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The Effect of Transactional Leadership Behaviors on Organizational Culture in Businesses and a Research

Salih Guney

Professor, Department of Management, Istanbul Aydın University, Istanbul, Turkey

Sabina Fatullayeva

Student, Department of Management, Institute of Social Sciences,
Istanbul Aydın University, Istanbul, Turkey

Abstract:

At the level of social and organizational practice, the importance of the study consists of examining what kind of effect the concept of leadership has on organizational culture. In this context, this thesis research was initiated with the need to resolve the stated contradiction and aims to provide the development of practical psychological tools on sound theoretical and methodological foundations. The aim of this study is to theoretically prove, develop and experimentally validate the concept of organizational leadership in the field of corporate culture. In this direction, it is aimed to examine how the transactional leadership affects the organizational culture.

Keywords: Leadership, transactional leadership, organizational culture

1. Introduction

Creating an effective organizational system that rejects corruption, encourages employees to work together and productively, achieves common goals and takes into account the increasing role of psychological factors is the most important social task of the domestic economy, science and society. The solution to this problem can be provided by the constant search for new and improvement of existing forms of organization and the management of people's joint labor activities, by in-depth study of the psychological laws of organized forms of labor. In solving this most important social task, a special role is played by the psychological study of the two most important organizational phenomena: leadership and corporate culture. First, it is a key process that largely determines the content and direction of joint activities in a group and organization. The second is the cultural and value domain that is determined by the organizational leader on the one hand and has a strong influence on him on the other.

Leadership as a managerial phenomenon has long attracted the attention of researchers. A long-term tradition of leadership training has developed in the social sciences. Concepts of leadership in management reflected both the increasing requirements of the social reproduction system and the growing potential of management personnel, especially managers. Leadership has proven that in the industrial age of the development process, leadership in society can often be fruitful within the bounds of which the new conditions and functions of the realization of leadership are envisaged. Leadership is currently one of the main problems of management. The increasing role of the individual leading principle in management became natural. In all major restructurings of foreign organizations, the decisive role of leaders is evident. However, leaders remain and it seems they will continue to be the scarcest resource for the foreseeable future.

At the level of social and organizational practice, the importance of the study consists of examining what kind of effect the concept of leadership has on organizational culture. In this context, this thesis research was initiated with the need to resolve the stated contradiction and aims to provide the development of practical psychological tools on sound theoretical and methodological foundations. The aim of this study is to prove, develop and experimentally validate the concept of organizational leadership in the field of corporate culture. In this direction, it is aimed to examine how the interactionist leadership affects the organizational culture.

2. The Concept of Transactional Leadership and Its Functions

Transactional leadership relies more on the relationship between leader and followers, which is a design of exchange of pleasure with the aim of providing high benefits to every person in the organization. Transactional leadership focuses on the connection between the leader and the employees. The focus of transaction management is on clearing targets, operating conditions, facilities and activities. The definitions associated with transactional leadership are given below:

- Transactional leadership is a leadership style that gives importance to criteria such as honesty, perseverance, and commitment to results in satisfying its employees (Güney, 2015:411).
- Transactional leadership is a leadership style that has a traditional structure and is able to make conditions preferable rather than changing them (Özsoy, 2010:26).

- Transactional leadership is a leadership style that involves reaching the authoritative goal by speaking with the enthusiasm of representatives in a legally binding manner (Sajjadi et al., 2014:180).
- In general, transactional leadership is leadership arising from work intensity, formal power and obligation in the given union (Nikezic and Puric, 2012:285).
- Transactional leadership is leadership that is essentially a give-and-take relationship, whose supporters fulfill certain commitments (Godbole, Burke and Aylott, 2017:7).
- Transactional leadership is a leadership style that improves the working and living conditions of employees and enables them to work effectively. While providing this, they put the innovative and creative aspects of the employees in the background (Eren, 2010:10).
- Transactional leadership is a leadership style that considers and rewards employees who reach their goals (Çakınberk and Demirel, 2010:103).
- Transactional leadership is leadership in which leader-follower relationships are based on an arrangement of claims between adherents and pioneers (House and Shamir, 1993,82).
- Transactional leadership is leadership that attaches the importance of unexpected fulfillment to both dynamic and independent management and laissez-faire management (Bass and Avolio, 1994,77).
- According to the stated definitions, transactional leadership is seen as a leadership style in which a leader fulfills the duties of his followers. Such leaders carefully analyze the actions of their subordinates to identify mistakes and inaccuracies in them. This type of leadership is effective in crisis and emergencies and when the necessary project needs to be implemented in a predetermined manner.
- In this study, the transactional leadership style, which has a traditional and reactive structure and implements the strategy for the task and the completion of the work, will be defined as '**interactionist** leadership'.

2.1. Functions of Transactional Leadership

The functions of all leadership styles, as well as transactional leadership, vary according to circumstances. In other words, it varies according to the purpose, criteria, status of the managed organization, the level of readiness of the employees under its management, the task completion and the time available. The leader should have the ability to set goals in an understanding way by giving importance to which values (Biçer, 2002,23). The leader must perform a function appropriate to each condition and group.

