The Relationship between Organizational Culture, Leadership, and Group Structure in an Organization (Case Study: Nokia Organization)

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Abstract:

The research looks into the matter of the importance of the strong relationship between leadership, culture and group structure. The research focuses on the main role that culture can play in influencing the leadership and group structure (subordinates) as well as the inter-relationship between leadership, culture and group structure, which has an important role in influencing the group as a way to achieve individual and organizational goals. In addition, the research focuses on the role of the group and its customs, values, traditions and attitudes, all of which form the organizational culture. The research concludes with the results that the tri-relationship between leadership, culture and group structure (individuals) constitutes a triangle in which the organization cannot dispense with any of its sides to achieve individual and organizational goals and apply the most appropriate leadership style.

Keys words: Leadership; Organizational Culture; Group Structure; Organization.

JEL classification codes : M31 ; L83.

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1. Introduction :

It is obvious in various literature that the issue of relationship among culture, leadership and group structure is one of the topics that have received considerable attention in the field of management and organization. Today, the world has become like a small village, it has become necessary to establish strong relationships among leadership, culture and group structure. Leadership has a prominent and essential role in creating and instilling values, beliefs and attitudes in the hearts of subordinates in order to reach the achievement of organizational and individual goals. Likewise, the subordinates are the ones who make up the culture of the organization and the formation of the organizational identity. When the interaction between the leadership and employees is good, the latter will make a greater contribution to team communication and collaboration, and will also be encouraged to accomplish the mission and objectives assigned by the organization, thereby enhancing job satisfaction.

2. Literature Review:

There has been indication that, when a leader is willing to change the culture of an organization, he needs a vision/goal or orientation, particularly when the leader faces changing trends. The leader needs to understand what the culture of an organization means. When he understands it, it is considered as a part of a leader's strategy to know where he can change. Furthermore, to have an orientation he must create a vision or goal/ mission. (Ewing, 2009, p.88).

It has been indicated that an organization's present customs, traditions, and overall way of doing things are largely due to what it has done before and the degree of achievement it had with those events. Therefore, the last source of an organization's culture is its leader. The leaders of an organization traditionally have a foremost influence in creating the early culture. They have a vision/ idea of what the organization should be (Oparanma, 2015, pp.15-19).

Therefore, many researchers recommend that the style of a leader could influence on organizational culture. They report that leader is the creator of the organizational culture, which reflects his unique values and beliefs (Bass, 1998, p.169; Schein, 2010).

The culture has an influence on leadership as much as leadership has on culture. If the culture increases independence within the lower levels of the organization, then the leader will have to reduce personal power. (Bass ,1998, p.169)

Leader can transform and change the culture (Lewis,1996, pp.12-19). According to Schein (1985), "the only thing of real importance that leader do is to create and manage culture". The results of most studies indicated that transformational leadership has positive impacts on the organizational culture (Lewis, 1996, pp.12-19; Kramer, 1990, pp.35-44; McClure et al., 1983; Deluga, 1988, pp.465-467).

Transformational leadership, changes the organizational culture but the transactional leadership works within the culture, as it exists (Bass, 1998, p.169). Furthermore, it provides a broader perspective and takes into account the complexity of the culture (Mullins, 2007). According to Deal & Peterson (1993), creating, changing, and shaping culture are all roles of effective leader. Schein (2010) contends that whenever the elements of the culture become mismatched to its environment and dysfunctional, the leader can make changes.

It has been asserted that successful leader is a transformational one who creates and communicates a vision to construct a successful organizational culture which promotes creativity, trust, two-way communication, mutual decision-making, and personnel development (Bennis & Nanus 1985). Moreover, Oparanma (2015) in a study concluded that Transformational leadership

positively effects Organizational Culture. Leaders shape culture by sharing corporate vision, policy deployment, influencing information flow, stimulating involvement and teamwork (Peters & Waterman, 1982).

