

Exploring Leadership Styles of Managers in Iraqi Kurdistan: The Role of National and Organizational Cultures Will Be Investigated

Sardar Hassan¹

Abstract--- *This study investigates the relationship between national and organizational culture with organizational leadership. A deep literature review on the past study was established. In order to explore the leadership styles in both private and public sector organizations in Iraqi Kurdistan and answer the research questions, the perceived styles of 272 managers were measured. Through MLQ 5X survey questionnaires by Avolio and Bass (2004) data were gathered and evaluated. Also to examine the research hypotheses and investigate the relationship between variables both multi-regression and correlation coefficient tests were used. Additionally, national culture and organizational culture were regressed on organizational leadership and opposite was conducted too. The managers' perception results indicate that organizations in both sectors are dominated by Laissez-faire and transactional leadership behaviors. The findings from analyses also suggest that there is a positive relationship between variables. The results demonstrated that both national culture and organizational culture influence different leadership styles in organizations in Iraqi Kurdistan. Moreover, the test result also indicated that leadership style, particularly Laissez-faire as the dominant style is a strong predictor of both dominant organizational culture types in Iraqi Kurdistan.*

Keywords--- *Culture, organization, leadership, transactional, transformational, trait, behavior, contingency.*

I. INTRODUCTION

For the past several decades, the leadership and organizational culture turned to two complicated topics. Organizational culture in particular has drawn several different themes around itself such as: anthropology, sociology, social psychology, and cognitive psychology [54, 55]. Alvesson (2002) [3] stated, leadership is a complex social process that what a leader says and acts are important for interpretation. Leaders as individuals inside organizations are different in many ways, and how managers act and interact with employees represent who s/he is. Clearly traits and characteristics plays a definite role in determining behaviours. Similar thing can be said for organizations. But organization's personality is viewed as organization culture. Morrison (2002)[42] believes individuals such as leaders and managers have significant role in creating and influencing organizational culture. Isaksen and Tidd (2006) [34] described Organizational culture as "the shared mental programming of those within the same organization, especially if they have the same background and nationality. For Schein (2004) [53] organizational culture can only be seen through its leadership. Harrision (1972) viewed organizational culture as the level of formalization and centralization within organizations. In another word, the level of rigidity or authority a

¹Salahaddin University/ Erbil

manager has inside an organization to exercise its power and to influence its culture. Thus understanding the complexity of leadership and organizational phenomena need extra attention to whom reflects the other [3]. It can be said it is a two ways argument.

From another side Hofstede and his associates (2010) [27] consider national culture is different than organizational culture. Because they are different phenomenon and should be studied differently. Isaksen and Tidd (2006) have a similar view and stated that you cannot leave your national culture as you can do with organization's culture. Both national culture as well as organizational cultures have norms and values that can impact our behaviours through perception. Schein (2010) believes Leadership and organizational culture are like two sides of a coin, the relationship between the two cannot be understood without the other. Rollinson, et al. (1998) [51] Rockall and Gertsch (2001) [50] wrote managers as leaders can have a significant impact on the behaviour and performance of subordinates. Avolio and Bass (2002) [5] stated the influence of organization culture on leadership and what style they adopt should not be ignored. According to Surji [57], organizations in Iraqi Kurdistan are suffering from the lack of good leadership, who can appreciate employees as well as organization. The importance of leaders' role in creating organizational culture is not deniable yet very little attention was given to how culture can influence leadership styles. Therefore, this research tries to focus on this. Although most of the literatures has cultural implication and focused on western culture, this researcher believes it is very important first to explore leadership styles of managers in Iraqi Kurdistan and then investigate and understand the relationship between these variables in this part of the world since it has not been touched by anyone else before.

II. LITERATURE REVIEW

A. Organizational culture

The history of organizational culture goes back to few decades ago [1]. It is a complex concept because different scholars have different opinions about what actually organizational culture is and why organizations have distinct cultures while the size and industry are the same. Huczynski & Buchanan (2007) defined organizational culture as *"the collection of relatively uniform and enduring values, beliefs, customs, traditions and practices that are shared by an organization's members, learned by new recruits and transmitted from one generation of employees to the next"*. Research suggests that there are seven dimensions that describe an organization's culture such as (*attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, stability, innovation and risk taking*). Popular literature suggests that good organizational cultures sometimes equated with strong cultures that is seen beneficial to firms, to customers, and organizational effectiveness. Robbins, et al., (2011) [47] believe it is easy to differentiate between weak and strong culture by distributing a survey among employees and if most of the respondents had the same opinion about the organization's mission and values, then the culture is strong, if the opinion varies widely, then culture is weak.

In management, culture is viewed as an essential necessity for good performance and the stronger the culture the more effective the organization will get. Schein (2004) stated organizational values are rooted from founders and leaders of organizations which these values make culture strong. Moore (2005) [41] understood that in management studies, there is a need for a model of organizational culture that acknowledges the complexity of culture while still

being usefully transferable from occasion to occasion. Unlike Schein, Mullins (2005) [43] pointed out culture and structure of organization is established over time, in response to a complex set of forces, history, primary function, technology, goals and objectives, size, location, and environment are other factors influencing the development of organizational cultures. Schein (2010) have criticized some scholars and practitioners in incorrect usage of the word culture and he argued it is not only superficial but also dangerous too in assuming there are “right” cultures for organizations. McShane (2000) [40] suggested strong cultures are effective only when their values are aligned with organizational contexts, and it should not be so strong that stop people from change or suppresses dissenting subculture. At the end of his argument, McShane recommend an adaptive culture that focuses outwardly rather than inwardly and direct everyone attentions on the changing needs of stakeholders, and supports initiative and leadership to keep up with changes [2, 60].

According to Schein (2010) culture of organization comes from three sources: (1) the assumptions, values and beliefs of founders of organizations; (2) the way employees learn and get experience as organization progresses; and (3) new leaders and employees brings with them new values, assumptions and beliefs. Schein (2004) stressed the importance of founders’ role in defining and solving organization external adaptation and internal integration problems. Moreover, leaders in dynamic contexts face highly complex, unpredictable, and continuous changing environment which it is very difficult to interpret [31]. Collard (2005) [16] assured that it is the dynamics of organizational culture that determines leadership style. House, et al. (2004) found that selected cultural differences firmly impact the ways followers think about their leaders and those norms linked to the status, and prophetic status given to leaders. Schein (2010) acknowledged the change in technological complexity; particularly in information technology has changed the leader’s task. In addition, DePree (2010) [18] suggested that institutional values system is very important for leaders because they are the guiding principles and standards of practices for people inside institutions. Due to the globalization of economy, countries are more interdependent, interrelated and these cause the globalization of organizations, thus, there is a need for exploring how culture and leadership are profoundly intertwined and understand how they can influence each other.

B. Leadership

Throughout the human history, from the time of Med-Persian king Cyrus the great in 559-530 BC to these days the philosophy of leadership has existed, yet, interestingly, the word leadership is a relatively new addition to the English vocabulary. According to House, et al. (2006) [32] 200 years passed since first the British Parliament used the word leadership in writing about political influence. DePree (2010) argued that leadership is not an easy subject to explain. Although, after all this time it still stayed as a fascinating concept, leadership means different things to different scholars in different disciplines. According to *Crainer* there are over 400 definitions of leadership [43]. Each emphasis different things – for example, the focus is on leaders’ abilities, personality traits, influence relationships, cognitive versus emotional orientation, individual versus group orientation and appeal to self-versus collective interests [17]. Defining leadership creates an academic buzz, because it is very hard to define leadership in a way that can be accepted by all culture and can get the same level of evaluation and semantic interpretation.

In addition, some scholars suggested that leadership and management are synonymous, as leadership simply one facet of the management function, while others argue that the differences are huge, because both play various roles and make different contributions [33]. To too many, management is associated with efficiency, planning, paperwork, procedure, regulations, control and consistency while leadership is more associated with words like risk taking, dynamism, creativity, change, and vision. Leaders are shown as a visionary person and drive new initiatives, while managers as someone who can achieve stability [33]. Gill, et al. (1998) and Isaksen and Tidd, (2006) argued in 21st century change is part of organizational development and change is leaders' job not managers. While, it is the management duty to keep the current system works. It is clear literature views management skills not as important as leadership skills. Moreover, Joseph Rost (1991) believes this is a 'good guys, bad guys' caricature, and the strong opinions about 'down with management and up with leadership is a bad idea' [33]. Alvesson, (2002) suggested often leadership is defined in a very broad meaning and given almost all the functions that managers do, however, it is perfectly possible for managers to go beyond his/her personal and non-coercive influence and have both elements of manager and leaders. Yet, leadership would not be effective if they are supposed to do everything managers do.

