Impact of Organizational Culture on Employee Engagement, Leadership Style, and Work Performance of Laboratory Workers in Selected Clinical Laboratories in Metro Manila

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Abstract: - Organizational culture consists of the deep-seated patterns that are shared and embedded within an organization and are considered important factors in determining how an institution operates. This study aimed to identify the prevalent organizational culture in the 10 preselected clinical laboratories in Metro Manila and to identify its relationship with employee engagement, leadership style, and work performance. An online survey which consisted of a self-made personal data sheet and four standardized assessment tools—Competing Values Framework (CVF)-Based Culture Instrument, Utrecht Work Engagement Scale (UWES), Multifactor Leadership Questionnaire (MLQ - 5X Short), and Role-based Performance Scale (RBPS)—was administered to a total of 67 laboratory personnel. Across all laboratories, the most common organizational culture observed was No Predominant Culture, followed by Market culture, Hierarchy Culture, Clan Culture, and Adhocracy Culture, respectively. Correlation study results revealed that there was a significant relationship found between organizational culture and leadership style while no significant relationships were established between organizational culture and employee engagement and work performance. Out of the three variables, organizational culture was revealed to be a predictor for employee engagement and leadership style, but not for work performance. For this reason, the researchers suggest a more in-depth analysis of this variable.

Key Words: - *Organizational Culture, Employee Engagement, Leadership Style, Work Performance.*

I. INTRODUCTION

Clinical laboratories amass a great expanse of contributions and influence in the field of medicine. They provide highly specific and reliable data that help in the diagnosis, prognosis, and monitoring of patient conditions, along with aiding in research studies for the development of multiple disciplines. The proper operation of a clinical laboratory can be attributed to its different components. Organizational culture also plays a substantial role in defining the general functioning of an organization (Panagiotis et al., 2014).

Several pieces of literature have noted the significance of organizational culture in promoting employee engagement, enhancing leadership styles, and augmenting work performance. Gibbons (2006) (as cited in Suryanto et al., 2019) defines employee engagement as the increased emotional and intellectual bond between the employees and their work environment, sequentially influencing the effort they put into their work. It is also concerned with the employees' enthusiasm and passion towards the organization, enabling them to perform their job with the institution's improvement in mind (Associates, 2004 as cited in Suryanto et al., 2019). Meanwhile, leadership style is the pattern of behavior that leaders show during their work (Hersey, Blanchard, & Johnson, 1996 as cited in Suryanto et al., 2019), resulting in the interaction between the superiors and their subordinates. Lastly, work performance is the systematic process inclined towards improving organizational performance through the development of

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individuals and teams (Armstrong, 2006 as cited in Sapada et al., 2018).

Individually, these three variables share a significant connection with the culture that is prevalent inside an organization. However, the association between all three variables and organizational culture has not been examined in the clinical laboratory setting. Thus, this study aimed to determine the prevalent organizational culture in the selected laboratories in Metro Manila and how such culture affects its employees' engagement, leadership style, and work performance in relation to the achievement of the organization's goals, as well as to discern whether organizational culture is a predictor of the three said variables.

II. THEORETICAL BACKGROUND

2.1 Organizational Culture

The culture of an organization is made up of shared assumptions acquired by its members over time, as a result of resolving its issues and difficulties in the past (Nikpour, 2017). Furthermore, organizational culture represents a sense of identity and ideologies that stabilize the overall flow of an organization (Cameron & Quinn, 2011).

The Competing Values Framework (CVF) is a four-quadrant determinant of organizational culture which represents distinct characteristics and values emphasized in the contrasting culture types. This integrates two dimensions; one involves flexibility and control, while the other determines the internal or external focus of the organization. A combination of these dimensions gives rise to the four quadrants—clan (human relations model), adhocracy (open systems model), hierarchy (internal process model), and market (rational goal model)—each of which is represented by their corresponding core values, basic assumptions, and orientation. The CVF has been utilized to categorize organizational culture into one of its four quadrants (Cameron & Quinn, 1999 as cited in Panagiotis et. al., 2014).
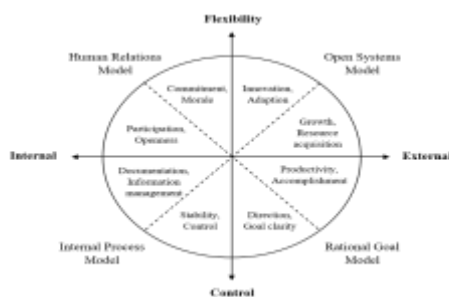

