

INFLUENCE OF TRANSFORMATIONAL LEADERSHIP IN ORGANIZATIONAL CULTURE AND WORK LIFE BALANCE: STUDY IN AN EDUCATIONAL INSTITUTION

INFLUÊNCIA DA LIDERANÇA TRANSFORMACIONAL NA CULTURA ORGANIZACIONAL E NO WORK LIFE BALANCE: ESTUDO EM UMA INSTITUIÇÃO DE ENSINO

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ABSTRACT

This study aims to analyze the influence of transformational leadership on organizational culture and Work Life Balance in a public educational institution, identifying the type of culture presented in the model of Cameron and Quinn (1999). The research was quantitative, descriptive, type survey, performed with 338 the servers of the 16 units of the Federal Institute of Santa Catarina (IFC). For the analysis of data, the Modeling of Structured Equations was used. The results pointed out the predominance of the Clan culture, which was considerably superior to Adhocracy, Market and Hierarchical. The Culture Clan suggests that IFC employees value the organizational environment that has characteristics such as flexibility, innovation, appreciation of people and talents, as well as professional freedom.

Keywords: IFC. Organizational Culture. Transformational Leadership. Work Life Balance.

RESUMO

Este estudo tem como objetivo analisar a influência da liderança transformacional na cultura organizacional e no *Work Life Balance* em uma instituição pública de ensino, identificando o tipo de cultura apresentado no modelo de Cameron e Quinn (1999). A pesquisa foi quantitativa, descritiva, tipo *survey*, realizada com 338 os servidores das 16 unidades do Instituto Federal Catarinense (IFC). Para análise de dados foi utilizada a Modelagem de Equações Estruturadas. Os resultados apontaram a predominância da cultura Clã, a qual mostrou-se consideravelmente superior a Adhocracia, Mercado e Hierárquica. A Cultura Clã, sugere que os colaboradores do IFC valorizam o ambiente organizacional que possua características como flexibilidade, voltado para a inovação, valorização das pessoas e talentos, bem como a liberdade profissional.

Palavras-chave: Cultura Organizacional. IFC. Liderança Transformacional. *Work Life Balance*.

1 INTRODUCTION

The organizational environment acts in constant changes in its scenario, and this requires organizations to improve their efficiency and management. To deal with the challenge of transformation, there is a need to modernize and improve its management practices (JATI et al., 2015). The relationships between leaders and subordinates are differentiated, giving rise to negotiations with subordinates, through which the prospects of delivery are explained, as well as the compensation for fulfilling their achievements (BASS, 1990).

Leadership is perceived as a process by which individual influences other individuals, making them followers with the purpose of cohesion and coherence to organizational objectives. Thus, various leadership styles are identified with the personal characteristics of leaders and subordinates and with the organizational context (ACAR, 2012).

Through organizational culture and leadership characteristics, organizations can adopt a proactive process in order to prepare of severe crises, as well as manage crises that may occur, leading to a positive recovery trajectory. On these occasions, companies will realize whether the current leader has an appropriate leadership style to effectively manage problems (BOWERS; HALL; SRINIVASAN, 2017).

The transformational leadership style is capable of achieving superior team performance, raising the common interests of employees, through awareness and acceptance of the purposes and organizational mission, expanding their vision beyond the group. The results achieved by this style of leadership can be achieved through the charisma, by which his followers are inspired. Another way to achieve results can be to meet the emotional needs of each employee, stimulating them intellectually (BASS, 1990).

Transformational leaders are aware of their subordinates' maximum potential, creating a connection capable of raising the group's motivation and ethics. Such a style of leadership has the ability to implement changes in strategy, vision, attitude, and organizational culture (JATI, 2015). Thus, when developing a productive organizational culture in such an organization, employees and other stakeholders will feel the organizational climate healthy and good to work. Leadership plays an essential role in creating a positive organizational culture (YÜCEL; KARATAS; AYDIN, 2013).

The present study aims to analyze the influence of transformational leadership on organizational culture and Work-Life Balance in a public educational institution, identifying

the type of culture presented in the model of Cameron and Quinn (1999). The model is based on a questionnaire with eight dimensions, and after the appropriate tabulation, it is divided into four quadrants that lead to profiles of different types, being Clan Culture, Innovative Culture, Hierarchical Culture, and Market Culture.