From another side, Robbins and Judge (2013) [48] argued not all managers are leaders and not all leaders are managers too, and just because managers have certain organizational rights, there are no guarantees they can lead effectively. Napoli, et al. (2005) [44] proposed the 'extraordinary leadership model' which they believe they can make an ordinary manager a leader. Hattaway (2004) [26] argued in modern war, generals need much managerial skills because educational achievement and intellectual power are very important. Gardner (2010) [20] believes most managers show some leadership skills, and most leaders occasionally managing. Regardless of different arguments Mullins (2005) believes there is a close relationship between management and leadership that makes it very hard to separate them as different activities. Because there are many types of management training can also be applied as means of evaluating leadership style, for example, Managerial Grid – Leadership Grid. Both are needed for organizational success because they complement each other. Over a century or so a number of theories have appeared in the literature, each has its own perspective on leadership that cause more confusion for readers and researchers [51]. Van Wart (2010) [61] believes leadership style is a collection of traits, skills, and behaviours. Hughes, et al. (2012) [28] in their "Interactional Framework" showed leadership involves leader, follower and situation. They have stated that while some scholars focused on the physical traits, personality or behaviour of leaders, others have looked at the links between leaders and followers and how different situation impacted leaders' performance. The eras of mainstream leadership theory and research are shown in table below:

Table 1: Eras of Mainstream Leadership Theory and Research

<i>Era</i>	<i>Major Time Frame</i>	<i>Major Characteristics/Examples of Proponents</i>
Great Man	Pre-1900; still popular in biographies.	• Emphasis on emergence of a great figure such as a Napoleon, G. Washington, or Martin Luther, who had substantial effect on society.
Trait	1900–1948; current importance of natural talents.	• Emphasis on the individual traits (physical, personal, motivational, aptitudes) and skills (communication and ability to influence) that leaders bring to all leadership tasks.

Contingency	1948–1980s; continues as the basis of most rigorous models	• Emphasis on the situational variables leaders must deal with, especially performance and follower variables. Shift from traits and skills to behaviors (for example, energy levels and communication skills to role clarification and staff motivation).
Transformational	1978–present.	• Emphasis on leaders who create change in deep structures, major processes, or overall culture. Leader mechanisms may be compelling vision, brilliant technical insight, & charismatic quality.
Servant	1977–present.	• Emphasis on the ethical responsibilities to followers, stakeholders, and society.
Multifaceted	1990s–present.	• Emphasis on integrating the major schools, especially the transactional schools and transformational schools.

Source: [61]

The above table explain and show the complexity of leadership theories. It would be naïve to assume that time can change the old knowledge and replace it with new theories. According to Huczynski and Buchanan (2007) most of today’s theories reflect and focus on older theories. Therefore, due to the size of literature on leadership and complexity of its nature for this research the Transformational framework can be explain and used for this research.

C. Transactional – Transformational Leadership Approach

Early theories of leadership viewed leaders as transactional leader who has a legitimate authority within the bureaucratic structure and it appeals to the self-interest of followers by giving something in exchange (transaction) for achieving organizational goals [47]. They use reward system very effectively to accomplish organizational goals [37]. The transaction that take place between leader and followers is based on negotiation on what is needed from the employees in exchange for reward that promised by leader[5]. But it does not provide a sufficient argument on how this process of influencing works without using power or coercion which this develop something of a dilemma [51]. In addition, Robbins and Coulter (2009) stated that there is transformational type of leader, who stimulate and inspire (transform) followers to achieve extraordinary objectives. Transformational leadership is seen as a process of producing higher degrees of motivation and commitment among followers. The emphasis is on creating a vision and appeal to values of followers, establishing a feeling of justice, loyalty and trust [43]. Thus, it is leader’s job to transform the performance of a business. Many scholars see transformational leadership as charismatic, visionary or inspirational [43]. Shamir, et al. (1993) [56] stated followers are emotionally attached to their charismatic leaders and that cause an increase in motivation of the subordinates; build followers respect to the mission articulated by their leader. Charismatic leaders are born with extraordinary traits and also can be trained to show certain behaviours as it was already experimented on university students. Moreover, the followers who work under charismatic leaders have higher job performance, task adjustment, and adjustment to the leader and to the organization [49].

Alvesson, (2002) believes It is hard for leaders in business world to be charismatic because they need to attend to too many administrative duties as part of normal management practice and when the results are not good then the

perception of charismatic leader will disappear. Charismatic leadership is more noticed when there is a high degree of uncertainty and leader is capable to come out successfully [37]. Mullins (2005) added that charisma alone is not enough for changing the way an organization work. But many writers argued that transformational leadership goes beyond just being charismatic [46]. Charismatic leaders may have certain qualities but this in itself is not enough and will not lead to members responding with deep devotion [3]. Scholars believe that not all the time charismatic leaders behave in the benefits of their organizations. There is evidence of some organizations such as Enron, Tyco, WorldCom, that their charismatic leaders use organizational resources for the personal interest [48 , 49]. They have understood leaders who are narcissistic also score high in some sorts of behaviours related to charismatic leadership. Givens (2008) [22] argued that transformational leaders can inspire the followers to achieve organizational goals by focusing on the values of followers and helping them align their values with organizational values. According to Gill, et al. (1998) laissez-faire, transactional and transformational leadership models describe the old pattern of the bureaucratic organization and reinforce the new organizational model for this century. Laissez-faire and transactional models of leadership can be seen in bureaucratic organizations, while, the transformational leadership style is associated with new post-bureaucratic organization.

D. Components of Transformational Leadership

Idealized Influence: This kind leadership has been admired, respected and trusted by followers for the ways they behave which makes them role models. There is no need for leader to use power, subordinates well-being come first. They take risk with employees and they demonstrate high standards of ethical and moral conduct.

Inspirational Motivation: By providing meaning and challenges transformational leaders can motivate and arouse the spirit of team work in their followers. They are enthusiastic and optimistic individuals that gets followers a vision of better future states.

Intellectual Stimulation: They encourage innovation and creative ways of thinking and doing things by questioning the assumptions, and looking at problems in different ways. Criticism is discouraged even if the idea is not popular.

Individualized consideration: They invest on their followers' developments, each employee is treated as an asset with unique needs and capabilities, and the well-being of each individual is their concern [5].

The earlier leadership paradigms such as democratic, autocratic, directive, and participative and task versus relationship oriented leadership was used to develop this new paradigm "Multifactor Leadership Questionnaire" [52]. Avolio and Bass, (2002) have clarified the confusion over transformational leadership with democratic, participative leadership styles and stated it often may be the case, but it depends on the situation, sometime it can be directive, decisive, and authoritative. It is important to note most leaders' profiles include both transformational as well as transactional leadership [5]. Sample (2007) have argued the other models have focused on discovering and evaluating behaviours that fell into limited range, but do not include some key factors such as Inspirational Motivation. Robbins and Judge, (2013) suggested transformational leaders are more effective than transactional because they encourage creativity in followers, decentralize power and responsibility, taking more risks, connecting long term results with compensation plan. Avolio and Bass, (2002) warned that transformational leadership can have

two sides: socialized or personalized. Socialized leaders are those who works to develop and empower employees, serves group interests, have democratic and supportive behaviour. In contrast, personalized leaders are those who work for the benefits of self. They have argued it may look the same to follow the dynamic of transformational leaders whether beneficial or harmful but the true transformational leaders are socialized leader.

E. Components of Transactional Leadership

Contingent Reward: Arguably this transaction can be highly effective in motivating and inspiring employees but not as much as any of transformational components. In here, leader and followers agreed on task/s in exchange for rewards.

Management by Exception (active-passive): This is a corrective transaction and it tends to be less effective. However, in certain situations it may be needed. When active, the leader actively monitors their works and search for mistakes in follower's assignments. When passive, the leader waits instead of monitor until errors occurred and then takes corrective action.

Laissez-Faire Leadership: This is the avoidance or absence of leadership, it is the most inactive and ineffective form of leadership. Under this form of leadership, nothing is exchanged [5].

As it was argued earlier, in transactional leadership style, leader indicates the performance criteria, the expected goals and rewards in return [17]. For transactional leaders to be effective they need to use components such as contingent reward but if they want to get their followers to be innovative, take risk, and put more effort into their jobs then transactional leaders need to use transformational components[5]. Gill, et al. (1998) argued laissez-faire style of leadership can be spotted in bureaucratic organizations, they tend to ignore taking a stand, avoid problems, they do not intervene when they have to, the meeting often does not have agendas, almost all the time agreed with whatever said to them and can be influenced by the last person to speak to them. Laissez-faire leaders are not leader; they tend to leave the group entirely by itself. This type of passive leader does not motivate and direct their followers, subordinates left to themselves to do whatever they want to do. The work operations are so simple that does not need order; creativity, help and support are perceived unnecessary [2,37,5,21].

