A Study to Generate a Correlation Between Versatile Leadership and the Organizational Culture they Maintain in the Organization

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Abstract: Today's executives must be well-skilled, responsive, and versatile, as organizations are constantly in a state of flux. The focus of this research is on how leaders change their behaviors to respond to varying conditions and how they shape cultures to prepare organizations for future growth.

The review employs a mixed-methods approach to investigate the interplay between behavioral changes and decision-making style, as well as the dynamic cultural elements, including structural outline design, innovation levels, value articulation, communication patterns, and employee commitment.

In an effort to evaluate whether behavioral flexibility was a determinant of a culture based on approachability, performance focus, and positive engagement, qualitative data from an illustrative sample of literature were analyzed. Results indicate that flexible leadership is a key determinant of positive cultures in the workplace.

To enhance vision-driven productivity, leadership is imperative to shape workplace culture.

This culture, which is embraced by both the teaching and non-teaching staff, demonstrates the positive impact of flexible leadership. These findings further leadership scholarship by emphasizing behavioral flexibility as a key strategic skill. They also orient organizational change and talent design initiatives.

Keywords: Versatile, Leadership, Culture, and Workplace.

I.   INTRODUCTION

The leadership framework enacted by senior executives is, therefore, a primary mechanism that shapes, reinforces, or reconstitutes the prevailing culture. Versatile leadership is characterized by the ability to balance contradictory imperatives—such as the need for stability against the imperative for transformation, the provision of clear direction against the delegation of authority, and the enforcement of structured processes against the promotion of informal networks. Leadership in present-day organizations demands a high degree of agility, empowering executives to respond efficiently to both internal dynamics and external disruptions that constantly reform the functional environment.

Leaders who show high levels of adaptability can, in turn, align cultural norms with developing strategic priorities, deepen employee commitment, and cultivate climates that support experimentation, collective learning, and superior performance outcomes. These dimensions for strategic re-configuration are a vital mechanism through which leaders impact the culture of the organization, the shared values, assumptions, and practices that govern everyday behavior. The relationship between adaptive leadership behaviour and the cultural building is the most significant in the organization, and accordingly, this study seeks to clarify the pattern of that relationship nurtured within their firms. For organizations pointing to polish leadership development curricula, to reinforce cultural framework, and to secure continued performance in a progressively complex and volatile business landscape, a nuanced understanding of this interaction within the firm is both obligatory and imperative.

The culture of the organization is the collective beliefs and values recognized by leaders, shaping employee perceptions, behaviors, and understanding. It sets the context for all enterprise activities and is not a one-size-fits-all template. Leadership and culture are crucial for achieving organizational goals. HR Management should be the leadership, leading line managers, and provoking change. Effective leadership sets the tone for organizational culture, and HR managers play a challenging role in shaping people management practices. Both effective and ineffective leadership influences and build organizational culture in the workplace.

II. REVIEW OF LITERATURE

Emmanuel Ogbonna and Lloyd C. Harris explored the combination of leadership and organizational culture within the United Kingdom. They utilized a descriptive quantitative methodology, drawing a representative sample of one thousand units from the FAME database across various industries. They conducted Principal Components Analysis (PCA) with factor analysis and varimax rotation to create meaningful indices to test their hypotheses and determine if the metrics created for culture and style were adequate reflections of the culture and style dimensions. Singh Gill and Satinder Jeet studied the organizational culture differences between the textile and pharmaceutical industries in Gujarat in relation to productivity, leadership, organizational effectiveness, and conflict management. The research employed the Chi-square test, ANOVA, factor analysis, and odd-even correlation. The findings concluded that the productivity levels in the pharmaceutical industry were higher in comparison to the textile industry, with low morale, motivation, team spirit, and manpower utilization reported among study participants. Businesses are forced to maximize productivity due to the high level of competition within the market, which compels firms to compete on the quality of products and services provided. Michael O'Toole's 2001 study analyzed the relationship between organizational culture and employees' perceptions of safety in the workplace.

The research utilizes an employee perception survey as a predictor of effective safety outcomes and analyzes several determinants for the effectiveness of risk control.

The research methodology incorporates the Chi-square test, Analysis of Variance, Factor Analysis, and Odd-Even Correlation. The results indicate that leadership within the management team shapes how employees view the safety management system and their roles. The study conducted by Ali Mohammad Mosadegh Rad in 2006 analyzes the connection between managers' leadership styles and employees' job satisfaction in Isfahan University Hospitals in Iran. The study population consisted of 814 employees, as well as first, middle, and senior managers. The study revealed managers' leadership style as a strong determinant of job satisfaction, highlighting a critical gap that needs exploration.

Nagaraju and Pedda's study analyzes leadership attributes in relation to large-scale industries based in Hosur,

Tamil Nadu. The study concentrates on the behavioral traits of the executives regarding the length of time required to acquire a particular skill, the time spent making corporate decisions, and the objectives of the organization. The collected data was obtained from managers of four different organizations and secondary data. The results of the study show that 84% of managers constantly appreciate their employees, while 16% do so frequently. This study explores the influence of leadership, organizational culture, the functioning of a learning organization, and employee job satisfaction. Using a quantitative approach, out of 1,000 distributed questionnaires, 134 responses were valid. The findings affirm that leadership and organizational culture have a substantial impact on the functioning of a learning organization, and that it is positively correlated to job satisfaction (Su-Chao Chang and Ming Shing Lee, 2007).

Anamika Pandey's 2009 study investigates the impact of organizational capital on organizational outcomes. The study employed a Chi-square test along with ANOVA to assess the relationship between specific components of organizational capital and metrics of performance. Findings showed that organizational citizenship behavior (OCB) does relate to organizational capital and outcome variables. It improves performance and is partly mediated by the employee's commitment to the organization. This indicates that organizational capital has the potential to shape outcomes. The study by Mukherjee and Narayan (2011) focuses on the work culture of the banking sector, particularly three nationalized banks located in Kolkata. It integrates quantitative and qualitative approaches with a greater emphasis on qualitative analysis. The research examines work culture in India during the pre-reform era from diverse angles. Haranath's 2012 study analyzed the public and private sector organizational leadership styles and their association with socioeconomic and corporate position variables. It revealed that a significant inter-relationship exists between the variables designation and age, designation and experience, designation and economic status, age and experience, age and economic status, along with experience and economic status among the upper-echelon managers.

