



A study on the relationship between leadership style and employee attitude

Chao Zhang

School of Economics and Management, Xidian University, XI'an, China

Zhangchao1228h@163.com

Abstract: The concern about leadership style has shifted from traditional or transactional to a new type of leadership theory. And a large number of studies show that the style of leaders will have a certain impact on employees. Put forward the relationship between leadership style and employee attitude, find out the measurement dimension of leadership style and employee attitude, design questionnaire, define leadership style, and analyze the relationship between leadership style and employee attitude. Through the research we found that the positive and negative correlations between different types of leadership styles and employee attitudes are different under different corporate culture backgrounds. By putting different types of leadership styles under different corporate culture backgrounds, we can provide some suggestions for the leaders of transformational styles from both the corporate culture and the leader's capabilities.

Keywords: Leadership style, corporate culture, employee attitude.

1. Introduction

In the modern enterprise competition, in addition to playing the role of good fortune and material, it is necessary to play the role of human beings. Theodore Schultz believes that in terms of the contribution rate and rate of return to economic growth, human capital is much larger than the contribution rate and rate of return of physical capital. Human resources are gradually becoming an important source of enterprises to maintain competitive advantage. Since Burns proposed the concept of transformational leadership style in 1978, in recent decades, research on leadership style, transformational leadership style has occupied the center of research. There is also an increasing number of empirical studies on transformational leadership styles and employee job satisfaction, employee performance, and employee engagement. However, taking corporate culture as a moderator, the relationship between

transformative leadership style and employee attitude is still in its infancy. With the rapid development of information, this requires that the leaders of the company must have a quick and agile response, study the relationship between leadership style and employee attitude, and better understand the real needs of employees, so as to better inspire The potential of employees.

2. Literature review

2.1 Research on Transformational Leadership Style

In his classic book *Leadership*, sociologist Burns believes that "leaders can motivate followers to better achieve the goals of leaders and followers, and then define transformational leadership as a leader by making employee awareness The importance and responsibility of the tasks undertaken in your own business, stimulating the high-level needs of employees or expanding the needs and aspirations of employees, so that employees exceed personal interests for the team, the enterprise and greater political interests (Burns, 1978). "Transformative leadership means that leaders can instill ethical values and ideas into their employees and can motivate employees' attitudes. In addition to being able to guide employees through their tasks, leaders can motivate their ideas, change employee attitudes, enhance employee beliefs and employee values, and enable employees to better engage themselves in their work. Going to create greater benefits for the company.

In 1978, Burns proposed that transformational leadership refers to the quality and philosophy of the leader's own high quality, inspiring and motivating the employees' motivation, so that the employees can work wholeheartedly and get promotion and promotion. The original leader will be the driving force behind change. It is an interactive process between leaders and employees, both of which are constantly improving their needs and motivations.

In 1985, Bass proposed to give individualized care to subordinates. Guided by transformational leadership, employees turn their own interests into higher ideals that pursue the vision of the organization[1].

In 1991, Leithwood proposed that the source of transformational leadership is the vision of the leader's description, and through the stimulation, sharing, and care of the members of the organization, the employees' expectations and ideas are continuously improved and improved during the organization activities. The development of the organization has optimistic expectations.

In 1997, Fields and Herold proposed that transformational leadership can achieve this vision of employees and demonstrate their shared vision through the leadership of the leader itself, so that employees can get rid of this mere mechanical exchange of interests.

In 2006, scholars Li Chaoping and Shi Kan in China's domestic context, the research found that transformational leadership has an impact on employees' work attitudes, and because of the different dimensions of transformational leadership, there are different influences on the different dimensions of employees' work attitudes.

2.2 Research on Transformational Leadership Style and Employees

Research on the relationship between transformational leadership style and employees, domestic and foreign scholars have involved a lot, most of them are based on a certain intermediary variable to study, such as employee organizational trust, organizational justice, organizational identity, task conflict. Intermediary variables are used to study the relationship between the two. At present, the research and measurement of transformational leadership style in China is mainly from the four dimensions of leadership charm, vision incentive, morality and individual care.

Liu Hui et al. (2014) collect data by snowballing to make transformational leadership and parents are the impact of leadership on employee job satisfaction. The comparison found that not all dimensions that constitute transformational leadership style can work with employees. Satisfaction is positively related, there is a positive correlation between morality, vision and personal care and job satisfaction, but there is no significant correlation with the charm of leaders.