Additionally, only a small portion of Literature on leadership focuses on leadership in public-sector compared to private sector and it is relatively unfocused [61]. Studying leadership in non-profit organizations is very important because this sector make up the largest branch of economy today [39]. A city administrator must be as concerned about the readiness of a city council to lead as is a non-profit executive director about the readiness of board [45]. In the last twenty years, "new public management" has come to show and explain a collection of managerial philosophies, ideas, and practices designed to make the performance of government organizations more effective [7]. Van Wart (2010) provides this definition which tends to fit executive leadership better and emphasizes the big picture "*Administrative leadership is the process of aligning the organization with its environment, especially the necessary macro-level changes necessary, and realigning the culture as appropriate*". Mullins, (2005) stated whether in private or public sector organizations, managerial effectiveness however is a difficult concept both to define and to measure. Leaders in public and nonprofit organizations are required to meet the needs of multiple stakeholders. In comparison market forces serve as feedback mechanisms in private sector and if a corporate

performance is good, then it will be rewarded by customers and shareholders. To quantify performance, for example, managers can look for quarterly earnings, ROI, customer loyalty [10]. On the other hand, in the nonprofit world, missions, not markets are crucial in attracting necessary resources from donors, board members, employees, who inspired by organizational goals. It was also argued that measuring and contrasting performance in public sector is more subjective and values-driven practice compare to businesses. Unlike private sector, nonprofit organizations often fail to reward high performance leaders and success can give an excuse for donors to stop giving funds because in both sectors funders want to help programs that are new rather than overhead [10].

The Chartered Management Institute found that the poor rating of public sector leaders is the key cause for concern when major reform is need [43]. In the survey of 1900 public sector managers, most of them middle and junior level managers show only 33 per cent of them rate the senior leaders as high quality. The majority of them believe a low priority and low budget are given to leadership development; this is despite of having different training programs. Tierney (2010) [59] stated, money is not the only problem non-profit managers faces which it is in short supply, many organizations in this sector are struggling to bring and keep the talented executives. Blunt (2010) [11] argued that leaders in both private and public sector organizations are made and all the capabilities that are needed by them can be learned, thus, it is organizational culture that shapes the leaders' character qualities. Blunt added in studies of leaders in private and the public sector, the results are strongly consistent and they describe that great leaders grow through particular set of experiences. The partnership between public-private sectors and the escalation in non-profit administration of traditional public services make responsible non-profit leadership more important. Kellerman, (2010) [36] argued due to the globalization and advance in technology, governments are tied to businesses and this caused change in the nature of leadership. In the twenty-first century, leaders from businesses are moving into politics, and vies versa. Eaton, Chairman and CEO of Chrysler Car Company believe, in this global market, corporates will be more competitive if they work together with the governments [5]. Thomson and Perry (2010) stressed the significant importance of partnership for public sector organizations, and some of the factors forcing public organizations to make alliance are devolution, advances in technology, lack of resources and growing organizational interdependencies.

Iraq and Kurdistan are suffering from the same problems. Iraq including Kurdistan regional Government is a Muslim country which Iraqi constitution is based on Islamic laws. People are so influenced by Religious institutions and religious laws that even judiciary system and leadership styles are mostly based on Islamic ideologies. According to Robbins, et al. (2011) the level of religiosity in Middle Eastern societies is much higher compared to western societies, which it reflects even inside organization where employees and management cannot separate religion from public life. Leader from an Islamic point of view is "someone who has the attributes of honesty, competence, inspiration, humility, patience, and seeks consultation from others" [47]. But they also admitted that it is very hard to find a leader who has all this attributes.

Caldwell (N.D) sees leadership in Iraqi Kurdistan as hierarchical leadership style. Frequently, it is expressed in a strict obedience to roles, and the lines of authority and processes around decision-making are very clear. In this kind of context, if someone including manager is not specifically authorized to do something or do not know what to do, they will often consider it outside their authority to take action. Although, there are skills gaps in some major areas

such as data analysis, critical thinking, and problem-solving, these skills are often not rewarded in the work place. The national culture of Kurds in Iraq value a moderately low power distance, masculinity and long term orientations, high uncertainty avoidance and collectivism [23]. House and Aditya (1997) [29] have criticised literature over its limitation and how leadership theories reflect Western Europe and American industrial culture. Jogulu (2010) [35] argued Malaysian people value collectivism and long term goals would be the objective of effective leaders which can be achieved only through followers' loyalty. Other collective societies such as Iran want powerful leaders, Arab people love their leaders as long as they have power, and the most valued leadership style is a combination of family and tribal norms with bureaucratic organizational structure that adopt authoritarian management practice. Asians want paternalistic leaders who can admire followers work [30, 31]. Perry (2010, p.19) pointed out that in a minority group's such as "Kurds" struggle to find its place on map, combative leaders, troublesome to others, yet to their own people can be seen as the perfect symbol of their anger and their struggle. Added the top leader of a community or nation symbolizes the group's collective identity and continuity and for this reason, anything such as death happen to a leader will produce a reaction of grief and loss. He suggests leaders in this situation should encourage conflict instead of diminishing it. They must explain to people what is happening and why they face so many frustrations.

In his research on healthcare system in Iraqi Kurdistan Surji (2015) [58] has criticized the quality of its services. He argued this is due to the lack of funding, no sense of responsibility, not specified structure, and poor communication. Consequently, these resulted in poor performance, dissatisfaction and lack of trust. Hassan (2015) has discovered that family values, hierarchy in family and work place, group connection and networks making are considered to be important components of organizational culture, management and also leadership style. In another research on some local companies Surji has discovered the high level of turnover was due to the inappropriate leadership behavior such as mistrust and lack of appreciation. Moreover, this resulted in a lack of employee's performance and job satisfaction (2014). Additionally, His survey results indicate that there is rigidity, centralized working style and mechanistic structural design. In opposite there was no team work, poor communication, lack of reward and recognition inside these organizations which was vital for the effectiveness of organizational performance. Moreover, international training that especially designed to be progressive for potential employees and future leaders, often were used as perk or fringe benefit and instead of sending the right person or group for training, someone else would be sent because international trainings are viewed by managers as a significant privilege, a way to treat themselves or viewed as holidays, where trainees can skip some parts of training to go shopping or sightseeing [15].

According to UNODC (2013) corruption is another problem that need to be addressed when investigating institutions in Iraq including Kurdistan. The report on corruption and integrity believes the levels of dissatisfactions in different public services can cause disappointment and develop chances for some civil servants to accept bribes and other favors in return for good services. Ashforth and Anand (2003) explained in their framework that corruption within organizations sometimes becomes normalized so that it obtains a taken-for-granted quality over time and consequently can be easily continued, even flourished and tolerated. Hofstede, et al. (2010) also argued that poor pay by organizations could lead to bribery and corruption as secondary source of income. UNODC (2013)

suggested that corruption can happen at different levels and the differences are mapped between “grand” or political corruption and “petty” or administrative corruption. It argues the grand can influence the highest levels of government and can result in poor governance, disobeying law, and economic instability. Leadership plays an important role in the institutionalization process, because they control many of the levers of it, and they are role models for other members [4].

There are numerous past researches that have demonstrated that transformational leadership has a huge direct impact on organizational culture as well as effective organizational performance. Prior researches have also demonstrated that transformational leadership can influence followers’ characteristics such as empowerment, satisfaction, commitment, self-efficacy, employee citizenship, trust and motivation. Since there is not thorough research on this topic in this part of the world and there is very little understanding on leadership styles of Kurds in both private and public organization this study, try to provide an exhaustive argument on whether national and organizational cultures can play any role in determining leadership styles inside private and public sector organizations in Iraqi Kurdistan.

III. SUMMARY STATEMENTS & HYPOTHESES

Literature review demonstrated that there are countless studies on the relationship between both variables in private sector organizations. However, there are very few empirical researches on the effect of organizational culture on leadership style in both private and public sector organization. Therefore, this author believes there is a lack of research on the relation and influence of national and organizational cultures on leadership styles in both public and private sector organizations. As it was explained earlier, the majority of private sector organizations in here are either closed or bankrupt and those are in operation showed very little interest in participating in this research. Thus, to expand the current knowledge this author decided to put both private and public sector organizations in Iraqi Kurdistan under spotlight and be the first who investigates culture and leadership and the relationship between both variables in here. Thus, this research tries to answer two questions:

1.1 What is the level of transformational, transactional and laissez-faire leadership behaviors of managers and leaders in here and what type dominates organizations in both sectors in Iraqi Kurdistan?

1.2 Whether national and organizational cultures have any role in choosing the style/s?

It would be very beneficial to understand the relationship between different variables as well as how these variables may affect each other. Therefore, based on the previous studies and analysis this author will propose five hypotheses to achieve the aims of this study. The hypotheses are:

Hypothesis (1): there is a positive relation between national culture and transformational leadership style.

Hypothesis (2): there is a positive relation between organizational culture and transformational leadership style.

Hypothesis (3): there is a positive relation between national culture and transactional leadership style.

Hypothesis (4): there is a positive relation between organizational culture and transactional leadership style.

Hypothesis (5): there is a positive relation between national culture and laissez-faire leadership style.

