



**AIUB**

Office of  
Research and Publications

# A Research Study to Delve at Inspirational Leadership, Positive Change in Organizational Culture, and thereby Paving the way for 'The New Era Education System

Tamanna Nazneen Rahman

## AIUB Journal of Business and Economics

Volume: 17 Issue Number: 2 ISSN (Online): 2706-7076

**December 2020**

### Citation

Rahman, T. N. (2020) A Research Study to Delve at Inspirational Leadership, Positive Change in Organizational Culture, and thereby Paving the way for 'The New Era Education System *AIUB Journal of Business and Economics*, 17 (2), 129-150.



Copyright © 2020

**American International University-Bangladesh**

**AIUB Journal of Business and Economics**

**Volume 17, Issue 2**

**ISSN (PRINT) 1683-8742**

**ISSN (ONLINE) 2706-7076**

**December 2020 pp. 129-150**

**A Research Study to Delve at Inspirational Leadership,  
Positive Change in Organizational Culture, and thereby  
Paving the way for 'The New Era Education System.'**

*Tamanna Nazneen Rahman\**

*Faculty of Business Administration*

*American International University-Bangladesh*

**Corresponding author\*:**

Email: [tamanna@email.edu](mailto:tamanna@email.edu)

## **A Research Study to Delve at Inspirational Leadership, Positive Change in Organizational Culture, and thereby Paving the way for ‘The New Era Education System’**

### **Abstract**

This study narrates, how leaders can change their organisation to battle through the worst of situation to gain victory in the pandemic situation caused by COVID 19 in Bangladesh. Hence, this study projects the leadership which has shaped AIUB as a true leading organisation in term of education in Bangladesh. Even though the lockdown created people to stay at home, the leaders in AIUB brainstormed to keep education and lives safe. And this is the first organisation in Bangladesh to initiate hybrid and blended learning in education system in Bangladesh and setting an example to be the true pioneer. These leaders of AIUB came to rescue lives, education, wellbeing of their employees and teachers and caused a revolutionary forwardness in tertiary education with their extraordinary vision, strategy and their true leadership behaviour which can be called ‘The New Era Education System’. This is an ideology mixed with strategy taken by these leaders to overcome any battle to reach the organisational goal and never stopping to spread the power of knowledge. This research has been taken up by the researcher to answer the quenching questions on- how to restore balance in education and keep organisation remain as a normal and fully functional state, by ‘leader’ and how can this be attained during a time of crisis in the context of Bangladeshi education and Bangladeshi Private Organisation: COVID19 Pandemic.

**Keywords:** Leadership, Leadership Behaviour, New Era Education System, COVID 19 Pandemic, Hybrid Learning, Blended Learning, Virtual, Employees, transformational leader, transitional leader, Bangladesh.

## **1. Introduction:**

Leader's behaviour plays a great part in the overall performance of his/her team in an organisational culture. (Srivastava, et al.,2006) showed in his research that providing leaders with empowerment can offer their team players with the independence of conducting their due diligence in a realm of autonomy. This sort of behaviour expressed by leaders in an organisation is good for everyone working in his reign. There are two parts to this, first one is this leader's attitude towards providing giving responsibility towards his subordinates and the second is how the employees are reacting towards such action bestowed upon them via their leader's actions (Kirkman & Rosen,1999). So, the first one is the leader's action, and the second part is the responses shown by employees towards the action. Power and trust are very important in an organisational context too (Moos,2005). People working in an organisation may have different interests, even when they have a common goal. Therefore, it is very important for there to be a leader who behaves showing power and put backs trust in the work environment by means of displaying trustworthy behaviour for everyone's interest. A very important way of doing this can be adopted from (Mulford,2005) distributed leadership approach which enables teachers to act as a leader to feel responsible in taking part and understanding the decision-making process.

### **1.1 Background of the Study:**

This paper will look closely in how leaders in AIUB as an educational organisation are demonstrating their leadership and enabling continuity of education in the COVID 19 lockdown time in Bangladesh. Then it will go about exploring how can a leader create a positive culture in an organisation in a distress situation. After that the discussion will flow on to a teacher's guidance in his teaching-learning-assessing in student's best interaction, output and positive result for an organisation (in this case a AIUB) with the guidance of The Vice-Chancellor and The Founder Members of AIUB. It is important in this research because as the AIUB is an organisation here, the student's productivity is largely is an outcome of how teachers are

interacting with them and how management is guiding the path for a healthy education system. Organisation's success plus productivity depends on leadership. In this part of discussion concepts of organisational culture and how organisational culture can be done via culture change will be touched upon by talking a bit about hybrid and blended learning. Thus, this paper will conclude the ways an empowered teacher can make a cultural change in the organisation and thrive for success.