In his 2013 study, Badri Nath explores the correlation between emotional intelligence, different business management levels, and the effectiveness of leadership within an organization. The data was gathered from software firms located in the National Capital Region of India. The careful integration of emotional intelligence, leadership effectiveness, and leadership styles in the study is analyzed through Structural Equation Modeling (SEM) which provides precise estimates of the interrelations. Analyzing leadership commitment alongside organizational performance with employee engagement, Boonyada Nasomboon's 2014 study revealed several important trends. The results indicated leadership commitment has a significant impact on organizational agility and employer branding. This is in accordance with the earlier assertion that leaders are obliged to support and understand the internal workflows of the organization. Furthermore, the study's sample size was substantial, taking into account the variability of industry sectors and uniformity of the data gathered.

The research investigates how organizational culture, organizational values, organizational climate, and different styles of leadership affect employee performance at Wärtsilä. As for the data collection, self-administered and structured questionnaires were utilized. As for the findings, there was a weak positive relationship between organizational values and employee performance, where values were the lowest correlating factor. Employees were influenced by the perception that there was understanding of Wärtsilä's mission among the employees. (Lydiah Wairimu Wambugu, 2014). Geremew Teklu Tsigu (2015). "Leadership, Organizational Culture, and Job Outcome: A Study of the Banking Industry in Ethiopia." Objectives: 1. To identify the existing leadership style in the Ethiopian Banking Industry. 2. To examine the effect of leadership style on job outcomes in the Ethiopian Banking Industry. 3. To identify which demographic variable affects leadership style in the Ethiopian Banking Industry. 4. To assess the organizational culture dimensions in the Ethiopian Banking Industry. The researcher gathered data from both secondary and primary sources. As for secondary sources. The study conducted by Lopez-Cabrales, Bornay-Barrachina, and Diaz-Fernandez (2015) investigates the link between different leadership styles and the dynamic capabilities of firms in Spain's industrial sector. The study concluded that both transactional and transformational leadership styles had a positive direct and indirect effect on dynamic capabilities through human resource systems.

Geo Baby's 2016 study examines the impact of transformational leadership on learning organizations within the context of Kerala. It applies the New Dimensions of Learning Organizations questionnaire in conjunction with confirmatory factor analysis, revealing a significant positive impact of several factors of transformational leadership on learning organizations. In 2017, Desai Dhruv studied the impact of leadership style, emotional intelligence, and culture on organization in the context of banking in India. It was discovered that culture, in fact, is a moderator and has influence on both revenue and productivity. This, in particular, underscores the significance of these factors in organizational performance. Khattak et al. 2017 study the relationship between leadership styles and employee creativity, self-efficacy, organizational climate, and creativity. They sourced data from 400 managers of three banks in Pakistan. The findings highlighted that transformational leadership style fosters employee creativity, whereas transactional leadership tends to stifle it. It is advisable that managers embrace transformational leadership styles if they wish to foster creativity in their organizations. The study discussed the relationship between strategic human resource management and organizational ambidexterity in manufacturing firms in China. From 144 firms, it was found that the effectiveness of the top management team partially mediates the relationship between SHRM and organizational ambidexterity.

The effectiveness of strategic human resource management (SHRM) encourages organizational ambidexterity, as long as knowledge-sharing intensity is present, and this relationship is further enhanced when knowledge-sharing intensity is high. Moreover, variables associated with middle management seem to also intervening influence this relationship (YANG, GU, TANG, FANG LEE COOKE, and JIAFEI JIN, 2017).

Pasamar, Diaz-Fernandez, and de la Rosa-Navarro (2019) indicate that transformational leadership tends to foster generalist human capital (HC) while transactional leadership tends to foster specialist HC. They test these hypotheses using a structural ambidexterity framework. Results indicate transformational leaders tend to foster both types of HC and organizational learning, and that with respect to marketing departments, they tend to be more open to exploration. This paper by Chandrasekhar Lakshminarasimham Kappagomtula (2017) studies the difficulties of managing large multi- or cross-culturally diverse teams, stressing the socio-cultural aspects of the projects' impact. He tries to develop answers to these challenges through a comprehensive survey in China and India to ensure project quality. The study by Frank Nana Kweku Otoo analyzes the mediating influence of employee competencies on human resource management practices and organizational performance in the hospitality and hotel sectors. The study collected data from 600 employees through questionnaires. The study by Zerihun Kinde Alemu (2018) investigates the influence of organizational culture and leadership on employee commitment in public hospitals in Ethiopia. The study aims to identify the predominant culture type among medical staff and measure their commitment.

The investigation of primary and secondary sources focusses on transformational leadership as a specific area of interest. In his 2020 study, Muhammad Asif explored the relationship between leadership and organizational learning within the context of transformational and transactional leadership styles. The study employs quantitative analysis to develop propositions accounting for the relationship between leadership styles and organizational learning, while highlighting the impact of dynamic capabilities, intellectual capital, and knowledge stocks. The study conducted by Cherian, Gaikar, Paul, and Pech in 2021 examines the influence of organizational culture on employees' attitudes, performance, productivity, and behavior in some selected organizations in the UAE. Their findings revealed the presence of a prevailing organizational culture which influences employees' perceptions and, decisively, their views as well as their understandings irrespective of the national or cultural backgrounds. In the study conducted by Phong Ba Le in 2021, he analyzed the impact of transformational leadership and knowledge sharing on frugal innovation in developing economies. The study included 381 respondents from 116 firms in the manufacturing and service industries who provided enough data to evaluate the identified key latent variables.

The findings suggest that TL might influence FI directly or indirectly through the role of KS on the supply chains, while CC acts as a moderating influence. This referred to the study carried out by Abinash Panda, Nikunj Kumar Jain, and Ranjeet Nambudiri (2021) which explored the work-family

conflict and job satisfaction intertwine in a public sector bank in India.