Fig.1. Criteria of Effectiveness for each model in the Competing Values Framework (Quinn et al., 2007, p. 48)

Clan culture is focused on internal integration and flexibility. This culture embodies social features that promote trust, solidarity, and unity, as well as resembling a family-type environment (Acar & Acar, 2014; Berrio, 2003; Cameron & Quinn, 1999 and Erdem, 2007 as cited in Panagiotis et al., 2014). Clan culture leaders are closely associated with their subordinates and are thought of as mentors. Adhocracy culture embodies a more creative atmosphere that promotes innovativeness and risk-taking with great emphasis on competitiveness, experimentation and keeping up with the changes in the industry. Within this culture, managers are thought of as innovators and business leaders. (Panagiotis et al., 2014). Hierarchy culture is established on the dimensions of internal focus and integration, alongside stability and control. It is a more formal approach that involves a structured work environment (Cameron & Quinn, 2011). It is focused on creating a stable and highly consistent output with decision-making authority. (Quinn and Spreitzer, 1991 as cited in Acar & Acar, 2014). Lastly, market culture focuses on stability and external differentiation. It is majorly focused on transactions such as sales, exchanges, and contracts. Its objectives lean more towards profitability, secure customer bases, bottom-line results, and market niches strength (Cameron & Quinn, 1999 as cited in Panagiotis et al., 2014). Members within this culture type focus on individuality and personal achievements rather than the organization's goals (Berrio, 2003; Cameron & Quinn, 1999 and Erdem, 2007 as cited in Acar & Acar, 2014; Panagiotis et al., 2014).

Kalliath et al. (1999) developed a modified Competing Values Framework (CVF)-based culture instrument adapted from Quinn and Spreitzer (1991) to improve the internal consistency of the assessment tool. This modified version has a 32-item scale form containing eight descriptions of values, each of which may be associated with one of the four main quadrants of the CVF. This assessment tool is of good reliability and validity in determining an organization's current and expected culture type (Van Huy et al., 2020).

2.2 Employee Engagement and Organizational Culture

The most common definition of employee engagement according to Macey and Schneider (2008) is that it is a desirable condition that serves an organizational purpose and connotes involvement, commitment, passion, enthusiasm, focused effort, and energy. Chandani et al. (2016) described three different levels of engagement—engaged, not engaged, and disengaged. Engaged employees are psychologically committed individuals that accomplish their work with much enthusiasm and energy

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and go beyond what is expected of them. Not engaged employees do their job without passion and energy, while disengaged employees do not feel a sense of satisfaction with their job (Blizzard, 2004; Chandani et al., 2016).

Selase et al. (2018), regarded organizational culture as a critical and deciding factor of employee engagement and commitment. Additionally, people with managerial positions are more engaged in their work as compared to those with none, due to the wide array of opportunities available for the former. Shehri et al. (2017) and Chandani et. al. (2016) list factors such as training and development, organizational communication, reward, and recognition as those that highly contribute to employee engagement. Other studies also note a positive significant connection between employee engagement and perceived organizational support, and likewise with organizational culture (Sacks, 2006, Ram & Prabhakar, 2011 and Shuck, 2010 as cited in Shehri 2017).

2.3 Leadership Style and Organizational Culture

According to Cameron et al. (2006), leadership competencies become more successful when they are in congruence with the organization's prevalent culture. An effective leadership approach results in efficient work performance, which then serves as a basis for value creation, particularly human and financial valuation (Cameron et al., 2006 as cited in Mitonga-Monga, 2012). Mitonga-Monga (2012) defines leadership style as a combination of various characteristics, traits, and behaviors that leaders use to interact with their subordinates. Leadership is also viewed as an integration of both personal and organizational interest, creating a pattern of managerial behaviors that are geared towards establishing relationships that leaders use to influence their subordinates to achieve a common objective (Harris et al., 2007; Mitonga-Monga, 2012).