Furthermore, Oparanma (2015) in a study concluded that leadership of transactional showed a positive influence on Organizational Culture. When leaders over dependence on rewards and punishment to exert influence and mainly focus on economic and instrumental transactions in treating subordinates, as well as when they exert more control, actually they work within the culture as it exists. They accept and use the rituals, stories, and role models belonging to the organizational culture to communicate their values (Bass, 1985). Although leadership of Transactional can be operative or even essential but is less expected to generate and change the organizational culture compared to leadership of transformational (Bass, 1985; Avolio & Bass, 2004).

CEO needs to decide, and make sense of, how to accomplish an organization's aims; and an organization can work by "organizational design decisions, stories and myths, and formal statements". Thus, organizational culture is shaped by a vision and by the CEO's tactical and functional decisions that in turn are an indication of the CEO's character. These decisions will shape the beliefs, traditions, and assumptions that in the future will form the organization's culture. (Giberson et al.2009, pp.123-137)

According to Oparanma (2010) an organization's culture embraces all the life experiences each employee brings to the organization. Culture is especially influenced by the organization's founder, executives and other managerial staff because of their role in decision-making and strategic direction.

Moreover, Oparanma (2015) supported that culture is the social glue that helps hold the organization together by providing appropriate standards for what subordinates should say and do. Culture serves as a sense making and control mechanism that guides and shapes the attitudes and behaviour of subordinates. Finally, the most important number of ways that subordinates learn culture are stories, rituals, material symbols, and language.

The organizational culture as "a pattern of basic assumptions that a group has invented discovered or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems" (Schein, 1990, pp.109-119).

It has been asserted that organizational culture is seen as "the shared values and norms of the organization's members". (Kim et al, 2004, pp.340-359). Organizational culture is defined as "the shared, basic assumptions that an organization learns while coping with the environment and solving problems of external adaptation and internal integration that are taught to new members as the correct way to solve those problems" (Park et al., 2004, pp.106-117).

The culture of any organization goes a long way in determining its performance results. Increased productivity and efficiency is achieved when the core values of the organization is strongly believed by large number of people in the organization because they get committed to the goals of the organization which is reflected in the way in which they speak or brag about the special attributes of the organization. Therefore, it was hypothesized that organizational culture has an important influence on organizational performance and subordinates' sense of identity (Oparanma, 2015)

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3. The Relationship between Leadership and Group Structure:

Cartwright & Zander (1968); Napier & Gershenfeld (1973) have reported that Leadership is a collection of works that help group-members to achieve the group's objectives. It develops the relationship between members, cooperation and interdependence between them. Sometimes a leader inherits the group's objectives. Sometimes he starts with a new organization. In either case, a leader decides the group members' goals, the structure of the group and group-behaviour that helps to decide which member will achieve them.

Moreover, Johnson & Johnson (2009); Heap (1977) have indicated that the relationship between the leader and the group depends on the style that the leader uses in an organisational setting.

If the leader uses an autocratic style, he will take all decisions without requesting any support from staff, whereas if the leader uses the democratic style, the subordinates will set strategies, policies, and make decisions; and the leader will support and encourage them in return. In contrast, if the leader uses the Laissez-faire approach, he does not participate in decision-making. Instead, the members put resolutions, and he resigns the leadership.

For example, Johnson & Johnson (2009); Heap (1977) have studied a group of children between ten and eleven years old. Three leaders controlled them and adopted different styles of leadership at specific times. When the children's group were led in an autocratic style, they were dependent on the leader and they were selfish in their relationships with each other. However, when the same children were led in a democratic style, they shared the responsibility and the group's effectiveness was high.

In addition, Napier & Gershenfeld (1973) have indicated that, according to Macgregor's X and Y Theory, Theory X describes the leader who holds all the responsibility and does all tasks because the subordinates do not have any motivation to achieve them. The subordinates will work if the leader gives them a salary; they are lazy, depend on each other, do not bear any responsibility, and prefer to have someone controlling them. On the other hand, Theory Y explains the human needs; here, the subordinates work without any direction or control and they bear responsibility and actively look for it. In addition, they work to attain certain things that are significant to them, namely self-esteem and self-actualization. Thereafter, the leader creates the initiative, the challenge to succeed, and chances for the group to use their skills, capabilities and minds. The style that the leader adopts will influence the group.