The scholars noted that the nurturant task leadership (NTL) style lessens the negative direct and indirect effects of work-family conflict on job satisfaction, an effect that is mediated by affective commitment. This study conducted through a cross-sectional research design highlights the importance of examining the relationship between work-family conflict and job satisfaction.

➢ *Objectives of the Study:*
The major objective of the research is to determine the practice of a versatile leadership style and the work culture of the organization. The study aims to accomplish the objective by studying the following sub-objectives:

- To examine the relationship between the versatile Leadership Styles with their subordinate
- To study the correlation between leadership and how they maintain the culture within the organization.

➢ *Hypothesis:*

- $H_0 1$: Manager or supervisor does not offer sufficient opportunities for advancement to the workers and employees of the organization
- $H_0 2$: Employees and workers are not given rewards by the manager in the organization.

- $H_0 3$: The Manager or leader does not help their subordinate accept their responsibility.
- $H_0 4$: Managers or leaders do not give freedom to the workers to solve problems on their own in the workplace.
- $H_0 5$: Workers and employees are not satisfied with the managers and their work in the organization.
- $H_0 6$: The Manager does not involve the entire team in bog decision of the organization.
- $H_0 7$: Employees and workers are not satisfied with the workplace and culture of the organization.

III. RESEARCH METHODOLOGY

A. Data Collection:

➢ Types of data: Primary data.

➢ Method of collecting data- Structured questionnaire.

➢ Sampling

- Sampling technique- random sampling
- Sample size- 100
- Data analysis techniques- descriptive statistics and non-parametric tests, i.e. one one-sample Wilcoxon signed rank test

Table 1 Perceptions of Leadership, Communication, and Workplace Culture (N = 100)

Sr. No.	Theme	Survey Item	Response Distribution (% Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree)	Median	Interpretation
1	Advancement Opportunities	The manager offers sufficient opportunities for advancement	2 / 10 / 17 / 44 / 27	4	Most respondents expressed some measure of satisfaction, and the leadership is perceived to actively foster career development.
2	Communication Style	The manager communicates respectfully and professionally	3 / 11 / 29 / 52 / 5	4	Almost all of the professional communication is intact, although approximately 29% remains neutral
3	Leadership Ethics	A leader must not be disgusted with any team members	2 / 7 / 22 / 62 / 7	4	Ethical leadership is recognized and appreciated; consensus is significantly high.
4	Supervision Needs	Employees need close supervision to work	1 / 9 / 25 / 55 / 10	4	Close supervision is documented as a commonly exercised means of management oversight.
5	Problem-Solving Autonomy	In complex situations, leaders should let subordinates handle problems	2 / 5.1 / 29.3 / 56.6 / 7.1	4	Autonomy is valued in leadership domains; independent problem-solving is encouraged

| Sr. No.	Theme	Survey Item	Response Distribution (% Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree)	Median	Interpretation
6	Leadership Style	Leadership requires staying out of the way as subordinates work	2 / 4 / 24 / 61 / 9	4	The statement is accepted by the majority; preference for non-intrusive leadership is noted.
7	Motivation Through Rewards	Managers must give rewards to motivate employees	1 / 4 / 26 / 59 / 10	4	Rewards are recognized as effective motivators and are largely endorsed.
8	Supportive Communication	Workers want frequent, supportive communication from leaders	1 / 6 / 29 / 52 / 12	4	Supportive leadership communication is expected and mostly applied.
9	Direction and Security	Most employees feel insecure and need direction	2 / 8 / 26 / 50 / 14	4	Guidance from managers offers a sense of assurance, indicates an over-reliance on leadership.
10	Accountability Support	Managers should help subordinates accept responsibility	1 / 9 / 21 / 57 / 12	4	Shared accountability is acknowledged between managers and subordinates.
11	Autonomy in Decision Making	Managers should give full freedom to solve problems	1 / 5 / 21 / 60 / 13	4	Employees are granted substantial autonomy, suggesting clear trust by management.
12	Participative Decision Making	Manager involves team in big decisions	1 / 6 / 20 / 56 / 17	4	Inclusive decision-making is acknowledged, and most people report feeling involved.
13	Supervisor Satisfaction	Satisfaction with the supervisor and their work	2 / 2 / 14 / 69 / 13	4	There is strong endorsement of supervisor performance, and minimal expressions of dissatisfaction.
14	Organizational Culture Satisfaction	Satisfaction with the workplace and culture	3 / 2 / 16 / 66 / 13	4	A positive work environment and culture are recognized and acknowledged by many.
15	Teamwork Culture	Satisfaction with teamwork and cooperation culture	4 / 3 / 20 / 55 / 18	4	Staff members have a strong sense of team cohesion and a shared cooperative culture, which has been noted as positive.

