress employees that any of the tasks or objectives cannot be fulfilled until the whole group will not be done, and as well, group cannot be completed, before individual will not be done. It is very important that leader could make clear that understanding and noticing others contribution and shared minds will promote better solutions for the whole problem.

Further, the major part of informants agreed, that employees often complain during the change, don't understand that it is crucial and necessary and can have positive sides or benefits as well. In this sense, should be concluded that it is important that leader was innovative, creative, open-minded to break existing rules and regulations, think illogically and generate new ideas, brave and charismatic for informing employees about changes without scare of their resistance. Leader has to understand that human being only listen to what she/he believes is important. So it is necessary to make sure, that what is said, also is understood by the employees. As due to differences in gender, age, background, and previous experiences, the same information can be considered differently.

And finally, author has concluded, that it is important if the organizational culture is built on a foundation of trust. Almost all informants have mentioned that they feel necessary in good

leadership, which should and could push them through some work, ideas, give incentives, directions, who will believe in himself and make them believe in the future. That therefore means that leaders of the organization have to be looked at as being trustworthy, smart, enthusiastic, and motivated for all members of the organization, keep positivity towards change and take care of the employees creativity and ideas, likewise, make sure that information flow works and that the employees are involved in the changing process, whether acting within or outside the organization. Informants as well have added that if leader believes that employees work because they are forced to, this will support unambitious, lazy and irresponsible attitude toward work. But if leader believes in employees, respect them as employees, and as human beings, sees possibilities rather than problems, such relationship will help to creative and productive work relation.

Research data revealed that ability of leaders to organize a working and harmonious team and ability to create good psychological atmosphere in the institution are the most important abilities. In the expression of the informants' the most important competence is creation of confidence peaceful atmosphere which is duty of the leadership competencies. Moreover, by building such high-trust culture, the leadership will succeed in making meaningful partnerships both inside and outside the organization with employees, central government institutions and the citizens all of whom are essential actors in its internal and external adaptation issues.

RECOMMENDATIONS

Based on the theoretical and empirical analyses, given recommendations to all those who are interested in leadership and how influence change direction in organizational culture, highlighting leaders skills and competencies. Likewise, author considers that following recommendations will be taken into consideration by Siauliai District and Pardubice District Municipalities Authorities.

1. Necessity to have more focus on quantity, rather than on quality of objectives. According research findings, generally local government institutions have at least 4 years based strategic plan, which for the employees are impossible to fulfill and achieve all tasks, objectives, or goals. Thus, despite of the “long-term” vision, leaders lack looking ahead, which would lead to mobilize and motivate the employees in the workplace.

2. The lower coordination lower shared views – necessity to effective team management. When the employees don’t give great importance to cooperation and agreement, it causes to a tense atmosphere throughout organization. It doesn’t allow the employees to make intimate relation and trust at and support of each other.

3. Generation of employees drive to development of the organization – necessity to rethinking leadership. Analysis showed that no efforts have made to empower the employees through improving of their skills and knowledge, taking care their creativity and ideas. Leaders should let employees to generate new ideas, give space and freedom to make decisions and take responsibilities and efforts instead of being stuck in bureaucracy.

4. Necessity to communication and information flow. The employees should be involved in the changing-process at an early stage and be able to be part of the discussions (Ekstam, 2002). It is therefore important that the leader gives the employees all the necessary information about the change and its consequences. If the employees have information about the future plans of the organization, the employees will not be surprised when suggestions for change will be presented. Also it will help the employees to understand the reason for a change and its timing in order to be willing to contribute to the changes.

5. *Positive attitude.* Effective leadership begins with a strong mindset. That mind-set can be considered as willingness to lead, and serve others. Such attitude ensures not only reach personal goals, but more important, the team/group achievements, fulfillment of objectives mission.

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APPENDECIES

1. The Questionnaire Guidelines in English

LEADERSHIP ROLE ON THE FORMATION OF ORGANIZATION CULTURE INTERVIEW

Dear Mr. (s)

This interview is part of an international research study for Master's Thesis Topic carried out by two universities Siauliai and Pardubice in selected municipalities of Lithuania and Czech Republic, with the aim to analyze leadership role on the formation of organizational culture change at local self-government institutions, through the analysis of the understanding how the leaders impact organization's culture and their high abilities to help to achieve the organization's strategies and goals, to facilitate the changes necessary to achieve high-performance nowadays into public organizations.

Your responses are voluntary, the results will be confidential and will be used only generalized and for academic purpose.

Thank you for your receptiveness and your cooperation!