Through research carried out, including that of Shneider, Ehrhart, and Macey, (2013), they state that there are few studies on the role of the leader in the culture of an organization and that of Biazzi, Muscat and Biazzi (2011), who argue that in the Brazilian public sector there is a peculiar culture, as well as leadership in organizational culture from the perspective of employees, there was a need to deepen research on the theme of the influence of leadership on organizational culture in a public educational institution. Also, the study is justified by the fact that the organizational culture of the public sector is distinct from the organizational culture of the private sector (SHNEIDER; EHRHART; MACEY, 2013).

2 THEORETICAL FOUNDATION

In this section, some aspects of the literature are presented with the concepts of organizational culture and transformational leadership.

2.1 TRANSFORMATIONAL LEADERSHIP

Leadership has been perceived as a topic of study, actively since the 1980s. According to Ogbona and Harrus (2000), with a close link between leadership and organizational culture, the alignment of employees' values with the values adopted by an organization can directly affect their performance. The leader can interfere in the organizational culture, including his followers, as well as expanding the change to his peers and superiors (BERGAMINI, 1994).

Leaders who have characteristics of transmitting a communication and having a vision of the future are known as “transformational.” Other characteristics of transformational leadership are common sense, intellectual flexibility, and employee development. Such characteristics are perceived by employees, customers, suppliers, financiers, and the community (BASS, 1990).

It is possible to define transformational leadership as a leadership style that elevates the understanding of collective interests among individuals in the organization, helping them to achieve common goals. Team members are perceived as valuable resources for the organization. In this way, transformational leadership becomes the driver of the culture-

oriented towards better organizational performance (GARCÍA-MORALES; JIMÉNEZ-BARRIONUEVO; GUTIÉRREZ-GUTIÉRREZ, 2012).

Transformational leadership emerged from the studies of Bass (1985). It can be defined as a relational leadership style, in which the followers have confidence and respect for the leader and are encouraged to accomplish more than expected to achieve organizational goals and objectives (BOAMAH et al., 2017). According to the same authors, transformational leadership is part of modern theories on leadership, and it aroused interest from scholars since the 1980s.

Transformational leadership has four main dimensions, which are: the idealized influence on attributes and behaviors, inspiring motivation, intellectual stimulation, and individualized consideration, which provide promising leverage to improve team processes, also, the transforming behaviors of the leader facilitate team-building interventions (AGA; NOORDERHAVEN; VALLEJO, 2016). The idealizing influence provides behavior that arouses strong emotions and identification with the leader; inspiring motivation shows how the leader conveys attractive and inspiring vision to subordinates, providing challenging assignments and raising followers' expectations, intellectual stimulation involves making followers aware of the organization's problems and influencing them to develop innovative and creative approaches to solving them; individualized consideration involves providing support, incentives and training to subordinates (AGA; NOORDERHAVEN; VALLEJO, 2016). The **idealizing influence** provides behavior that arouses strong emotions and identification with the leader; **inspiring motivation** shows how much the leader conveys vision.

According to Cetin and Kinik (2015), transformational leadership acts to transform followers, establishing an organizational climate in which values are commonly accepted and shared. In this way, organizations that have a transformational leadership style tend to be more productive, either individually, as a team, as a unit, or in the company as a whole. By promoting a climate of trust throughout the organization, this style of leadership has the capacity to change the organizational culture, encouraging the innovation of products and processes, as well as increasing the creativity of its employees (ELREHAIL et al., 2017).

For Shao, Feng, and Hu (2017), transformational leadership works to change the culture of an organization according to its vision, preferring to choose new ways and opportunities to work. In this way, the transformational leader creates a culture of open

dialogue and encourages new ways of thinking and emphasizes the benefits of collaboration (BOAMAH et al., 2017). Such leaders, according to Jati (2015), have the ability to promote changes in the organization's strategy, vision, attitude, and culture. By affecting organizational culture, transformational leadership has a positive impact on employee performance (KHOSHLAHN; ARDABILI, 2016).

Leaders have an important role in articulating and strengthening the organization, acting as an essential mechanism for their support. Leadership is considered a central element in the construction and maintenance of the organizational culture through the practices of people and business management, recognition, interpersonal relationships, the formation of the vision, values, and other elements necessary for its consolidation (SCHEIN, 1992).

2.2 ORGANIZATIONAL CULTURE

Organizations are endowed with individualities that differentiate them from each other in certain aspects, such as levels of efficiency and effectiveness, physical structure, organizational structure, levels, and power line, among others. An organization's way of being, consisting of beliefs, values, rules, attitudes, behaviors, habits, and customs, constitute the organizational culture. Thus, the organizational culture is composed of beliefs and values, which impact on the efficiency and effectiveness of the activities performed (CROZATTI, 1998).