Furthermore, Johnson & Johnson (2009) specified that the relationship between the leader and group is a mutual relationship, and occurs between them as an exchange process, because the leader and the group are the two faces of one coin. In other words, they complete each other. Moreover, the leader has the position, importance, and the capability to achieve the group-member's objectives. The leaders should try to build group-activities to achieve the group's goals. For example, Benjamin Franklin was an excellent leader because he knew how to influence the subordinates.

It has been reported that the Ohio State studies have noted two elements: Consideration and Structure. Consideration is based on the fact that the leader should consider, look after, and respect his staff, and also support, help, and understand their ideas because this will reflect on his followers and their job satisfaction. Structure is based on how the leader manages and describes his role and staff roles to attain and establish an organisation's goals by communication and management through departments. (Judge et al, 2004, pp.36-51)

It has been also proved that the relationship between group-structure and leadership is significant, and a leader cannot ignore it. In addition, they can play an essential role to accomplish the organisation and individuals' targets.

4. The Relationship between Leadership and Organizational Culture:

It has been indicated that there is a link between strong leadership and strong organisational culture. Also within a transformational culture the staff feel they belong to a family. The leader will be a good example as he encourages staff-loyalty to the organisation's goals, and he will change their culture through redesigning the organisation's culture with a new idea. Transactional leaders work with organisational cultures which follow rules, routines, and norms. (Sarros et al,2002, pp.1-26)

According to Xenikou & Simosi (2006), leadership and culture are associated with each-other. Transformational leadership is a social process and shows the leader who can motivate and deal with the group; and the leader encourages the group to accept the beliefs, values and objectives that conform to his ideas. At the beginning, the transformational leader interacts with the culture as he found it; after that, he changes it, the transformational leader improves his organisation through innovation and the resolution to achieve goals.

Moreover, Hofstede (1991, 2001) has specified that when the leader or founder sets a collection of values, beliefs and assumptions, this forms the organisational culture, and will influence all group-members by shared practices. Moreover, when an organisation selects and employs many people of different ages, sex, education and behaviour, they will learn more through the organisation's culture such as its symbols, heroes, rituals and traditions.

However, Napier & Gershenfeld (1973) have reported that the leader exhibits lots of behaviours and different cultures that influence the subordinates' behaviour. Imagine yourself with the bank-manager: his office, his greeting to another manager, his way of walking, his laugh, his manner, his style, his gender, his education. The manager is white, a good speaker, stylish, male, his office is comfortable. All these aspects (cultures) influence the staff. Now imagine if you work with a marine-captain and try to make a comparison between him and the bank-manager. What is his style, his education, his speech, his dress, his body language? Consequently, the position of the leader depends on how he behaves; and the culture that he practices plays an important role in the life of his staff.

In addition, Robbins (2005) has indicated that the leader has influence on all the organisation's departments: he has an overall idea/vision about what the organisation should or should not do. The leader's culture is pervasive because leaders/ founders employ staff who feel and think as them; the leader teaches his subordinates how they should feel and think; and he will act as a model and encourage them to understand all his values, beliefs, rituals, norms, and assumptions. Finally, when the organisation accomplishes something, the leader will be a part of it.

It has been specified that transformational leaders progress their organisation by more transformational advantages in their culture such as achieving success, making decisions, and giving opinions, and they treat all the group as human-beings and appreciate their needs and demands. (Xenikou & Simosi ,2006, pp.566-578)

Moreover, Greenberg & Baron (2000) have stated that if staff can understand the organisation's values then they will participate together in the organisation's tasks and achieve its goals, also all staff will feel an important part of it. Moreover, this enhances the staff's obligation to the organisation's task, and the culture shows the staff the accepted kinds of behaviour, because the culture guides and evaluates their behaviour, telling them what to do or say in a given situation.