County/City_____ Country_____

Position/Charge_____

Work experience in the local government _____

Contact e-mail_____

(Optional by interest of feedback)

Research Area: MISSION AND GOALS IN ORGANIZATION

1. One of the key elements in formation successful organization is clear understanding of the mission and purpose of the organization and their roles and responsibilities in achieving organizational goals. How do you think, does your organization have clear objectives and strategy? What is the role of the top managers/leaders in formation and implementation of organization mission?
2. Do the leaders in your organization set goals that are ambitious, but realistic? Could you explain by giving examples?
3. Do the leaders in your organization have a long-term vision? Why do you think so?
4. Is the strategy implementation is consecutive order? Why do you think so?

Research Area: PARTICIPATION IN ORGANIZATION

5. The ability for members to participate in the decision-making process is one of the major new public management theories issues. But how it is in practice? Is in Your organization most employees highly involved in decisions making processes? Is the majority of members is participating in creating strategic plans?
6. Can they actively express their opinions about other organizations problematic issues? How? Please, give examples.
7. Are cooperation and teamwork promoted in your organization? How?
8. Is the method of planned investment in improving employees' knowledge, abilities and skills applied in your organization? Please, give examples.

Research Area: CONSISTENCY LEVEL

9. What are the core values for your organization? How each member of organization is contributing to their implementation?
10. How innovations are integrated in your organization? Please provide examples of good practice.
11. What leadership style is dominated in your organization: autocratic, democratic, liberal, bringing together people for common work? Please, give examples.

Research Area: ADAPTABILITY LEVEL

12. Does your organizational culture meets with customer-citizens expectations, encourages innovation, which could satisfy those expectations? Why?
13. In your opinion, how strongly do the employees of the organization understand the need of the change? What is the manager's role in promoting innovative work?
14. What are the two most important things, which the leader of organization must do, in order to create a modern and high culture of the organization?

Thanks for the answers!

2. The Questionnaire Guidelines in Lithuanian

LYDERYSTĖS VAIDMUO FORMUOJANT ORGANIZACIJOS KULTŪRĄ

APKLAUSA

Gerbiamas (-a),

Šis interviu yra tarptautinio magistrinio darbo tyrimo dalis siekiant empiriškai atskleisti lyderystės vaidmenį formuojant organizacijos kultūrą Lietuvos ir Čekijos Respublikos savivaldybėse.

Jūsų atsakymai yra anonimiški, niekas negalės nustatyti atsakiusiojo tapatybės, o rezultatai bus skelbiami apibendrinti akademiniam tikslams.

Dėkojame už jūsų atvirumą ir bendradarbiavimą!

Miestas:

Pareigos:

Darbo stažas vietos savivaldoje:

Kontaktinis el. Paštas:

(Neprivalomas pildyti, nebent norite grįžtamojo ryšio)

Tyrimo sritis: ORGANIZACIJOS MISIJA

1. Vienas iš pagrindinių elementų formuojant sėkmingas organizacijas yra aiškus supratimas organizacijos misijos ar tikslo, taip pat supratimas apie jų vaidmenis ir atsakomybes įgyvendinant organizacijos tikslus. Kaip manote, ar Jūsų organizacija turi aiškius tikslus ir strategiją? Koks yra aukščiausio lygio vadovų / lyderių vaidmuo formuojant ir įgyvendinant organizacijos misiją?
2. Ar Jūsų organizacijos vadovai siekia tikslų, kurie yra ambicingi, tačiau realūs? Gal galėtumėte paaiškinti pateikiant pavyzdžių?
3. Ar Jūsų organizacijos vadovai turi aiškią ilgalaikę viziją? Kodėl taip manote?
4. Ar strategija praktiškai yra įgyvendinama nuosekliai? Kodėl taip manote?

Tyrimo sritis: DALYVAVIMAS

5. Suteikta galimybė organizacijos nariams dalyvauti sprendimo priėmimo procese yra vienas iš pagrindinių naujojo viešojo valdymo teorijų akcentų. Bet kaip ji veikia praktiškai? Ar jūsų organizacijoje darbuotojai gali dalyvauti sprendimų priėmimo procese pagal savo kvalifikaciją ir kompetencijas? Ar duoguma narių dalyvauja sudarant strateginius planus?
6. Ar jie gali aktyviai reikšti nuomonę kitais organizacijos probleminiais klausimais? Kaip? Prašome pateikite pavyzdžių.
7. Ar Jūsų organizacijoje bendradarbiavimas ir komandinis darbas yra skatinami? Kaip tai daroma?
8. Ar jūsų organizacijoje planingai investuojama į darbuotojų žinių, gebėjimų, įgūdžių stiprinimą? Prašome pateikite pavyzdžių?