Dr. Bruce J. Avolio and Dr. Bernard M. Bass developed the Multifactor Leadership Questionnaire (MLQ) to assess a full range of leadership styles, including transformational, transactional, and passive avoidant or laissez-faire leadership approaches (Bass & Avolio, 1990 as cited in Rowold, 2005).

Transformational leadership is a mutual stimulation and elevation that converts followers into leaders and leaders into moral agents (Burns, 1978 as cited in Miller, 2006). This type of leadership is based on more than the compliance of followers—it involves the shift of their beliefs, needs, and values, resulting in the achievement of a higher level of performance (Miller, 2006). Contrariwise, transactional leadership is rooted in contingent rewards, clear goals, and

management by exception. This type of leadership represents exchanges between the leader and the subordinate so that each derives something of value from the other (Kabeyi, 2018). Lastly, passive avoidant or laissez-faire *(French: 'let it be')* leadership is characterized by the denial of leadership responsibility. Laissez-faire leadership allows members to enjoy so much autonomy that it can either lead to high job satisfaction and increased productivity or unsatisfactory and decreased work performance (Amanchukwu et al., 2015).

Sfantou et al. (2017) note that leadership is a "core element" in establishing a well-integrated provision of care and its associated measures in the healthcare setting. Furthermore, Casida and Pinto-Zipp (2007) discovered in their research that organizational culture can be positively correlated with the different leadership styles since an organizational culture that promotes transformational and transactional contingent reward leadership styles among nurse managers can balance the dynamics of flexibility and stability within the nursing units, which are essential for the maintenance of organizational effectiveness.

2.4 Work Performance and Organizational Culture

Generally, performance refers to the achievements attained by an individual resulting in the fulfillment of the predetermined vision, mission, goals, and objectives of the organization (Moeheriono, 2012 as cited in Nurcahyono et al., 2019). According to Rivai (2005), as cited in the study of Purwadi (2020), performance is the overall outcome attained by an individual while performing tasks within a certain period.

Work performance can be measured by the quality of work as assessed by the error rate, the extent of damage and accuracy, the number of jobs generated, the ratio between the effective working time and working hours lost, and cooperation with others (Miner, 1998 as cited in Sapada et al., 2018). Cashmere (2016) likewise indicated that the measurement of work quality, quantity, timeliness, emphasis costs, supervision, and the relationship between employees evaluates effective employee performance (Cashmere, 2016 as cited in Nuryasman & Suryaman, 2018). This qualitative assessment utilizing behavior and employee output permits the achievement of organizational goals.

Nikpour (2017) found that the underlying relationship between organizational culture and performance is mediated by organizational commitment. Sapada et. al. (2018) also noted a positive relationship between the two variables by measuring the different aspects of effective work performance, including the goal of the work, the quality of the product based on the

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established standards, the time consumed to finish the work, and the application of principles and protocols while doing a specific task.

2.5 Research Model

A descriptive correlational design was used to identify and evaluate the nature and strength of the relationships observed between the variables present (Sousa et al., 2007). The variables used in the study were supported by existing publications and theories associated with their principles and mechanisms. Presented in Figure 2 is the research model of the study.

Fig.2. Research Model

With the information from the review of related literature and the utilization of IBM SPSS version 22.0, the subsequent hypotheses were assumed and examined at a 0.05 level of significance:

H1: There is a significant relationship between organizational culture and employee engagement.

H2: There is a significant relationship between organizational culture and leadership style.

H3: There is a significant relationship between organizational culture and work performance.

H4: Organizational culture is a predictor of employee engagement

H5: Organizational culture is a predictor of leadership style

H6: Organizational culture is a predictor of work performance.

III. RESEARCH METHODOLOGY

3.1 Research Design

The study used a descriptive correlational design to determine the prevailing organizational culture, employee engagement, leadership style, and work performance among the employees of selected clinical laboratories in Metro Manila. Descriptive statistics, mean, and standard deviation were utilized to summarize the data gathered; while inferential statistics, Pearson's correlation, and multiple regression analysis were used to evaluate the relationship among the variables indicated in the study.