The reasons, this study is conducted because, in the year 2020, a dark shadow has prevailed in people's lives and education has been disrupted due to the lockdown. The campus education has been halted by the pandemic caused by COVID 19. So, the missing pieces of puzzles are 'how to bring about positive reinforcement of AIUB's contingency plan to fight and progress towards organisational and educational development. The answers to the questions will develop from leadership behaviour. And here forth the puzzle can be put into its perfect place with the answers which can be decoded through: not fearing or giving up in this situation; In distress, a true leader has risen, to save and restore the sanctuary in the education in AIUB along with the Founder Members of AIUB in Bangladesh. Therefore, this case study is based on the extraordinary leadership portrayed by Organisational Top Level Management and Founder Members of American International University-Bangladesh:, Vice-Chancellor: Dr. Carmen Z. Lamagna, Vice-President of HR & Admin: Dr. Hasanul A.Hasan, Chairman: Ms. Nadia Anwar, Mr. Ishtiaque Abedin in AIUB during the COVID 19 lockdown in Bangladesh. This paper will reflect on the challenges of being and becoming a true transformational leader and take up powerful roles to navigate through weary national crisis.

## **2. Literature review**

In this research study, 1<sup>st</sup> of all a leadership approach towards a different kind of education is undertaken then needed to examine, regardless the change in approach from the traditional ways and implementing newness during the COVID 19 situation. 2<sup>nd</sup> approach is to observe the way researchers learn about educational leadership is via organisation's system as per indicated by to (Brooks & Normore, 2017). In their paper they

mentioned these indicators of cultures of educational institutions and educational-leadership is perceived from mission-vision, norms & regulations, behaviours and basically how universities are doing their things their unique way (Deal and Peterson,1999); (Fullan, 2001). Now if we glaze into organizational culture it will become much clearer to the new era of education system will prevail.

**Defining Leader and Leadership-** Leadership can be explained in different prospect. It is a continual practice-process where a person triggers a team to work with his instructions to reach the destination of the organisation (Northouse, 2007). (Stogdill, 1974) adds more to this that not only the instruction of the leader but also from the action of a leader can motivate his team to objectives progress towards team project completion. This means fulfilling the criteria to meet the organisation's too. A leader thus provide instruction to set and reach the goal for his subordinates. From this two scholars' idea on leader, it can be said a leader is someone who leads his/her team. By leading it can be instructions drawn how to reach the objectives of the project and/or by just setting the goal and allowing team members to do things their way. Individual leaders have their own ways of dealing with people in their organisation. Basically, a leader gets his team to work and try to be successful in meeting goal via leadership competencies.

**Defining Organisational Culture-** The team members under a leader is led by direct or indirect instructions which is a set of way they behave and communicate in their respected working environment. This set of instructions are norm and way leaders create values which is meaningful for the subordinates to behaviour in their organisation as (Davis, 1994) states too. So, the people working in an organisation uphold similar understandings to how their duties are going to be conducted and this includes their organisational behaviour. (Sathe, 1985) states that this creates a sense of community among the members in a team.

So, from these definitions this can be added that these set norms create value and rules in an organisation 'how to behave within'. This is where culture and leader's connection are established in an organisation (Schein, 2004). He also says that these connections are closely related. This

is how leaders have the upper hand in influencing an organisational culture and can change if they seek necessary. So, creating the culture within an organisation as well as changing the behavioural patterns in the organisation of his/her subordinates is an undeniable aspect of leader's leadership skill. The managing change is a skill demonstrated by a good and powerful leader.

### **The way Leadership Behaviour is Followed in the Organisation-**

Leaders can lead their followers though displaying certain behaviour which is comprehended and adapted easily by his/her team members. This then becomes the way of employees/subordinates/students etc to follow the leadership behaviour. This occurs in transformational leadership type leaders leading an organisation usually. This means the leaders have a charismatic way of behaving which are featured nicely for the team members and they follow so as stated by (Harms & Crede, 2010). (Bass & Avolio, 1993) supports this theory and says that '*charismatic transformational leaders automatically create interests among his/her teammates, and this comes easily. In an organisation, transformational leaders set an example for their subordinates to follow their set of values and rules to willingly take up and create a way of behaviour in organisational culture*'.

The culture of an organisation is comprised of different things like attitude, moral-responsibility, output, input, support system etc and these are possible to be shaped by a leader's behaviour. (Sarros, Gray & Densten, 2002) states that these creates the outcome of productivity by the way team players engage in their day to day task under the instruction of a leader. Thus, new ideas and change in system in an organisation can be made possible by a transformational leader as pointed out by (Fishman and Kavanaugh, 1989). This way of perceiving behaviour by the leader by the subordinates becomes a code of standard way of doing things in an organisation as explained by (Smith, 2010) too. Leaders in an organisation uphold an important role where they make decisions not for themselves but for everyone concerned in their respected organisation. Thus, they can insert the culture within an organisation by motivating, leading the way, their stand, and the way they put people in their day to day work as denoted by

(Amabile, 1998). This is how leaders can change the culture in their organisation through charismatic behaviour of their teammates.

