

CALIFORNIA STATE UNIVERSITY, NORTHRIDGE

How Leadership Affects the Workplace and Employees in Local Government

A graduate project submitted in partial fulfillment of the requirements

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Public Sector Management and Leadership

By

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Dedication

I dedicate this graduate project to my family – to my amazing husband, Giovanni Torres, for his endless patience, support, and love; to my brother, Juan Aguirre, and my sister-in-law, Amanda Aguirre, for always believing in me; and to my parents, Jose Aguirre, and Sandra Aguirre, for their unconditional love and all that they have done for me and continue doing. Thank you, mom and dad, for everything. Lastly, I am grateful for the faith and strength that God instilled in me through this phase in my life and for blessing me with this great accomplishment.

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Abstract

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This study will focus on transformational and ethical leadership and its effects on workplace culture in local government organizations. This study delves into what constitutes an effective and great leader through the focus on transformational and transactional leadership styles and what happens to the workplace and employees of local government organizations that lack great leadership, observe unethical behavior by leadership, or experience a sudden shift in leadership styles due to changes in management. A mixed-methods research approach using quantitative and qualitative data will gather data and ultimately determine the relationship between leadership and workplace culture, including employees' ethics, behavior, and performance. A total of 225 local government employees from 5 different cities in Los Angeles County, including the City of Los Angeles, will be chosen to participate in this study. Stratified sampling will be utilized in

this study, and the strata will be organized by employee job levels of lower-level, middle management, and executive management.

Chapter One: Introduction

The Importance of Leadership in the Public Sector

Research on leadership in the world of public administration is a well-established topic and, as a result, has as many definitions as it does studies. However, a simple definition of leadership is “influencing and facilitating individual and collective efforts to accomplish shared objectives” (Yukl, 2012, p. 66). Most notably, leaders create and reinforce the cultural norms and behaviors in an organization through what they choose to focus on, how they reward and punish others, how they react in crises, and whom they bring around, creating a leadership and culture feedback loop, in which leadership affects culture and culture affects leadership (Bass & Avolio, 1993). Public managers have increasingly been recognized as the main driving force in developing and maintaining their organization's structure. “The place to begin building high performance state and local government is at the top, with stronger executive leadership” (National Commission on the State and Local Public Service, 1993, as cited in Whitaker & Jenne, 1995, p. 84). Managers in public organizations are expected "to engage in activities that rebuild organizational structures, improve processes, and create constructive cultures for both public servants and citizens" (Vigoda-Gadot & Beerli, 2012, p. 577). Public managers are held responsible for creating a beneficial structure and culture for their organization, all while doing so within fiscal, resource, and political constraints. “Senior executives are pulled in different directions by the competing values of different stakeholders, including the governing body under which they serve, the elected officials to whom they report, and the public at large” (Hill, 2005).

The literature in public administration has shifted from employees to public managers on how to improve and influence the structure and performance of government organizations due to the rise of the New Public Management movement (Hassan & Hatmaker, 2015). An emphasis

has been placed on public managers' leadership styles for their development and maintenance of the work culture and employees' performance. Significant research focuses on managers' actions in driving change and finds that public managers can and do make changes in their organizations and play a critical role in organizational change (Fernandez & Rainey, 2006). Research suggests that leaders influence the organization and employees for the better through their actions and behaviors and are often thought of as transformational leaders as they are able to transform the organization into something better than it has been in the past (Grasse et al., 2014). Empirical research evidence shows a positive link between leadership behavior and employee trust, especially within the public sector, due to the more critical social purpose of public sector organizations (Asencio & Mujkic, 2016).