Variables such as the determined objectives, the variety of activities, the action structure of the group, the age category, the leader's management strategy are the elements that help the leader in determining the function. Transactional leaders must function in multivariate functions that encompass common attributes appropriate to each group. In general, we can explain the functions of transactional leadership as follows (Karakucuk, 1997:252):

- Goal setting function – The leader must set goals and objectives appropriate to the group's activity and explain it clearly to group members.
- Plan design function – Has a leader plan schedule for the purposes described. In other words, all the activities that need to be done in order to achieve the determined targets are included in this plan.
- Exercise function – This is one of the contradictory functions that the leader performs. In the management process, the leader gives the subordinates the authority to develop their sense of responsibility for the work done. In such a practice time, the leader lags behind the group activity and sometimes it is considered passive.
- Managing function – According to this function, the leader should always keep the group members, who have different characteristics, in control of the management. In other words, he should implement a strategy of managing by keeping control in his own hands.
- Supervision function – The leader provides an attitude by supervising the activities and behaviors of each of the employees in the joint work for the goals of the organization.
- Expertise function – The leader must have sufficient knowledge in the field of his activity, act expertly in applying his skills, mastering the situation, conveying his knowledge.

3. Definition and Importance of Organizational Culture

There are many definitions in the literature of what a company culture is. Most authors agree that an organization's culture is a complex combination of key assumptions (often inappropriate to formulation) accepted and shared by team members in an unproven manner. More often than not, corporate culture is interpreted as the management philosophy and ideology accepted by most of the organization, assumptions, value orientations, beliefs, expectations, tendencies and norms that underlie relationships and interactions both within and outside the organization. Some of the definitions of organizational culture are as follows:

- Organizational culture is the set of functional values that are shared among the members of the institution and that must be followed and that constitute the collective approach and solution techniques (Güney, 2015:184).
- Organizational culture is a structure that can be thought of as an organizational reflection of social culture in terms of its characteristics (Doğan, 2012:104).
- Organizational culture is a structure consisting of beliefs, values, assumptions and attitudes that have an impact on the behavioral pattern (Kutani, 2010,62).
- Organizational culture is the whole of the norms adopted by the regulations and the legal rules and criteria that encourage the behavior of the organizational members (Köse, Tetik and Ercan, 2001:230-231).

- Organizational culture is the set of behaviors in which each member of the group is expected to comply with the internal rules (Özalp, 2004: 95).
- Organizational culture is the behavior that connects the team forces within the organization and defines the roles in the hierarchy (Hasanoğlu, 2004,43).

As stated, corporate culture management is a very long and most importantly subjective process for every organization. The top management of the organization needs to be clearly aware that it is the organizational culture that is the foundation that allows combining the efforts of management and department staff to achieve the strategic goals and objectives of the organization. Value orientations must not only be declared, but become an integral part of the internal life of the organization, its senior management and departmental personnel, because corporate culture is everything we live in, what surrounds us, who or what we deal with at work.

One of the most important reasons for the study of organizational culture is that traditional organizational management methods, which are based on functional specialization of employees and departments, division of labor, isolating the individual structures of the organization from each other, are based on linearity. The balance of these processes does not meet the current conditions. This is due to a number of reasons, the most important of which are the improvement and diffusion of information technologies, production technologies, fluctuations of market conditions due to a high degree of unpredictability and volatility of consumer demand, and other factors. It is increasingly difficult for modern firms to successfully compete with each other in traditional ways. The modern consumer chooses from a wide choice what to sell to him with the product - a certain lifestyle. In this context, the impression and prestige of the organization is more fundamental than the overall efficiency of the organization's economic activities. Therefore, modern organizations need a new management ideology, a new nature of connection and relationship with the external and internal environment of the organization, that is, an organizational culture more consistent with the existing conditions for the functioning of firms.

4. Empirical Investigation of the Effect of Transactional Leadership Behaviors on Organizational Culture in Businesses

4.1. Purpose of the Research

When we look at the literature, it is seen that the researches generally tend to examine the relations between leadership styles and organizational culture. In this direction, the aim of the research is to examine the relationship between interactional leadership, which is a leadership style, and organizational culture; evaluate the mediator role of interactional leadership behaviors on organizational culture; The aim of this study is to examine whether participants' perceptions of transactional leadership and organizational culture differ significantly in terms of age, gender, educational status, marital status, total working time, working time at work and position changes.

For this reason, a questionnaire was applied to a total of 200 people (107 women and 93 men) working in the education sector in Baku. Study; Based on the fact that interactionist leadership has a significant relationship with organizational culture, it is important to obtain data to understand the performance and efficiency of the organization, to analyze and interpret the obtained data statistically.

4.2. Data Collection Tool of the Research

Two basic research techniques were used in the study: theoretical research and application. In the theoretical part, the necessary information was obtained by scanning books, journals, master's and doctoral theses and web addresses containing key words such as leader, interactionist leadership, leadership behaviors, culture, organizational culture and so on. The application part of the thesis study was carried out on the personnel working in the education sector. Out of 210 questionnaires sent to the employees, 200 were evaluated.

4.3. Assumptions of the Research

This research, which was conducted on employees working in the education sector, was carried out within the framework of the assumptions listed below:

- The organizational culture of the institution was determined in the eyes of its employees with the organizational culture scale.
- The leadership style perceived by the employees of the institution was determined with the interactive leadership scale.
- It has been revealed whether the interactive leadership behaviors have a significant effect on the organizational culture.

The data obtained from the employees participating in the research are accurate, valid and reliable.

4.4. Limitations of the Research

The research was limited to the subject of 'A research to measure the organizational culture and interactionist leadership perceived by the employees of the education sector enterprises operating in Baku'. The research was based on the descriptive method and was carried out within the framework of the effects of interactional leadership behaviors on the organizational culture of the educational institution.