D'Iribarne (1992) argues that organizational culture is formed by a system of concepts that allow individuals to assign meanings to their experiences, involving terms such as freedom, equality, justice and responsibility, and aspects such as beliefs, values, rites, and customs.

According to Bio (1996) and Schein (1992), the greatest influencers of the organizational culture are the founders and the foremost leaders of the company. For Schein (1992), the organizational culture can be characterized as a set of assumptions shared among members of a certain organization and, when involved in the process, they envisage solving their problems of external adaptation and internal integration and are assimilated by the new members as the correct way to perceive, think and feel about problems.

Panagiotis, Alexandro, and George (2014) mention that the organizational culture allows the formation of a sense of identity among the members, which leads to a sense of commitment to something higher than individual interest. Therefore, Ferreira (2006) and

Ferreira and Hill (2007), recommend the use of the Cameron and Quinn (2006) model, as it allows measuring the organizational culture, as well as the constant values, showing significant acceptance between different lines of search.

The model developed by Cameron and Quinn (2006) distinguishes four types of culture, called Clan Culture, Adhocracy Culture, Market Culture, and Hierarchy Culture. Competing values produce polarities such as flexibility versus stability and internal versus external focus. These two polarities were the most important in defining organizational success. Table 1 shows the types and typologies with the types of culture proposed by Cameron and Quinn (2006).

Table 1 Typology of Organizational Culture

Flexibilidade e Descrição	
Clan Culture / Support (Internal and flexible focus)	Friendly workplace, leaders act as father figures, a familiar place to work; the institution rewards team activity, encourages participation and consensus.
Culture of Innovation / Adhocracy (external and flexible focus)	A dynamic workplace with leaders who encourage innovation, characterized by continuous improvement, search for creative solutions, planning, and anticipating needs.
Hierarchical Culture (internal and controlled focus)	Structured and formalized workplace, leaders act as coordinators, typical of controlling and structured institutions; employees guided by administrative procedures; the organization's success depends on efficiency; the main aspects are characterized by planning and expenditure control.
Market Culture (external and controlled focus)	a competitive workplace with leaders such as drivers, results-oriented institutions; competitive employees, firm, and productive leaders; management characterized as competitive, with a focus on overcoming audacious goals and objectives; actions aimed at competitiveness and achievement of measurable objectives and goals.

Source: Adapted from Cameron and Quinn (2006).

Clã culture stresses flexibility and a focus on the internal organization. Its characteristics are teamwork, employee involvement, and corporate commitment (NARANJO-VALENCIA; JIMÉNEZ-JIMÉNEZ; SANZ-VALLE, 2011).

Market orientation allows the organization to be able to anticipate market changes, allowing the company to adapt to changes in the sector in which it is inserted (LUKAS; FERREL, 2000. Droge, Cantalone, and Harmancioglu (2008) complement that for the proactive strategic orientation, it is necessary to increase the level of market orientation, in order to identify and act on the new market opportunities. The market culture is externally focused and oriented towards control. The organizational values prevalent in this culture are those geared to productivity and competitiveness. The hierarchical culture is focused on

control and focuses on the internal organization (NARANJO-VALENCIA; JIMÉNEZ-JIMÉNEZ; SANZ-VALLE, 2011).

Outwardly oriented organizations generally have a variety of mechanisms to increase their chances of obtaining information about their business environment, thus favoring the emergence of Innovation in the business environment (KIMBERLY; EVANISKO, 1981, DETERT; SCHROEDER; MAURIEL, 2000). The organization, by promoting external orientation, to the detriment of Internal Orientation, generates elements that promote organizational innovation, thus allowing the company to have a more competitive position in the segment it is inserted in (COOPER; WOO; DUNKELBERG, 1989).

In hierarchical culture, there are rules and regulations, which, when excessive authority and centralization, inhibit the creative process, and cause unfavorable conditions for the emergence of new managerial opportunities (NARANJO-VALENCIA; JIMÉNEZ-JIMÉNEZ; SANZ-VALLE, 2011). Bureaucratic control standardizes the evaluation of results through rules and procedures, which are elaborated by hierarchical authorities (OUCHI, 1979). Bureaucratic organizations gain efficiency “when playing safely” and seek imitative guidance. In reference to the second dimension, which deals with an internal and external focus, it appears that cultures focused on external focus are more related to the orientation of innovation while cultures focused internally, are related to the orientation of imitation (NARANJO-VALENCIA; JIMÉNEZ -JIMÉNEZ; SANZ-VALLE, 2011).