Hypothesis (6): there is positive relation between organizational culture and laissez-faire leadership style.

Hypothesis (7): transformational, transactional & laissez-faire styles of leadership have relation with national culture.

Hypothesis (8): transformational, transactional and laissez-faire styles of leadership have strong correlation with organizational culture types.

IV. RESEARCH METHOD

In order to answer these questions and test these hypotheses, a quantitative research method was used to preset data in a statistical number. Thus, a deductive survey technique was used and a convenience sampling method was adapted for this research. This sampling technique is a non-probability sample that researcher has the full power to decide on who can participate in this research[25]. Therefore, it is subjected to sampling errors. To reduce the sample errors and bring consistency to the items, this author has decided to draw the sample populations from managers and professionals working in public sector as well as private sector organizations in Iraqi Kurdistan. Also to make the targeted group more representatives, the participant was chosen from some of the major ministries, private and public sector hospital and universities, small and large size private sector organizations in different industries[12]. All the participants were low, middle and senior managers and to make the sample more representative some participants come from other backgrounds different than management.

The questionnaires were distributed in different geographical areas in Iraqi Kurdistan such as Erbil as the capital city and some of other district and sub-districts around Erbil. This study has two main section: the demographic and Multifactor Leadership Questionnaire (MLQ 5X) by Avolio and Bass (2004) [6] that has 45 items aimed to measure transactional and transformational styles of leadership. This researcher will use the results of other researches done by himself for both national culture as well as organizational culture types to investigate the relationship between variables. The updated version of Multifactor Leadership Questionnaire (MLQ 5X) (Bass and Avolio, 1995-2004) consists of nine scales: (1) idealized influence attributed, (2) idealized influence behavior, (3) inspirational motivation, (4) intellectual stimulation, (5) individual consideration, (6) contingency reward, (7) management by exception active, (8) management by exception passive and (9) laissez-faire". While the first five (I) represent transformational leadership, contingency reward and management by exceptions belong to transactional leadership. The items are measured in a 5-step Likert scale, whereby '0' equals 'not at all' and '4' equals 'frequently if not always'. Tejada, et al. (2001) found that (MLQ 5X) is one of the most widely tool in assessing transformational and transactional leadership behaviours in organizational science. Over the last 25 years the MLQ was developed that is based on too many researches on leaders in public and private organizations [52]. It asks for a perceived leadership style in organizations that is a statistically validated survey instrument [6].

A. Method of Analysis

In order to analyze data, statistical computer package, version 17.0 of SPSS was used. Landau and Everitt (2004) [38] described it as package of programs for manipulating, analysing, and presenting data. Thus, SPSS package version 17.0 was used to calculate standard deviations and means for national culture, organizational culture and

leadership style at the aggregate level. From the data that were analyzed four different findings were produced. The first finding presents demographic data collection. The second result demonstrates Cronbach Alpha to measure the reliability of items. The third findings are descriptive data to evaluate leadership styles in both private and public sector organizations and answer the two questions was asked earlier. Finally, correlation coefficients as well as regression analysis were conducted to test the hypotheses and investigate relationship between different variables. The correlation coefficient of both sectors was calculated. All the responses to the items measuring national culture, organizational culture and leadership style were factor analyzed and through the Direct Oblimin factor scores were established for subsequent data analysis. Regression analyses were conducted to test the relationship between variables as well as testing whether different national and organizational culture types as independent variables impact different leadership styles as dependent variables and vis versa[8,19]. Thus, through different multi-regression analyses the results will indicate which leadership style can be predicted and impacted by organization culture types and which variable can be the predictors of the other variables.

V. RESULTS

A. Frequency

Majority of the participants in this study were male 177 – 95 female working for both public and private sector organizations in Iraqi Kurdistan. 188 of them work for public sector while the other 84 work for private sector organizations owned and control by Iraqi Kurds. 20 percent of managers have 1-5 years’ experience, 32 percent 5-10, 34 percent 10-20 and only 13 percent have 20-40 years of experience. The below table (2) will explain more:

Table2: Demographic Data

	<i>Frequency</i>	<i>Percent</i>		<i>Frequency</i>	<i>Percent</i>		
Gender	male	177	65.1	Sector	public	188	69.1
	female	95	34.9		Private	84	30.9
	Total	272	100.0		Total	272	100.0
Age	20-25 years old	26	9.6	Job title	Supervisor	46	16.9
	25-35 years old	115	42.3		Department Manager	144	52.9
	35-40 years old	68	25.0		General Manager	27	9.9
	40-45 years old	31	11.4		CEO	20	7.4
	45-50 years old	16	5.9		President	9	3.3
	51- above years old	16	5.9		others	26	9.6
	Total	272	100.0		Total	272	100.0
Education	Secondary	13	4.8	Span of control	less than 10	140	51.5
	High school	51	18.8		10-20	62	22.8
	Bachelor degree	150	55.1		20-50	39	14.3

Master degree	32	11.8	50-100	11	4.0
PhD	10	3.7	above 100	18	6.6
Others	16	5.9	6.00	2	.7
Total	272	100.0	Total	272	100.0

B. Reliability Test

In order to investigate data for further analysis, the reliability of the findings should be checked to see there is internal consistency and whether there is strong correlation between items. Additionally, Cronbach's Alpha was used to understand the properties of the measurement and discover the inter-consistency based on the average of inter-item correlation. The below tables (3-4) present the Cronbach's Alpha for organizational leadership in both sectors including the interclass correlation coefficient.

Table 3: Cronbach's Alpha for Leadership Styles

	<i>Cronbach's Alpha</i>	<i>Cronbach's Alpha Based on Standardized Items</i>	<i>N of Items</i>
Organizational leadership style	.890	.897	45
Transformational leadership style	.891	.893	24
Transactional leadership style	.715	.726	8
Laissez Faire leadership style	.647	.654	8

Table 4: Intraclass Correlation Coefficient

	IntraclassCorrelation ^a	95% Confidence Interval		F Test with True Value 0			
		Lower Bound	Upper Bound	Value	df1	df2	Sig
Single Measures	.145 ^b	.123	.171	9.095	271	11924	.000
Average Measures	.884 ^c	.864	.903	9.095	271	11924	.000
Two-way mixed effects model where people effects are random and measures effects are fixed.							
a. Type A intraclass correlation coefficients using an absolute agreement definition.							
b. The estimator is the same, whether the interaction effect is present or not.							
c. This estimate is computed assuming the interaction effect is absent, because it is not estimable otherwise.							

C. Factor Analysis

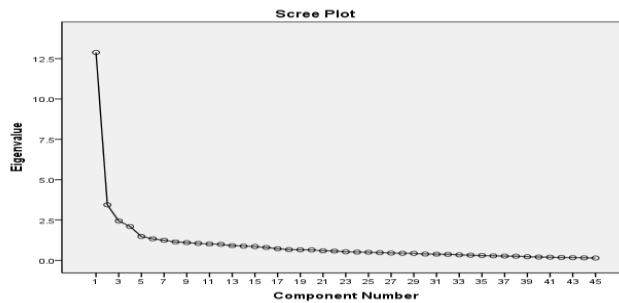
In order to find out whether there are correlations within a set of studied factors and to reduce all items to smaller numbers of variables that can exhibit most of the factors, all the items were factor analyzed. Thus, those items with factor loading less than .30 were deleted as it was suggested by Hair, et al. (2002). Factor analysis helps researchers

to create hypotheses. The table (5) below provides us with the KMO results of .900 which it indicates the factor model is appropriate and the partial correlations between variables are small. Furthermore, the Bartlett's Test of Sphericity Sig is 0.00 for organizational leadership which it suggests the result is significant because it is below 0.05 [9]. Therefore, this author can conclude that the factor analysis is suitable for this research.