Zhang Xiaojun (2013) conducted an empirical study on a high-tech enterprise in Nanjing, based on psychological capital as a mediator variable: the visionary incentives, intellectual stimulation and personalized care of transformational leadership have positive effects on employee innovation behavior.

Liu Chao et al. (2013) used organizational fairness as a mediator variable. The research on transformational leadership style and employee job satisfaction found that transformational leadership style has a significant direct impact on employee job satisfaction, and also through distribution fairness and information fairness. Indirect impact.

Chen Yongxia, Jia Liangding, et al. (2006) took the domestic enterprise management personnel as the research object. The research found that with the psychological authorization as the intermediary variable, the transformational leadership style is positively related to the employee organizational commitment.

In the domestic context of China, Li Chaoping and Shi Kan (2006) found that transformational leadership has an impact on employees' work attitudes, and because of the different dimensions of transformational leadership, there are different influences on the different dimensions of employees' work attitudes.

Therefore, according to the above literature, the research first finds the measurement dimension of leadership style and employee attitude, and defines what type of

leadership style the leader belongs to. Using the corporate culture of regulatory variables, we measured the impact of corporate culture on leadership style, the influence of leadership style on employee attitudes, and the impact of transformational leadership style on company employees' attitudes. Through the empirical analysis part of the leader's management ability on the leadership style, the leader can find a better leadership style that suits him.

Table 1 Experimental matrix Ethanol and methanol to the main diesel fuel

Mixture	Percentages of the added	alcohol by volume
Diesel	456	123
Ethanol	789	678

The experimental results obtained concluded that the dishonor mixtures improved the torque and the thermal efficiency of the engine compared to the pure Diesel samples shown in Fig. 1

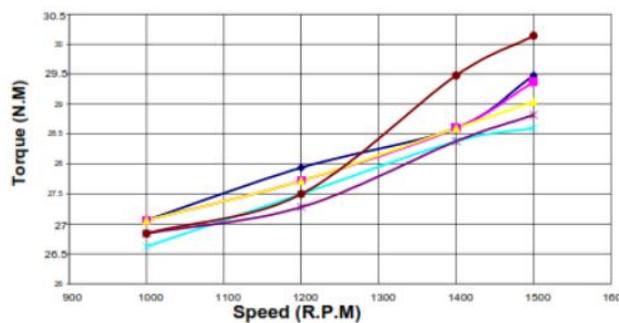


Fig. 1 Torque versus engine speed using various diesel blends

To every function need, we do paired comparison of the satisfied degree of all alternatives, and build paired comparison matrixes, then by using the optimization model, we get the satisfied degree. The thermal efficiency showed significant variations between the different isohel mixtures and pure diesel for the Ethanol-Diesel and Methanol-Diesel mixtures [3-4].

3. Variable selection and research hypothesis

The main research goal of this paper is to study the impact of transformational leadership style on employee attitudes. However, to define transformational leadership style and transactional leadership style from leadership style, multiple factor leadership questionnaires (Multifactor Leadership Questionnaire, MLQ) can be used. Part of the problem to measure the type of leadership style. In addition, the control variables are the employee's academic level, the company's geographic location, and the nature of the company; the adjustment variables are set to the company's culture and the ability of the leader. The questionnaire is mainly designed from the aspects of basic

information, leadership style, leadership management ability, corporate culture and employee attitude. We can conclude that the research model of this paper is shown in Figure 2.1 below:

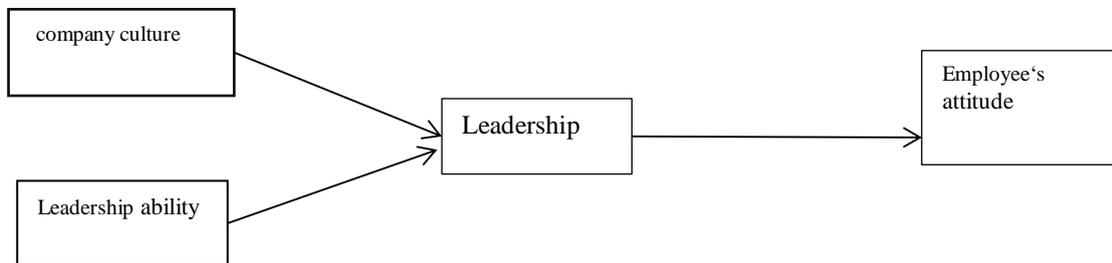


Figure 2.1 Research model

3.1 Core Variable Measurement

3.1.1 Measurement of leadership style

The most commonly used measurement tool for leadership style is the Multi-Band Leadership Questionnaire (MLQ) of the Bass Design Multi-Element Leadership Questionnaire in 1996. It divides leadership style into transformational, transactional, and laissez-faire. Therefore, the measurement of transformational leadership style in this paper is mainly the following four dimensions: leadership charm, vision incentives, morality, and individualized care. The questionnaire was taken using the Likert 5-point scale method.

3.1.2 Measurement of corporate culture

The culture of a company refers to a consistent action and mode of thinking formed by a company's attitudes, thoughts, and behaviors. Deere and Kennedy believe that corporate culture has its own unique elements and structure. It is different from the corporate system and contains four elements: values, heroes, rituals and cultural networks. The narrow sense of corporate culture refers to the values and codes of conduct shared by employees in an enterprise, the basic spirit and corporate cohesion formed on the basis of the actual operation of the enterprise; the broad corporate culture includes, in addition to the narrow meaning, The elements of the enterprise's measures, organizations, and systems related to cultural construction, as well as the cultural behavior of employees and leaders that can be observed. We can see that corporate culture is no longer the simple enterprise system or the content of external publicity that we understand. He is more of a relationship between management ideas and corporate systems and corporate values.

According to the different tasks and business methods of the company, Deere and Kennedy divide the corporate culture into: tough guys, hard work, enjoyment, bet,

and process.

3.1.3 Measurement of employee attitude

Employee attitude refers to the comprehensive characteristics that employees can maintain a more consistent response to a series of objective things in the enterprise. It refers to the actual reaction of employees to the objective things related to the enterprise. Employee attitudes include cognition, emotion and behavior (Wang Lin et al., 2009). The attitude of employees can directly reflect whether the leader's leadership style can adapt to the development of the company, and whether it can really promote the work of employees. Therefore, the study of employee attitude is particularly important.

Therefore, in this study, the attitude of employees is mainly measured by the following dimensions: cognition, emotion and behavior.

3.2 Research hypothesis

Under the adjustment of leadership management ability and corporate culture, the establishment of research models of leadership style and employee attitude, as well as previous domestic and international research findings, there is a correlation between leadership style and employee attitude. Therefore, based on the needs of the research, the following assumptions are made:

H1: In the context of a tough corporate culture, there is a positive correlation between transformational leadership and employee attitudes;

H2: In the context of working hard to enjoy the corporate culture, there is a positive correlation between transformational leadership and employee attitudes;

H3: In the context of a bet-type corporate culture, there is a positive correlation between transformational leadership and employee attitudes;

H4: In the context of process-based corporate culture, there is a negative correlation between transformational leadership and employee attitudes;

4. Empirical analysis

4.1 Data collection and descriptive statistical analysis

A total of 180 questionnaires were distributed, of which 168 questionnaires were collected. The questionnaires were all valid questionnaires, that is, 168 valid questionnaires were available, and the recovery rate was 93.3%. The data of 168 valid questionnaires were entered into SPSS19.0, and the descriptive statistical analysis was carried out on the control variables such as gender, age, working time, education level, company location, enterprise nature, and enterprise scale. The results are shown in Table 4.1 below.

Table 4.1 Distribution of basic information of survey samples

variable	Variable type	Frequency	Rate of Frequency
gender	Male	106	63.1
	Female	62	36.9
Age	25 or less	112	66.7
	25—30	40	23.8
	31—40	11	6.5
	40 or more	5	3.0
Work time	One year or less	96	57.1
	1—3	44	26.2
	3—5	11	6.5
	5 years or more	17	10.1
Education level	High school and below	9	5.4
	College degree	32	19.0
	bachelor	112	66.7
	Master	14	8.3
	PhD and above	1	0.6
Business location	Eastern coast	98	58.3
	North-east area	7	4.2
	Central Region	32	19
	Southwest Region	5	3
	North-west region	26	15,5
Nature of business	State-owned enterprise	99	58.9
	Sole proprietorship	14	8.3
	Private enterprise	36	21.4
	Joint-stock company	6	3.6
	Restricted enterprise	11	6.5
	Joint venture	2	1.2
Business scale	Micro-enterprises	18	10.7
	small companies	30	17.9
	Medium-sized enterprise	61	36.3
	large enterprise	59	35.1