**Leaders Controlling Organisation and its culture-** It is important for a leader to run day to day activity of an organisation through their skills and experiences to meet the vision-mission and objectives. A leader has to do so slowly but continuity has to be maintained as stated by (Schein, 2004). The leaders take part in the decision-making process and set rules for the subordinates or his employees to follow. At the same time, he must make sure he sets a standard for behaviour in his/her organisation. (Dull, 2010) says that leaders working in Government conduct and control the organisational behaviour to complete projects by their influencing skills. In this scenario the leader of such organisation makes change because he is sure it will be beneficial. (Armenakis et.al, 1999) vouch to this by saying leaders themselves can change the practices-structure set in an organisation by influencing their employees or followers by their leadership behaviour. Hence, changing behaviour in an organisation can allow a leader to change organisation's culture too.

**Leader's way of making strategy-** As explained by (Stewart, 2004) the strategical approach by a leader provides instructions and lets his/her employees or workers to know what to do in an organisation. How the things should be done by showing specific work or projects, activities, where the employees' position is in their designated project and the attitude shown by the workers. According to (Fernandez & Rainey, 2006), how the instruction and behaviour are interpreted and taken aboard is the way to make a shift in the organisational culture and then change will occur. (Kavanagh & Ashkanasy, 2006) also agrees that strategies in management taken by the leader will lead towards organisational change. So, from these leaders change the culture in an organisation by changing and implementing strategy and after that use strategy to incorporate his/her behaviour in the organisation's culture. (Goldsmith, 2009) says that strategy is important in an organisation and a leader should explain this to his team to go forward with his plan. He also says that leaders should make and explain strategies clearly because this turns into the organisation's legislations. (Robin, 2009)



emphasises the importance of strategies to be made and explained clearly by a leader because it might become the unsuccessfulness of introducing strategy for change to occur. Therefore, it can be said that leader is the middleman here between the management/organisation and the employees or interest parties who explains his strategies to meet with the organisation's goal. So, these strategies include work, activities, behaviour of employees to include in his organisation culture within the organisation itself. This implies a leader is creating culture, strategy and attitude of his subordinates at once. Having said that- there is a deeper relationship in the strategy and the culture created by the leader in the organisational culture. This means a leader can take the highest power position to control his employees and employ strategies to motivate his employees for the change of culture fits best to his understanding as said by (Abraham & Lawrence, 2001). A good leader can adapt to change and teach his/her followers to follow her lead. As (Lamagna, 2020) introduced to her teacher and students in positively reinforce hybrid learning and blended learning to apply in MS Teams learning interface.

**The output of employee's changes-** The output, work interest of employees lies hugely on how a leader puts his leadership behaviour on them. The better the strategies perceived by the followers the better understanding of task competition will be. If a leader wants to change something the best way to do is letting his subordinates know about the new strategies. The output by employees and how leaders creates the culture in an organisation is therefore connected. So, if the output shifts that leaders has had an effect on employee's behaviour in the organisation. As supported by the view of (Kluger & Denisi, 1996) clear communication between a leader and his team can provide in an enhanced result in an organisation. Another scholar explains this by saying the best understanding of the organisation performing well is by outputs provided by the employees (Balcazar, Hopkins & Suarez, 1986). It is a good approach by a leader to let his/her employees or subordinates know how good or bad the organisation is doing and what needs to be done to perform better together (Geister et al., 2006). This will result in a positive working atmosphere and good behaviour in the organisation's cultural practice. More so, this will grow profound

interest in employees to work better, communicate well and clear, get into healthy competition and grow a sense of responsibility towards their work and others in the organisation. But if not so, the working atmosphere may turn weary and the culture will not survive and ultimately fail. This will affect in loss in organisation and the relationship which the leader has created with long time and putting in efforts for a successful organisation. This will provide negative output, poor employee commitment to their work and no connection to their organisation. A leader therefore has to bear in mind to make sure the culture survives through his strategy and behaviour and only then success will be accomplished towards reaching organisational goal.

### **3. Research Methodology:**

This research was designed in a way to get adequate data in order complete this research paper. A few research questions about 10 of them were designed using online survey app 'Survey Monkey', but 9 were kept till the final editing. After that this was distributed among the employees in AIUB on how they felt about their satisfaction or dissatisfaction concerning with the respective organisation they are currently employed in. This was done via email and thus sample size was gathered from the overall population of the organisation. Thus, gathering the data from this survey on AIUB's employees a qualitative analysis was performed by the researcher to see the logical explanation and connecting to the research topic.

### **4. Findings & results**

#### **Data thorough Analysis**

A sample size of 33 responses were collected from the survey. The questions and answers were not a similar pattern since the survey was done to educated mass. These group had prior knowledge on research and survey. From the survey monkey I came to understand that estimated completion rate was 71% and it took approximately 3 minutes for individuals to

complete the survey. The results with some significant questions and responses screenshot of the survey is being presented below with an analysis.

Were any of the following completed/continuing during your stay at home and work from home period?