Table 5: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.900
Bartlett's Test of Sphericity	Approx. Chi-Square	6196.989
	Df	990
	Sig.	.000

In addition, the KMO also determine how many items have to be extracted for organizational leadership and the items with Eigenvalues of 1 or above is the subject of researcher's interest. Through the examinations of eigenvalues and scree plot that is shown below, only eight components have the eigenvalues of more than one that suggests the majority of cumulative percentages. Only five factors had the highest of the eight and only three of the five were accepted as the representative of the majority of factors. These three factors, were labeled as transformational, transactional and laissez faire leadership styles. Consider below graph (1):



graph 1:

D. Descriptive Analysis

In order to answer the two questions and discover the leadership styles in private and public sector organizations in Iraqi Kurdistan managers and leaders are asked to score their own transformational, transactional and laissez faire leadership behaviors by using MLQ 5X. The means of each variable was calculated and then divided by 4 to find out the leadership behaviors. To strength the reliability of the results all the data for private and public sector organizations were separated and tested. Thus, the table below demonstrates the means and final results of each scale which constitutes the final leadership styles. The scores of each sector were presented separately and a combination of both sectors was shown too. The final column exhibits the norm-referenced scores which according to Avolio and Bass (2004) each score should reach the norm-referenced number or above. For further information, please check table (6):

Table 6: Leadership Profiles in Iraqi Kurdistan

<i>Leadership styles</i>	<i>scales</i>	<i>Private sector organizations Total scores</i>	<i>Public sector organizations Total scores</i>	<i>Private & Public sectors total scores</i>	<i>Norm scores</i>
Transformational	Idealized influence (attributed)	13.51/4= 3.38	13.73/4= 3.43	13.62/4= 3.40	2.66
	Idealized influence (Behavior)	11.54/4= 2.88	11.75/4= 2.93	11.64/4= 2.91	3.21
	Inspirational motivation	12.26/4= 3.06	12.69/4= 3.17	12.47/4= 3.11	3.08
	Intellectual stimulation	11.67/4= 2.91	11.72/4= 2.93	11.69/4=2.92	3.12
	Individual consideration	10.91/4= 2.73	10.92/4= 2.73	10.94/4=2.73	2.87
				Average 3.01	2.99
Transactional	Contingent reward leadership	12.37/4= 3.09	12.97/4= 3.24	12.67/4= 3.17	3.08
	Management by exception-active	12.11/4= 3.03	12.89/4= 3.22	12.50/4= 3.12	2.43
				Average 3.14	2.75
Laissez faire	Management by exception-passive	11.45/4= 2.86	11.45/4= 2.86	11.46/4= 2.86	1.23
	Laissez faire leadership	10.87/4= 2.7	10.27/4= 2.7	10.56/4= 2.64	0.88
				average 2.75	1.05
Outcomes of leadership	Extra effort			9.18/3= 3.06	3.03
	Effectiveness			11.92/4= 2.98	3.08
	Satisfaction			6.07/2= 3.04	2.92

Into the author’s knowledge this is a first study that exhibit the leadership styles of managers in Iraqi Kurdistan in a very comprehensive way. It has produced some significant and reliable findings. The results for transformational indicate only two out five scales scored above the norms which are “*perceived Idealized Influence (Attributed)*” and “*Inspirational Motivation*”. Avolio and Bass (2004) have suggested leaders should demonstrate the norm-referenced or above behaviors to be viewed as transformational leaders. Moreover, these results reflect the perceptions of managers and leaders’ roles in organizations in both sectors. Thus the scores for transformational leadership style indicate low to moderate rate compared to transactional and Laissez faire styles. Interestingly, both “*Laissez Faire Leadership*” and “*Management by Exception (Passive)*” variables score the highest compared to the actual norms followed by “*Management by Exception (Active)*” and “*Contingent Reward Leadership*” behaviors. This means, organizations are dominated by Laissez-faire and transactional leadership styles. There were other variables such as “*Extra Effort*”, “*Effectiveness*” and “*Satisfaction*” viewed as the outcomes of leaders that can be used to verify the results. All the three results are at the moderate levels except “*Effectiveness*” which scored below the norm level. Although these variables should move parallel with transformational variables, and in both cases they score moderately low to average, it is not going parallel with the dominated behaviors such as “*Laissez-faire*”,

“*MBE (Passive)*”, “*MBE (Active)*” and “*Contingent Reward*”. According to Hair, et al. (2002) because participants know they are under observation, they are subject to considerable miss-leading answers and they may pick the option/s that make them look nice. Thus, because the managers were rating themselves in this study, they could have exaggerated in their choices and tried to present themselves in positive ways.

VI. HYPOTHESES TESTING

In order to strength the analyses and understand the relation between variables the hypotheses were tested through the use of correlation coefficient and multi-regression methods. Multi-regression analysis is useful in studying the relationship between several independent variables with a dependent variable [25]. It will predict the value of the dependent variable. In this method in each research the main focus is on R-Square values, B-values, F-values and P-values [34]. In all hypotheses, stepwise technique was also used to show which variables were included in the model at each step and which variable is the best predictor. Moreover, partial correlation coefficient statistics were used to investigate variables' explanatory strength on the dependent variables. Through these tests, researcher can explore the influence of each independent variable on dependent variables. It also provides researcher a sense of whether there is colinearity and multi-colinearity between two or more independent variables.

Hypothesis (1): there is a positive relation between national culture and transformational leadership style.

The statistical data from the regression analysis indicated that there is a negative correlation between national culture and transformational leadership. From another side, the correlation coefficient test indicated that only one dimension “Confucian dynamism” out five dimensions had a significant relationship with transformational leadership. The R-square value of .131 suggests Confucian dynamism is a good predictor of transformational leadership behavior in organizations and the P-value of .031 which is below the conventional level of .01 and .05 levels of significance. Thus, this research was not supported. For that reason, this researcher accepts the null hypothesis and can conclude that national culture dimensions except one has no influence on the behavior of transformational leadership and this leadership style cannot be predicted by national culture.

Hypothesis (2): there is a positive relation between organizational culture and transformational leadership style.

In addition to test whether there is a positive relationship between organizational culture types and transformational leadership style, the results show that both clan culture ($B = .328, P < .01$), and adhocracy culture ($B = -.201, P < .03$) are strong predictors of transformational leadership behavior in organizations, whereas hierarchy and market culture demonstrate negative relationship with this leadership style. Moreover, clan culture as the second most popular organizational culture in Iraqi Kurdistan received the strongest weight in impacting transformational leadership behaviors followed by adhocracy culture. The computed findings indicated the R-square values of .032 and .050 for these two organizational culture types are the good predictors of transformational leadership. Furthermore, the ANOVA F-value of 8.864 and 7.025 suggest there is a linear relation among these variables. The results for correlation coefficient also suggest that there is strong correlation between clan culture and transformational leadership where R-value of .178 and P-value of .003 indicating the positive relationship. Thus, this research was supported in a way only two organizational culture types out of four showed positive relationships with

transformational leadership style. Therefore, this author reject the null hypothesis and sum up with arguing that organizational culture can influence transformational leadership behavior in organizations in Iraqi Kurdistan.

Hypothesis (3): there is a positive relation between national culture and transactional leadership style.

The statistical results showed that only one dimension of national culture out of five affect transactional leadership style. The finding demonstrate masculinity ($B=.149$, $P<.014$), significantly predict transactional leadership behaviors in organizations. The R-square value of .022 supports the argument that transactional leadership behavior can be influenced by masculinity dimension of national culture. Moreover, the ANOVA F-value of 6.102 also indicates of a linear relation between both variables. This finding was supported by the correlation coefficient testing that suggests masculinity (R-square value of .149) and P-value of .014 have positive correlation with transactional leadership. Thus, this research is supported on the bases that only the masculinity dimension of national culture can predict transactional leadership style in organizations in Iraqi Kurdistan but the amount of influence is weak. Therefore, this author reject the null hypothesis on the fact transactional leadership behaviors can be predicted by masculinity dimension, while he accepts the null hypothesis that not all dimensions can impact transactional leadership behaviors at the same levels.

Hypothesis (4): there is a positive relation between organizational culture and transactional leadership style.

In contrast, the results for both correlation coefficient and regression analysis suggested that organizational culture have no relation with transactional leadership style and the transactional leadership behaviours in organizations in Iraqi Kurdistan cannot be predicted by organizational culture in both private and public sectors. Therefore, the null hypothesis was accepted.

Hypothesis (5): there is a positive relation between national culture and laissez-faire leadership style.

The results indicate that power distance ($B=.176$, $P<.003$), and masculinity ($B=.120$, $P<.043$), are the strong predictors of Laissez-faire style of leadership. The R-square values of .025 and .064 also suggest that Laissez-faire behaviours can be predicted by these two dimensions of national culture. The ANOVA F-values of 6.967 and 6.102 indicate linear relation between variables. While, in correlations coefficient test, power distance (R-value of .159 and P-value of .009) masculinity (R-value of .118 and P-value of .005) and uncertainty avoidance (R-value of -.126 and P-value of .0037) dimensions have positive correlations with laissez-faire style of managing. Thus, this study was supported. Therefore, this author can reject the null hypothesis and argue that national culture dimensions can affect laissez-faire style of leadership in organizations in Iraqi Kurdistan and laissez-faire behavior can be predicted by national culture dimensions.

Hypothesis (6): there is positive relation between organizational culture and laissez-faire leadership style.

In contrast, only hierarchy culture type ($B=-.159$, $P<.003$), have positive relation with laissez-faire style of leadership. The results show that the R-square value of .049 also suggests the laissez-faire behaviors can be predicted by hierarchy culture in organizations. The ANOVA F-values of 6.995 suggests linear relation between variables. Whereas, the correlation coefficient test results suggest that hierarchy (R-value of -.128 and P-value of .0034) and clan culture (R-value of -.137 and P-value of .0024) have positive correlations with laissez-faire style

which strengthen the regression results. Thus, this research was supported. Therefore, this author rejects the null hypothesis and concludes that some organizational culture types can influence laissez-faire style of leadership in organizations in in Iraqi Kurdistan.