Williams & Huber (1986) have indicated that an organisation's culture is an essential part of the organisation, and very important. However, it is important for what? Important in helping people to choose the organisation they work with. We can find people who depend on themselves and do not want to know anything about values, beliefs, norms or 'the greatest way to imagine, feel, and

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understand'. We can show an organisation's culture is appropriate to the organisation's goals in society at large; but this is different from one organisation to another.

Rollinson (2005) has stated that national culture as a set of values and beliefs to show people in a nation how can they behave and do things in a similar way. For instance, in the United Kingdom and America, employees do not tend to agree with an autocratic management style. In the UK and the USA, people do not welcome this style because it does not give employees the ability to bear responsibility in achieving the organisation's objectives. Therefore, we can see, also in the United Kingdom and USA, that employees like and prefer participative leaders to make decisions with them. On the other hand, in France companies tend to adopt a hierarchical structure that means that the employees do not bear responsibility for making decisions. A democratic or a participative style is inappropriate to their culture.

On the other hand, Daft (2001) indicated that we can develop an organisation's values through values-based leadership; the leader impacts on culture through their behaviour and employees learn/watch values and beliefs that leaders practice.

It is believed that in Japan, it is very important for staff to work together as a team, and they do not accept anyone outside this team. In addition, in Japanese organisations every employee has the right to participate to make decisions, so a participative leadership style fits their culture. Therefore, people can treat culture as a vital element that has influence on the employees.

Every organization has a special culture which is different from one to another. This means when a leader creates a new culture, he will find difficulty because he tries to generate new ideas, a new vision, knowledge, skills, and traditions that staff might, or might not, accept. As a result, the leader needs time to embed the new culture inside them. One of the important points in a leader's vision is that it is clear to apply and share between staff and leaders. For example, Toyota, Mercedes, or the BMW Company are the best examples of how the leader should treat his employees, and we can see high productivity and excellent reputations in these corporations through reputation and working together as a group and team.

Finally, it is concluded that there is a significant relationship between culture and leadership, especially if people want to apply Transformational Leadership in their organisation, because the leader here treats his staff equally and well in order to win his staff's confidence.

5. The Rrelationship between Organizational Culture and Group Structure:

Luft (1984) reported that culture is some rituals, traditions, norms, rules and structure which appear because the group want to be saved from the individual, from the group and from the environment which surrounds the group-members. The group act together, for individually their behaviour is random, unreasonable and uncreative.

However, Hofstede (1991) has stated that when the group 'people' move from one organisation to another as individuals, they will adopt the culture of the new organisation. However, when they move as a group, they will take their culture with them and use it. The relationship between groups is constant and they will find it difficult to change it. Changing this relationship means all relationships have to be discussed. However, if the environment imposes such discussion, it means that there is a fine opportunity to avoid the old culture or clean it up as culture begins through how people think, feel, and act. Then the group's feelings, thinking and action mirror this culture. The result is that the organisation is built. (Walsh, 2004, pp.302-322)

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In addition, Luft (1984) has indicated that rituals arise from routines such as how the members or group are seated (seating-style), or when the meeting starts; or who starts the meeting. Thus group-behaviour influences through logical and illogical processes such as ritual, structure, tradition, norms and myth, and the group members are influenced by them so it is difficult to avoid or control them. For example, Luft (1984) cites Ferenc Merei (1994) who "formed 12 homogeneous groups of children'' Each group developed their structure, norms, ritual, system and rules and each group had its own language. After that, a new child/member could become the leader if he could take the lead in tasks, and give direction to the group. In spite of this, the new member had to follow the rules, systems and traditions of the group in 25 out of 26 cases.