➤ *Nonparametric Tests*
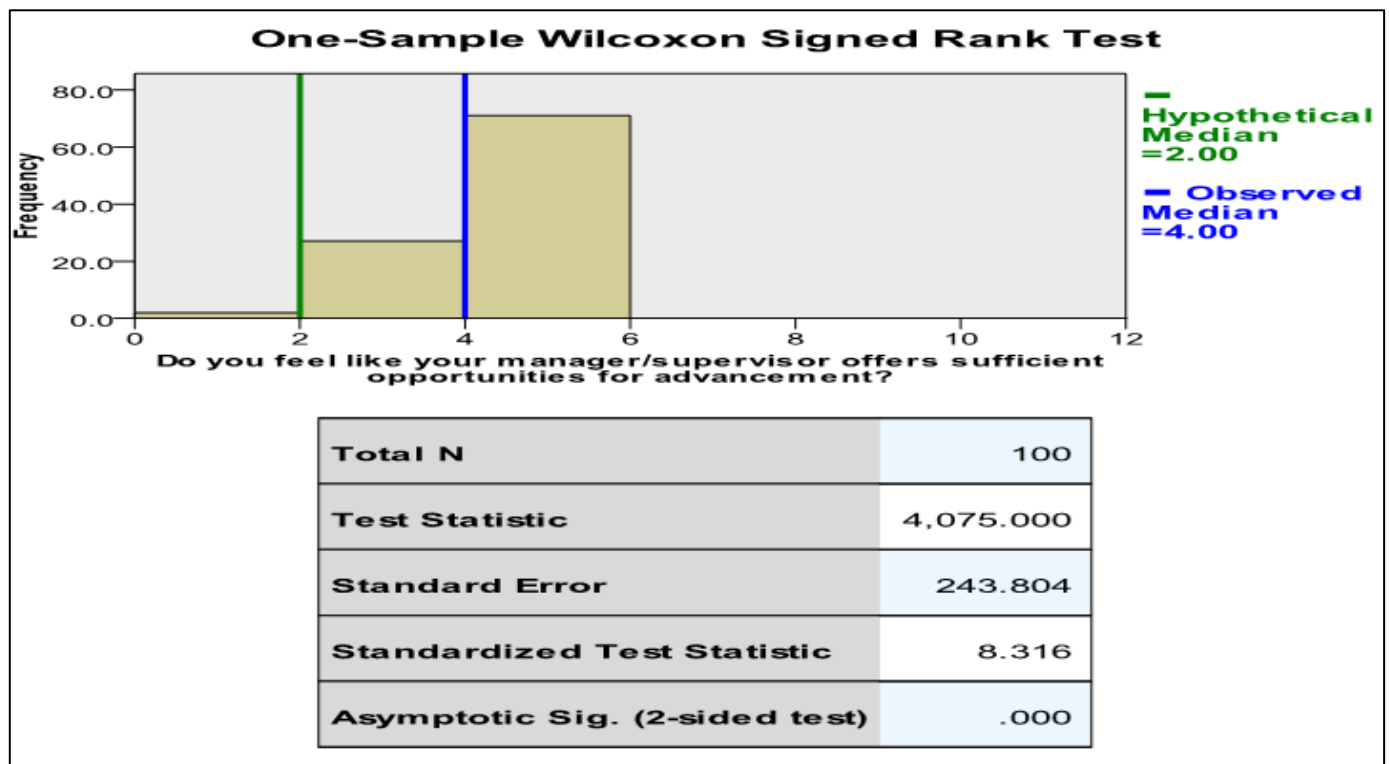
Fig 1 One-Sample Wilcoxon Signed Rank Test (Nonparametric Test 1)

The test statistic is 4,075, which is significant at the 95% confidence level, with a P-value of 0.000. For this analysis, it is assumed that giving two or fewer ranks on a 5-point scale shows satisfaction. Based on the sample Wilcoxon signed test, the null hypothesis, "Manager does not offer sufficient opportunities for advancement," is not accepted. Thus, we can affirm that the manager or supervisor provides sufficient opportunities for advancement for the workers in the organization.
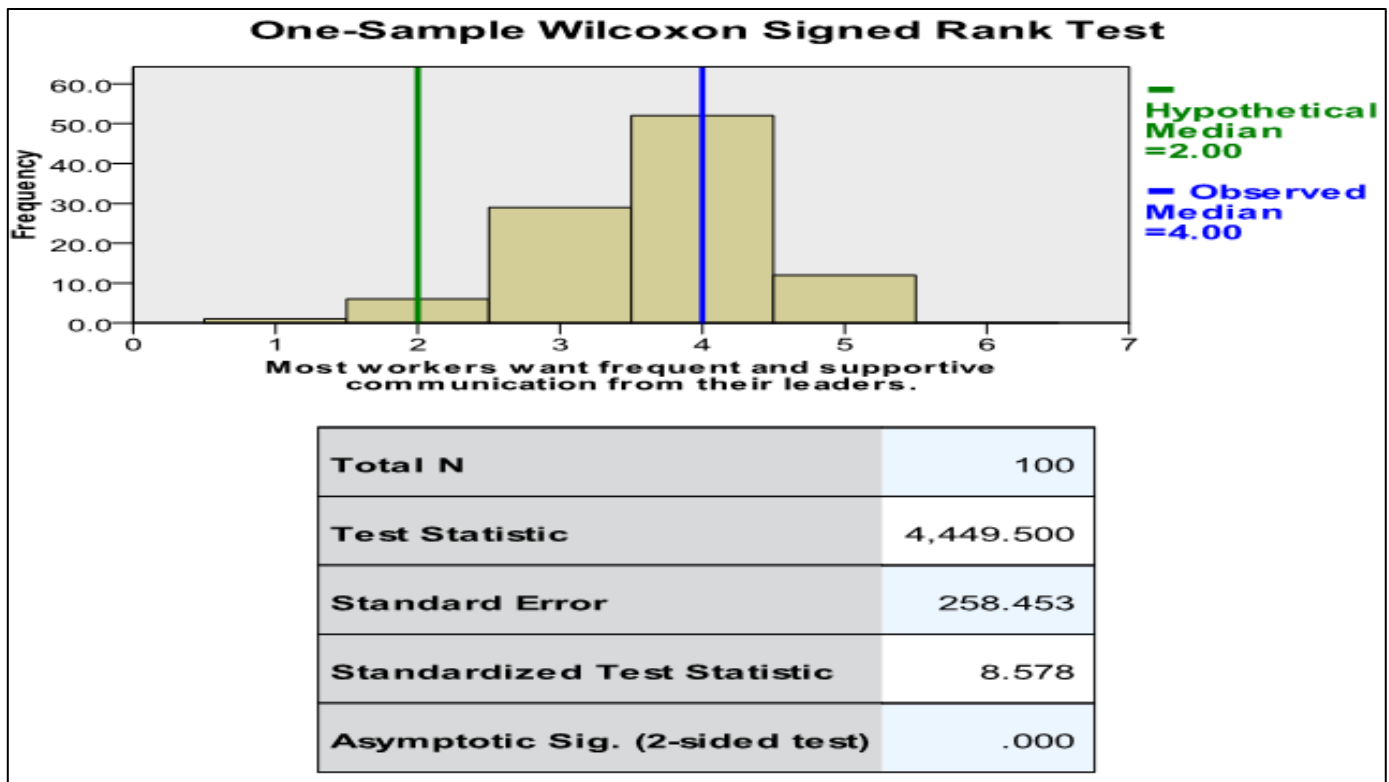

Fig 2 One-Sample Wilcoxon Signed Rank Test (Nonparametric Test 2)

The test statistic of 4,449 with a P-value of 0.000. For this analysis, it is assumed that giving two or fewer ranks on a 5-point scale indicates satisfaction. The assertion "Most workers were not frequently supportive of communication from their leaders" is not accepted. Therefore, it can be concluded that the workers desire regular and supportive communication from the leaders in the organization.