The values, ideologies, and beliefs are considered particularly important for understanding an organization's culture and are seen as a reliable representation. According to the authors above, the evaluation and measurement of organizational culture are concentrated on organizational values (HOWARD, 1998; OTTO, 1989).

The culture of Brazilian public organizations is characterized by bureaucratic aspects, centralized authoritarianism, paternalism, discontinuity, and political interference. Such characteristics influence the way employees work in these organizations, with adherence to rules and routines, the overvaluation of hierarchy, paternalism in relationships, and attachment to power (PIRES; MACEDO, 2006). Pettigrew's (1979) studies cite that with the creation of organizational culture, leadership aspects become more understandable.

The organizational leadership relationship is directly linked to commitment mechanisms, and the way to observe the commitment is through the cultural approach (PETTIGREW, 1979). The same author mentions that the mechanisms have the role of

separating people from their detachments, directing them to the needs and purposes of the organization.

In this context, it appears that all aspects of cultural approaches are interconnected with the leadership style. According to Bass and Volio (1993), and organizational culture develops from leadership; that is, there is a very close relationship between leadership and organizational culture. Culture affects leadership, just as leadership affects culture.

2.3 WORK-LIFE BALANCE

Al-Haddad and Kotnour (2015) define leadership as a process by which a given individual influences and directs colleagues to achieve a common goal. In this context, it appears that the leadership style impacts the organizational culture during the daily practices of the organization, thus influencing the Work-Life Balance.

Beauregard and Henry (2009) recommend that organizations adopt practices to balance a personal and professional life, which can influence organizational performance, such as improvement in social exchange processes, cost savings, higher productivity, and lower turnover. According to the same authors, the organization, by implementing such practices, collaborates with employees in order to balance their demands for activities and personal responsibilities, favoring employee productivity, and significant business improvement.

From the point of view of Bara and Bhargava (2010), the need for a balance between work and personal life becomes an integral element of the expectations of employees. In discussions that address the integration of work and family, the issue of Work-Life Balance has been highlighted in order to reduce the conflicts of roles, resulting from the large volume of work in organizations. Some professionals have excessive demands in specific periods, causing work overload, which needs to properly manage their time (ALTOÉ; VOESE, 2018).

Work-Life Balance, according to Sub and Sayah (2013), is about the balanced relationship between individuals and organizations. Khallash and Kruse (2012) consider that the balance between personal life and work is desired by all individuals so that one can use time outside work with different activities such as taking care of children, carrying out domestic activities, leisure activities, and Self-development. According to the same authors, due to technological aspects, many barriers were broken down, and individuals started to

integrate work with private life and that it is only possible to achieve balance when there is a distinction between work and personal life.

Darcy et al. (2012) consider that the employees of an organization are concerned with the balance between personal and professional life at different stages in their careers. Thus, the support of the leadership is important, so that it is possible to reconcile the workload with personal needs. According to Posig and Kickul (2004), it is necessary that the team and the leaders are aware of the organizational roles to be played and that they help employees to achieve Work-Life Balance.

For Hammond et al. (2015), leaders play an essential role in positively or negatively influencing employees' work experiences. Thus, it is identified that leadership is considered an essential factor for the employee's well-being and that such influence goes beyond the workplace. Furthermore, it is interesting to understand the effect of transformational leadership on the management of employees' work and personal lives.

Piccolo and Colquitt (2006), consider that transformational leadership can influence some resources, such as autonomy, by encouraging their followers in relation to independent thinking and supporting creative ideas. Such behaviors propose perceptions of freedom and autonomy. Hammond et al. (2015), complement that, when employees gain autonomy to manage workloads flexibly, they reduce their stress and have more time to dedicate to family matters.

Braun and Peus (2018), mention that transformational leadership positively influences Work-Life Balance practices and is accepted by employees, resulting in job satisfaction. Leadership support can harmonize conflicts between work and family.

According to Alegre and Pasamar (2018), companies that have Work-Life Balance policies are prone to positive results in terms of innovation, learning, and creativity. In addition, there is a reduction in conflicts in the work environment, physical and mental well-being, satisfaction, and commitment to life and work, reduced absenteeism, and staff turnover. Such aspects can result in greater satisfaction and, consequently, more significant attraction and retention of employees.