Answered: 33    Skipped: 0

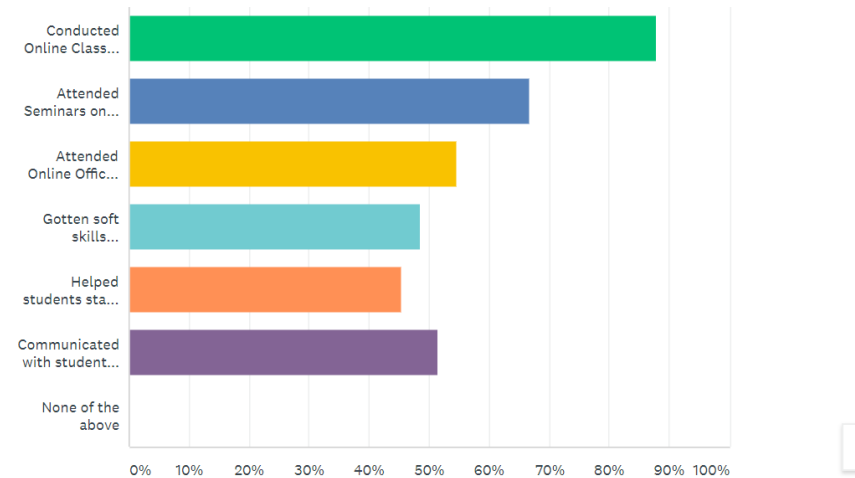


Figure 1:

ANSWER CHOICES	RESPONSES	
Conducted Online Classes.	87.88%	29
Attended Seminars on teachers or employee development online.	66.67%	22
Attended Online Office Tasks as per daily routine.	54.55%	18
Gotten soft skills developed.	48.48%	16
Helped students stay relaxed though motivational speeches and assuring them about the importance of safe distancing significance.	45.45%	15
Communicated with students when they knocked you outside class time for their worries and stresses and you handled with care.	51.52%	17
None of the above	0.00%	0
Total Respondents: 33		

Figure 2:

From responses to question 3, it seems that all the respondents were busy with their usual work stating 87% taking online classes to being busy in other self-development activities. This is where we see AIUB management has been successful in continuing their virtual tasks with no hassle at all. Even the employees were so connected with their work, they went out of their way to help the students even when they knocked with concerns due to stress, anxiety caused by COVID 19.

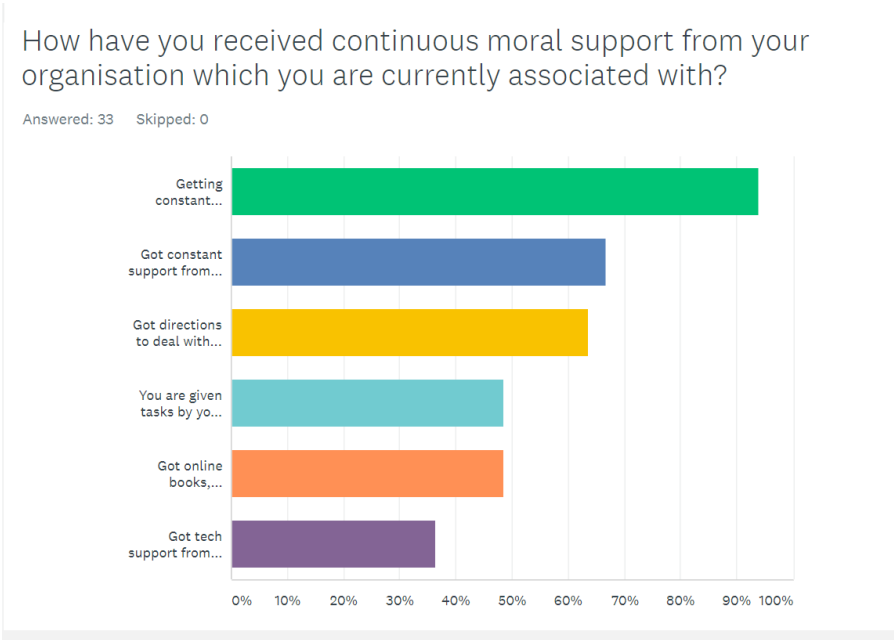


Figure 3:

ANSWER CHOICES	RESPONSES	
▼ Getting constant financial support in terms of Salary in due time from your Organisation's Honorable VC, Honorable pro VCs for your peace of mind to go on about your daily life. This is a boost for your motivation and appreciation.	93.94%	31
▼ Got constant support from the Leader (Honorable Vice Chancellor) via email and MS Teams.	66.67%	22
▼ Got directions to deal with new mode of work and how to tackle oneself during the lockdown situation by your Honorable Vice-Chancellor, Pro VC Sirs, Pro VC Mams, Directors, Deans, Head of Departments, Colleagues, University Management and Administrative officers.	63.64%	21
▼ You are given tasks by your department which was value for your respective organisation as well as your own self flourishing (Staying busy and divert one's mind from the current COVID 19 lockdown situation).	48.48%	16
▼ Got online books, articles, news sent by your organisation to work on your own research work and these materials will help you in conducting future lectures as per instructions by your organisation's authority. So you can work worry free without any hassle to get great output to meat Organisation's objectives.	48.48%	16
▼ Got tech support from your Organisation whenever you had an issue with technical difficulty and	36.36%	12
Total Respondents: 33		

Figure 4:

After analysing the question 5, it can be drawn that approximately 94% employees got help from their organisation’s Vice-Chancellor, Founder Members, Deans and Heads of various departments. This is the sheer leadership behaviour demonstrated by the leaders in AIUB.