3.2 Subject and Study Site

Cluster sampling of the cities within Metro Manila was used to select the 10 participating clinical laboratories for the study. Laboratories were chosen irrespective of their classification according to ownership, function, institutional character, and service capability. The respondents consisted of registered medical technologists, laboratory technicians, and other support staff from the selected clinical laboratories. The top-level management was excluded in this study to avoid any interference from persons that can interpolate the overall working condition of the laboratory workers.

3.3 Research Instrument

Online survey questionnaires were used to gather the necessary data for the study. A personal data sheet (PDS) developed by the researchers was used to identify the demographic profile of the participants. Four standardized assessment tools were utilized to measure and evaluate the participants' organizational culture, employee engagement, leadership style, and work performance scores. The New Competing Values Scale (NCVS) was used to identify the dominant organizational culture in the participating laboratories. Meanwhile, Utrecht Employee Engagement Scale (UWES), Multifactor Leadership Questionnaire (MLQ 5X-Short), and Role-based Performance Scale (RBPS) were utilized to evaluate employee engagement, leadership style, and work performance, respectively.

3.4 Data Gathering Procedure

Permission to conduct the study was endorsed and approved by the Human Resource Department of each clinical laboratory, depending on who accommodated such requests. Upon approval, laboratory workers were encouraged to take part in the data collection. The participants, however, had the prerogative to participate in the study or not. Because of the COVID-19 pandemic, all assessment tools and questionnaires were administered online to minimize physical interaction. The researchers virtually supervised the questionnaire administration and data collection and ensured that all data gathered were treated confidentially as well as maintaining the anonymity of all participants throughout the research. After all responses were collected and recorded, data analysis followed.

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The investigators were supervised by a statistician who analyzed the test scores for each measure.

3.5 Ethical Considerations

The ethics approval for this study was granted by the Faculty of Pharmacy Research Ethics Committee (FOPREC) of the University of Santo Tomas-Faculty of Pharmacy (UST-FOP).

IV. RESULTS AND DISCUSSION

4.1 Demographic Profile

Table.1. Demographic Profile of the Participants

	n	%
Age		
21-30	55	82.0%
31-40	6	9.0%
41-50	6	9.0%
Sex		
Male	13	19.4%
Female	53	79.1%
Prefer Not to Say	1	1.5%
Nature of Work		
Chemist	1	1.5%
Laboratory Support Staff	3	4.5%
Medical Laboratory Technician (MLT)	1	1.5%
Medical Technologist	59	88.1%
Phlebotomy Technician (PBT)	3	4.5%
Years of Practice		
1-5 years	48	71.6%
6-10 years	9	13.4%
11-15 years	3	4.5%
16-20 years	3	4.5%
20-25 years	3	4.5%
26-30 years	1	1.5%
Total	67	100%

Note. Due to rounding errors, percentages may not equal 100%.

Table 1 shows the demographic profile of the 67 participants of the study. The respondents' ages ranged from 21-50 years old, with the most predominant age group coming from the 21-30 bracket (82.0%). In terms of sex, the number of female participants (79.1%) was significantly higher than males (19.4%). Respondents consisted largely of medical technologists (88.1%), laboratory support staff (4.5%), phlebotomy physicians (4.5%), chemists (1.5%), and medical laboratory technicians (1.5%). With regards to years of practice, the majority fell within the group of 1-5 years of practice (71.6%).

4.2 Summary of the Scores for Organizational Culture, Employee Engagement, Leadership Style, and Work Performance

Table.2. Frequency Table for Organizational Culture, Work Performance, Work Engagement, and Dominant Leadership Style

Variable	*n*	*%*
Organizational Culture		
No Predominant Culture	25	37.31
Market Culture (Rational Goal Model)	20	29.85
Hierarchy Culture (Internal Systems Model)	12	17.91
Clan Culture (Human Relations Model)	7	10.45
Adhocracy Culture (Open Systems Model)	3	4.48
Work Performance		
Good	30	44.78
Excellent	29	43.28
Satisfactory	8	11.94
Work Engagement		
Very High	27	40.30
High	28	41.79
Average	11	16.42
Low	1	1.49
Dominant Leadership Style		
Transactional	20	29.85
Transformational	30	44.78
Passive-Avoidant	11	16.42

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No Predominant	6	8.96

Note. Due to rounding errors, percentages may not equal 100%.