According to Tuan & Venkatesh (2010), culture has an influence on the group structure that support modernisation and values like suppleness and teamwork; and if they are coherent, this will improve modernization. On the other hand, if the culture promotes values like inflexibility, control, and solidity (all linked with a hierarchical structure) this will delay modernization and democracy.

Furthermore, Gibson et al. (2003) have stated that an organisational culture contains values, prospects, attitudes, ideas and behaviours. All these influence employees and groups in the organisation. If an organisation's subordinates feel good, they will adopt good client-service as normal behaviour for their organisation. The influence of organisational culture on subordinates is that it gives and encourages a form of stability and a sense of organisational character. Everybody in the organisation feels a part of it, and he can work to accomplish its aims. For example, The Walt Disney Company can keep and improve its groups because everything in the organisation is stable and everyone feels safe and the pleasure of being part of the Disney group.

Organisational culture plays an important role in, and has a big influence on, its members' behaviour; for example, in spiritual organisations and religious cults. Some Japanese businesses have strongly influential cultures; powerful cultures created by leaders and subordinates that influence on anyone within the business.

In addition, Frost et al. (1985) have indicated that the culture of an organisation is a science and a set of values and beliefs that the organisation's employees learnt from parents, colleagues and other important persons.

6. Methods and Materials:

The descriptive analytical method will be used in order to review the various theoretical concepts and ideas related to the subject of the study along with the use of the case study method represented in onr case related to some successful and famous companies "Nokia" which achieved a tremendous success to identify and justify the most important interpretations and facts related to the subject of the study.

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Nokia Turns Two Cultures into One

Adjusting to a new reality requires a shift in mindset, decision-making, and more

Impact

10% improvement in manager behavior scores, according to direct report surveys

Scale

3,500+ line managers

Speed

2 years

At the end of January 2016, Nokia finalized its acquisition of Alcatel-Lucent, a French telecommunications company. By that point, it was already clear to Nokia leadership that one priority needed to be addressed: turning two cultures into one.

When two companies merge, it's common for leaders on both sides to feel uncertain, overwhelmed, and to view stepping into the other person's shoes as a challenge. Fortunately, this outcome isn't inevitable. As the NeuroLeadership Institute has found, the right mindset can quickly turn a threatening situation into a rewarding opportunity.

"Sometimes culture is like breathing," says Michael Kirchner, Global Program Manager in Nokia's Organizational Development team. "You do not notice how valuable it is until it is threatened."

Through its experience of tremendous change — Nokia sold its mobile phones business in 2014 to focus on the telecommunications infrastructure market — the company understood this critical piece: A willingness to embrace uncertainty creates the strongest cultures.

Nokia's plan was to build and cement three key aspects of its budding culture: quality conversations, growth mindset, and less-biased decision-making. In less than two years since the first rollout, more than 3,500 line managers around the world have gone through the programs Nokia co-created with NLI. And already with the roll-out of this program and other culture initiatives, internal surveys indicate innovation, collaboration, and culture overall are reaching new heights.

> "We designed the program together with NLI as we needed leaders to create an environment of trust and safety. And that really happened."
>
> **- Michael Kirchner, Global Program Manager Nokia Organizational Development**

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NLI: Nokia Turns Two Cultures into One

The science behind creating culture

Acquisitions are hotbeds for threat states. People face incredible amounts of uncertainty about their new role, their colleagues, the new ways of working, and their livelihood. With new talent coming in, they may also feel threats to their status and relatedness. All of which explains why it's critical for leaders to begin creating a greater sense of certainty over where the company is headed, boosting employees' and teams' autonomy through a sense of ownership in their culture. They can also create a sense of fairness and relatedness by involving everyone.

Concepts like these belong to what NLI calls the SCARF® Model. It's a framework that refers to the five domains of social threat and reward: status, certainty, autonomy, relatedness, and fairness. Neuroscience research has shown that humans process social threats in much the same way we process physical threats, since our ancient brains still put social exclusion on par with a charging predator.