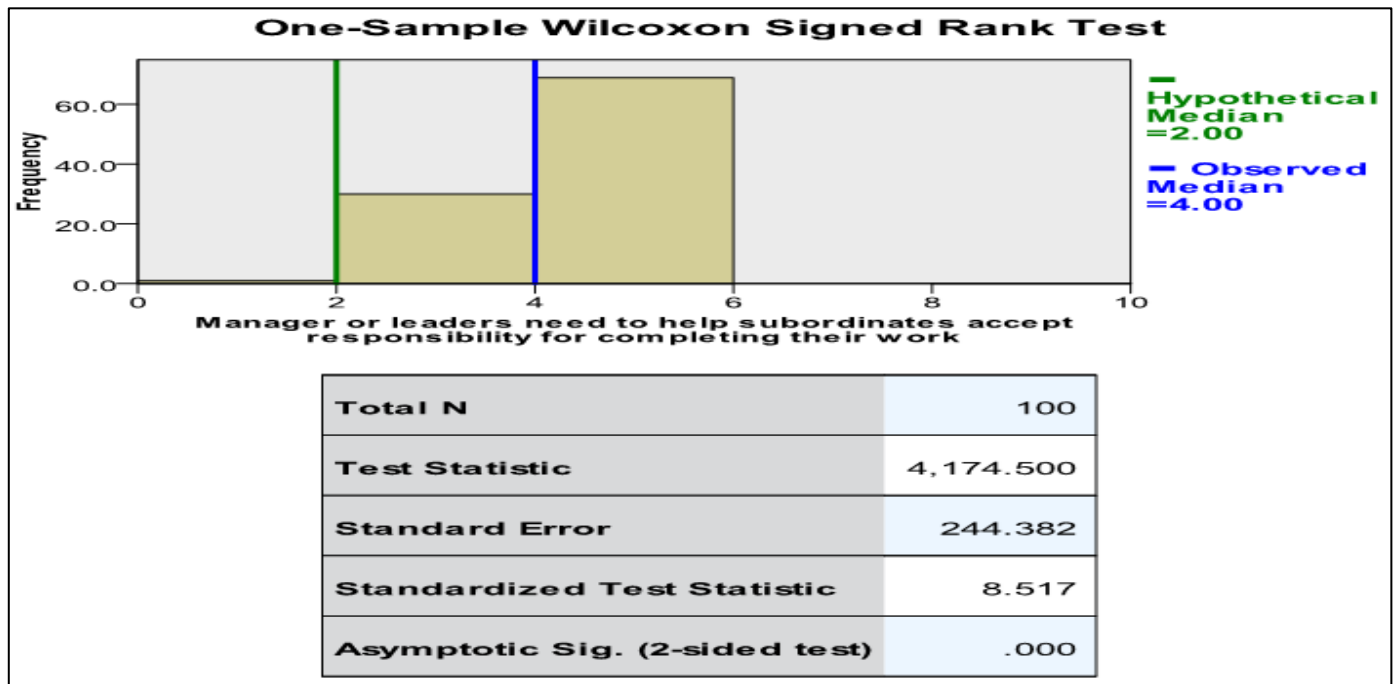| Total N	100
Test Statistic	4,174.500
Standard Error	244.382
Standardized Test Statistic	8.517
Asymptotic Sig. (2-sided test)	.000

Fig 3 One-Sample Wilcoxon Signed Rank Test (Nonparametric Test 3)

Here, the test statistic is 4,174, which is significant at a 95% confidence interval, and the P-value for the test is .000. It is assumed that two or fewer ranks within a 5-point scale will reflect the satisfaction level of the workers. "Managers or leaders do not help subordinates accept responsibility for completing their work," is a hypothesis. Thus, we can conclude that the Manager or leaders assist subordinates in completing their work and accept the responsibility of the organization.

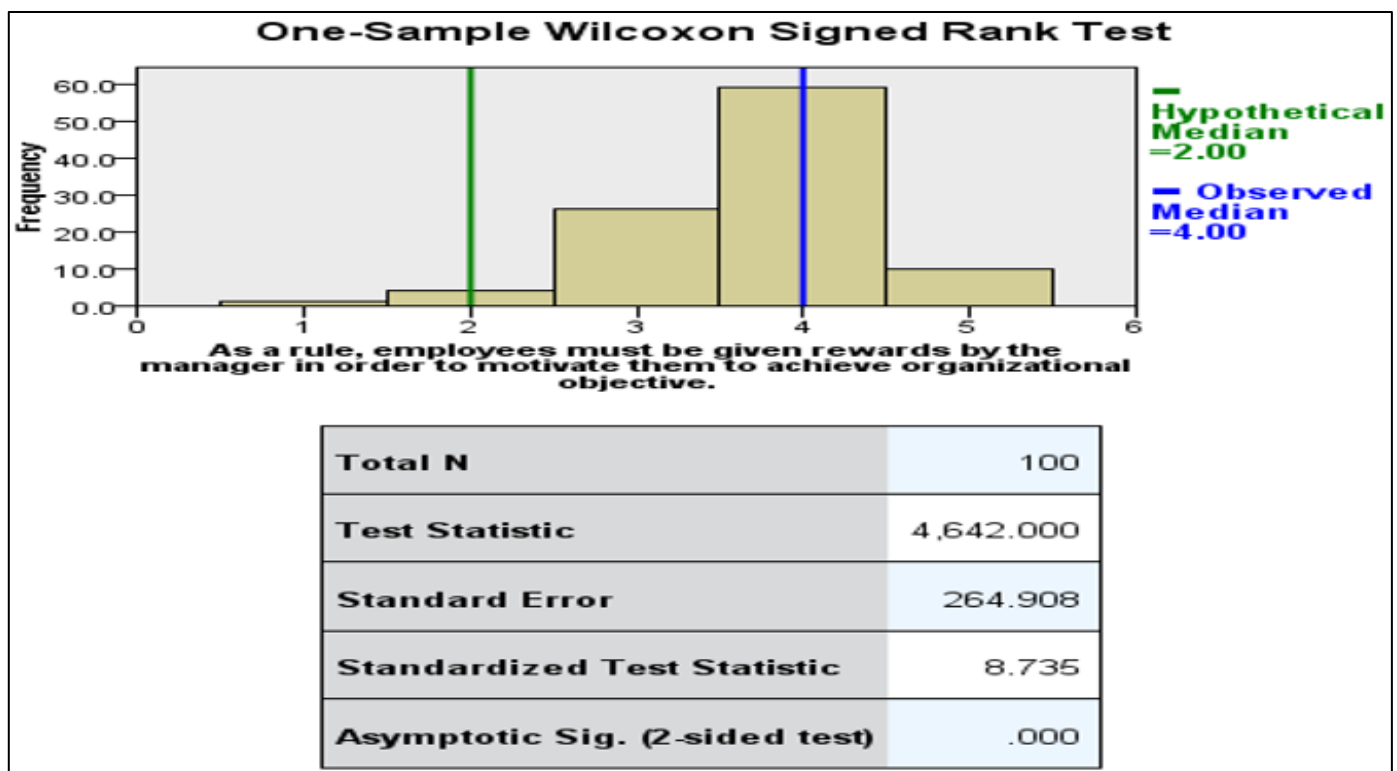| Total N	100
Test Statistic	4,642.000
Standard Error	264.908
Standardized Test Statistic	8.735
Asymptotic Sig. (2-sided test)	.000