Table 2 depicts the distribution of the perceived predominant organizational culture, work performance, work engagement, and leadership style of the respondents. Out of the 10 laboratories, the most common result for organizational culture was No Predominant Culture (n=25, 37.31%). This suggests that the laboratory workers perceived more than one organizational culture in their workplace. Apart from the societal and public health concerns brought out by the COVID-19 pandemic, this situation also posed a great impact on the perceived culture within organizations. Herway and Hickman (2020) as cited in Amarasinghe (2021) stated that organizational culture is seen at a vulnerable position during this time, thus resulting in organizational culture being unstable and consequently, employees perceiving a No Predominant Organizational Culture.

In terms of work performance, the most frequently observed level was "Good" (n=30, 44.78%) followed by "Excellent" (n=29, 43.28%). For work engagement, participants who reported "Very High" (n=27, 40.30%) and "High" (n=28, 41.79%) engagement combined for more than 80% of the total number of respondents. The results of the study by Allande-Cusso et al. (2021) coincide with the present study since it was also observed that despite the challenges brought by the pandemic, laboratory workers among the different clinical laboratories in Metro Manila still exhibited high levels of work engagement and performance.

Lastly, in terms of the perceived dominant leadership style, the most frequently observed was transformational leadership type (n=30, 44.78%). Bass and Avolio (1990), as cited in Suryanto et al. (2019), noted that transformational leadership style is the most common type of leadership seen among different organizations. With the current health crisis, transformational leadership is also seen as the most appropriate leadership type to dominate in the healthcare setting since it is associated with decision-making and rapid adaptive response (Ahern & Loh, 2020).

4.3 Employee Engagement and Organizational Culture

Table.3. Pearson Correlation Results among the different variables of Organizational Culture and Work Engagement Score

Combination	p-value	Interpretation
CCS – WES	.243	NSR
HCS – WES	.057	

ACS – WES	.359	NSR
MCS – WES	.117	

Note. n=67. Correlation is significant if p-values are less than 0.05.
CCS – Clan Culture Score; HCS – Hierarchy Culture Score; ACS – Adhocracy Culture Score; MCS – Market Culture Score; WES - Work Engagement Score; NSR – No Significant Relationship

Table 3 summarizes the results of Pearson correlation analysis between the organizational culture variables *(CCS, HCS, ACS, MCS)* and WES. A positive correlation was observed between the different organizational culture variables and work engagement. However, there was no sufficient evidence to suggest that the relationships were significant. In contrast to this, Krog (2014) noted that clan culture provides employees with job resources that can help motivate their engagement, thus resulting in a significant positive relationship between clan culture and work engagement. Conversely, Lee et al., (2016) claimed that hierarchical culture has a negative relationship with work engagement due to the restrictions that it imposes which limit the presence of job resources (Lee et al., 2016 & Krog, 2014). A study conducted in the Bank of Abyssinia observed that market culture and employee engagement had a significant moderate positive relationship, implying that market culture somehow affects the employees' perception of work engagement (Adamu, 2020).

The results of the present study, however, delineate that no significant relationship was found between the different organizational cultures and work engagement. This result is supported by Krog (2014), noting that organizational culture only had a minor direct impact on employee engagement, which also depends on the organizational culture type that exists in a company. Accordingly, studies regarding the relationship between the organizational culture and employee engagement in the clinical laboratory setting require more evaluation to further understand their relationship.