How has your behavior towards the strategies undertaken by your organisation to help you, changing your perspective and feeling towards your workplace ?

Answered: 33    Skipped: 0

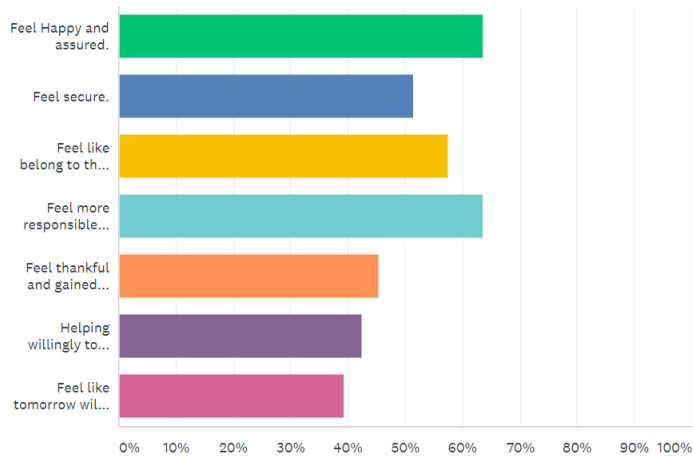


Figure 5:

ANSWER CHOICES ▾	RESPONSES ▾	
▼ Feel Happy and assured.	63.64%	21
▼ Feel secure.	51.52%	17
▼ Feel like belong to this Organisation.	57.58%	19
▼ Feel more responsible towards duties and caring about well-beings of others (Colleagues, Friends, Family and other beings).	63.64%	21
▼ Feel thankful and gained deeper understanding of consciousness.	45.45%	15
▼ Helping willingly to colleagues and other employees of this organisation through online work and collaboration via being audience/ presenter in the teachers training.	42.42%	14
▼ Feel like tomorrow will be promising and meaningful after this COVID 19 outbreak is over.	39.39%	13
Total Respondents: 33		

Figure 5:

From question 6, the analysis can conclude that the employees felt happy, safe, grateful, and hopeful by their organization AIUB. As a result, they showed citizenship behavior by helping other colleagues too. Therefore, it is obvious that Vice-Chancellor, Founder Members, Heads, Deans were successful to bring about positive work atmosphere via virtual platform. The organization AIUB. From the survey it shows, almost 99% employees are truly satisfied to be associated and to be guided by the extraordinary leadership of the Vice-Chancellor.

5. Discussion

5.1 Behavioral-Theory of Leadership

According to (Durue et al.,2011) this concentrates into leadership behaviour which leaders demonstrates towards their subordinates. These behaviours can be of democratic, autocratic or laissez-faire. The first kind democratic leaders relate to their employees and allows them to take part in the organisation’s decision-making. This kind of leaders values his followers say and goes forward with the majority support in any issue. (Lussier & Achua, 2012) states this kind of leadership style is good but not really feasible because of the time consumption and might become problematic to take everyone’s view into account to reach the final verdict. Then explaining

autocratic leadership is a leadership style where leader's make the final decision and no decision from employees are considered. This fails during a team-playing organisation because employees may not agree but has to forcefully go forwards with what instruction has been placed before them. (Bhatti et al., 2012) says that this style of leadership behaviour is great when decisions-making needs to be prompt. (Lussier & Achua , 2012) supports the third realm of behaviour by leaders which is laissez-faire or laid-back leadership approach. This behaviour will work out where team is smart and highly skilled. In here, leaders sit back and allows the followers to make the decision and leaders do not poke their nose in. American International University-Bangladesh's new concept brought about by The Vice-Chancellor, Dr. Carmen Z. Lamagna in introducing the first Hybrid and Blended Learning system among all the universities in Bangladesh which the first in Bangladesh's educational development too. This can be argued that AIUB is one of the first private organisations to go online without any lag back during the pandemic time. AIUB is the first to use Microsoft Teams to go fully virtual during the start of COVID 19 early in March,2020. The Founder Members also joined in for the possibility of education to be going forwards and thus the organisation to thrive with its goodwill as she advances beautifully through the dark days. This is a hope which this Charismatic and democratic leader has shown with her visionary leadership behaviour. Other leaders in this institution went out of their way to help the employees and students of this organisation. Dr. Tafazzal Hossain, Pro VC and Dean, Dr. Charles C. Villanueva, Dean, VP and Founder Members Ms. Nadia Anwar and MR. Ishtiaque Abedin, FBA Program Director Ms. Farheen Hassan has helped tremendously to continue this virtual platform of education not only to mare continue but also to be of highest quality as per UGC (University Grant Commission Bangladesh). They have set a standard and raised the bar right up for other organisations to follow a glorious path of wisdom.