3 METHODOLOGICAL RESEARCH PROCEDURES

To achieve the proposed objective, this study was framed as descriptive and transversal research with a quantitative approach. This research seeks to describe the

influence of transformational leadership on organizational culture. Data were collected using a four-part questionnaire. The first is formed by issues related to Transformational Leadership. The second for questions related to an organizational culture based on the Organizational Culture Assessment Instrument (OCAI) by Cameron and Quinn (2006). Following the model, the culture was divided into six subgroups: dominant characteristics, organizational leadership, employee management, organizational union, strategic emphases, and success criteria. These form the four types of culture proposed by the authors - (Adhocracy, Clan, Market, and Hierarchy). The third block contains statements involving Work-Life Balance. The measurement models and their respective concepts are described in table 2.

Table 2 Dimensions of Work-Life Balance

Dimensions	Sub-dimensions	Theoretical basis	Measurement
Transformational Leadership	Orientation to seek opportunities; Vision of objectives; Employee motivation; Efficient and motivating leadership; Effect on employee morale. (Five variables)	García-Morales; Verdú - Jover and Lloréns - Montes (2008)	Likert scale 5 points, "Strongly disagree" to 5 "Strongly agree".
Organizational Culture	Adhocracy, Clan, Market, and Hierarchy. (24 variables - six per type of culture).	Cameron e Quinn (2006)	
Work-Life Balance WLB	- WLB - Flexibility (Four variables); - WLB - Family Life (Five variables).	Carlson, Acmar, and Williams (2000); Clark, (2001)	

Source: Elaborated by the authors (2018).

The survey was sent by e-mail, and the data collected from December 2017 to February 2018 with servers, from the 16 units of the Instituto Federal Catarinense (IFC). The population consists of a total of 1,885 (one thousand eight hundred and eighty-five civil servants), distributed among Administrative Technicians, Effective Teachers, Temporary and Substitutes.

For data analysis, Structural Equation Modeling (SEM) was used. The reliability of each construct was calculated separately. For this purpose, Cronbach's alpha (CA) was used, with values above 0.7 being accepted. Compound Reliability (CR) was also used, which is a measure of the items' internal consistency, suggesting values greater than 0.70. The Average Variance Extracted - AVE represents a measure of reliability that indicates the general amount of variance in the indicators explained by the latent construct, with the literature recommending values greater than 0.5 (HAIR JR et al., 2016).

Discriminant validity criteria were observed, which is understood as an indicator that the constructs or latent variables are independent of each other. In order to assess the significance of the analysis models, the values resulting from the Student T-Test were observed, in which the values must be ≥ 1.96 (HAIR JR et al., 2016) and p-value < 0.05 . Given these criteria, there is no need to remove statements from the constructs in these adjustments. The values of Q^2 (Predictive validity or Stone-Geisser indicator) evaluate the accuracy of the model, and the values must be > 0 , and the f^2 (Effect size or Cohen indicator) matches the utility of the construct to the model, in whereas 0.02, 0.15 and 0.35 vouchers are considered small, medium and large, respectively (HENSELER, RINGLE; SINKOVICS, 2009; RINGLE; DA SILVA; BIDO, 2014). The results are shown in the next section.

4 ANALYSIS OF RESULTS

In this chapter, the results obtained from the survey employed in conducting the research will be described. According to table 1, of the total of 1,885 civil servants who participated in the survey, 17.93% answered the questionnaire, that is, 210 respondents, most answers were obtained from administrative technicians.

Table 1 Research Participants

Office	Total Servers in Acting	Questionnaires Answered	Questionnaires answered X Total IFC servers.
Administrative Technicians	855	210	24,56%
Effective Teachers	916	118	12,88%
Substitute Teachers	114	10	8,77%
TOTAL	1.885	338	17,93%

Source: Elaborated by the authors (2018).

Most respondents are in the Rectory, which is mostly composed of administrative technicians. On the campuses, there are teachers and administrative technicians, and Campus Fraiburgo had the most significant number of respondents, with 29.03%. The sample presented has a staff of employees with the recent entry into the Institution, most respondents have 01 to 03 years of effective exercise, comprising a total of 105, representing 30.6% of the sample. Certain fact occurs as a result of recent appointments of servers to the administrative headquarters and because it is a new institution, with its activities started in 2010.