4.5. Research Hypotheses

A total of 37 hypotheses of the research are presented below:

- H1: The organizational culture perceptions of the participants differ significantly according to gender.
- H2: Conditional reward perceptions of the participants differ significantly according to gender.
- H3: The passive management perceptions of the participants differ significantly according to gender.
- H4: The active management perceptions of the participants differ significantly according to gender.
- H5: The participants' perceptions of complete freedom differ significantly according to gender.
- H6: The participants' perceptions of transactional leadership differ significantly according to gender.
- H7: The organizational culture perceptions of the participants differ significantly according to age groups.
- H8: Conditional reward perceptions of the participants differ significantly according to age groups.
- H9: The passive management perceptions of the participants differ significantly according to age groups.
- H10: The active management perceptions of the participants differ significantly according to age groups.
- H11: The participants' perceptions of complete freedom differ significantly according to age groups.
- H12: The participants' perceptions of transactional leadership differ significantly according to age groups.
- H13: The organizational culture perceptions of the participants differ significantly according to their marital status.
- H14: Participants' perceptions of conditional reward differ significantly according to marital status.
- H15: Participants' perceptions of passive management differ significantly according to marital status.
- H16: The active management perceptions of the participants differ significantly according to their marital status.
- H17: The participants' perceptions of complete freedom differ significantly according to marital status.
- H18: The participants' perceptions of transactional leadership differ significantly according to marital status.
- H19: The organizational culture perceptions of the participants differ significantly according to their education level.
- H20: Conditional reward perceptions of the participants differ significantly according to their education level.
- H21: The passive management perceptions of the participants differ significantly according to their education level.
- H22: The active management perceptions of the participants differ significantly according to their education level.
- H23: The participants' perceptions of complete freedom differ significantly according to their education level.
- H24: The participants' perceptions of transactional leadership differ significantly according to their educational level.
- H25: The organizational culture perceptions of the participants differ significantly according to the years of seniority.
- H26: Conditional reward perceptions of the participants differ significantly according to the seniority year.
- H27: The passive management perceptions of the participants differ significantly according to the years of seniority.
- H28: The active management perceptions of the participants differ significantly according to the seniority year.
- H29: The participants' perceptions of full freedom differ significantly according to the seniority year.
- H30: The participants' perceptions of transactional leadership differ significantly according to the years of seniority.
- H31: The organizational culture perceptions of the participants differ significantly according to their welfare level.
- H32: Conditional reward perceptions of the participants differ significantly according to their welfare level.
- H33: The passive management perceptions of the participants differ significantly according to their welfare level.
- H34: The active management perceptions of the participants differ significantly according to their welfare level.
- H35: The participants' perceptions of complete freedom differ significantly according to their welfare level.
- H36: The participants' perceptions of transactional leadership differ significantly according to their welfare level.
- H37: There is a relationship between the organizational culture perceptions of the participants and their perceptions of transactional leadership and its sub-dimensions.

4.6. Findings of the Research

In this part of the research, the analysis of the data obtained from the developed measurement tools, the findings and comments are included.

The sample of the research consists of 200 education sector employees randomly selected from the universe. While obtaining the data of the research, socio-demographic questions were applied to the employees along with the expressions in the Interactive Leadership and Organizational Culture Scales. In this chapter; internal consistency analysis for the scales, socio-demographic profile of the employees involved in the research, descriptive analysis, correlation analysis, regression analysis; SEM and difference tests are included.

4.6.1. Statistical Analysis

All Data were analyzed in SPSS 22.0 package program. It was given with the representation of continuous data (mean, standard deviation, median, minimum and maximum). The fit of the data to the normal distribution was tested with the Shapiro Wilk Test. Mann Whitney U test and Kruskal test were used for comparisons between means for

continuous data that did not show normal distribution as a result of the test. The relationship between continuous variables was analyzed using the Spearman Correlation coefficient. Statistical significance level was determined as $p < 0.05$.

4.6.2. Distribution by Demographic Characteristics

The number of employees participating in the survey is 210, and the survey was deemed invalid due to the incomplete answers of 10 people to the demographic questions, and the distribution of the answers given by the 200 participants regarding gender, age, education level, seniority and position in the workplace is shown in the table below. The demographic characteristics of the participants and their gender data are shown in Table-1.

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		93	46,5	46,5	46,5
	Male	107	53,5	53,5	100,0
	Woman				
Total		200	100,0	100,0	

Table 1: Demographic Characteristics – Gender

As can be seen from Table-1, 93 (46.5%) of the participants were male and 107 (53.5%) were female. The age-related data from the demographic characteristics of the participants are shown in Table-2.

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 and below	3	1,5	1,5	1,5
	21-35	42	21,0	21,0	22,5
	36-45	113	56,5	56,5	79,0
	46 and above	42	21,0	21,0	100,0
	Total	200	100,0	100,0	

Table 2: Demographic Characteristics – Age

As can be seen from Table-2, 3 (1.5%) of the participants were 20 years old and under, 42 (21.0%) were 21-35 years old, 113 (56.5%) were 36-45 years old and 42 (21.0%) are 46 years and older. The data on the marital status from the demographic characteristics of the participants are shown in Table-3.