Hypothesis (7): transformational, transactional and laissez-faire styles of leadership have strong correlation with national culture dimensions.

In order to test this hypothesis and investigate the relationship between variables, this time the three leadership styles were taken as independent variables and national culture as dependent variable. In addition, the three leadership styles were tested on each dimension separately to put the clarity to this examination. The results for both correlation coefficient and regression analyses indicate that leadership styles have no correlation with collectivism and this dimension cannot be predicted by leadership styles. Moreover, the correlation coefficient results suggest that there is only a positive relationship between laissez-faire style and power distance dimension of culture. Also the regression analysis results indicate that Laissez-faire ($B=.177$, $P<.005$) have positive correlation with power distance. The R-square value of .033 and the P-value of .029 also support the argument by indicating that power distance can be predicted by laissez-faire style of leadership. The ANOVA F-value of 3.055 also suggest of linear relation between both variable. From another side, the correlation coefficient test also demonstrates that there are positive correlations between transactional and laissez-faire styles of leadership and masculinity dimensions of national culture. While the regression analysis test suggests only transactional style ($B=.149$, $P<.014$) have strong relation with masculinity dimension. The result indicates that the R-square value of .022 and P-value of .015 suggest that masculinity can be predicted by transactional leadership style. In addition, the correlation coefficient results suggest that there is good relation between laissez-faire style and uncertainty avoidance culture. The regression analysis test also predicts the same results where laissez-faire style ($B=-.126$, $P<.037$) and R-square value of .016 indicate the strength of relationship between the two variables. Moreover, the correlation coefficient test predicts the positive correlation between transformational style of leadership and Confucian dynamism dimension of national culture. This results also reaffirmed by regression analysis test where for transformational leadership style ($B=.131$, $P<.031$) and R-value of .017 suggests the positive relation between both variables. It indicates that the Confucian dynamism can be predicted by transformational leadership style. Thus, this research was supported. Therefore, this author can reject the null hypothesis by arguing that each leadership styles had a positive relationship with different national culture dimensions at different level except collectivism. They can be predicted and influenced by institutional leadership style particularly laissez-faire style in both private and public sectors.

Hypothesis (8): transformational, transactional and laissez-faire styles of leadership have strong correlation with organizational culture types.

In order to test this hypothesis and investigate the correlation between variables, this time leadership styles were taken as independent variables and organizational culture types as dependent variables. The results of correlation coefficient test indicate that there are positive correlations between transformational and laissez-faire styles of leadership as independent variables and clan culture of the organizations as dependent variable. While the regression results indicate that transformational ($B=.178$, $P<.003$), and R-square value of .032 is a strong predictor of clan

culture. In contrast, both correlation coefficient and regression analysis tests show no or weak relation between leadership styles and adhocracy and market cultures. Thus, adhocracy and market cultures of organizations in here cannot be predicted or influenced by leadership styles. The correlation coefficient test also indicates that there is positive relation between laissez-faire style and hierarchy culture. Also this results were supported by regression analysis test where for laissez-faire style ($B=-.137$, $P<.014$), and R-square value of .019 suggest hierarchy culture can be predicted by this leadership style. Thus, this research was supported. Therefore, the researcher can reject the null hypothesis and conclude, although only two leadership styles out of three predicted only two organizational culture types out four in organizations in Iraqi Kurdistan and mostly influenced by laissez-faire style of leadership, the correlation was not so strong. Additionally, as it was explored by the same author before, organizations in Iraqi Kurdistan are dominated by both hierarchy culture first and clan culture second. Thus, the strong relation between these two organizational cultures and laissez-faire style of leadership was expected because the dominated cultures were influence by the dominant leadership style.

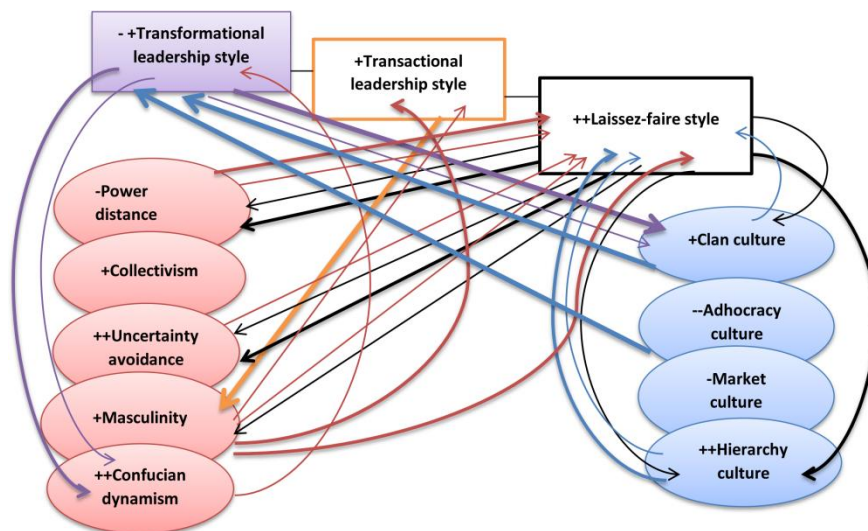


Figure 1: Examining the Relations between national culture dimensions, organizational culture types and leadership styles in both private and public sector organizations

PLEASE NOTE:

THE RESULTS FOR CORELATION COEFFICENT ARE SHOWN →

THE RESULTS FOR REGRESSION ANALYSIS ARE SHOWN →

THS COLOR REPRESENT TRANSFORMATIONAL RELATION WITH OTHER VARIABLES →

THIS COLOR PRESENT TRANSACTIONAL STYLE RELATION WITH OTHER VARIABLES →

THIS COLOR REPRESENT LAISSEZ-FAIRE STYLE RELATION WITH OTHER VARIABLES →

THIS COLOR REPRESENT NATIONAL CULTURE DIMENSIONS RELATION WITH OTHER VARIABLES →

THIS COLOR REPRESENT ORGANIZATIONAL CULTURE TYPES RELATION WITH OTHER

VARIABLES

++ MEANS VERY STRONG & + MEANS STRONG IN THAT DIMENSION OR TYPE

--MEANS VERY LOW OR VERY WEAK & - MEANS LOW OR WEAK

-+ MEANS MIX RESULTS: IN SOME SCALE WEAK & SOME SCALE STRONG

VII. DISCUSSION

In order to explore the leadership style in public and private sector organizations in Iraqi Kurdistan, two questions were raised for answering. The findings show the leadership style in both private and public sector organizations were dominated by laissez-faire style first that scored the highest compared with their norms-referenced scores followed by transactional and transformational styles. Thus, this author believes organizations in both sectors are not managed by different leadership styles, but dominated by laissez-faire-transactional leadership styles which according to Avolio and Bass (2004) laissez-faire behaviors are the most passive, non-responsive not involved managers. For more than three decades' research has proved that transformational leadership is the most effective style of leadership which can generate extra effort, commitment, and increase employees' satisfaction. In testing hypotheses, in general, this author explored there are positive correlations between variables. Researcher understood that national culture dimensions have positive relation with leadership styles in organizations and different cultural dimensions had different level of influence on different leadership styles. Hypothesis (1) and Hypothesis (4) were not supported and for that reason this author accepted the null hypothesis that there was a weak relationship between national culture dimensions and transformational leadership style in Iraqi Kurdistan. Also in hypothesis four, the test indicated that there a negative correlation between organizational culture and transactional leadership too. In addition, this researcher believes when collectivism, masculinity and high uncertainty avoidance are combined, automatically members find their place in social hierarchy and to show their status and power, Managers tend to rely more on material sides such as: big house, big car, and big office, presentation of certificates, formal appearance, and pretty secretary. Kurds are high context in communication which means they rely on implicit poly-chronic style of communications where understandings are more internalized [24]. Also the importance of making connections and links inside governmental and private sector organizations are highly valued. Thus, these cultural values have reflected in management and leadership in Iraqi Kurdistan. The importance of charismatic leaders' role in influencing individuals, organizations, and societies was highlighted in a study by Antonakis (2012).

The results clearly demonstrated that most of the national cultural dimensions had positive correlations with laissez-faire style. Thus, this author can suggest that laissez-faire as dominant leadership style can be predicted by national culture dimensions such as: power distance, uncertainty avoidance and masculinity and there is direct relationship. Moreover, the only dimensions that have influenced transactional style was masculinity dimensions, While, Confucian dynamism which is related to long term orientation and planning for the future had positive correlation with transformational leadership. It is believed that culture including religion is to blame for taking the power of self-control from individuals and forced them to surround to the context, to unwritten traditional laws and

norms they live in. unlike Hofstede and other academics with similar view, there are many scholars such as Schein (2004; 2010) believes culture is not static and can be changed and until these values stay unchanged, the leadership presumably will stay the same. Moreover, these cultural values are the products of laissez-faire and transactional leadership behaviors which these qualities are not enough in implementing change.