Knowledge Gap

Many studies only examine the effect of the employee-supervisor relationship, “not the numerous indirect influences that leadership has on the climate, working environment, and overall culture” (Trottier et al., 2008, p. 329). Furthermore, the studies on manager-supervisor relationships in local government settings are slim to none. “Given the importance and complexity of the topic [of ethics], there have been surprisingly few empirical studies assessing the effects of ethical leadership in government organizations” (Hassan et al., 2014, p. 333). Few studies also examine management turnover and its effects on the success or failure of an organization (Boyne et al., 2011). Further research is needed to understand the effects ethical leadership has on promoting ethical leadership and preventing ethical misconduct in public agencies. Studies on unethical employees and their behavior affecting coworkers, management, and the workplace culture may also be beneficial to examine whether certain employees are simply inexorable even if they have the best leadership (Barrie et al., 2006). Additionally, as

Hassan & Hatmaker (2015) suggested, future research on different public organizations is needed to fully understand the LMX relationships between managers and employees in different agencies.

Although much of the literature review and research examines the effect of the employee-supervisor relationship, there is a lack of research on leadership effects on the organizational culture focusing on local governments. This paper aims to answer the question: How does transformational and ethical leadership affect the workplace culture in local government? The following section reviews relevant literature on the relationship between leadership and organizational culture. Next, a description of the research methodology and data is provided. The paper concludes by discussing the potential implications of the findings and limitations.

Chapter Two: Review of Literature

A review of the literature will focus on leadership in the public sector, including transformational and transactional leadership styles, ethical and unethical management, ineffective leadership management, and leadership changes. A literature review implores that leaders of organizations are at the forefront of the development, implementation, and continuation of workplace culture. In turn, the literature shows that the type of leadership and the resulting workplace culture significantly affect employees in the organization and their work performance. This literature review will also explore how leadership affects workplace culture and employee performance and how employees engage in certain behaviors due to ethical or unethical leadership.

Leadership in the Public Sector

Recent literature has mainly distinguished between two major leadership styles: transformational and transactional. Both styles focus on leader-subordinate relationships. However, transactional leadership focuses on the quid pro quo between leader and subordinate. In contrast, transformational leadership focuses on leaders replacing the values of subordinates and motivating them through "nonmaterial incentives such as appeals to morality and ethics, suasion, and inspiration and by using the organizational culture to align the interests and preferences of subordinates with the visions and goals of leaders" (Vigoda-Gadot & Beeri, 2012, p. 577). Although scholars agree that these two leadership styles exist, there is no consensus on the relationship between each style and its effects on organizations. Burns (1978) argues that there is a dichotomy between the two types of distinct leadership styles, whereas Bass (1985, 1996) suggests that each style is complex and that both transformational and transactional leadership are necessary (Trottier et al., 2008). Transformational and transactional leadership are

both necessary to create a well-rounded relationship between managers and subordinates. Bass's full-range leadership theory touches upon the motivational theories of Maslow and Herzberg, in which the lower-level transactional leadership constitutes a leader's essential functions.

In contrast, higher-level transformational leadership is an advanced leadership style (Trottier et al., 2008). Trottier et al. (2008) found in their study on federal government workers that effective leadership depends on transformational factors rather than transactional ones. However, they ultimately concluded that both leadership is significant in government organizations. "Leaders need not only the traditional technical and managerial skills of the past but also well-honed transformational competencies emphasizing mission articulation, vision, and inspirational motivation" (Trottier et al., 2008, p. 330). Similarly, Bass and Avolio (1993) argue that no organization is characterized by purely transactional or transformational leadership styles; however, leaders should focus on transformational qualities while maintaining a foundation of practical transactional qualities. Transformational leadership qualities create a culture embedded in relationships, commitments, a sense of purpose, and shared values, which should supplement the transactional qualities (Bass and Avolio, 1993).