Marital status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	married	135	67,5	67,5	67,5
	single	65	32,5	32,5	100,0
	Total	200	100,0	100,0	

Table 3: Demographic Characteristics – Marital Status

As can be seen from Table 3, 135 (67.5%) of the participants were married and 65 (32.5%) were single. The demographic characteristics of the participants and their educational status are shown in Table-4.

Educational Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Middle School	1	,5	,5	,5
	High school	5	2,5	2,5	3,0
	Associate Degree	17	8,5	8,5	11,5
	Licence	32	16,0	16,0	27,5
	Master's	145	72,5	72,5	100,0
	Total	200	100,0	100,0	

Table 4: Demographic Characteristics – Educational Status

As can be seen from Table-4, 1 (0.5%) of the participants was secondary school, 5 (2.5%) was high school, 17 (8.5%) was associate degree, 32 (16.0%) was undergraduate and 145 of them (72.5%) are postgraduate graduates. Data regarding the total years of service from the demographic characteristics of the participants are shown in Table-5.

Total Years of Service					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 year	7	3,5	3,5	3,5
	1-4 years	24	12,0	12,0	15,5
	5-8 years	22	11,0	11,0	26,5
	9-12 years	20	10,0	10,0	36,5
	13 years and above	127	63,5	63,5	100,0
Total		200	100,0	100,0	

Table 5: Demographic Characteristics - Total Years of Service

As can be seen from Table-5, 7 (3.5%) of the participants were less than 1 year, 24 (12.0%) 1-4 years, 22 (11.0%) 5-8 years, 20 (10.0%) 9-12 years, and 127 (63.5%) have been working in this workplace for 13 years or more. The data on the welfare levels of the participants from the demographic characteristics are shown in Table-6.

Prosperity Level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	low	6	3,0	3,0	3,0
	middle	145	72,5	72,5	75,5
	top	49	24,5	24,5	100,0
	Total	200	100,0	100,0	

Table 6: Demographic Characteristics - Prosperity Level

As can be seen from Table-6, 6 (3.0%) of the participants were at the low level, 145 (72.5%) were at the middle level and 49 (24.5%) were at the high level of welfare.

4.7. Reliability Analysis

Evaluation criteria of Cronbach's Alpha coefficient;

If $0.00 \leq \alpha \leq 0.40$, the scale is unreliable

If $0.40 \leq \alpha \leq 0.60$, the scale has low reliability

If $0.60 \leq \alpha \leq 0.80$, the scale is quite reliable

If $0.80 \leq \alpha \leq 1.00$, the scale is highly reliable

The data regarding the Reliability Analysis of the Survey Questions are shown in Table 7.

Main Factors	Cronbach's Alpha	Number of Questions
Transactional Leadership Behavior Scale	0.805	16
Organizational Culture Scale	0.792	15

Table 7: Reliability Analysis of Survey Questions

4.7.1. Reliability Analysis Results for Organizational Culture Scale

Reliability Analysis Results for the Organizational Culture Scale are shown in Table 8.

Organizational Climate Scale	Cronbach's Alpha	Number of
Total	0.805	15

Table 8: Reliability Analysis Results for the Organizational Culture Scale

As can be seen from Table 8, the Cronbach's Alpha coefficient for the organizational culture scale of the data obtained from 200 participants was found to be 0.805, and the scale has a very high reliability.

4.7.2. Reliability Analysis Results of the Transactional Leadership Scale

Reliability Analysis Results for the Transactional Leadership Scale are shown in Table 9.

Motivation Scale	Cronbach's Alpha	Number of Questions
Conditional Reward	0.842	4
Passive Management	0.704	4
Active Management	0.956	4
Complete Freedom	0.700	4
Total	0.796	16

Table 9: Reliability Analysis Results for the Interactive Leadership Scale

As can be seen from Table 9, the Cronbach's Alpha coefficients for the four sub-dimensions of the transactional leadership scale of the data obtained from 200 participants were 0.842 for the conditional reward, respectively; passive management 0.704; active management 0.956; full freedom was found to be 0.700 and a total of 0.792, and the scale has a very high reliability.

4.8. Normality Results for Scale Scores

Normality Results for Scale Scores are shown in Table 10.

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
orgtot	,107	200	,000	,952	200	,000
lidertot	,146	200	,000	,896	200	,000

a. Lilliefors Significance Correction

Table 10: Normality Results Regarding Scale Scores

When the table is examined, organizational culture and transactional leadership scores do not show normal distribution. ($p < .05$)

4.9. Comparisons of Demographic Variables

4.9.1. Comparison Results Regarding the Gender Variable

Comparison Results for the Gender Variable are shown in Table 11.

Lower Dimension	Gender	Mean	Std. Deviation	Medyan	Min	Mak	Mean Rank	z	sig
Organization culture	Male	4,00	0,34	4,00	2,87	4,80	104.76	-0,973	0,330
	Female	3,92	0,48	4,00	2,07	5,00	96.79		
Conditional Reward	Male	4,37	0,63	4,50	2,00	5,00	104.93	-1,023	0,306
	Female	4,24	0,73	4,50	1,00	5,00	96.65		
Passive	Male	3,27	0,84	3,00	1,75	5,00	100.10	-0,091	0,927
	Female	3,28	0,94	3,25	1,00	5,00	100.85		
Active	Male	2,05	1,23	1,50	1,00	4,50	91.62	-2,056	0,040
	Female	2,43	1,31	2,25	1,00	5,00	108.22		
Fully Free	Male	2,49	0,83	2,00	1,75	4,75	104.01	-0,915	0,360
	Female	2,42	0,95	2,00	1,00	5,00	97.45		
Transactional	Male	3,05	0,56	2,81	2,19	4,25	99.28	-0,279	0,781
	Female	3,09	0,62	2,94	2,00	5,00	101.56		

Table 11: Comparison Results Regarding the Gender Variable

When Table 11 is examined, it was seen that the active management scores of the participants differed according to gender ($p < .05$). It was observed that the active management averages of women were statistically significantly higher than men. This may be due to women's desire to be accepted in business life. It has been observed that women and men show similar tendencies for other dimensions.