Fixed Mindset = Threat

What if I'm not good?
Maybe I don't have the skills
I could make mistakes
Others may do it better

Growth Mindset = Challenge

I can get better
I can always improve
A great chance to develop skills
A year ago, I wouldn't have done this well

AWAY THREAT — Threat is Stronger

STATUS CERTAINTY AUTONOMY RELATEDNESS FAIRNESS

TOWARD REWARD — Reward is Better

The consequence of entering a threat state is that the brain quickly diverts resources away from regions that let us problem solve, and instead narrows our focus and activates our freeze, flee, fight response. That's why it's so important for leaders to put employees in a reward state during times of change: In order not to feel threatened, people need to see how a new reality can be rewarding.

The way to do that is by cultivating a growth mindset — the belief that skills and abilities can always be improved, not that they are somehow permanent. At NLI, we define an organizational growth mindset to be one where most people in a given company believe they're capable of developing and improving. If companies instead believe that traits are fixed, and that the star players will always remain star players and those who aren't won't, they'll be more likely to view failures as signs to give up or quit, rather than opportunities to learn from their mistakes.

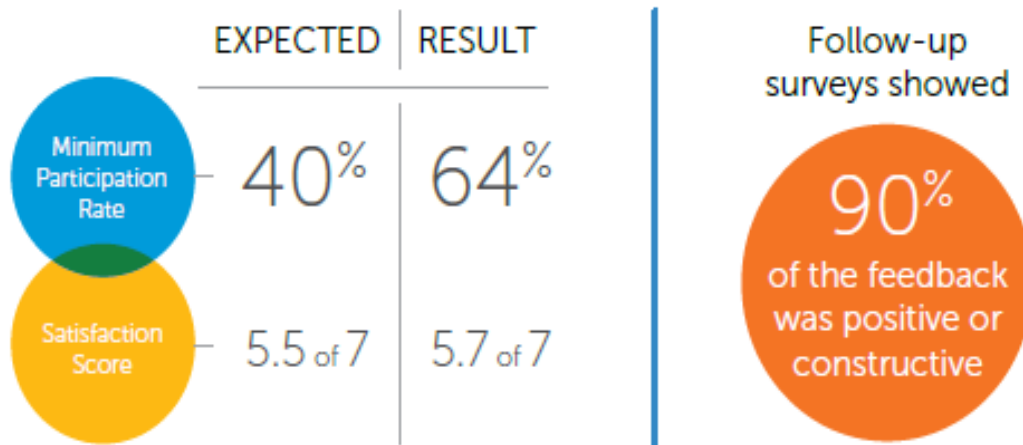"Putting all this together helps you seek to understand before being understood."
— Participant

The final piece for Nokia is bias. Without a plan to address bias, acquisitions can lead people to rely on mental shortcuts that discount newcomers' ideas and favor what's familiar. NLI's research has found that avoiding these pitfalls first requires spotting them, and then developing a shared language to find new, common ground.

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DRIVE, DARE, CARE

EXPECTED | RESULT

Minimum Participation Rate — 40% | 64%

Satisfaction Score — 5.5 of 7 | 5.7 of 7

Follow-up surveys showed

90% of the feedback was positive or constructive

Nokia strives to Drive, Dare, and Care

A few months after the acquisition of Alcatel-Lucent, Nokia launched a pilot program consisting of 160 line managers going through NLI's CONNECT solution — a four-week program, delivered remotely in small groups, that is designed to rapidly improve the quality of workplace conversations with easy-to-use guides.

"I recommend it to everybody within Nokia," says Pekka Pesonen, Manager of Organizational Development. "The SCARF® Model and the idea of social threat put it all together for me and explained why some things work and some things do not work."

Nokia set three goals for the pilot, and it hit them all. It wanted a minimum participation rate of at least 40%; it got 64%. It wanted a satisfaction score of 5.5 out of 7; it got a 5.7. And it wanted to see signs of positive behavior change from both participants and their direct reports; follow-up surveys showed 90% of the feedback was positive or constructive.