Tyrimo sritis: NUOSEKLUMAS

9. Kokios pagrindinės vertybės yra jūsų organizacijos? Kaip kiekvienas organizacijos narys prisideda prie jų įgyvendinimo?
10. Kaip integruojamos naujovės į organizacijos veiklą? Pateikite gerosios praktikos pavyzdžių.

11. Koks vadovavimas stilius dominuoja jūsų organizacijoje: autokratinis, demokratinis, liberalus, sutelkiantis žmones bendriems darbams? Pateikite pavyzdžių.

Tyrimo sritis: PRISITAIKYMAS

12. Ar jūsų organizacinė kultūra atitinka klientų-piliečių lūkesčius, skatina inovacijas, kurios galėtų tuos lūkesčius patenkinti? Kodėl?

13. Jūsų nuomone, kaip organizacijos darbuotojai supranta pokyčių reikalingumą? Koks vadovo vaidmuo skatinant dirbti inovatyviai?

14. Kokie yra du svarbiausi dalykai, kuriuos organizacijos lyderiai turi daryti, siekiant kurti šiuolaikišką ir aukštą organizacijos kultūrą?

DĖKOJAME UŽ ATSAKYMUS!

Iškilius klausimams, kreiptis į Mariką Miminoshvili adresu:

mar_marusa@mail.ru

(anglų arba rusų kalba)

3. The Questionnaire Guidelines in Czech

Vliv personálního managementu na formování organizační kultury

Dotazníkové šetření

Vážená paní, vážený pane,

Toto výzkumné šetření je součástí mezinárodní výzkumné studie, v rámci společného magisterského studijního programu realizovaného mezi Univerzitou Pardubice, Fakultou ekonomicko-správní a Univerzitou v Siauliai z Litvy. Tématem diplomové práce je analyzovat roli personálního managementu v procesu formování organizační kultury na lokální úrovni orgánů veřejné správy. Vedení lidí má totiž významný vliv na realizaci strategií a cílů jednotlivých organizací, usnadňuje dosahování vysoké výkonnosti i ve veřejné správě.

Vaše odpovědi jsou důvěrné a budou použity pouze zobecněné a pro akademické účely.

Děkuji za ochotu a spolupráci.

Základní údaje o respondentovi:

Město/stát:

Pracovní pozice:

Pracovní zkušenosti v místní správě (počet roků):

Email (v případě, že chcete být informován/a o výsledcích):

A. Cíle a vedení organizace

Jedním z klíčových prvků úspěšné organizace je jasné pochopení jejího cíle a poslání, stejně tak její role a zodpovědnosti.

1. Má vaše organizace jasné stanovené cíle?
2. Jaká je role vedoucích (top) manažerů ve tvorbě a dosahování cílů organizace?
3. Používáte strategický management pro směrování vaší organizace? Pokud ano, napište, které nástroje používáte.
4. Jsou cíle vaší organizace dostatečně ambiciózní a zároveň realistické? Uveďte příklad.
5. Má vaše organizace dlouhodobou vizi? Na jak dlouho?

B. Participace a vedení lidí

Participace manažerů jednotlivých řídicích úrovní na procesu rozhodování je podstatnou součástí zásad new public managementu. V praxi však může být situace odlišná...

6. Je ve vaší organizaci zapojena do rozhodování o strategii většina zaměstnanců? Které z manažerských úrovní se podílí na jejím stanovování?
7. Mohou zaměstnanci vyjádřit svůj názor na sporné či problematické otázky definované ve strategii? Uveďte příklad.
8. Podporujete spolupráci a týmovou práci ve vaší organizaci? Uveďte, jak.
9. Investuje vaše organizace do zlepšování znalostí a schopností zaměstnanců? Uveďte, jak.

C. Konzistence

10. Jaké jsou základní hodnoty, na nichž je postavena vaše organizace? Jak jsou tyto hodnoty stanoveny?
11. Podporuje vaše organizace vznik inovací? Uveďte příklad.
12. Jaký styl řízení dominuje ve vaší organizaci? Autokratický, demokratický, liberální?

D. Adaptabilita

13. Splňuje vaše organizační kultura očekávání vašich klientů – občanů? Realizujete inovace, které tato očekávání pomáhají sladit?

14. Jak pracuje se zaměstnanci, když připravujete nějakou změnu, která se jich dotýká. Jaká je role manažera při podpoře inovační práce?

15. Jaké jsou podle vašeho názoru dvě nejdůležitější věci, které musí vedoucí manažer udělat, aby zajistil na svém pracovišti vysokou úroveň organizační kultury?

Děkuji za Váš čas a spolupráci!