4.9.2. Age Comparison Results

Age Comparison Results are shown in Table 12.

Lower Dimension	Age	Mean	Std. Deviation	Medyan	Min	Mak	Mean Rank	Ki-Kare	Sig	Difference
Organization culture	20 and below	3,09	0,20	3,13	2,87	3,27	9,83	28,225	0,000	4>1,4>2,3>1,3>2
	21-35	3,76	0,44	3,80	2,07	4,73	69,73			
	36-45	3,98	0,36	4,00	2,80	4,80	104,81			
	46 and above	4,14	0,43	4,20	2,67	5,00	126,14			
Conditional Reward	20 and below	3,67	0,14	3,75	3,50	3,75	28,67	1,009	0,052	
	21-35	4,11	0,75	4,25	2,00	5,00	84,39			
	36-45	4,37	0,72	4,50	1,00	5,00	109,49			
	46 and above	4,35	0,45	4,38	3,00	5,00	97,56			
Passive	20 and below	3,58	0,52	3,75	3,00	4,00	118,50	18,058	0,000	4>3
	21-35	3,28	1,00	3,13	1,50	4,75	102,25			
	36-45	3,08	0,81	2,75	2,00	4,75	87,85			
	46 and above	3,79	0,84	4,00	1,00	5,00	131,51			
Active	20 and below	3,58	0,72	4,00	2,75	4,00	156,50	38,950	0,000	4>3, 3>2
	21-35	2,88	1,18	3,00	1,00	5,00	127,35			
	36-45	1,72	0,98	1,25	1,00	4,50	78,66			
	46 and above	2,98	1,43	3,63	1,00	5,00	128,42			
Fully Free	20 and below	3,17	0,80	3,50	2,25	3,75	156,00	27,673	0,000	4>3,4>2
	21-35	2,36	1,02	2,00	1,00	5,00	88,79			
	36-45	2,21	0,57	2,00	1,25	4,00	91,13			
	46 and above	3,14	1,12	3,63	1,00	5,00	133,45			
Transactional	20 and below	3,50	0,54	3,81	2,88	3,81	142,33	41,320	0,000	4>3, 3>2
	21-35	3,16	0,56	3,09	2,19	4,69	112,05			
	36-45	2,84	0,43	2,69	2,00	4,06	79,27			
	46 and above	3,56	0,68	3,84	2,44	5,00	143,07			

Table 12: Age Comparison Results

When Table 12 is examined, it is seen that the organizational culture and interactional leadership scores of the participants differ according to age groups ($p < .05$). It has been observed that the average organizational culture perceptions of the employees in the age group of 46 and over and 36-45 are statistically significantly higher than those in the age group of 20 and below and 21-35. This may be due to the fact that those between the ages of 35 and 46 have now adopted the corporate culture. It was observed that the passive management averages of the employees in the group of employees were statistically significantly higher than those in the 36-45 age group. It has been observed that the active management averages of the employees in the age group of 46 and over are statistically significantly higher than those in the age group of 36-45. It has been observed that the average of active management of the employees in the age group of

36-45 is statistically significantly higher than those in the age group of 21-35. It may be that employees in the age range have now adopted active management.

It has been observed that the mean of full freedom of the employees aged 46 and over is statistically significantly higher than those in the 36-45 and 21-35 age groups.

4.9.3. Comparison Results Regarding Marital Status

Comparison Results Regarding Marital Status are shown in Table 13.

Lower Dimension	Marital Status	Mean	Std. Deviation	Medyan	Min	Mak	Mean Rank	Z	Sig
Organization culture	Married	4,01	0,39	4,00	2,67	5,00	108,64	-2,873	0,004
	Single	3,84	0,47	3,87	2,07	5,00	83,59		
Conditional Reward	Married	4,30	0,67	4,25	1,00	5,00	98,98	-0,544	0,587
	Single	4,30	0,72	4,50	2,00	5,00	103,66		
Passive	Married	3,29	0,90	3,50	1,00	5,00	100,93	-0,151	0,880
	Single	3,25	0,89	3,00	1,75	5,00	99,62		
Active	Married	2,27	1,29	1,75	1,00	5,00	101,79	-0,460	0,646
	Single	2,22	1,26	1,50	1,00	5,00	97,83		
Fully Free	Married	2,53	0,92	2,00	1,00	5,00	104,74	-1,714	0,087
	Single	2,30	0,84	2,00	1,00	5,00	91,68		
Transactional	Married	3,10	0,61	2,88	2,00	4,94	101,81	-0,464	0,643
	Single	3,02	0,55	2,94	2,06	5,00	97,77		

Table 13: Comparison Results Regarding Marital Status

When Table 13 is examined, it was observed that the organizational culture scores of the participants differed according to their marital status ($p < .05$). It was observed that the organizational culture averages of the married people were statistically significantly higher than the singles. .