4.1 PREDOMINANT TYPE OF ORGANIZATIONAL CULTURE

Using the statistical method of the Structural Equation Method, the type of organizational culture that prevails in the Competing Value Model (CVM) model by Cameron and Quinn (2006) and in the study by Naranjo-Valencia, Jiménez-Jiménez, and Sanz-Valle (2011). Initially, the Cronbach Alpha (CA), Composite Reliability, Average Variance Extracted (A.V.E), and *Rho_A* reliability test was run.

In the internal reliability analysis, the compound reliability and the Cronbach's alpha need to be greater than 0.60 (NUNNALLY AND BERNSTEIN, 1994). Composite reliability is a factor of greater relevance than Cronbach's Alpha. In addition to the aforementioned indices, the *Rho_pa* was presented with the objective of estimating reliability through factorial weights and the AVE and measuring how much the variables positively relate to the constructs to which they belong, according to the literature, higher than 0.50. Table 2 shows the indices of the reliability tests.

Table 2 Reliability test of the research construct

Dimensions	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted
Adhocracy	0.900	0.904	0.926	0.715
Clan	0.917	0.921	0.937	0.750
Hierarchical	0.694	0.767	0.806	0.515
Leadership	0.948	0.950	0.960	0.828
Market	0.868	0.874	0.905	0.656
WLB	0.740	0.809	0.803	0.322
WLB – Flex.	0.807	0.815	0.873	0.633
WLB VF	0.854	0.862	0.902	0.698

Source: Research data (2018).

Analyzing table 2, it was found that the composite reliability indices showed satisfactory numbers. As for Cronbach's Alpha, it is possible to diagnose that the lowest index was 0.694, being considered by the literature as acceptable. In A.V.E it is possible to diagnose that all variables presented indexes above the recommended by the literature, that is, more significant than 0.50, with the exception of the second-order construct, called WLB “Work-Life Balance,” which presented an index of 0.322, that is, below what was established in the literature, however, as it is a second-order construct, the index found is not relevant.

Based on the reliability results, it is possible to attest that the constructs demonstrated acceptable limits for testing the structural model. The discriminant analysis was performed using the criteria of Fornell and Laker (1981). Discriminant validity is defined as the measure

that the indicators represent in a single construct, the indicators being distinct from each other. The results found are shown in table 3.

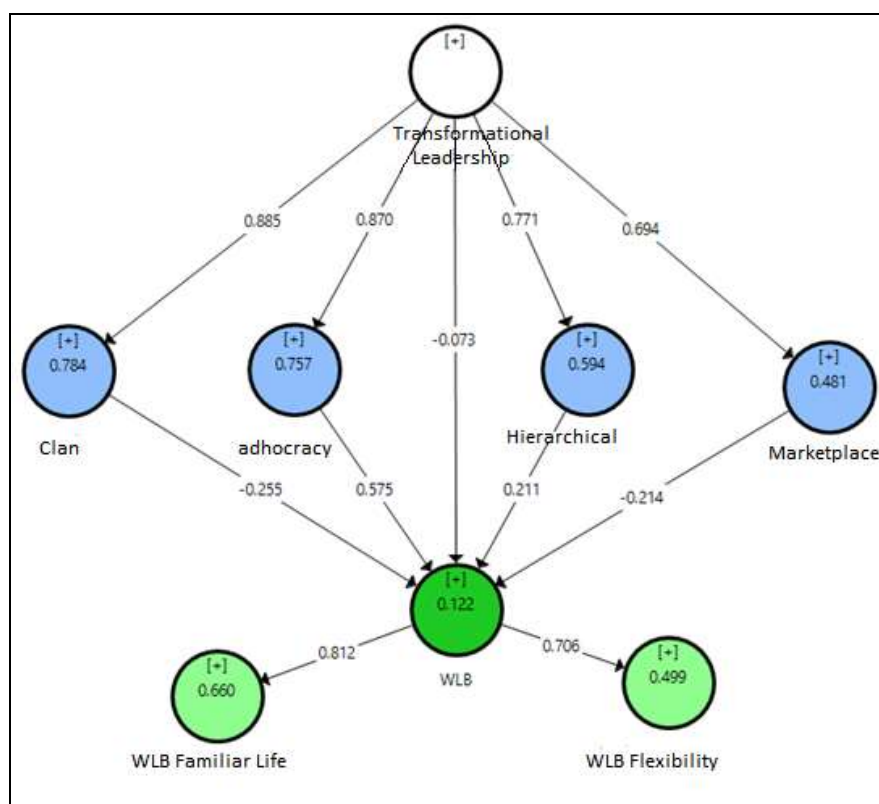
Table 3 Discriminant validity according to the Fornell and Larcker criteria

	Adhocracy	Clan	Hierarchical	Leadership	Market	WLB - Flex	WLB - FL
Adhocracy	0.845						
Clan	0.940	0.866					
Hierarchical	0.792	0.795	0.718				
Leadership	0.870	0.885	0.771	0.910			
Market	0.691	0.681	0.689	0.694	0.810		
WLB- Flexibility	0.160	0.130	0.155	0.095	0.064	0.796	
WLB - Family Life	0.246	0.200	0.218	0.198	0.082	0.189	0.835

Source: Research data (2018).