4.4 Leadership Style and Organizational Culture

Table.4. Pearson Correlation Results among the different variables of Organizational Culture and the three types of Leadership Styles

Combination	r_p	p	Interpretation
CCS-TfLS	0.35	**.004**	WSR
CCS-TsLS	0.31	**.010**	
CCS-PALS	-0.23	.066	NSR
HCS-TfLS	0.36	**.003**	WSR

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HCS-TsLS	0.41	**< .001**	
HCS-PALS	-0.22	.080	NSR
ACS-TfLS	0.38	**.002**	
ACS-TsLS	0.33	**.006**	WSR
ACS-PALS	-0.25	**.044**	
MCS-TfLS	0.42	**< .001**	
MCS-TsLS	0.41	**< .001**	WSR
MCS-PALS	-0.30	**.014**	

Note. n=67. Correlation is significant if p-values are less than 0.05.
CCS – Clan Culture Score; HCS – Hierarchy Culture Score; ACS – Adhocracy Culture Score; MCS – Market Culture Score; TfLS – Transformational Leadership Score; TsLS – Transactional Leadership Score; PALS – Passive-Avoidant Leadership Score; WSR – With Significant Relationship; NSR – No Significant Relationship

Table 4 presents the results of the Pearson correlation analysis conducted among the variables of organizational culture and leadership style *(TfLS, TsLS, and PALS)*. The majority of the organizational culture variables exhibited a significant relationship with the three types of leadership styles. All the significant relationships above have moderate linear relationships except between the variables ACS and PALS, as well as the correlation between MCS and PALS—both of which showed weak relationships. In summary, all the organizational culture types were positively correlated with both Transformational and Transactional Leadership Styles but negatively correlated with Passive-Avoidant Leadership.

These results coincide with the research conducted by Casida and Pinto-Zipp (2007). They described a significant relationship between organizational culture and the three leadership types. Vankovich Mullins (2007) also described a significant positive relationship between leadership styles and organizational culture, except for passive-avoidant leadership, which showed no significant correlation with clan and hierarchy cultures. The same findings were noted in Table 4, as all organizational culture types showed a negative relationship with Passive-Avoidant Leadership Style. This negative correlation can be attributed to passive-avoidant leaders avoiding making any decisions at all (Avolio & Bass, 1995 as cited in Suryanto et al., 2019), thereby contradicting the characteristics of leaders in clan, hierarchy, adhocracy, and market culture types. There is still so much knowledge to be uncovered from studying the relationship between

organizational culture and leadership style in the clinical laboratory setting, thus more attention and evaluation should be given to this topic.

4.5 Work Performance and Organizational Culture

Table.5. Pearson Correlation Results among the different variables of Organizational Culture and Work Performance Score

Combination	r_p	*p*	*Interpretation*
CCS-WPS	0.10	.402	
HCS-WPS	0.23	.056	
ACS-WPS	0.10	.443	NSR
MCS-WPS	0.24	.056	

Note. n=67. Correlation is significant if p-values are less than 0.05.
CCS – Clan Culture Score; HCS – Hierarchy Culture Score; ACS – Adhocracy Culture Score; MCS – Market Culture Score; WPS – Work Performance Score; NSR – No Significant Relationship

Table 5 shows the Pearson correlation analysis conducted between organizational culture variables and WPS. The values showed a positive correlation coefficient between all organizational culture types and work performance scores. This correlation indicates that an increase in the score of any organizational culture type will likewise increase WPS; however, no significant correlations were found. Similar to these findings, Pawirosumarto et al. (2017) concluded that organizational culture had a positive but non-significant effect on employee performance. This suggests that the organizational cultures present in the different laboratories are considered to be less than optimal to significantly influence the employees' work performance.

In contrast, several studies suggest that a significant positive correlation exists between organizational culture and employee performance. These studies indicate that the presence of a well-understood organizational culture yields a higher work performance as employees will have the initiative to do the tasks instead of depending on the instructions of the managers (Sapada et al., 2018; Stephen & Stephen, 2016). This significant positive correlation was not observed in the present study because there was no predominant organizational culture observed among most of the laboratories, making the organizational culture variables to be less optimally associated with the employees' work performance. Studies about the relationship between organizational culture and work performance in the clinical laboratory setting are still inadequate, thereby making it still in need of further evaluation.

