

Abstract

The objective of this research is to study organizational culture “as it is”, “as it should be”, leadership effectiveness and organizational citizenship behavior and to study the relationship of organizational culture, leadership effectiveness and organizational citizenship behavior of management level in retail business. The samples of this study were 161 middle managers in retail business. The data collected were concerning organizational culture “as it is”, “as it should be” and leadership effectiveness in seven dimensions. They are (1) Power Distance (2) Uncertainty Avoidance (3) Masculinity (4) Individualism (5) Achievement Orientation (6) Humane Orientation and (7) Future Orientation. And data collected were concern with five dimensions of organizational citizenship behavior as (1) Altruism (2) Conscientiousness (3) Sportsmanship (4) Courtesy (5) Civic Virtue. Statistical analysis tools including Pearson’s product moment correlation and t-test paired sample were used.

The results of the study were organizational culture both “as it is” and “as it should be”: the greatest emphasis is on Future Orientation and the least is on Individualism. Leadership effectiveness: the greatest emphasis is on Masculinity and the least is on Individualism. Organizational citizenship behavior: tend to focus on Conscientiousness. There are positive relationships between organizational culture as it is and organizational culture as it should be in seven dimensions. There are not any relationships between organizational culture as it should be and leadership effectiveness, but not in Individualism, Achievement Orientation and Humane Orientation. The relationship between organizational culture as it is in Individualism, Power Distance, Masculinity and organizational citizenship behavior in Sportsmanship, Civic Virtue, Conscientiousness was a negative relationship. There are not any relationship between organizational culture as it should be and organizational citizenship behavior, but not in Achievement Orientation and Conscientiousness, Future Orientation and Sportsmanship which was a positive relationship. Finally, we also found

that leadership effectiveness positively correlated with organizational citizenship behavior.

The research results show that organizational culture “as it is” is related to “as it should be” , and leadership effectiveness is related to organizational citizenship behavior which can be applied for setting up business strategy to encourage work effectiveness, and development of human resources management.