Through the analysis of results, it was possible to verify that the dimensions of Clan and Hierarchy did not present discriminant validity, and the other dimensions presented satisfactory indexes. The next step was to examine the results of the structural model, as shown in Figure 1.

Figure 1 Complete structural model



Source: Research data (2019).

Figure 1 shows the path coefficient and the R^2 of the variables, which assesses the variance of the endogenous variables, being explained by the structural model. The mentioned index indicates the quality of the adjusted model (RINGLE, DA SILVA, BIDO, 2014). According to Coehn (1988) he recommends that R^2 be classified as follows: $R^2 = 2\%$ small effect, $R^2 = 13\%$ medium effect and $R^2 = 26\%$ large effect. According to figure 1, the dimensions of the culture with the highest R^2 are made up of the Clan ($R^2 = 78.4\%$) and adhocracy ($R^2 = 75.7\%$). The Work-Life Balance presented a low coefficient (0.112) in contrast to the indexes of the dimensions of stability and control (0.660) and flexibility and freedom (0.499), which presented higher values. In order to complement the analysis of the evaluation of the structural model, Table 4 will show the path coefficient, T-Test, and P-value.

Table 4 Path coefficient, T-test, and P-value

Structural Path	Path Coefficients	Statistic T	P-Values
Work-Life Balance → WLB – Flexibility	0.706	12.792	0.000
Work-Life Balance → WLB – Familiar Life	0.812	25.454	0.000
Adhocracy → WLB	0.575	3.260	0.001
Clan → WLB	0.255	1.310	0.191
Hierarchical → WLB	0.211	1.716	0.087
Market → WLB	0.214	2.462	0.014
Transformational Leadership → Adhocracy	0.870	60.898	0.000
Transformational Leadership → Clan	0.885	70.319	0.000
Transformational Leadership → Hierarchical	0.771	40.818	0.000
Transformational Leadership → Market	0.694	17.483	0.000
Transformational Leadership → WLB	0.073	0.500	0.617

Source: Research data (2018).

The path coefficient shown in figure 1 and table 4 indicates that leadership influences all types of cultures. The result found indicates that leadership exerts a greater influence on the clan, as pointed out by Transformational Leadership → Clan Culture $\beta = 0.885$, $p < 0.005$. The result indicates that the organization has a friendly workplace, rewarding team activities, and encouraging participation and consensus. The culture that presented the lowest relation was the Transformational Leadership → Market Culture $\beta = 0.694$, $p < 0.005$, indicating that the organization does not have a results-oriented culture and employees are not encouraged to be competitive that is, the organization is not characterized as competitive, not being concerned with meeting audacious goals and objectives. A particular fact can be explained because the public authority does not seek profit, but rather the provision of services to society, in a public manner and with quality.

Schein (1992) considers that leadership can be considered as a support mechanism, representing a central element in the construction and maintenance of organizational culture. In the view of Boamah et al. (2017), the transformational leader creates a culture of open dialogue between servers and encourages them to have new ways of thinking. This understanding reinforces the importance of clan culture within IFC, which encourages the participation of civil servants, leaders act as figures of the father, and foster open dialogue, as well as encourage the involvement of civil servants.

In the analysis of Work-Life Balance, it is possible to verify that the culture of adhocracy stands out, presenting the Adhocracy index $\beta = 0.575$, $p < 0.005$. The balance between work and personal life has implications for employees' attitudes, behaviors, well-being, and organizational effectiveness. This fact required the organization to introduce interventions to help employees manage the conflicting demands of professional life. Some of these interventions provide greater autonomy through flexible benefits and policies that directly affect professional life (BARAL; BHARGAVA, 2010).