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4.6 Organizational Cultures as Predictor of Employee Engagement, Leadership Style, and Work Performance

Table.6. Results for Linear Regression with Organizational Culture predicting Work Engagement, Leadership Style, and Work Performance Scores

Variables	Results	Interpretation	Prediction by Variables
Work Engagement	$p = .040$, $R^2 = 0.15$	**Significant prediction** *(15% of the variance in the WE score is attributed to OC)*	CC – WE $(p = .004)$
Transformational Leadership Style	$p = .025$, $R^2 = 0.16$	**Significant prediction** *(16% of the variance in the TF score is attributed to OC)*	HC – TF $(p = .004)$ CC – TF $(p = .014)$
Transactional Leadership Style	$p = .210$, $R^2 = 0.09$	No Significant Prediction	-
Passive-Avoidant Leadership Style	$p = .021$, $R^2 = 0.17$	**Significant prediction** *(17% of the variance in the PA score is attributed to OC)*	HC – PA $(p = 0.10)$ CC – PA $(p = .042)$ AC – CC $(p = .046)$
Work Performance	$p = .085$, $R^2 = 0.12$	No Significant Prediction	-

AC – Adhocracy Culture; CC – Clan Culture; HC – Hierarchy Culture; TF – Transformational Leadership; PA – Passive-Avoidant Leadership; WE – Work Engagement; Correlation is significant if p-values are less than 0.05.

Table 6 presents the results of the regression analyses that evaluated whether organizational culture is a predictor of the three variables involved in the study. Organizational culture was found to be a significant predictor of employee engagement and leadership style *(transformational and passive-avoidant leadership types)*, but not of work performance. Table 6 also displays the individual predictions done between the types of the organizational culture and the three variables involved in the study. It was noted that CC is a significant predictor of WE, TF, and PA scores. Conversely, HC was found to be a significant predictor of both TF and PA scores. Lastly, only the PA score was significantly predicted by AC. Individual predictions were not examined between organizational culture and transactional leadership and work performance since the overall models were not significant.

In some studies, both clan and adhocracy cultures contribute to higher levels of employee engagement since both tend to increase the levels of vigor and dedication, respectively among employees (Costa, 2018). The findings of the present study concur with the study published by the University of Oslo wherein only clan culture showed a moderate relationship with the three dimensions of work engagement, as well as disproving adhocracy, market, and hierarchy cultures' positive relationship with employee engagement (Krog, 2014). Contrarily, market and hierarchy cultures are more associated with the decrease in vigor and absorption, respectively, leading to disengagement of employees which can automatically be ruled out as predictors of these variables (Costa, 2018).

In the present study, only 16% of the variance in the TLS is accounted for by organizational culture; implying that the remaining 84% are associated with other factors accountable for transformational leadership behaviors such as job performance, job commitment, job satisfaction, and survivability (Smith, 2015). Similarly, organizational culture accounts for only 17% of the variance in the PALS, suggesting that the remaining 83% relates to other characteristics that influence passive-avoidant leadership behaviors. Organizational culture, however, was not found to be a predictor of Transactional Leadership and Work Performance scores, denoting other factors that might be responsible for the variance of these variables.

V. CONCLUSION

A positive correlation was found between organizational culture and employee engagement. However, no sufficient evidence was noted to conclude a significant relationship between the two variables. Organizational culture and leadership style were found to have a positive correlation. The subscales of leadership style reveal that all four organizational culture types were positively correlated with both transformational and transactional leadership styles. On

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the contrary, a negative correlation was found between the four culture types and passive-avoidant leadership style. All relationships concerning leadership style were statistically significant, except for the correlation between clan culture score and passive-avoidant leadership score and the correlation between hierarchy culture score and passive-avoidant leadership score. Likewise, a positive but non-significant relationship was noted between organizational culture and work performance. Organizational culture was found to be a predictor of employee engagement. This specific result, however, only accounted for clan culture. Organizational Culture was also found to predict leadership style, but only transformational and passive-avoidant leadership approaches account for this finding. Lastly, organizational culture was not found to be a significant predictor of work performance. Therefore, it is highly recommended to conduct an in-depth exploration of the other factors that may contribute an essential relationship with organizational culture. Furthermore, since the study was conducted amidst a pandemic, a post-pandemic analysis would be ideal to precisely determine the impact of organizational culture on employee engagement, leadership style, and work performance.

CONFLICT OF INTEREST:
The authors declare no conflict of interest associated with this manuscript.

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