4.2 Reliability test

This paper only involves transformational leadership style and transactional leadership style in the process of research, and does not involve laissez-faire leadership style. The problem of transformative leadership style in the design of questionnaires is Q8-Q19, the problem involving transactional leadership style is Q20-Q27, the problem involving leadership style is Q8-Q27, and the problem involving employee attitude is Q48- Q56, in examining the impact of leadership style on employee attitudes, in addition to testing the reliability level of leadership style questionnaires and employee

attitude questionnaires, it should also cover specific leadership styles: the letter of change leadership style questionnaire and transactional leadership style questionnaire Degree level. Using SPSS19.0, the leadership style questionnaire, the transformational leadership style questionnaire, the transactional leadership style questionnaire, the employee attitude questionnaire, and the overall questionnaire were tested for reliability. The results of each reliability test are shown in Table 4.2 below:

Table 4.2 Cronbach's Alpha Coefficient Table for Reliability Analysis.

Survey	Cronbach's Alpha	Items
Transformational leadership style questionnaire	0.852	12
Transactional leadership style questionnaire	0.808	8
Leadership style questionnaire	0.892	20
Employee attitude questionnaire	0.878	9
Total amount	0.917	29

According to the above table, it can be concluded that the Cronbach's Alpha of the transformational leadership style questionnaire, the transactional leadership style questionnaire, the leadership style questionnaire, the employee attitude questionnaire, and the total questionnaire are all greater than 0.8. The value of the Cronbach α coefficient is between 0 and 1. Usually, if the α coefficient does not exceed 0.6, it is generally considered that the internal consistency is insufficient; when it reaches 0.7-0.8, the scale has considerable reliability, and when it reaches 0.8-0.9, the reliability of the scale is very good. In the exploratory study, the Cronbach α coefficient should be at least 0.7 to accept, so the questionnaire can be considered to have high internal consistency and stability, and the reliability level is acceptable.

4.3 Research sample style classification

Since there is not only a transformational leadership style and a transactional leadership style in the questionnaire, it is necessary to distinguish the transformational leadership style and transactional leadership style of the respondents who filled out the questionnaire. The options in the questionnaire all adopt Likert's 5-point scale method, which is decremented according to the degree of very consistent to very non-conformity, so the assignment is very consistent with 1, the basic conforms to the assignment 2, the uncertain assignment is 3, the basic The assignment of non-conformity is 4, and the assignment of very non-conformance is 5. The Q8-Q19 assignment involving the transformational leadership style is calculated as the average (transformation average), and the Q20-Q27 assignment involving the transactional leadership style is calculated as the average (transactional average). Finally, the size

of the transformational average and the transactional average are compared. Since the degree of conformity is decreasing, if the transformational mean is less than or equal to the transactional average, it is a transformational leadership style; if the transformational average is greater than the transactional average; if the transformational average is equal to the transactional average, the leadership style is an intermediate leadership style that is intermediate between transformational and transactional. The results of the measurements are shown in the following table:

Table 4.3 Leadership Style Table

Leadership style	Frequency	percentage (%)
Transformational leadership style	86	51.2
Transactional leadership style	64	38.1
Intermediate leadership style	18	10.7

According to the SPSS analysis, 86 of the respondents who belonged to the transformational leadership style accounted for 51.2% of the respondents; 64 of the respondents who belonged to the transactional leadership style accounted for this time. 38.1% of the respondents; 18 respondents who belonged to the transactional leadership style, accounting for 10.7% of the respondents.

4.4 Empirical Analysis of Employees' Attitudes

Employee attitude is measured from three dimensions of cognition, emotion and behavior. The problem involved in cognition is Q54-Q56; the problem involved in emotion is Q48-Q50; the problem involved in behavior is Q51-Q53, the option is still adopted It is the five-point scale method of Likert, which is decremented according to the degree of very conforming to very non-conformity, so the assignment is very consistent with 1, the basic conforms to the assignment 2, the uncertain assignment is 3, and the basic non-conformity is assigned. 4. Very non-conforming assignments are 5. Therefore, when conducting an empirical analysis of employee attitudes, it is necessary to add the averages of the questions of each stage of Q54-Q56, Q48-Q50, Q51-Q53, and then find the cognitive, emotional, and behavioral Average number.