Following the pilot, Nokia rolled out the CONNECT module to all 10,000 of its line managers, followed by a similar rollout of NLI's GROW solution (focused on growth mindset) in September 2017, and DECIDE (unconscious bias) in February 2018. These solutions were aligned to Nokia's culture transformation initiative called "Drive, Dare, Care" and given the formal title "Train the Brain."

To date, more than 400 line managers have gone through each of the newest programs, GROW and DECIDE, and more than 3,500 have gone through CONNECT since the pilot launched in early 2016.

CONNECT
The Neuroscience of Quality Conversations

GROW
The Neuroscience of Growth Mindset

DECIDE
The Neuroscience of Breaking Bias

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The impact

Nokia staff took to the simplicity and elegance of the science underlying each program, Kirchner says. Employees did need some convincing that learning ought to be challenging, rather than as easy as pressing a button. But as they grappled with the material, Kirchner says the benefits became clear right away. Nokia's internal metric for culture, the Culture Cohesion Tracker, has shown increases across the board between March 2017 and May 2018.

For example, NLI's conversation guides gave leaders the tools to change how they interact with team members within days of going through their solution. Internal Nokia data show that manager behavior scores, which, among other things, reflect how often managers listen and encourage growth, have jumped by 10% within the last year, according to direct reports. According to managers' self-evaluations, scores have jumped by 20%.

Going through the Train the Brain program has also has given Nokia leaders greater clarity of thought around decision-making, Kirchner says. He calls the DECIDE program a great help to strengthen decision making capabilities, and says people have used the Train the Brain program more broadly to develop a shared language around growth mindset and insight.

> I recommend it to everybody within Nokia. The SCARF® Model and the idea of social threat put it all together for me and explained why some things work and some things do not work.
>
> *Pekka Pesonen*
> *Manager of Organizational Development*

As for the other programs, Nokia has made it optional for employees to enroll in any of the three they choose. Making it à la carte allows people to tailor the instruction to their team needs, Kirchner says. The approach seems to be paying off. Each day, more leaders within the company develop the optimal mindset, have high-quality conversations, and make smart decisions — all as a united organization.

"Together with NLI, we enhanced our change management capability, and helped our leaders to create an environment of trust and safety."

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7. Results and discussion:

It is fundamental that the relationship between leadership, organizational culture and group structure represents a triangle in which no side is indispensable for the other. The mentioned case study clearly illustrates how important the relationship between the three mentioned terms is, however, it is essential for a wide range of organizations to inculcate positive cultures that encourage and motivate employees in addition to their participation in the decision-making process. The organization benefits from its previous experiences, even if they were wrong or negative, so the organization does not succeed unless it fails, then it raises its employees.

However, the organization can play an important role in addressing the issue of cultivating a culture of constructive communication (discussion) with employees, so it must take advantage of the strengths and seize the opportunities available to it in the market and turn them into opportunities and competitive advantage to deal properly with threats.

There is evidence that communication plays a crucial role in in building the culture of any organization, which in turn transforms the organization from the traditional state, which is a culture of fixed mind-set, to a culture of growth mind-set, which leads to job satisfaction for employees and reduces the rate of work turnover. Therefore, the culture of change is an essential and important stage, and it is considered one of the duties and responsibilities of the leader, especially when the change is for the benefit of the organization and its employees, but all of that needs a long time because the leader will try to change many cultures and replace them with others, and at the same time this may improve the skills of the leader. As a result, instilling a culture of growth mind-set, dialogue and decision-making is not based entirely on technical and technological training, but rather through a strategic vision set by the leader.

The idea of changing the cultures of individuals and organizations needs to adapt the culture of a growth mind-set, which is the ability to change the competencies and capabilities of the individual because his nature prefers what is familiar and does not leave his comfort zone (fixed mind-set).