In his recent research, this author has explored the culture types of organizations in Iraqi Kurdistan as hierarchy culture first followed by clan culture second. When the relationship between organizational culture and leadership style was examined, a direct relationship was found between the dominated leadership style in these organizations and the dominant organizational culture types. The above conceptual figure demonstrates the relationships. Organizational culture such as hierarchy and clan culture have mostly impacted the laissez-faire style of leadership as the dominant style and the same impact was shown when leadership was taken as independent variable, the laissez-faire had the most effects on both hierarchy and clan culture. While transformational leadership had a direct influence on clan culture, both clan culture and adhocracy culture also have strong correlation with transformational leadership style which means the transformational leadership behaviors can be predicted in these two cultures. Meanwhile, no relation found between market culture and the three leadership styles and vies versa, the results showed negative correlation between leadership styles and market culture. Quinn and Cameron (2006) [13] have argued those leaders tend to be more successful when leadership strengths are matching the dominant organizational culture [14].

Thus, this author can conclude that there are reflections of national culture in organizational culture and in organizational leadership in Iraqi Kurdistan. Although, this fast changing dynamic environment prefer a more responsive, adaptable, and innovative organizational culture such as adhocracy culture with transformational leadership style, unfortunately, the cultural values of this society indicated and prefer hierarchy cultures as well as clan culture over other culture types and suggest the dominant leadership style would be Laissez-faire and transactional leaders. Moreover, the researcher believes organizations in here have a combination of Hierarchy-clan culture types that are dominated by bureaucracy, rigid structure and a centralized system of decision making which employees are tightly controlled through policy and procedures. There is a lack of power and information sharing, miss-communication and no feedback in this type of culture are norms and everything is controlled by few petty bureaucrats. Employees are treated as subservient. Leadership is based on charisma, paternalistic qualities and justice. Those around leader see their leader strong, kind, knowledgeable and on those bases they are willing to obey. Fear also is a very good tool to implement their power. It is extremely hard for a new individual to conform to system and understand the way things are done. Those in-group employees identify themselves with organizations they work for and organizational cultures have strong impact on how they behave and work. Each individual holds a position with little understanding of his job description, his rights and company policy. For them protecting organizational fame and integrity is very important. Whistle blowing is treated as treason with no feedback. This is quite opposite of popular culture that focus on employees' characteristics, skills and achievement. There is no performance appraisal and no connection between pay and benefits with organizational citizenship, employee satisfaction and commitment. The structure of organizations is not flexible and employees are not empowered to decide and take risk. Instead, employees can face harsh criticism if they do not work according to the group norms.

VIII. CONCLUSION

The main objectives of this study were to discover the relationship between national and organizational culture with organizational leadership in Iraqi Kurdistan and answer the research questions. In order to highlight leadership styles in both private and public sector organizations, a cross-sectorial comparison was made and the dominant perceived leadership behaviors were measured. Moreover, to test hypotheses and investigate the accuracy of the findings, both correlation coefficient and regression analysis were employed. To understand the relationship more clearly and explore which variable influence the others, once national culture and organizational culture was taken as independent variables and another time leadership styles as independent variables. Thus, this research was supported and six hypotheses out of eight have rejected the null hypothesis. The managers' perceptions suggest organizations in both sectors are dominated by Laissez-faire behaviors followed by transactional. The test results also indicate that there is a positive correlation between national culture and organizational leadership in general and in particular national culture dimensions such as masculinity, uncertainty avoidance and power distance are the strong predictor of the laissez-faire behaviors as the dominant leadership styles. Interestingly, laissez-faire style as independent variable had most impact on these dimensions too. Additionally, only two organizational culture types had a positive relationship with organizational leadership in general and Laissez-faire style in particular. Moreover, the findings show that laissez-faire behaviors can influence both hierarchy culture and clan culture as the dominant organizational culture in Iraqi Kurdistan. Therefore, this author strongly believes there is direct relationship between national and organizational culture and leadership styles. The three variables impact and reflect each other's. The findings of this study produce some important contributions about national culture, organizational culture and leadership styles in general and in Iraqi Kurdistan in particular. It also contributes to the literature in these theoretical fields. It produces more realistic and practical feedback to domestic and international management to explore, understand, adjust and change their practice to achieve competitive advantage through adaptability and responsiveness.

REFERENCE

- [1] Aaltio, I., & Mills, J.A., 2004. *Gender, Identity and the Culture of Organizations*. London & New York: Routledge .
- [2] Alharbi, M., & Yusoff, Z. R., 2012. LEADERSHIP STYLES, AND THEIR RELATIONSHIP WITH QUALITY MANAGEMENT PRACTICES IN PUBLIC HOSPITALS IN SAUDI ARABIA. *International Journal of Economics and Management Sciences*. Vol.1, No. 10, pp. 59-67.
- [3] Alvesson, M., 2002. *Understanding Organizational Culture*. London: SAGE PublicatAntonakis, J. 2012. Transformational and Charismatic Leadership: A Literature-Based Assessment In: Day, V. D., & Antonakis, J., Ed. 2012. *The Nature of Leadership, Second Edition*. London: SAGE Publications, Inc. chapter 8.
- [4] Ashforth, E. B., and Anand, V., 2003. The Normalization of Corruption in Organizations: Stow, M. B., & Kramer, M. R., ed. 2003. *Research in Organizational Behavior, an Annual Series of analytical Essays and Critical Reviews*. Vol 25. 1-52.
- [5] Avolio, J. B., & Bass, M. B., ed. (2002). *DEVELOPING POTENTIAL ACROSS A FULL RANGE OF LEADERSHIP* "Cases on Transactional and Transformational Leadership. Center for Leadership Studies School of Management SUNY-Binghamton. London: Mahwah. New Jersey.
- [6] Avolio, B. J., & Bass, B. M. (2004). *Multifactor leadership questionnaire: Third edition manual and sampler set*. Redwood City, CA: Mind Garden.
- [7] Behn, D. R., 2010. Performance Leadership: Eleven Better Practices That Can Ratchet Up Performance: A Literature-Based Assessment In: Perry, L. J., ed. 2010. *The Jossey-Bass Reader on Nonprofit and Public Leadership*. San Francisco: Jossey-bass. Ch. 13.

- [8] Bernstein, M.J., 2011. Frequencies and Descriptive Statistics. [video online] available at: <https://www.youtube.com/watch?v=XrfQfEwjZA4> [accessed 27/12/2014].
- [9] Biostatistics Resource Channel, 2013. *How to Use SPSS: Factor Analysis (Principal Component Analysis)*. [video online] available at: <https://www.youtube.com/watch?v=UYxboC27190> [accessed 03/01/2015].
- [10] Bradach, L. J., Tierney, J. T., & Stone, N., 2010. Delivering on the Promise of Nonprofits: A Literature-Based Assessment In: Perry, L. J., ed. 2010. *The Jossey-Bass Reader on Nonprofit and Public Leadership*. San Francisco: Jossey-bass. Ch. 12.
- [11] Blunt, R., 2010. How Leaders Are Grown: The Lessons of Example and Experience: A Literature-Based Assessment In: Perry L. J., ed. 2010. *The Jossey-Bass Reader on Nonprofit & Public Leadership*. San Francisco: Jossey-bass. Ch.
- [12] Bryman, A., & Bell, E., 2007. *Business Research Methods*. Second Edition. United States; Oxford University Press.
- [13] Cameron, s. K., & Quinn, R., 2006. *Diagnosing and Changing Organizational Culture, Based on The Competing Values Framework*. Revised Edition. U.S.A. Jossey-Bass.
- [14] Cameron, s. K., & Quinn, R., 2011. *Diagnosing and Changing Organizational Culture, Based on The Competing Values Framework*. Third Edition. U.S.A. Jossey-Bass.
- [15] Caldwell, C., n.d. Working in Iraq & Iraqi Kurdistan. Aperia Global.
- [16] Collard, J., 2005. Does Size Matter? The Interaction between Principal Gender, Level of Schooling and Institutional Scale in Australian Schools: A Literature-Based Assessment in Collard, J., & Reynolds, C., ed. 2005. *Leadership, Gender and Culture in Education Male and Female Perspectives*. UK: Open University Press McGraw-Hill Education. CH 2.
- [17] Den Hartog, N. D., & Koopman, L. P., 2011. "Leadership in Organizations". *Handbook of Industrial, work & Organizational Psychology*. SAGE Publication.
- [18] DePree, M., 2010. What Is Leadership? A Literature-Based Assessment In: Perry, L. J., ed. 2010. *The Jossey-Bass Reader on Nonprofit and Public Leadership*. San Francisco: Jossey-bass. Ch. 1.
- [19] Ebster, C., 2012. Data Analysis in SPSS Made Easy. [video online] available at: https://www.youtube.com/watch?v=g0G_GAdo268 [accessed 25/12/2014].
- [20] Gardner, W. J., 2010. The Tasks of Leadership: A Literature-Based Assessment In: Perry, L. J., ed. 2010. *The Jossey-Bass Reader on Nonprofit and Public Leadership*. San Francisco: Jossey-bass. Ch. 2.
- [21] Gill, R., Levine, N., & Pitt, C. D., 1998. Leadership and Organizations for the New Millennium. *The Journal of Leadership Studies*, Vol. 5, NO. 4.
- [22] Given, J. R., 2008. Transformational Leadership: The Impact on Organizational and Personal Outcomes. *Emerging Leadership Journeys*, Vol. 1, pp. 4-24. School of Global Leadership & Entrepreneurship, Regent University.
- [23] Hassan, S., 2015a. Change in scores of Hofstede's Cultural Dimensions in Iraq by using Individual Level of Measures, a case study of Iraqi Kurds. *European Journal of Business & Management*. Vol.7, No.9, pp. 212-225.
- [24] Hassan, S., 2015b. THE INFLUENCE OF NATIONAL CULTURE ON INTERNATIONAL MARKETING & CONSUMER BEHAVIOR IN IRAQI KURDISTAN, USING HOFSTEDÉ'S MODEL AT INDIVIDUAL LEVEL. *British Journal of Marketing Studies*, Published by European Centre for Research Training and Development UK. Vol.3, No.8, pp.50-78.
- [25] Hair, F. J. JR., Bush, P. R., Ortinau, J. D., 2002. *Marketing Research Within a Changing Information Environment*. London: The McGraw-Hill Companies.
- [26] Hattaway, H., 2004. *Reflections of a Civil War Historian, Essays on Leadership, Society, and the Art of War*. University of Missouri Press Columbia and London.
- [27] Hofstede, G., Hofstede, G.J., & Minkov, M., 2010. *Culture and Organization – Software of the Mind: Intercultural Cooperation and its Importance for Survival*. 3rd Ed. United States: The McGraw-Hill.
- [28] Hughes, L. R., Ginnett, C. R., & Curphy, J. G., 2012. *Leadership, Enhancing the Lessons of Experience*. Seven Edition. America: McGraw-Hill/Irwin.
- [29] House, J. R and Aditya, N. R., 1997. The Social Scientific Study of Leadership: Quo Vadis? *Journal of Management*. Vol. 23, No. 3, pp. 409-473.
- [30] House, J. R., Javidan, M., Dorfman, W. P., & Hanges, J. P., 2002. Understanding Cultures and Implicit Leadership Theories across the Globe: an Introduction to Project GLOBE. *Journal of World Business*, 37, pp. 3-10.