Previous literature has linked transformational and transactional leadership to leader-member exchange theory (LMX), which stemmed in the 1970s as a social exchange theory and defined the exchanged relationships between managers and employees in organizations (Vigoda-Gadot & Beerli, 2012). Initially written by Blau in 1964, social exchange theory provides the foundation of the LMX perspective in which a dual process occurs where employees confer and develop imperative duties and functions through interactions and a series of exchanges with their manager (Hassan & Hatmaker, 2015). Social exchange theory focuses on the social exchanges based on trust, respect, and loyalty, not on economic changes, as these exchanges are enforced

chiefly on contract and are not dependent on interpersonal trust (Hassan & Hatmaker, 2015). Social exchange theory is similar to a pure transactional culture in which everything has a price, self-interests and short-term goals are high, personal connections are low, and strict and rigid controls and procedures are in place (Bass & Avolio, 1993). LMX theory goes one step further and suggests that when a party offers something of value to another, there is an expectation of a future return, whether social or economic.

LMX theory suggests that “effective leadership occurs when the manager and employee are able to develop and maintain a high-quality relationship and realize the benefits from such a partnership” (Hassan & Hatmaker, 2015, p. 1130). In LMX relationships, the resources, information, and support exchanged by managers and employees will vary depending on the individual and the individual relationship with the manager; exchanges with some employees can be based on trust, respect, and loyalty (high-quality LMX relationships), whereas exchanges with other employees can be based on more formal exchanged such as employment contracts (low-quality LMX relationships) (Hassan & Hatmaker, 2015). Even with the external limitations of resource and political constraints, public managers have “considerable influence on employee behavior beyond that of the promise of rewards” (Hassan & Hatmaker, 2015, p. 1146). Hassan & Hatmaker (2015) found that high-quality LMX is linked to higher employee performance due to leader behaviors associated with high-quality LMX relationships such as support, recognition, leading by example, honesty, integrity, and trust.

On the negative side, high-quality LMX relationships can be seen as unfair and favoritism compared to employees with low-quality LMX relationships with the same manager. A study by Vigoda-Gadot & Beerli (2012) supported the findings of past studies that suggest that “the quality of the relationship between supervisors and subordinates...impact[s] a variety of

work outcomes” (p. 590) and can negatively affect employees’ views about equality, fairness, and professionalism when organizational politics comes into play.

Despite the possible adverse outcomes of LMX theory, studies in public management generally consider LMX “a powerful tool in reforming public managerial structures and processes [due to the] generic idea that improvement of the internal relationships between managers and subordinates is important for the enhancement of organizational outcomes in any organization” (Vigoda-Gadot & Beerli, 2012, p. 577). The prospect of gaining material transactions as well as social and psychological benefits such as trust, esteem, and friendship is enough for employees to follow their leaders, and in turn, leaders reward those employees for their work and loyalty. Trottier et al. (2008) found that leadership enormously affects follower satisfaction, especially in areas such as pay, promotion, colleagues, and working conditions. Bass and Avolio (1993) suggest that organizations that predominantly focus on transformational leadership styles are more effective in organizational culture and individual work performance.

Ethical (and Unethical) Leadership and Bad Management

Ethical leadership consists of treating everyone justly with respect and equality; being a role model for ethics by demonstrating ethical values through honesty and integrity; and managing ethics in the organization by effectively communicating ethical standards and expectations and holding others accountable for their ethical and unethical conduct (Hassan et al., 2014). Management at all levels sets the example of ethical behavior and ethical tone for the organization and is responsible for creating an ethical climate in which employee honesty is expected (Barrie et al., 2006). A 2015 study by Dannenberg confirmed that leading by example surpasses leading by words. Managers have the responsibility of not only implementing ethical and fair policies and procedures, but they must also practice what they preach. Scholars of public

administration have emphasized how paramount it is for public managers to be ethical and moral to “establish and support an ethical climate...[and] good governance and democracy” (Hassan et al., 2014, p. 333). With a recent trend in a cry for transparency and the culmination of social events leading to antitrust culture towards the government, public leaders' ethics is more crucial now than ever. Ironically, existing studies suggest that employee confidence in their public leaders is slim. In a 2012 Federal Employee Viewpoint Survey, 45 percent of federal employees “do not believe the leaders in their organization maintain high standards of honesty and integrity” (Hassan et al., 2014, p. 333).