However, Changing competencies and capabilities requires the employee to adapt the new reality, and the key aspect of this is making a shift in thinking and decision-making, in addition to creating an environment of trust and safety. The role of the leader is essential in influencing the human resource by creating a culture and cultural diversity that serve organizational and collective interests, for example, learning new skills, receiving foreign visitors, creativity, competitors, creating a product efficiently and effectively, enhancing the language of dialogue and constructive discussion, and all these would develop the mentality of the employees.

One of the greatest challenges for this change is that some individuals or parties reject this extraneous culture due to their uncertainty and fear of the future. On the other hand, others welcome it. Therefore, in order to earn the loyalty of their employees, the leaders must offer rewards before changing a previous culture replacing it with a new one.

8. Conclusions:

The role of the leader to embed and transmit culture and lead people to behave in groups is very important and this reflect the mutual relationship between the three elements (leadership, organizational culture, group structure).

There are many beliefs, values, rituals, and ideas in a leader's mind, and he tries to pass them on to his subordinates. The important thing here is a leader's behaviour should be consistent with employees' behaviours, if it is not, subordinates will try to discover and understand what the leader

wants to do or they will attempt to create new knowledge, ideas and beliefs to decide what they can do.

On the other hand, when something happens such as crises or problems, the leader here sends a message by his behaviour; for example, that he is angry, upset or unhappy. The staff will try to know why the leader is unhappy. However, these crises are important for a leader to learn and gain more skills. He can face them by creating new ideas and values and he can help staff participate to make resolutions together.

Through beliefs, values, norms and traditions (i.e. a culture) a leader can communicate with staff. In addition, he uses formal and informal styles to learn himself and teach them. Furthermore, the leader sends a message by punishing or rewarding staff. By this message, his staff are coached and learned.

All these embedding mechanisms work and act together if the leader's assumptions, values and beliefs are steady. In addition, new staff will not need to study the organisation's cultural assumptions, values, and beliefs because all these will appear through the leader's behaviour.

Every organization has a special culture, which is different from each other. This means when a leader creates a new culture, he will find difficulty because he tries to generate new attitudes, a new vision, knowledge, skills, and traditions that staff might, or might not accept. As a result, the leader needs time to embed the new culture inside them. One of the important points in a leader's vision is that it is clear to apply and share it between staff and leader. For example, the group 'employees' will feel involved; they will be more confident; more open; they will feel esteemed and self-actualised (i.e. "intrinsic motivation"); they will respect and trust their leader and communicate openly with those in superior positions and they shall persuade others to act as responsible. Moreover, the employees will find themselves influenced by the culture; they will adopt symbols, traditions, norms and beliefs given by the organisational culture and the leader.

If the leader has not any insight about how to deal with and participate with group within the organization, the leader will lose something very important, namely, the group 'individuals' who form the centre of the organization. The world becomes a small village, and everything changes to make something better and better.

In addition, culture has an important task to evolve and help progress in any organization, but this depends on the leader, as he is the one who establishes an organization and must create a vision and insight or goal (a positive and clear vision) However, it is essential for all people and the corporation, to create positive ideas, traditions, knowledge, and values; and the leader must know how to share his ideas and how to communicate with others because this will generate trust, respect, a good reputation, job-security, love and solidarity between the staff and the leader. When this happens, the group 'people' will challenge, initiate, invent, and make decisions.

There is evidence that the link between leadership, culture and group structure is being represented as a triangle. The relationship between them is a mutual relationship and they complement each other. In one side, without subordinates, an organisation cannot build its culture because subordinates at different levels of an organisation have different attitudes, values, and thinking which shape an organisation's culture. Thus, the two elements (culture, group structure) are vital for any organisation. In contrast, it is clear that there is a significant relationship between culture and leadership, especially if people want to apply the appropriate leadership styles in their organisation, because the leader here treats his staff equally in order to win their confidence. In addition, the leader who has authority and influence can achieve the group's targets (leadership, group structure). Consequently, no organization can dispense with leadership, culture and group structure.

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