- [31] House, J. R., Javidan, M., Dorfman, W. P., Hanges, J. P., & De-Luque, S.M., 2004. Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies. *The Journal of Applied Christian Leadership*. Thousand Oaks: Sage Publications. 818 pages.
- [32] House, J. R., Javidan, M., Dorfman, W. P., Hanges, J. P., & De-Luque, S.M., 2006. Conceptualizing and measuring cultures and their consequences: a comparative review of GLOBE's and Hofstede's approaches. *Journal of International Business Studies*, 37, 897-914
- [33] Huczynski, A. A., & Buchanan, A. D., 2007. *Organizational Behaviour*. Six Edition. England: FT Prentice Hall.
- [34] IBM SPSS Statistics Base 19. 2010. Copyright SPSS Inc.
- [35] Isaksen, S., & Tidd, J., 2006. *Meeting the Innovation Challenge: Leadership for Transformation and Growth*. England: Published by John Wiley & Sons Ltd.
- [36] Jogulu, D. U., 2010. Culturally-linked leadership styles. *Leadership & Organizational Development Journal*. Emerald Group Publishing Limited, Vol. 31 No. 8, pp. 705-719.
- [37] Kellerman, B., 2010. Ties That Bind: A Literature-Based Assessment In: Perry, L. J., ed. 2010. *The Jossey-Bass Reader on Nonprofit and Public Leadership*. San Francisco: Jossey-bass. Ch. 30.
- [38] Kondalkar, V. G., 2007. *Organizational Behaviour*. India: New Age Publication.
- [39] Landau, S., & Everitt, S. B., 2004. A Handbook of Statistical Analyses using SPSS. London: Chapman & Hall/CRC Press LLC.
- [40] Mckeown, M. E., 2012. *LEADERSHIP: COMPETING VALUES FRAMEWORK ANALYSIS OF BEHAVIORAL ROLES, ORGANIZATIONAL CULTURE, AND CAREER EXPERIENCE AMONG NONPROFIT EXECUTIVE DIRECTORS*. Washington, DC.
- [41] McShane, L.S., 2000. *Organizational Culture*. Chapter Sixteen: pp. 497-521.
- [42] Moore, I., 2005. *Does your Marketing sell? The secret of effective marketing communications*. London: Nicholas Brealey Publishing.
- [43] Morrison, J., 2002. *The International Business Environment: Diversity and the global economy*. United States: Palgrave.
- [44] Mullins, J. L., 2005. *Management and Organizational Behaviour*. Seven Edition. England: FT, Prentice Hall.
- [45] Napoli, D., Witeley, M. A., & Johansen, S. K., 2005. *Organizational Jazz Extraordinary Performance through Extraordinary Leadership*. First Edition. Malaysia: Vivar Printing Sdn Bhd.
- [46] Perry, L. J., & Thomason, M., 2010. Collaboration Processes: Inside the Black Box: A Literature-Based Assessment In: Perr L. J, ed. 2010. *The Jossey-Bass Reader on Nonprofit & Public Leadership*. San Francisco: Jossey-bass. Ch. 10.
- [47] Robbins, S. P., Coulter, M., 2009. *Management*, Pearson International Edition, 10th Edition. New Jersey: Prentice Hall.
- [48] Robbins, S. P., Coulter, M., Sidani, Y., & Jamali, D., 2011. *Management*, Arab World Edition. England: Pearson Education Limited.
- [49] Robbins, S.P., & Judge, T.A., 2013. *Organizational Behavior*. Fifteenth Edition. England: Pearson Education limited.
- [50] Robbins, S.P., & Judge, T.A., 2011. *Organizational Behavior*. Fourth Edition. England: Pearson Education limited.
- [51] Rockall, A., & Gertsch, F., 2001. *Leadership Basics: A Guide to Leading Groups of Volunteers*. Federation of Ontario Naturalists. Don Mills, Ontario.
- [52] Rollinson, D., Broadfield, A., & Edward, J. D., 1998. *Organizational Behaviour & Analysis, An Integrated Approach*. England: Addison-Wesley.
- [53] Sample, J., 2007. *Multifactor Leadership Questionnaire*, Self Evaluation. DRAGOS ILIESCU
- [54] Schein, H. E., 2004. *Organizational Culture & Leadership*. Third Edition. USA. Jossey-Bass.
- [55] Schein, H. E., 2010. *Organizational Culture & Leadership*. Fourth Edition. USA. Jossey-Bass.
- [56] Schein, H. E., 2010. The Learning Leader as Culture Manager: A Literature-Based Assessment In: Perry, L. J., ed. 2010. *The Jossey-Bass Reader on Nonprofit and Public Leadership*. San Francisco: Jossey-bass. Ch. 14.
- [57] Shamir, B., House, J. R., & Arthur, B. M., 1993. *Organization Science*. Published by: INFORMS. The Motivational Effects of Charismatic Leadership: A Self-Concept Based Theory. Vol. 4, No. 4, pp. 577-594. SPSS, Chapter 4: Regression Analysis (15/12/2015)
- [58] Surji, M. K., 2014. The Positive Affect of Leadership on Employee Performance and Its Impact on Improving Workplace Environment in Addition to Organizational Culture. *European Journal of Business and Management*. org. Vol.6, No.25.
- [59] Surji, M. K., 2015. Understanding Patients' Perception and Experience in Improving Quality Healthcare with one of the Leading Public Hospitals in Erbil, Iraq. *European Journal of Business & Management*. Vol.7, No.2, pp. 127-151.
- [60] Tierney, J. T., 2010. Understanding the Nonprofit Sector's Leadership Deficit: A Literature-Based Assessment In: Perry, J, ed. 2010. *The Jossey-Bass Reader on Nonprofit and Public Leadership*. San Francisco: Jossey-bass. Ch. 30.

- [61] United Nations Office on Drugs and Crime, 2013. *CORRUPTION AND INTEGRITY CHALLENGES IN THE PUBLIC SECTOR OF IRAQ*, An evidence-based study. United Nations Development Programme Iraq Central Statistical Office of Iraq Kurdistan Regional Statistical Office Commission of Integrity.
- [62] Van Wart, M., 2010. Public-Sector Leadership Theory: An Assessment: A Literature-Based Assessment In: Perry, L. J., ed. 2010. *The Jossey-Bass Reader on Nonprofit and Public Leadership*. San Francisco: Jossey-bass. Ch. 6.