Fig 4 One-Sample Wilcoxon Signed Rank Test (Nonparametric Test 4)

As for the Wilcoxon signed rank test, the test statistic is 4,642, which indicates significance at the 95% confidence level, with the test statistic P-value being 0.000. It is taken into consideration that two or fewer ranks on 5 5-point scale will show the satisfaction level of the workers. The statement,

"Manager does not offer rewards to the employees to motivate them to achieve the organizational objective," is not accepted. Therefore, the employees are motivated through the rewards the manager provides to them in achieving the organizational objective.

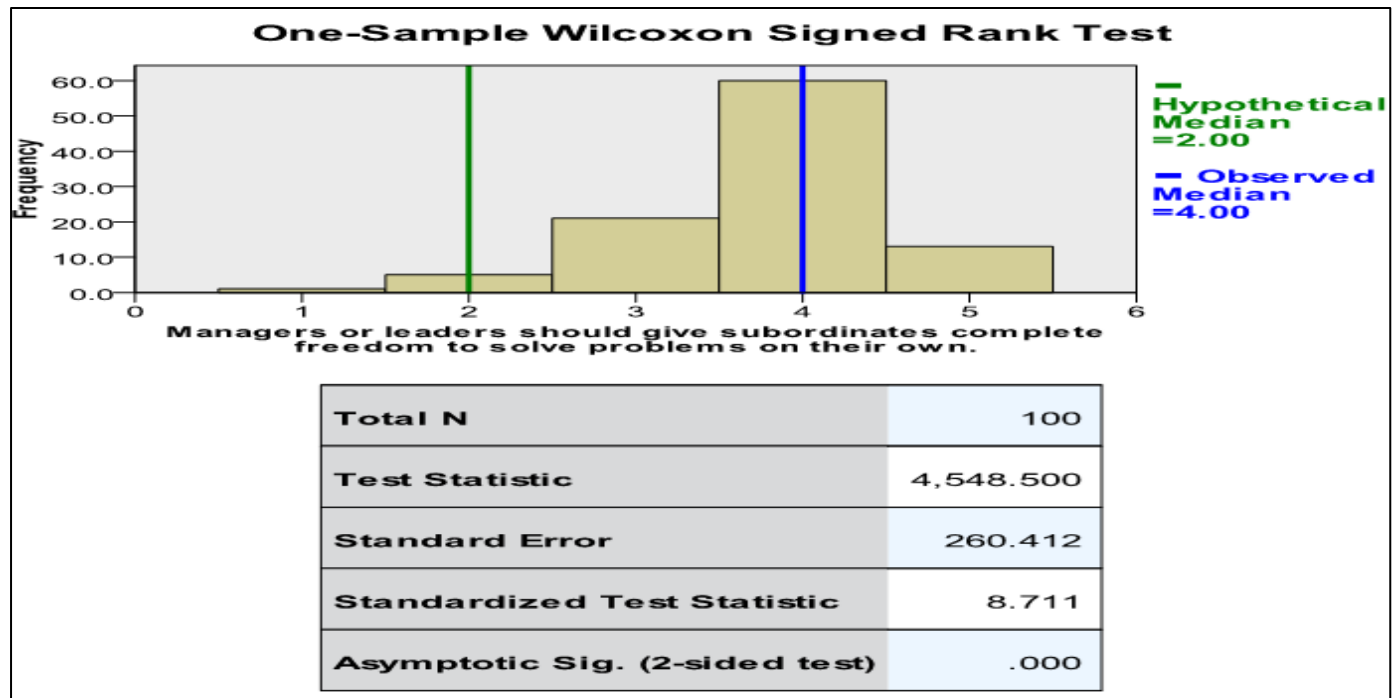| Total N	100
Test Statistic	4,548.500
Standard Error	260.412
Standardized Test Statistic	8.711
Asymptotic Sig. (2-sided test)	.000

Fig 5 One-Sample Wilcoxon Signed Rank Test (Nonparametric Test 5)

Here, the test statistic is 4,548, which indicates significance at the 95% confidence level, with the test statistic P-value being 0.000. It is taken into consideration that two or fewer ranks on 5 5-point scale will show the satisfaction level of the workers. Manager does not offer complete freedom to

workers to solve problems on their own in the workplace, "is not accepted. Therefore, the manager or organizational leaders offer complete freedom to the employees to solve the problems in the workplace.