Ethical leadership has been proven to positively affect the organization and its employees by creating an environment of trustworthiness, commitment, and satisfaction through exemplary ethical behavior by its management and towards its employees. In a 2015 study of a private sector organization, Demirtas & Akdogan found that managers not only play a critical role in setting the ethical climate of an organization by modeling ethical leadership behavior, but they also increase employees’ commitments to the organization and reduce turnover intention. Similarly, Cho & Ringquist (2011) found in their study of federal employees that the trustworthiness of managerial leadership positively affects subordinates' job satisfaction, cooperative behaviors, and output higher quality work, especially during times of reorganization and leadership change. Ethical leadership also promotes proactive ethical behavior of subordinates and reduces unethical behavior. Hassan et al. (2014) found that ethical leadership promotes organizational commitment, reduces absenteeism in the workplace, and increases employee willingness to report ethical violations.

An organization's ethical leadership enhances work productivity, trustworthiness, and respect between managers and employees and can also reduce negative attitudes and behaviors.

A significant study on ethics in the workplace found that an ethical climate and reduction in deviant behavior is created by building and maintaining relationships between managers and subordinates on trust, respect, better communication, and open dialogue, establishing an implicit reciprocal, relational psychological contract (Barrie et al., 2006). Recent research suggests that ethical leadership can have a positive effect on “follower satisfaction with the leader, the perception of leader effectiveness, the quality of the leader-member exchange relationship, organizational commitment, and prosocial behavior, as well as reduce deviant employee behavior” (Hassan et al., 2014, p. 334). In line with principles of social exchange theory, researchers argue that ethical leadership has favorable outcomes resulting in higher levels of ethical behavior from employees, healthy work behavior, and reduction in destructive workplace behavior or unethical deviance because "individuals feel obligated to return beneficial behaviors when they believe another has been good and fair to them" (Brown & Mitchell, 2010, p. 585). Additionally, "at a group level, supervisory ethical leadership is positively related to organizational citizenship behavior and psychological safety, and negatively related to workplace deviance" (Brown & Mitchell, 2012, p. 586). Research on the ethical dimensions of transformational leadership has shown that transformational leaders model and engage in ethical leadership by transforming their subordinates into following ethics through trust, fairness, and honesty (Brown & Mitchell, 2012).

Just as ethical leadership can create an overarching positive and ethical work environment with high-performing employees, unethical leadership (or merely a lack of ethical leadership) can cause detrimental effects on the organization and its employees. The limited research that exists on deviant behavior in the workplace, such as aggression, social undermining, and retaliation, has focused on employees' behavior; however, most recent research

has focused its attention on supervisors and leaders as the catalysts for deviant acts (Brown & Mitchell, 2012). Managers can unknowingly create an environment that supports and contributes to employees' deviant behavior by allowing a work environment that can be perceived as unjust or unfair managerial decisions (Barrie et al., 2006). From bribery to timesheet fraud to breaking policies, managers not only run the risk of getting caught, but they also negatively influence their employees' perceptions, behaviors, and work productivity by being an example and social influence of unethical behavior. Research shows that unethical leadership harms "employees' attitudes, task and extra-role performance, resistant behaviors, psychological well-being, and personal lives...[and] positively influences deviant and unethical work behavior among employees" (Brown & Mitchell, 2012, p. 589). Employees may ultimately get caught up with the unethical actions of their manager and feel pressured or coerced into also engaging in unethical behaviors for the sake of keeping their current status or, ultimately, for the sake of keeping their job. Social exchange theory explains the consequences of unethical leadership by focusing on the imbalanced or exploited quid pro quo reciprocity patterns of managers and subordinates, resulting in perceived abusiveness, negative work attitudes, and draining self-resources, resulting in reduced performance (Brown & Mitchell, 2012).