## **5.2 Transactional or Transformational Leadership**

The Vice- Chancellor of AIUB has demonstrated transformational leadership. (Carter et al. (2013) said strong punishment and strong rules are applied in Transactional leadership. The employees or followers know that

they will be penalised if they do not follow specific instructions put in front of them. They are highly formal system. But AIUB's leader is far from that. She applies strategies and decisions which are good for her employees. She reached out her hands for employees to be guided in a whole new style of education but made it very easy to comprehend. She organised webinars where she gave valuable speeches in where everybody learned about her methods and reasons for adopting and creating a new culture within the existing culture. She is a pioneer narrated by VC Dr. Gurinder Singh, Amity Universities. Dr. Carmen Z. Lamagna was not only the first Female leader in a Bangladeshi university but also the first leader in Bangladesh to start online classes with a strategy and a plan while others were floating in mid-air trying to find ideas how to go about in this pandemic situation. She demonstrates bravery, innovation, acceptance, kindness, integrity and glorifies in respect for the autonomy she bestows over her employees because she has the best of interest for her employees in her heart along with another visionary leader in AIUB Dr. Hasanul Abedin Hasan. They guide the employees but allows them to take different style in teaching and classroom maintenance because they know their employees are their true followers. Thus, in AIUB, it is the opposite to the transactional leadership as pointed by (Wright et al., 2012). It is less formal, and teacher and students follow the same vision-mission, and they understand each other's perspective which is set by The Vice-Chancellors and the Founder Members. The fact that this new kind of education is unlike any other, a different leadership approach had to be created to create change in the organisation. Together with UGC approval the online classes kick-started from March and going on strong. The assessment and lessons are done by guidelines which AIUB management prepares for the teachers to follow. The three main components of hybrid learning using virtual platform are, resilience, flexibility, agility. Blended learning approach is also taken by the AIUB's leaders. Various online activities are conducted via their classrooms. Hybrid learning has become a success because students are communicating online with their faculties in real time, online discussion board is helping the students, synchronizing quality and meaningful education basis (Lamagna, 2020). She also says that a journey to online pedagogy good teaching and learning. This is surely creating 'the new Era



Education System'. Therefore, students and teachers go forward in collaboration to meet the mission-vision of education in the Microsoft Teams under the institution of AIUB supervision. This is more like the transformational style of leading their organisation and team ahead with them with their extraordinary leadership behaviour. AIUB's leaders build trust and power and created a new educational culture within their organisation and outspread the goodwill which is a revolutionary change in Bangladeshi education system in the COVID 19 pandemic time.

### **5.3 Challenges in Transformational Leadership**

One challenge of including transformational leadership in an organisation in Bangladesh is turning it from National to Individual leadership. But there are classes and routines, assessment methods, layouts, so there is no room for any silly mistakes in AIUB's new. There is counselling time for students if they require any help with their education or if they seek guidance for their mental wellbeing. Overall change and acceptance from everybody would take time. Not everybody is familiar with virtual platform. Even though there are challenges, there is hope for AIUB's leaders to bring about change in the culture of the organisation through displaying their positive leadership behaviour.

### **5.4 Organizational Culture of AIUB**

As described by (Cunningham & Gresso, 1993) Each cultural group is different from a culture within a locality. As a leader of an organisation, the vast area covering their institution plus the organisation's own culture allows a leader to see and find out his/her own culture which he/she is going to use to shape the culture in his/her organisation so his/her followers will understand the strategy placed in front them. Sometimes, great leaders think outside the box like the leaders from AIUB. The teachers in AIUB, chose their organisation to have a certain culture which will be easy for them to work with for to reach the organisational objectives. The organisational culture in this case is comprised of students who are from various Bangladeshi backgrounds. In an organisation there are 6 factors which creates the base for an organizational culture which are: togetherness,

emotionally charged, historical situations, symbolic-dynamic, and some are not easy to define (Trice & Byers, 1993). Investigating these factors, the result which makes this a successful organisation is because everyone: management, parents, teachers, students, Governments, Stakeholders and local people have all come together to make this organisation a true initiative. The attendance of the students, their eagerness to participate and teachers advocating the student's rights and well beings are some of the all-in engagement which gives the teachers leadership role to take up the role strongly and feel an urge to change the society for the best during this COVID 19 pandemic time in the virtual class experiences. The teachers in AIUB are getting this essence as well as the student because of the leader of the AIUB and the Founder Members enabled them, that is why. AIUB has brought about a new approach to a virtual tertiary education system in the traditional setting of organisation (education). The leadership behaviour demonstrated by the teachers derived from their respected leader and Founder Members and their transactional approach has gained trust of students, parents and everyone's trust. They are willing to take up the new system of education in their culture willingly, therefore. These teachers are also great leaders who have managed to create a clear communication channel and keeps in touch with their management and student all the time with the help of MS Teams. Learning for the students is triggering interest among them which can be seen via their class attendance and participation. These students are enjoying the new idea which is prescribed and put to forth by the AIUB's leaders and they are motivated to learn, even though their home and other conditions might be stressful. The teachers have created a healthy working place and the students are complying with ease.