The culture of Adhocracy prioritizes flexibility and change, and the values sought within this type of culture are creativity, entrepreneurship, and decision making (NARANJO-VALENCIA; JIMÉNEZ-JIMÉNEZ; SANZ-VALLE, 2011). Autonomy and freedom encourage creativity, favoring innovation within the organization. Through innovation, organizations are able to relax policies that affect the quality of professional life, since the activities to be performed require greater creativity. By innovating, organizations are able to change the organizational culture and consequently make professional policies more flexible (MATSUNO; MENTZER; OZSOMER, 2002).

In the comparison between the male and female sex, as shown in table 5, it is possible to verify the predominance of the culture of adhocracy for the male sex and the clan culture for the female sex. The culture of adhocracy encourages innovation within the organization, seeking and stimulating creativity. Clan culture favors team activity and encourages participation and consensus. There is a predominance of teamwork and development of collaborators, with sharing of coexistence (NARANJO-VALENCIA; JIMÉNEZ-JIMÉNEZ; SANZ-VALLE, 2011). Baral and Bhargava (2010), mention that leaders are seen as mentors, constituting a familiar place to work. According to the same authors, family culture, which is the case of Clan Culture, develops when individuals feel supported by employers, aiming at a balance in professional and family roles.

Table 5 Standardized coefficients and significance: Difference between sex

Structural Path	Path Coefficients		Path Coefficients Difference M. (-) F.	P-Values Difference M. (-) F.
	M.	F.		
Leadership → Market Culture	0.739***	0.659***	0.080	0.153
Leadership → Hierarchical Culture	0.760***	0.788***	0.028	0.789
Leadership → Adhocracy Culture	0.883***	0.864***	0.019	0.240
Leadership → Clan Culture	0.882***	0.893***	0.011	0.680
Leadership → Work-Life Balance	0.134 ^{n.s}	0.194 ^{n.s}	0.329	0.123
Market → Work-Life Balance	0.224 ^{n.s}	0.202 ^{n.s}	0.021	0.544
Hierarchical → Work-Life Balance	0.297*	0.162 ^{n.s}	0.135	0.285
Adhocracy → Work-Life Balance	0.660**	0.472 ^{n.s}	0.187	0.285
Clan → Work-Life Balance	0.606**	0.009 ^{n.s}	0.597	0.948
Work-Life Balance → Flexibility	0.699***	0.667***	0.031	0.442
Work-Life Balance → Familiar Life	0.838***	0.813***	0.025	0.340

Source: Research data (2018).

5 FINAL CONSIDERATIONS

The purpose of this article was to analyze the influence of transformational leadership on organizational culture and Work-Life Balance in an educational institution in Santa Catarina. For this, quantitative research was used. Primary data were used, collected at IFC. The statistical method used was the Method of Structural Equations, with the aid of the statistical software Smart PLS, version 2.0.

The results showed the predominance of the Clan culture, which proved to be superior to Adhocracy, Market, and Hierarchical. This culture suggests that IFC employees, because it is an educational environment, they value the organizational environment that has characteristics such as flexibility, focused on innovation, valuing people and talents, as well as professional freedom. Besides, the institution has a friendly, people-oriented workplace, where team activities, participation, and harmony are valued, making consensus worthwhile.

It appears that leadership influences all types of culture, that is, leadership is reliable, but has no relation to the quality of life at work. Also, it was found that there are different perceptions between men and women regarding organizational culture. When observing each culture individually, it was found that the perception of men and women are identical in the following cultures. In essence, clan culture and adhocracy showed a stronger relationship with male and female collaborators. When analyzing the low relationship between leadership and market culture, it can be seen that, as it is a public organization, competitiveness is not a central point, having little incentive to do so. Moreover, because it is not aimed at profit, employees do not need to achieve big goals.

As for Work-Life Balance, it can be seen that leadership at IFC is reliable; however, it has no relation to the quality of life at work. As the institution does not have voluptuous goals and does not focus on the market, it is clear that there is a balance between the personal and professional lives of employees.

The importance of this study lies in the fact that leadership plays a fundamental role in organizations, influencing the organizational culture, and impacting its employees and the organization in general. It is necessary for leaders to understand the organizational culture, translating it for employees in order to commit to improving the environment and Work-Life Balance.

The results of this study can assist managers with the knowledge and interpretation of the most relevant results, assisting them in the development of actions for improvement and evolution of the organizational environment, with regard to the organization's leadership and culture, as well as in Work-Life Balance. Such data can be used for the development and training of leadership, as well as the implementation of training actions and programs. As a suggestion for a future study, there is the deepening of studies and the comparison between the different campuses.

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