Not only can unethical leadership cause detrimental effects to the workplace and its employees, but managerial mediocrity and lousy management can also cause an organization to fail its workers and citizens. Managerial mediocrity can be broadly defined "as having only a modest commitment to the contemporary values and practices of public administration" (Berman & West, 2003, p. 10). Examples include managers who avoid responsibility and blame, people-please and compromise, lack initiative and drive, drive away exemplary employees, and, ironically, are extremely good at performing well enough to keep their jobs and be kept around

(Berman & West, 2003). In public organizations with managers that are highly committed to the contemporary values and practices of public administration, more than 75 percent of employees agree that work productivity is high and that the organizational culture encourages new ideas and flourishing, compared to less than 50 percent of employees in organizations that have managers that have a mediocre commitment (Berman & West, 2003).

Managerial mediocrity is detrimental to the workplace because managers "lack the ability to recognize the talents of their staff and to use those talents for the benefit of the organization" (Berman & West, 2003, p. 22). They fall short in effort, professional knowledge, and abilities. For example, managers conducting performance evaluations for employees will provide average ratings with few commentaries, lacking valuable or constructive feedback to assist employees in developing their skills and improving their performance (Berman & West, 2003).

Changes in Leadership

Hannah and Freeman (1984) suggest that top management is so crucial to an organization's strategy and performance that any change in leadership, including management turnover, is highly disruptive to the team and the organization as a whole (Boyne et al., 2011). Introducing new management creates the potential for conflict and distracts staff from their routine, relationships, and overall performance. Aside from organizational disruptions in the workplace, turnover can also lead to a decline in employee morale and commitment to the organization, especially if the employee leaving is a highly regarded, respected, and liked leader. Turnover may result in those left behind questioning their own roles and reasons for staying in the organization, causing a shift in attitude in the workplace and a general mood of demoralization of membership (Staw, 1980).

In the school of New Public Management, scholars propose that new senior public managers may bring about positive reform through new ideas and suggestions for improvement (Boyne et al., 2011). “Changes to the top management team lead to improvements when initial performance is bad, but lead to deterioration when initial performance is good” (Boyne et al., 2011, p. 578). Hill (2005) found that the performance of an organization will drop if a new external manager is hired due to the pressures on the new manager and political shifts of new management; if a manager is hired from within the organization’s hierarchical structure, the organization is less likely to suffer. Disruptions will occur if a top manager leaves when the organization runs smoothly. Furthermore, the recruitment, hiring, training, and learning of a new manager's administrative and cultural functions will take weeks to months, causing further disruption in the organization.

Staw (1980) argues that although disruptions in the organization related to day-to-day operations and demoralization can be attributed to management turnover, positive consequences are possible if the new manager's knowledge, abilities, and efforts are above that of the departed manager and if the organization accepts the innovative changes. Contrastingly, if an organization is already suffering, there is no place to go but up, and any new ideas and strategies from new management will only work to better the broken systems of an already failing organization. New management may come into the organization and question and challenge deep-rooted practices and norms. However, organizations typically hire individuals with similar values to those that dominate the organizational culture (Bass & Avolio, 1993). Unfortunately, this practice can cause an organization’s culture to become stagnant in innovation, creating an unwelcome and ineffective work organization for employees and customers that is embedded in the organization’s unrelenting values, norms, and practices stuck in the past.

It is important to note that the level of management affected by the turnover matters in the severity of the organizational disruption. A study of turnover in private sector organizations found that negative relationships between turnover and organizational performance were more substantial in the overall management and high-level executives than in direct management turnover or mid-level managers (Watrous et al., 2006).

Chapter Three: Methodology

Research Methodology

This study will focus on the following question: How does transformational and ethical leadership affect workplace culture in local government? The research will focus on local government employees to examine the relationship between transformational and ethical leadership and the effect on organizational culture. More specifically, this study will focus on local government employees currently employed by a city in Los Angeles County, including staff of all levels (lower-level, middle management, and executive management).

The hypothesis to be tested is as follows:

H-1. Transformational and ethical leadership positively affects an organization's culture and employees' work performance.