## **6. Conclusion:**

An organisational culture is comprised of strategies, behaviour, set of values which creates standard in a workplace. Leadership approach towards a successful organisational change in culture can rely on how a leader make and implement his/her/their strategies and how his behaviour is perceived by his employees. If the leader is a transformational leader then the followers will follow his lead strategies and be willing to accept change within organisation. A leader's charismatic behaviour, which is known as

transformational leadership approach is best fit for a leader making changes in the culture in an organisation. Then how the leader is guiding his team by changing is important for his team to comprehend. Whether the employees are told about the amendments or left in the dark may result in the success of the culture creation or destruction by the leader in the organisation. Another way it all sums up is how the leader is acknowledging the information with his employees, is the leader helping to increase output of employees or not is vital for an organisation to reach its goal. Good working atmosphere, clear communication can take away the negative working energy and replace it with hardworking team marching together towards organisation's goal achievement. In the analysis of American International University-Bangladesh, the leadership behaviour and transactional leadership is the best domain. Although there are a few challenges but overall the employees in AIUB are appreciating true leadership behaviour to bring a cultural change in the traditional education in Bangladeshi institution and also a positive culture shift in their respective organisation during the COVID 19 with the brave demonstration of the leadership behaviour by the Vice-Chancellor Dr. Carmen Z. Lamagna and by Vice-President Dr. Hasanul Abedin Hasan.

In a nutshell, the change in Bangladeshi education for a new leadership has been possible for the intelligent leadership behaviour portrayed by leaders in AIUB. They saw the niche and offered a solution which was clearly explained to a society effected via news and webinars. The society was affected for COVID 19 and education in usual rhythm became restricted. The introduction of Hybrid-blended learning, and caring for the employees-students, made it possible for a shift in organisational culture within a traditional way of teaching and communicating to make an entry. As (Kavanagh & Ashkanasy, 2006) stated that to comprehend organisational culture and it's change to be made and put in play, a leader has to draw strategies which he/she will instruct to his subordinates to make the change possible to attain the overall objective of the organisation. If this objective is reached that means the feedback is positive which automatically implies that the employees, in this case the students have produced good results, which makes the leadership behaviour successful in organisational change of culture. This then creates a motivation among the students in the school to

work harder and interact with their teachers. Differing this view (Pondy & Huff, 1988) says that if a leader does not explain his strategies well towards his subordinates then this leadership behaviour, approach and trait will be worth nothing and won't make any positive impact on the outcome on the team-players output for a better result. Then this culture change in the organisation will fail and the culture will fall (Reger et al., 1994) argued that employees in an organisation will not welcome and accept a drastic change if it differs too much from the traditional norm and rules of an organisation. But AIUB's leaders, hence AIUB provided treatments and full medical care for the employees of AIUB during the COVID 19 whomever is infected with the virus. The Vice-Chancellor and Founder Members also offered various help towards employees to keep them safe and look after their well-being. This proves that the top management of AIUB are kind leaders who will always get love and respect back from their employees for being their true heros during COVID 19 situation. Therefore, the acceptance of AIUB's leader's decisions by their employees has been a successful organisational culture even though the idea and approach brought in completely new analogy from previous schooling cultures. In AIUB, as their slogan says, 'Where Leaders are created'- Because this organisation is lead by great leaders who has created the 'New Era Education System' in Bangladesh.

## References

- Abramson, A & Lawrence, P. (2001). *The Challenge of Transforming Organizations: Lessons Learned about Revitalizing Organizations*. Transforming Organizations (pp. 1-10).
- Amabile, T. M. (1998). *How to Kill Creativity*. Harvard Business Review, 76 (5), 76-87.
- Balcazar, F., Hopkins, B., & Suarez, Y. (1986). *A Critical, Objective Review of Performance Feedback*. Journal of Organizational Behaviour Management, 65-89.
- Bass, B.M. & Avolio, B.J. (1993). *Transformational Leadership and the Organizational Culture*. Public Administration Quarterly, 112-122.

Bhatti, N. (2012) *The impact of autocratic and democratic leadership style on job satisfaction. International Business Research*, 5(2), pp.192-207.

Brooks, J. S., & Normore, A. H. (2017). *Educational Leadership: From Classic to Cutting Edge Foundations of Educational Leadership*, 1-25.

Carter, M., Armenakis, A., Feild, H. & Mossholder, K. (2013) *Transformational leadership, relationship quality, and employee performance during continuous incremental organisational change. Journal of Organisational Behavior*, 34(7), pp.942-58.

Cunningham, W. G., & Gresso, D. W. (1993). *Cultural leadership: The culture of excellence in education*. Needham Heights, MA: Allyn & Bacon.