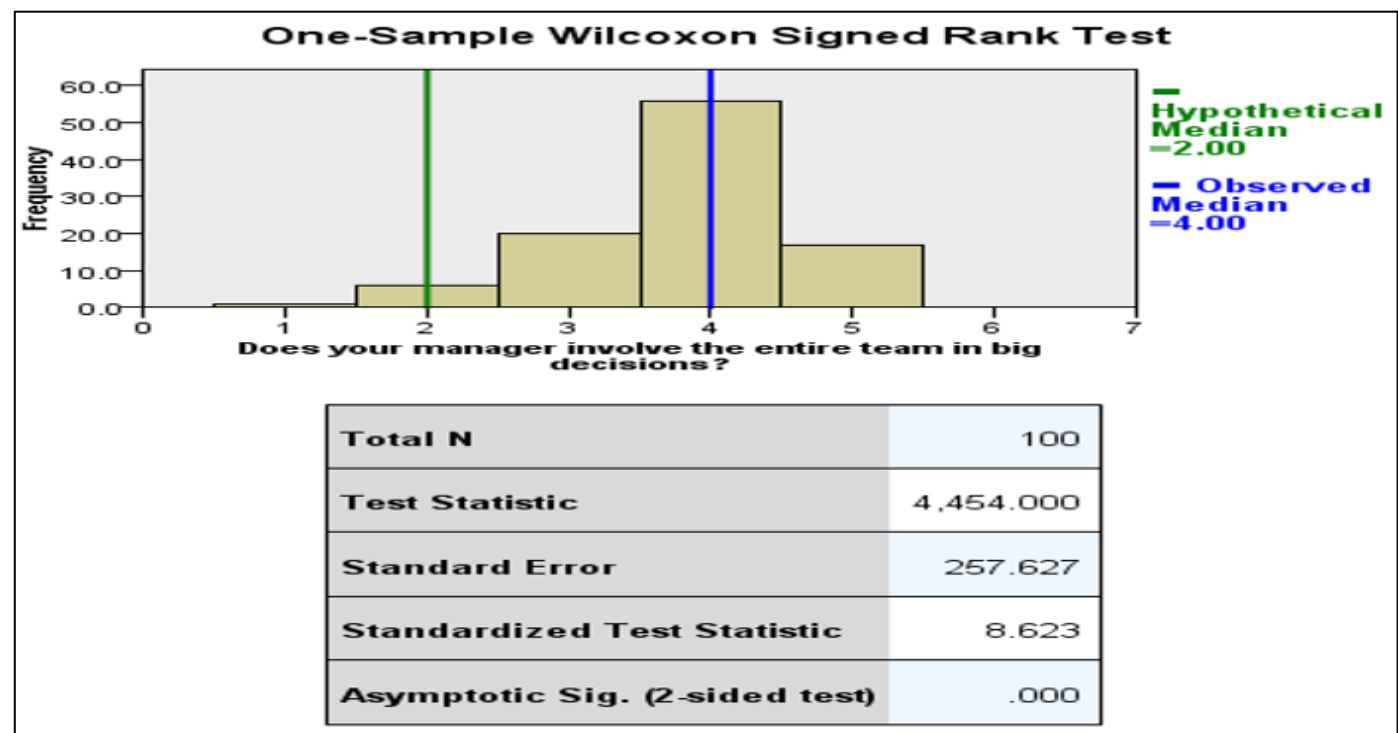| Total N	100
Test Statistic	4,454.000
Standard Error	257.627
Standardized Test Statistic	8.623
Asymptotic Sig. (2-sided test)	.000

Fig 6 One-Sample Wilcoxon Signed Rank Test (Nonparametric Test 6)

It is presumed that two or fewer ranks on a 5-point scale will suffice to indicate the satisfaction level of the workers. "Manager does not involve the entire team in big decisions," is not accepted. Thus, the Manager involves the entire team

for big decisions in the organization. As for the Wilcoxon signed rank test, the test statistic is 4,548, which is significant at the 95% confidence level with the P-value of the test statistic being 0.000.

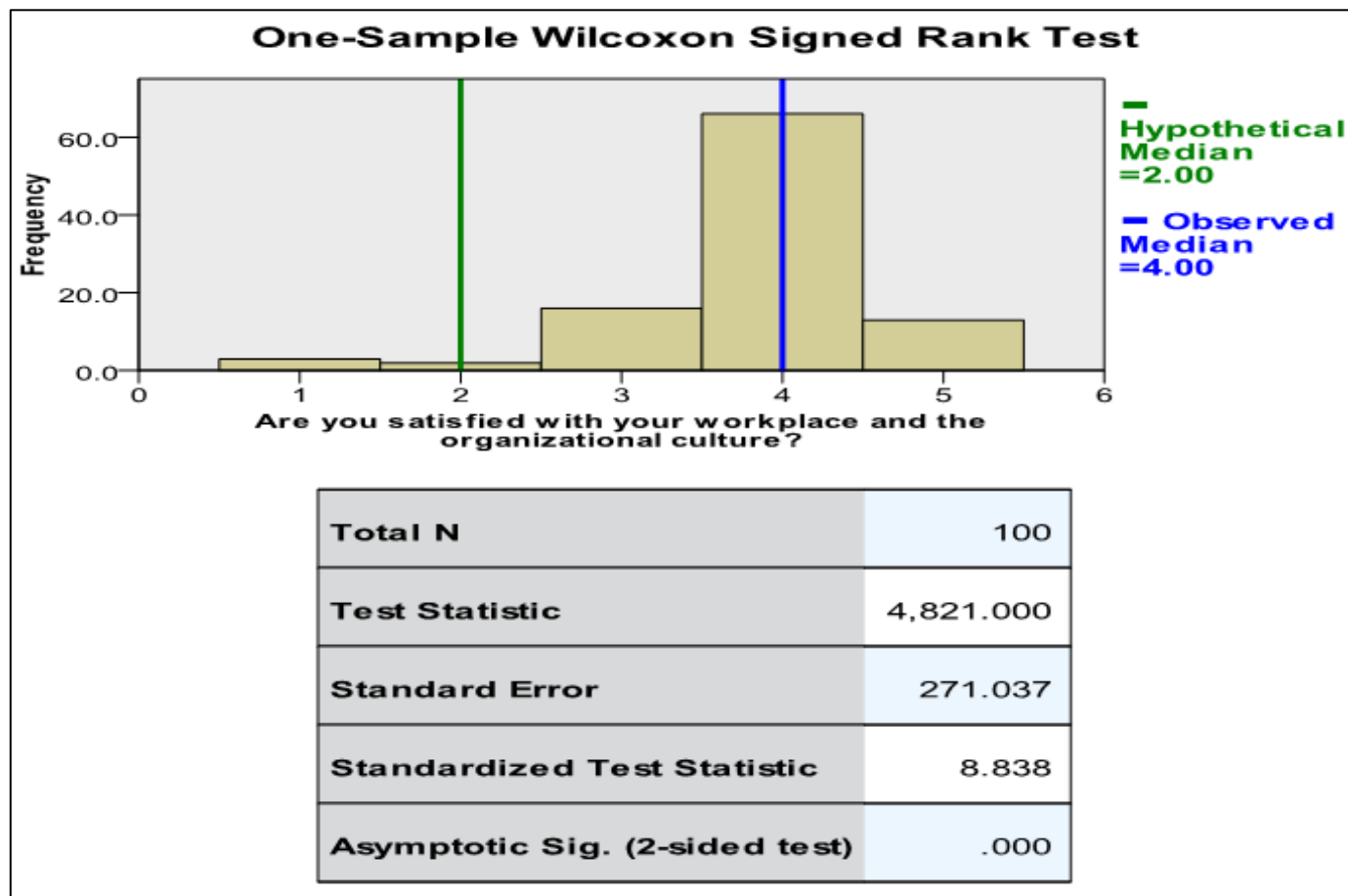| Total N	100
Test Statistic	4,821.000
Standard Error	271.037
Standardized Test Statistic	8.838
Asymptotic Sig. (2-sided test)	.000