4.9.4. Comparison Results on Educational Status

Comparison Results Regarding Educational Status are shown in Table 14.

Lower Dimension	Educational Status	Mean	Std. Deviation	Medyan	Min	Mak	Mean Rank	Ki-Kare	Sig	Fark
Organization culture	Middle School	3,53	0,00	3,53	3,53	3,53	24,00	25,832	0,000	5>3
	High School	3,49	0,58	3,27	2,87	4,27	54,70			
	Associate Degree	3,63	0,54	3,67	2,07	4,80	52,85			
	Licence	3,85	0,36	3,97	2,80	4,73	81,91			
	Master's	4,04	0,39	4,07	2,67	5,00	112,30			
Conditional Reward	Middle School	4,00	0,00	4,00	4,00	4,00	49,50	35,697	0,000	5>3, 5>4
	High School	3,90	0,38	3,75	3,50	4,50	49,60			
	Associate Degree	3,84	0,61	4,00	2,50	4,50	55,38			
	Licence	4,04	0,50	4,00	3,00	5,00	67,48			
	Master's	4,43	0,69	4,50	1,00	5,00	115,18			
Passive	Middle School	3,75	0,00	3,75	3,75	3,75	119,50	10,654	0,051	5>4
	High School	3,15	1,27	3,75	1,00	4,00	99,40			
	Associate Degree	3,47	1,05	4,00	1,50	4,50	113,24			
	Licence	3,75	0,76	4,00	2,00	4,75	127,70			
	Master's	3,15	0,86	2,75	1,75	5,00	92,91			
Active	Middle School	4,25	0,00	4,25	4,25	4,25	187,00	64,033	0,000	5>4, 5>3, 5>2
	High School	3,85	0,65	4,00	2,75	4,50	167,00			
	Associate Degree	3,68	0,51	3,75	2,75	4,50	158,91			
	Licence	3,37	1,10	3,75	1,00	5,00	145,30			
	Master's	1,77	1,05	1,25	1,00	5,00	80,88			

Lower Dimension	Educational Status	Mean	Std. Deviation	Medyan	Min	Mak	Mean Rank	Ki-Kare	Sig	Fark
Fully Free	Middle School	3,50	0,00	3,50	3,50	3,50	159,50	45,749	0,000	5>3, 5>4
	High School	2,80	1,16	3,50	1,00	3,75	125,80			
	Associate Degree	3,41	1,16	4,00	1,25	4,50	143,56			
	Licence	3,22	1,04	3,75	1,00	5,00	138,73			
	Master's	2,15	0,59	2,00	1,25	5,00	85,73			
Transactional	Middle School	3,88	0,00	3,88	3,88	3,88	168,50	45,693	0,000	5>3, 5>4
	High School	3,43	0,56	3,81	2,75	3,88	135,30			
	Associate Degree	3,60	0,64	3,88	2,44	4,25	140,12			
	Licence	3,59	0,57	3,84	2,56	4,69	148,48			
	Master's	2,88	0,47	2,75	2,00	5,00	83,60			

Table 14: Comparison Results Regarding Educational Status

When Table 14 is examined, it is seen that the organizational culture and interactional leadership scores of the participants differ according to their educational status ($p < .05$). It has been observed that the average of organizational culture perceptions of the graduates of the graduates is statistically significantly higher than that of the associate degree graduates. It has been observed that the average of the conditional reward, total freedom and interactional leadership perceptions of the graduates of the graduates are statistically significantly higher than those of the undergraduate and associate degree graduates. may be high. It has been observed that the average of passive management perceptions of graduate graduates is statistically significantly higher than undergraduate graduates. It has been observed that the average of active management perceptions of postgraduate graduates is statistically significantly higher than those of undergraduate, associate degree and high school graduates.

4.9.5. Comparison Results for Seniority Year

Comparison Results for the Year of Seniority are shown in Table 15.

Lower Dimension	Seniority Year	Mean	Std. Deviation	Medyan	Min	Mak	Mean Rank	Ki-Kare	Sig	Fark
Organization culture	1 year and less	3,52	0,26	3,60	3,13	3,80	32,36	27,237	0,000	5>1, 5>2
	1-4 year	3,66	0,49	3,73	2,07	4,53	60,10			
	5-8 year	3,98	0,30	3,97	3,27	4,73	97,39			
	9-12 year	3,91	0,50	4,00	2,87	4,80	98,75			
	13 year more	4,04	0,39	4,07	2,67	5,00	112,70			
Conditional Reward	1 year and less	3,86	0,59	3,75	3,00	4,75	55,93	31,828	0,000	5>2, 5>3
	1-4 year	3,98	0,51	4,00	2,75	5,00	62,58			
	5-8 year	4,10	0,45	4,00	3,00	5,00	70,25			
	9-12 year	4,20	0,70	4,25	2,75	5,00	91,63			
	13 year and more	4,44	0,71	4,50	1,00	5,00	116,76			
Passive	1 year and less	3,32	0,73	3,00	2,50	4,75	108,00	10,646	0,054	4>5
	1-4 year	3,61	0,95	4,00	1,50	4,75	121,54			
	5-8 year	3,63	0,97	4,00	1,00	4,75	122,00			
	9-12 year	3,41	0,80	3,63	2,50	4,50	110,53			
	13 year and more	3,13	0,87	2,75	2,00	5,00	90,81			
Active	1 year and less	2,86	0,69	3,25	1,50	3,50	131,21	75,460	0,000	2>5, 3>5, 4>5
	1-4 year	3,66	0,83	3,75	1,00	5,00	156,83			
	5-8 year	3,47	1,00	4,00	1,00	4,50	150,80			
	9-12 year	3,00	1,43	3,88	1,00	4,75	132,23			
	13 year and more	1,63	0,91	1,25	1,00	5,00	74,45			