Davis, S. (1984) Book Reviews: Mats Alvesson: *Cultural Perspectives on Organizations: 1993*, Cambridge: Cambridge University Press. 137 pages. *Organization Studies*, 16(3), 535– 5338.

Deal, T. E., & Peterson, K. D. (1999). *Shaping school culture: The heart of leadership*. San Francisco, CA: Jossey-Bass.

Dull, M. (2010). *Leadership and Organizational Culture: Sustaining Dialogue between Practitioners and Scholars. Public Administration Review*, 70 (6), 857-866.

DeRue, D., Nahrgang, J., Wellman, N. & Humphrey, S. (2011) *Trait and behavioural theories of leadership: An integration and meta-analytic test of their relative validity. Personnel Psychology*, 64(1), pp.7-52.

Fernandez, S. and Rainey, H. (2006). *Managing Successful Organizational Change in the Public Sector. Public Administration Review*, 168-176.

Fishman, N. & Kavanaugh, L. (1989). *Searching for Your Missing Quality Link. Journal of Quality and Participation* (12), 28-32.

Fullan, M. (2001). *Leading in a culture of change*. Jossey-Bass, San Francisco, CA.

Goldsmith, D. (2009, May 15). *A Leader's Role in Innovative Strategy Execution*. Available from CEO (Chief Executive Officer): <http://www.the-chiefexecutive.com/features/feature54710/> [Accessed on July 2020].

Geister, S. Konradt, U. and Hertel, H. (2006). *Effects of Process Feedback on Motivation, Satisfaction, and Performance in Virtual Teams. Small Group Research*, 459-489.

Harms, P. & Crede, M. (2010). *Journal of Leadership and organizational Studies*, 15 (1), 1-15.

Kavanagh, H. & Ashkanasy, N. (2006). *The Impact of Leadership and Change Management Strategy on Organizational Culture and Individual Acceptance of Change during a Merger. British Journal of Management*, 81-103.

Kirkman, B. , & Rosen, B. (1999). *Beyond Self-Management: Antecedents And Consequences of Team Empowerment. Academy of Management Journal*, 42(1), 58-74.

Kluger, A. & Denisi, A. (1996). *The Effects of Feedback Interventions on Performance; A Historical Review, a Meta-Analysis, and a Preliminary Feedback Intervention Theory. Psychological Bulletin*, 254-284.

Lamagna, C.Z. (2020). *Hybrid & Blended Learning, Paradigm Shift, Virtual Learning Experience, Creating a Sense of Community in the Organisation, Creating good Teaching-Learning, Allowing the largest MS Teams User Interface in South-East Asia*, Available at panel discussion: <https://amityuni.live/87354548789> [Accessed on the 31<sup>st</sup> July, 2020]

Lussier, R. & Achua, C. (2012) *Leadership: Theory, application, & skill development*. Mason: Cengage Learning.

Moos, S. (2005). *From successful school leadership towards distributed leadership*. In M. Preedy, N. Bennett & C. Wise (Eds.), *Educational Leadership: Context, Strategy and Collaboration* (25-38). Milton Keynes: The Open University.

Mulford, B. (2005). *Leadership for school and student learning- what do we know?* Nottingham: NCSL.

Northouse, G. (2007). *Leadership Theory and Practice*. London: Sage Publications, Inc.

Pondy, L. R. and A. S. Huff (1988). *'Budget cutting in Riverside: emergent policy reframing as a process of conflict minimisation'*. In: L. R. Pondy, R.

J. Boland and H. Thomas (eds), *Managing Ambiguity and Change*, pp. 177–200. Wiley, New York.

Reger, R. K., L. T. Gustafson, S. M. Demarie and J. V. Mullane (1994). 'Reframing the organization: why implementing total quality is easier said than done', *Academy of Management Review*, 19 (3), pp. 565–584.

Sarros, J. Gray, J. & Densten, I. (2002). *Leadership and its Impact on Organizational Culture*. *International Journal of Business Studies*, 1-26.

Sathe, V. (1985). *Culture and Related Corporate Realities: Text, Cases, and Reading on Organizational Entry, Establishment, and Change*. Homewood: IL: Irwin.

Srivastava, A., Bartol, K. M., & Locke, E. A. (2006). *Empowering Leadership in Management Teams: Effects on Knowledge Sharing, Efficacy, And Performance*. *Academy of Management Journal*, 49(6), 1239-1251.

Stewart, J. (2004). *The Meaning of Strategy in the Public Sector*. *Australian Journal of Public Administration*, 63 (4), 16-21.

Robin, T. (2008). *Encyclopedia of Public Administration and Public Policy*. CRC Press.

Schein, E. (2004). *Organizational culture and leadership*. San Francisco: Jossey-Bass.

Stogdill, R. (1974). *Handbook of leadership: A survey of theory and research*. New York: Free Press.

Trice, H. M., & Beyer, J. M. (1993). *The culture of work organizations*. Englewood Cliffs, NJ: Prent