4.5 Analysis of variance

In order to detect whether gender, age, working hours, education level, location of the company, nature of the company and size of the company have significant differences in leadership style and employee attitude, this article will use one-way analysis of variance to detect gender, age, working hours, and academic qualifications.

Level, location of the company, nature of the company, and the size of the company's leadership in terms of leadership style and employee attitude. The transformational leadership style is defined as variable 1; the transactional leadership style is defined as variable 2; the intermediate leadership style is defined as variable 3. After the spss software analysis, the level of difference between gender and leadership style and employee attitude is as shown in Table 4.5.1; age, working time, education level, location of the company, nature of the enterprise and size of the firm in the transformational and transactional leadership style. The level of difference in employee attitudes is shown in Tables 4.5.2 and 4.5.3 below.

Table 4.5.1 Gender Variance Analysis Table

Types of	Leadership style employee attitude	Leadership style employee attitude
Variance homogeneity	0.279	0.121
Variance test significance level	0.982	0.102

It can be concluded from Table 4.5. that the homogeneity level of the variance is 0.279 and 0.121, both of which are greater than 0.05, indicating that the variance has homogeneity. The variance test of leadership style and employee attitude was 0.982 and 0.102, both of which were greater than 0.05, so it can be considered that there is no significant difference in the overall variance. Therefore, gender has no significant difference in leadership style and employee attitude.

Table 4.5.2 One-way ANOVA of demographic variables

Types	Transformational leadership style	Transactional leadership style	Intermediate leadership style
age	0.480	0.345	0.327
operating hours	0.874	0.763	0.840
Academic level	0.856	0.634	0.219
Business location	0.273	0.792	0.156
Nature of business	0.399	0.519	0.693
Business scale	0.126	0.336	0.190

From Table 4.5.2, it can be seen that the level of significance of transformational leadership style and age, working time, education level, location of the enterprise, nature of the enterprise, and size of the enterprise are 0.480, 0.874, 0.856, 0.273, 0.399, 0.126, respectively. More than 0.05, indicating that the variance has homogeneity. The transactional leadership style and the age, working time, education level, location of the enterprise, the nature of the enterprise, and the size of the

enterprise are respectively 0.345, 0.763, 0.634, 0.792, 0.519, 0.336, which are all greater than 0.05, indicating that the variance has homogeneity. . The significant level of employee attitude and age, working time, education level, location of the enterprise, nature of the enterprise, and size of the enterprise were 0.327, 0.840, 0.219, 0.156, 0.693, and 0.190, respectively, which were all greater than 0.05, indicating that the variance was homogeneous.

Table 4.5.3 Demographic Variable Variance Test (ANOVA) Results Table

Types	Transformational leadership style	Transformational leadership style	Transformational leadership style
age	0.364	0.215	0.159
operating hours	0.623	0.658	0.820
Academic level	0.524	0.633	0.765
Business location	0.911	0.717	0.300
Nature of business	0.553	0.472	0.624
Business scale	0.917	0.654	0.332

From Table 4.5.3, it can be seen that the level of significance of transformational leadership style and age, working time, education level, location of the enterprise, nature of the enterprise, and size of the enterprise are 0.364, 0.623, 0.524, 0.911, 0.553, 0.917, respectively. Greater than 0.05 indicates that age, working time, education level, location of the company, nature of the company, and size of the firm have no significant impact on the transformational leadership style. The transactional leadership style and the age, working time, education level, location of the enterprise, the nature of the enterprise, and the size of the enterprise are 0.215, 0.658, 0.633, 0.717, 0.472, and 0.654, respectively, both of which are greater than 0.05, indicating the age and working time. The level of education, the location of the company, the nature of the company, and the size of the firm have no significant impact on the level of transactional leadership. The values of employee attitude and age, working time, education level, location of the enterprise, nature of the enterprise, and size of the enterprise are 0.159, 0.820, 0.765, 0.300, 0.624, and 0.332, respectively, which are greater than 0.05, indicating age, working time, and academic qualifications. Level, location of the company, nature of the company, and size of the company have no significant impact on employee attitudes. Therefore, the above factors may be excluded from being considered as controllable variables in the sample.