Fig 7 One-Sample Wilcoxon Signed Rank Test (Nonparametric Test 7)

According to the Wilcoxon signed ranked test, the test statistic is 4,821, which is significant at a 95% confidence interval, and the P-value of the test is 0.000. It is presumed that two or fewer ranks on a 5-point scale will suffice to indicate the satisfaction level of the workers. "Workers are not satisfied with the workplace and the organizational culture," is not accepted. Hence, the workers are satisfied with the workplace and the organizational culture.

IV. FINDINGS

This investigation applied a descriptive research design to calculate the frequency distributions and the median values pertinent to the sample respondents. Based on the outcomes derived descriptively, it is formulated distinct hypotheses which have been analyzed using the one-sample Wilcoxon signed rank test. The analyses were conducted with the lower bound marking of the test on 5000.

In the analysis of H1, the test statistic was determined as 4,075.000 with an appropriate cutoff of significance for the 95% confidence interval. The P value for the test statistic was estimated to be 0.000. The test was based on the median value of 2, with the observed median being 4 which was higher than

the hypothesized value. This indicates that, on the whole, employees are satisfied with the managerial practices related to career progression and the organizational vertically integrated structures level. This suggests that as a whole, the organization's management and supervisory personnel are granting employees considerable organizational vertical mobility.

In the analysis of H2, the test statistic value was noted to be 4,449.500. This was also significant at the 95% confidence interval, and the P value for the test statistic was also 0.000. The test was again supported by the median of 2, and the observed median, as previously noted, was 4.

This result demonstrates that employees experience frequent, positive interactions or communication with the organizational leaders, who serve in a guiding role.

In the analysis pertaining to Hypothesis H3, the calculated test statistic is 4,174.500, which is significant in a 2-tailed test at 95% confidence level, as shown in a P-value of 0.000. The median under the null hypothesis is 2, whereas the sample-observed median is 4. The median being greater than the hypothesized value indicates a strong shift from the

null hypothesis, which, in this case, means that the adduced managerial and leadership actions in the organization tend to always include, as a matter of rule, considerable aid to the subordinates in the course of task performance.

For Hypothesis H4, the test statistic is 4,642.000, which also remains significant at the 95% level with the accompanying P-value of 0.000. Keeping the null-median value of 2, the sample-observed median also records value 4. The observed and hypothesized median patterns demonstrate that the organization often grants rewards to employees as a function of their effective input towards the realization of organizational goals and objectives. Such actions are indicative of calculated motivational actions taken by management to enhance employees participation in the work place.

The P-value of 0.000 attributed to hypothesis H5 indicates that the test statistic of 4,548.000 is significant at the 95% confidence threshold. This is significant at the 95% confidence level, with the P value 0.000. The hypothesized median is 2, and the observed median is 4, signifying that the value is above the hypothesized median. This suggests that, from a strategic perspective, leaders enable reasonable discretionary authority to employees in fulfilling their roles and resolving problems. It also indicates that employees are highly satisfied with their management and the organization as a whole.

Hypothesis H6 yields a test statistic of 4,834.000, also significant at the 95% confidence level with a P value of 0.000. Once more, the hypothesized median is 2 and the observed median is 4. This supports the conclusion that the measured median continues to exceed the hypothesized value. Clearly, the data support the conclusion that the employees are satisfied with the performance and conduct of the managers and supervisors.

As per hypothesis H7, the recorded statistic was 4,703.000, which is significant at the 95% confidence level with P-value 0.000 for the test statistic. This test is designed with the hypothetical median set at 2, while the median value computed is 4. Given the fact that the observed median is greater than the hypothetical median, it can be stated that the employees indeed value positively the teamwork and cooperative culture the organization has. The data support the hypothesis.

V. CONCLUSION

The findings of this study demonstrate that the objective of examining the correlation between versatile leadership and the organizational culture has been successfully achieved. Evidence indicates a positive correlation between the practice of versatile leadership and the organizational culture, which, in turn, appears to enhance the institution's overall productivity. Versatile leaders articulate a direction responsive to the complex challenges present in the educational context, cultivate a culture that supports this vision, and motivate faculty and staff to engage them fully in the work. Such leadership fosters open communication

between managers and employees, thereby reinforcing a cohesive workplace culture that ultimately contributes to higher productivity.

The analysis further shows that both teaching and non-teaching staff, as well as other personnel, report satisfaction with the processes of organizational management and leadership. These positive evaluations reflect the effective influence of the college's leaders and confirm the constructive impact of the prevailing work culture.

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