The study will utilize a mixed-methods research approach. The mixed-methods research approach allows for data to be collected using various strategies, approaches, and methods resulting in a product that will be superior to monomethod studies (Johnson & Onwuegbuzie, 2004). Qualitative research involves collecting non-numerical data to understand concepts, opinions, or experiences; quantitative research involves collecting numerical data to test hypotheses and find correlations. The mixed methods research approach combines elements of qualitative and quantitative research approaches to complete and deepen understanding and corroboration of the research problem (Migiro & Magangi, 2011). For example, a researcher may use qualitative research methods to observe and interview subjects along with a close-ended survey to observe whether the findings from both methods confirm a singular conclusion or if the findings conflict (Johnson & Onwuegbuzie, 2004). If the findings conflict, the researcher gains knowledge and can adjust their conclusion accordingly.

In order to investigate a possible cause-and-effect relationship between leadership and an organization's work culture and employees, independent and dependent variables must be specified before beginning research. The independent variables may have a direct effect on the dependent variables. The primary independent variable in this study is leadership. The dependent variables in this study include (1) work culture, (2) ethical behavior, and (3) work performance. The answers to the survey questions will assist in determining the cause-and-effect relationship between the study's dependent and independent variables. The quantitative methodology will help the researcher analyze the collected survey data and interpret the statistical results, while the qualitative methodology will allow the researcher to explore the answers to the open-ended interview questions. The research results will lead the researcher to determine whether a strong relationship exists between leadership and workplace culture.

The quantitative research in this study will be based on a questionnaire composed of a five-point Likert-type scale, while the qualitative research will be based on open-ended questions included in the questionnaire. The study's target population of interest will be local government employees. Stratified sampling will be utilized to gather data. Stratified sampling divides the total population into groups, or strata, according to one or more important characteristics to obtain data in a representative way that includes each of the different kinds of samples in the total population (Stephan, 1941). Strata are organized by the researcher based on shared characteristics or attributes of members in the population. Then, random samples from each stratum are selected and compared to reach specific conclusions based on the research questions. Stratified sampling reduces sampling error and captures key characteristics of a population, ensuring a greater level of representation as long as samples from each stratum are selected randomly so as to minimize bias (Dudovskiy, n.d.). Stratified sampling will be utilized in this

study to ensure diversity of the sample among local government employees and removes variation as each stratum is mutually exclusive.

The questionnaire will be sent to local government employees from 5 different cities in Los Angeles County, including the City of Los Angeles. The strata for this study will be organized by employee job levels: lower-level, middle management, and executive management. Fifteen employees from each stratum will then be randomly selected to participate in the questionnaire for each City. A total of 225 local government employees will be chosen to participate in this study. The online questionnaire will be sent via email to all participants to make the process efficient, cost-effective, and anonymous. The email will include a link to the outside questionnaire to ensure responses are anonymous and confidential. Anonymity and confidentiality are essential aspects of this study due to the sensitive and precarious topics that may arise, including unethical activity and ineffective organizational management. To ensure that research participants are able to express themselves and answer questions thoroughly, fully, and honestly, the study will be sent via email to protect the identity of employees and ensure confidentiality.

Below are the questions included in the questionnaire template (Appendix A):

The first seven (7) questions are to be answered using a Likert-type scale of 1-5, with one being “strongly agree” to 5 being “strongly disagree”:

1. My manager is supportive of me and my work values and goals.
2. My manager focuses solely on the work I produce.
3. I have a strong interpersonal relationship with my manager.
4. My manager has exhibited unethical behavior.
5. I have questioned the values and ethics of my manager.

6. The values and ethics of my managers reflect those of my own.
7. I have participated in questionable or unethical behavior at my manager's request.

The last eight (8) questions are open-ended. All responses are anonymous and confidential.

1. How would you describe the type of leadership your manager displays?
2. What is one thing your manager could do differently to be a better leader?
3. What does ethics mean to you?
4. What unethical behaviors have you experienced while working in the City of Los Angeles?
5. What unethical dilemmas have you experienced while working in the City of Los Angeles?
6. How long have you worked in the City of Los Angeles?
7. Have you experienced a new shift in management since you have been employed with the City of Los Angeles? If you answered yes, how did the new management affect the office's day-to-day operations?
8. How would you describe the type of leadership your manager displays?