4.6 Related analysis

4.6.1 Analysis of Leadership Style and Employee Attitude

In order to measure the relationship between different leadership styles and employee

attitudes in different corporate cultures, we use the correlation-bias correlation in spss software to analyze the relationship between the two, tough-type, hard work and enjoyment. , bet type, process type as a control variable, make a correlation analysis between transformational leadership style and transactional leadership style and employee attitude in different corporate culture backgrounds. For the absolute value of the correlation coefficient is generally above 0.8, it is considered that there is a strong correlation between the two, between 0.3 and 0.8, it can be considered that there is a weak correlation, 0.3 or less, and there is no correlation. The resulting analysis is shown in the following table.

Table 4.6.1 Correlation between leadership style and employee attitude in a tough guy's corporate culture

Leadership style	Significant	Correlation
Transformational leadership style	0.453	0.012
Transactional leadership style	0.463	0.040

According to Table 4.6.1, at the level of $\alpha=0.05$, there is a significant positive correlation between the transformational leadership style and employee attitude in the context of a tough corporate culture, with a correlation coefficient of 0.453; at a level of $\alpha=0.05$. In the background of the tough corporate culture, there is a significant positive correlation between transactional leadership style and employee attitude, with a correlation coefficient of 0.463. From this it can be concluded that the null hypothesis H1 is supported. In addition, we can draw from Table 4.6.1 that the transaction-oriented leadership style is more relevant to employee attitudes in the context of a tough corporate culture.

Table 4.6.2 Relevant Table of Leadership Style and Employee Attitude in Working Hard to Enjoy the Corporate Culture

Leadership style	Significant	Correlation
Transformational leadership style	0.499	0.013
Transactional leadership style	-0.036	0.895

According to Table 4.6.2, at the level of $\alpha=0.05$, there is a significant positive correlation between the transformational leadership style and employee attitude in the context of hard work and enjoyment of corporate culture, with a correlation coefficient of 0.499; At the level of 0.05, there is no significant correlation between transactional leadership style and employee attitude in the context of hard work and enjoyment of corporate culture. From this it can be concluded that the null hypothesis H2 is supported.

Table 4.6.3 Correlation between leadership style and employee attitude in bet-type corporate culture

Leadership style	Significant	Correlation
Transformational leadership style	0.873	0.002
Transactional leadership style	0.414	0.159

According to Table 4.6.3, at the level of $\alpha=0.05$, there is a significant positive correlation between the transformational leadership style and employee attitude in the context of the bet-type corporate culture, with a correlation coefficient of 0.873; at a level of $\alpha=0.05$. On the background of the bet-type corporate culture, there is no significant correlation between transactional leadership style and employee attitude. From this it can be concluded that the null hypothesis H3 is supported.

Table 4.6.4 Correlation between leadership style and employee attitude in process-oriented corporate culture

Leadership style	Significant	Correlation
Transformational leadership style	-0.783	0.001
Transactional leadership style	0.379	0.163

According to Table 4.6.4, at the level of $\alpha=0.05$, there is a significant negative correlation between the transformational leadership style and employee attitude in the context of process-based corporate culture, with a correlation coefficient of -0.783; at $\alpha=0.05$. At the level, there is no significant correlation between transactional leadership style and employee attitude in the context of process-based corporate culture. From this it can be concluded that the null hypothesis H4 is supported.

4.6.2 Analysis of Leadership Style and Leader Management Quality

Through the reading of the literature, we can find that the leadership style is also related to the management quality of the leader, so this article will conduct research through the leadership management ability that reflects the management quality of the leader. Leaders' management ability mainly involves the following aspects: thinking decision-making ability, planning ability, judgment ability, creative ability, investigation ability, persuasion ability, ability to understand people, ability to cultivate lower level, ability to mobilize enthusiasm and problem solving. ability. Different leadership styles are affected by different leaders' management abilities. The questionnaire questions of leader management ability correspond to Q28-Q37 in the questionnaire respectively, so the transformational and transactional leadership styles are related to the leader management ability. The resulting analysis is shown in Table 4.7.5 below:

Table 4.7.5 Relationship between leader management ability and leadership style

Correlation coefficient	Transformational leadership style	Transactional leadership style
thinking ability	0.420**	0.629**
Planning ability	0.549**	0.373**
Judging ability	0.447**	0.462**
Creative ability	0.454**	0.547**
Investigation ability	0.449**	0.615**
Persuasive ability	0.382**	0.559**
Understanding ability	0.483**	0.493**
Cultivate subordinate ability	0.495**	0.358**
Mobilizing enthusiasm	0.519**	0.451**
Problem solving ability	0.362**	0.601**

Note: **. Significantly correlated at .01 level (both sides)

According to the above table 4.6.5, the following conclusions can be drawn:

- (1) Different leaders have different management capabilities and different leadership styles;
- (2) Correlation coefficient between transformational leadership style and transactional leadership style and thinking ability, planning ability, judgment ability, creative ability, investigation ability, persuasion ability, ability to cultivate subordinates, ability to mobilize enthusiasm, and ability to solve problems Both are greater than 0.3, and they can be considered to be related;
- (3) By comparing the absolute value of each leadership management ability with the transformational leadership style and transactional leadership style, we can find the correlation coefficient ratio and transaction of planning ability, cultivating subordinate ability, mobilizing enthusiasm ability and transformational leadership style. The correlation coefficient of the style of leadership is large, so it can be concluded that the ability to plan, develop the ability of the subordinate, and mobilize the enthusiasm have a greater impact on the transformational leadership style;

5. Research conclusions

This study introduces the empirical analysis method of this paper through the introduction of the questionnaire; through the descriptive analysis, analysis of variance and related analysis, the transactional and transformational leadership styles and employee attitudes are in the tough guy type, work hard, enjoy the type, process type

It analyzes and describes the correlation between the four corporate culture backgrounds and the bet type. Based on the collected questionnaire data, the following conclusions can be drawn:

5.1

5.2 Impact of demographic variables on variables

Using independent sample test to detect the difference of gender in leadership style and employee attitude, using one-way analysis of variance to detect gender, age, working time, education level, location of the company, nature of the company and size of the company in leadership style and employee attitude At the level of difference, demographic variables such as gender, age, working time, education level, location of the company, nature of the enterprise, and size of the firm were found to have no significant impact on transformational and transactional leadership styles and employee attitudes.

5.3 Relationship between transformational leadership style and employee attitude

The conclusions of the relationship between transformational leadership style and employee attitude in the four corporate cultures of tough guys, hard work, enjoyment, process and bet are as follows:

Table 5.1 Hypothesis of relationship between leadership style and employee attitude

Research hypothesis	Support or not
H1: In the context of a tough corporate culture, there is a positive correlation between transformational leadership and employee attitudes.	Yes
H2: In the context of working hard and enjoying the corporate culture, there is a positive correlation between transformational leadership and employee attitudes.	Yes
H3: In the context of a bet-type corporate culture, there is a positive correlation between transformational leadership and employee attitudes.	Yes
H4: In the context of process-based corporate culture, there is a negative correlation between transformational leadership and employee attitudes	Yes

In addition, we can find out that in the context of the tough corporate culture, leaders are more suitable for transactional leadership styles by analyzing the correlation between transformational leadership style and transactional leadership style and employee attitude in different corporate cultures. In the context of a corporate culture of hard work and enjoyment, the leader is more suitable for transformational

leadership style.

References

- [1] Fang Limin. Research on the relationship between transformational leadership behavior and job satisfaction of knowledge workers [D].2010.
- [2] J.M. Burns. Leadership [M]., NewYork: Harper & Row, 1978.
- [3] B M. Bass. Leadership and Performance beyond Expectations [M]. New York, 1985: P481-484.
- [4] Leithwood, K.A., D.Jantzi. Transformational Leadership: How Principals Can Help Reform School Cultures [M].1991.
- [5] DL Fields, DM Herold. Using the Leadership Practices Inventory to measure transformational and transactional leadership[M].1997.
- [6] Wang Dinghong. Research on the relationship between corporate culture, leadership style and employee turnover tendency [D]. China Excellent Master's Thesis Library. 2014.
- [7] Deniso D. Bringing corporate culture to the bottom line [J]. Organ Dyn., 1984, 13(2) P4-22.