Lower Dimension	Seniority Year	Mean	Std. Deviation	Medyan	Min	Mak	Mean Rank	Ki-Kare	Sig	Fark
Fully Free	1 year and less	1,89	0,52	2,00	1,25	2,75	67,36	40,627	0,000	2>1, 3>1, 2>5, 3>5
	1-4 year	3,42	1,05	3,75	1,25	5,00	145,52			
	5-8 year	3,09	1,10	3,75	1,00	4,25	131,84			
	9-12 year	2,70	1,16	2,00	1,25	4,75	110,30			
	13 year and more	2,15	0,53	2,00	1,25	5,00	86,85			
Transactional	1 year and less	2,98	0,29	3,00	2,63	3,38	108,07	51,954	0,000	2>5, 3>5, 4>5
	1-4 year	3,67	0,57	3,81	2,56	4,69	148,60			
	5-8 year	3,57	0,55	3,84	2,56	4,31	147,57			
	9-12 year	3,33	0,69	3,25	2,31	4,38	123,83			
	13 year and more	2,84	0,44	2,69	2,00	5,00	79,17			

Table 15: Comparison Results for Years of Seniority

When Table 15 was examined, it was seen that the organizational culture and interactional leadership scores of the participants differed according to the years of seniority ($p < .05$). It has been observed that the average organizational culture perceptions of employees with a seniority of 13 years or more are statistically significantly higher than those of employees with less than 1 year and 1-4 years of seniority. The reason for this may be that senior employees have adopted the organizational culture and interactive leadership approach. It has been seen that the average of contingent reward perceptions of employees with seniority years of 5-8 and 1-4 years are statistically significantly higher than those of employees with 9-12 years of seniority. It was seen that the average of active management and interactional leadership perception of employees with 1-4, 5-8 and 9-12 years of seniority was statistically significantly higher than those of employees with 13 years or more. 1-4 and 5 The average of full freedom of employees with 8 seniority years is 1 It has been found that it is statistically significantly higher than the employees with 3 years or more and less than 1 year of seniority.

4.9.6. Comparison Results on Welfare Level

Comparison Results Regarding Welfare Level are shown in Table 16.

Lower Dimension	Welfare	Mean	Std. Deviation	Medyan	Min	Mak	Mean Rank	Ki-Kare	Sig	Fark
Organization culture	Lower	3,24	0,65	3,33	2,07	4,07	32,08	46,402	0,000	3>1, 3>2
	Middle	3,88	0,37	3,93	2,67	4,73	87,81			
	High	4,26	0,33	4,27	3,20	5,00	146,43			
Conditional Reward	Lower	4,13	0,83	4,50	2,75	5,00	91,00	0,306	0,858	
	Middle	4,28	0,71	4,50	1,00	5,00	99,92			
	High	4,37	0,58	4,50	2,00	5,00	103,38			
Passive	Lower	2,71	1,54	2,00	1,50	4,75	73,33	4,588	0,101	
	Middle	3,22	0,85	3,00	1,00	4,75	97,05			
	High	3,50	0,89	4,00	2,25	5,00	114,04			
Active	Lower	2,67	0,88	3,00	1,00	3,50	117,92	1,743	0,418	
	Middle	2,19	1,28	1,50	1,00	4,50	97,40			
	High	2,38	1,32	2,00	1,00	5,00	107,55			
Fully Free	Lower	1,88	0,88	1,63	1,25	3,50	55,00	7,900	0,019	3>1
	Middle	2,40	0,83	2,00	1,00	4,50	98,33			
	High	2,69	1,03	2,00	2,00	5,00	112,48			
Transactional	Lower	2,84	0,43	2,59	2,56	3,56	74,33	4,510	0,105	
	Middle	3,02	0,55	2,81	2,00	4,31	96,97			
	High	3,24	0,71	3,00	2,44	5,00	114,15			

Table 16: Comparison Results Regarding Prosperity Level

When Table 16 was examined, it was seen that the organizational culture and total freedom scores of the participants differed according to their welfare level ($p < .05$). It has been seen that the average of organizational culture perceptions of the employees with a high level of welfare is statistically significantly higher than those of the employees with a low and medium level of welfare. It has been observed that the average of perceptions of complete freedom of

employees with a high level of welfare is statistically significantly higher than those with a lower level of welfare. It may be that those with a high level of well-being adopt the organizational culture more easily and feel more comfortable.

4.10. Correlation Analysis

Correlation analysis results are shown in Table 17.