Limitations

Further research is needed to include a more considerable, representative sample size and perhaps explore additional factors that may influence the workplace culture aside from leadership styles. Additionally, we cannot generalize from the people that were surveyed. The local government employees may come from different backgrounds and experiences and may have different values, attitudes, and perspectives than other local government employees. Furthermore, each employee may have a different definition of unethical behavior.

Chapter Four: Conclusion

Leaders of organizations are crucial in setting the tone and continually reinforcing the norms and practices in an organization. The literature reviewed showed that transactional leadership, and most essentially, transformational leadership, are essential to leading an effective and productive organization with high-performing and committed employees. Additionally, studies showed that ethical and unethical leadership significantly affects employees in the organization and the work culture. Leaders that exhibit ethical behavior have employees that are satisfied with their jobs, committed to the organization, high-performing, and inclined to report unethical behavior. Leaders that exhibit unethical behavior have dishonest, uncommitted employees and are inclined to follow in their footsteps with questionable or unethical behavior. Finally, the literature reviewed suggests that a change in management can disrupt the organization if the organization runs smoothly under the direction of the leaving employee. However, if new management has more knowledge, experience, and abilities than the previous manager, the organization may benefit if they fit into its existing work culture. This study aimed to answer the question: How does transformational and ethical leadership affect the workplace culture in local government?

This study includes a mixed-methods research approach to test the relationship between leadership and an organization's work culture and employees. Stratified sampling will be utilized in this study to ensure diversity of the sample among local government employees and removes variation as each stratum is mutually exclusive. The questionnaire will be sent to local government employees from 5 different cities in Los Angeles County, including the City of Los Angeles. Responses will remain confidential and assist in determining the relationship between an organization and its leadership. Responses will assist in finding the connection between

leadership and work culture, employees' values, and performance. The findings will assist leadership teams in local government in recognizing how their actions and behaviors influence those of their employees and how it shapes their organization's culture. Future leaders may also benefit by adopting effective leadership behaviors and traits early on in their careers.

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Appendix A: Questionnaire

Thank you for your participation in this questionnaire. Responses to the following statements and questions are part of a study on the effect of leadership on local government workplace culture and employees. The first seven (7) questions are to be answered by checking the box that corresponds to your answer to each question. The last eight (8) questions are open-ended questions. All responses are anonymous and confidential.

Please check the box that corresponds to your answer to each question.

| | (1) Strongly Agree | (2) Agree | (3) Neither Agree nor Disagree | (4) Disagree | (5) Strongly Disagree |
|---|--------------------|-----------|--------------------------------|--------------|-----------------------|
| 1. My manager is supportive of me and my work values and goals. | | | | | |
| 2. My manager focuses solely on the work I produce. | | | | | |
| 3. I have a strong interpersonal relationship with my manager. | | | | | |
| 4. My manager has exhibited unethical behavior. | | | | | |
| 5. I have questioned the values and ethics of my manager. | | | | | |
| 6. The values and ethics of my managers reflect those of my own. | | | | | |
| 7. I have participated in questionable or unethical behavior at my manager's request. | | | | | |

The following questions are open-ended. Please answer each question as thoroughly as possible.

1. How would you describe the type of leadership your manager displays?
2. What is one thing your manager could do differently to be a better leader?
3. What does ethics mean to you?
4. What unethical behaviors have you experienced while working in the City of Los Angeles?
5. What unethical dilemmas have you experienced while working in the City of Los Angeles?
6. How long have you worked in the City of Los Angeles?
7. Have you experienced a new shift in management since you have been employed with the City of Los Angeles? If you answered yes, how did the new management affect the office's day-to-day operations?
8. How would you describe the type of leadership your manager displays?