Lower Dimension	Mid	Std. Deflection	1	2	3	4	5	6
Organization Culture	3,95	0,42	-----					
Conditional Reward	4,30	0,68	0,291**	-----				
Pasive	3,27	0,89	0,111	-0,197**	-----			
Active	2,25	1,28	-0,127	-0,429**	0,262**	-----		
Full Free	2,45	0,89	-0,036	-0,323**	0,314**	0,485**	-----	
Transactional	3,07	0,59	0,049	-0,134	0,716**	0,714**	0,612**	-----

Table 17: Data on Correlation

As seen in Table 17, there is a weak positive correlation between organizational culture and contingent reward ($r = 0.29$, $p < 0.01$). It has been observed that the high perception of conditional reward in the workplace causes an increase in the organizational culture levels of the employees. No relationship was found between the perception of transactional leadership in the workplace and organizational culture. ($r=0.049$, $p>0.05$)

5. Conclusion

Today's businesses have to keep up with the rapid development and change of external environmental conditions in order to survive and gain competitive advantage. This adaptation process takes place with the strong cultures of the organizations. A strong and effective organizational culture is possible with an innovative, risk-taking, guiding, open to change and visionary interactionist leadership. The interactional leader is the main determinant of the emergence, maintenance, development and change of organizational culture.

In this study, it is aimed to reveal the effect of interactionist leadership behaviors on organizational culture in businesses. For this purpose, first of all, leadership and organizational culture issues are explained in a wide way. These explanations, the information given, and in this context, the survey study conducted on the employees in the education sector in Baku and the analysis of the survey data conducted in the SPSS 23.0 program environment, the effect of interactionist leadership behaviors on organizational culture has been tried to be revealed.

Employees who participated in the survey were 210 people and the surveys were deemed invalid due to the incomplete answers of 10 people to the demographic questions, and analyzes were carried out on the gender, age, education level, seniority and position in the workplace of 200 participants. If the results are briefly summarized, most of the participants are female (53.5% - 107 persons), between the ages of 36-45 (56.5% - 113 persons), in the position of administrative and technical personnel (72.5% - 145 persons), postgraduate graduates (72.5%). - 145 people) and more than 13 years (63.5% - 127 people) in their position. In our sample consisting of 31 questions, Cronbach's Alpha values were found to be 0.796 and 0.805, respectively, as a result of the reliability analysis applied to the interactional leadership behavior scale and the organizational culture scale.

Six hypotheses related to demographic variables were formed. These are the hypotheses that 'the organizational culture and sub-dimensions of the participants and interactionist leadership differ significantly according to gender / age groups / marital status / educational status / years of service / welfare level'.

Comparison results regarding demographic variables can be summarized as follows:

Organizational culture and transactional leadership scores by gender do not show normal distribution. It was observed that the active management scores of the participants differed according to gender. It has been observed that the active management averages of women are statistically significantly higher than men. It was observed that men and women showed similar tendencies for other dimensions.

Organizational culture and interactional leadership scores do not show normal distribution according to age groups. It was observed that the organizational culture and interactional leadership scores of the participants differed according to age groups. It has been observed that the average organizational culture perceptions of the employees in the age group of 46 and over and 36-45 are statistically significantly higher than those in the age group of 20 and below and 21-35 years. . It has been observed that the active management averages of the employees aged 46 and over are statistically significantly higher than those of the 36-45 age group. It has been observed that the active management averages of the employees in the 36-45 age group are statistically significantly higher than those in the 21-35 age group. mean of full freedom was found to be statistically significantly higher than those in the 36-45 and 21-35 age groups.

Organizational culture and interactional leadership scores do not show normal distribution according to marital status. It was observed that the organizational culture scores of the participants differed according to their marital status. It was observed that the organizational culture averages of the married were statistically significantly higher than the singles.

Organizational culture and interactional leadership scores do not show a normal distribution according to education level. It was observed that the organizational culture and interactional leadership scores of the participants differed according to their educational status. It has been observed that the average of organizational culture perceptions of the employees with a master's degree is statistically significantly higher than those of associate degree graduates. It has been observed that the average of conditional reward, complete freedom and interactional leadership perceptions of employees with a master's degree is statistically significantly higher than those of undergraduate and associate degree graduates. Passive management perception averages were found to be statistically significantly higher than undergraduate graduates. It has been observed that the average of active management perceptions of postgraduate graduates is statistically significantly higher than those of undergraduate, associate degree and high school graduates.

Organizational culture and interactional leadership scores do not show a normal distribution according to years of service. It was observed that the organizational culture and interactional leadership scores of the participants differed according to the seniority year. It has been observed that the average organizational culture perceptions of employees with a seniority of 13 years and more are statistically significantly higher than those of employees with a seniority of less than 1 year and 1-4 years. It has been seen that it is statistically significantly higher than the employees with 4 seniority years. It has been seen that the passive management averages of the employees with 9-12 seniority years are statistically significantly higher than those of the employees with 13 years and more seniority years. 1-4, 5-8 and 9- It has been observed that the active management and interactional leadership perception averages of employees with a seniority of 12 years are statistically significantly higher than those of employees with a seniority of 13 years or more. It is seen that it is statistically significantly higher than the employees with seniority years. it's gone.

Organizational culture and interactional leadership scores do not show normal distribution according to welfare level. It was observed that the organizational culture and total freedom scores of the participants differed according to their welfare level. It has been observed that the average of organizational culture perceptions of the employees with a high level of welfare is statistically significantly higher than those of the employees with a low and medium level of welfare.

Finally, when the correlation analysis table is examined, there is a weak positive relationship between organizational culture and conditional reward. It has been observed that the high perception of conditional reward in the workplace causes an increase in the organizational culture levels of the employees. No relationship was found between the perception of transactional leadership in the workplace and organizational culture.

This research has created a conceptual structure for interactionist leadership and organizational culture, and it will guide the development of future studies on this subject. In this regard, I believe that new studies should be conducted on the effect of interactionist leadership behaviors on organizational culture in different businesses.

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