Role of Leadership in Developing in Organizational Culture: A Cross-Sectional Study

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Abstract
The objective of this work is exploring influence of styles of leadership on Organizational Culture. Organizational leaders assist in defining and shaping context of work making contribution towards organizational inventions, creating and manage organizational culture and promoting innovation. For organizations, culture is a way of learning environmental elements. There are many definitions available for culture. Issue of difference with leader includes material is highly discussed topic, and it is assumed that leadership is different from management. In present time, organizational culture is progressively understood as an asset of a company to be used to improve performance of business and performance of job. From past some years, culture of an organizational is considered as important element of for success of an organization in the world of business. Different approaches are taken by organizations in building good quality of work culture, but for some organization, quality of work culture does not matter.

Keywords: Leadership, Organizational Leadership, organizational culture, organizational culture, and leadership

Introduction
Leadership is a spectacle required during history of human and remain existing throughout the process. The researching leadership process is an ancient history, old and endless. From time to time, leadership is defined as per the traits of personality of a leader, usually, as per the changing styles of leadership, sometime as per the behavioral patter of leaders. Thus, many styles of leadership and their definitions are developed like paternalistic leaders, transactional leaders, social leaders, and charismatic leaders. All these approaches of leadership style have evolved to explained and understand leadership in context of organization. Every recommended new viewpoint has become a research point. However, organizational culture is considered a social glue holding organizations together. In another sense, organizational culture is a value, and belief system along with traditions that are formed in the organization. It is culture, through which values, beliefs, and social ideas are shared, rituals, myths, and stories are mirrored in special language (Surucu & Yesilada, 2017). Culture of an organization is considered as crucial elements from past many years to make a successful organization in the world of business. Different approaches are taken by organizations for building quality of work culture in an organization. Good quality of culture is important ensuring employees to be serving good and appreciated services to their customers. Furthermore, good quality of work culture in an organization led to harmonization at workplace. In present time, majority of organizations are successfully possessing great leaders and managers who are monitoring and supervising behavior and performance of their employees. Brilliant leaders lead helps their employees in becoming energetic and preemptive in executive their everyday activities. The style of leadership of leaders makes a positive impact on quality of work culture of an organization. Any leader with poor quality of leadership style might may negative impact on the work culture (Ali et al. 2015). Leadership is a way a leader convinces and encourages its team members in achieving any objective or goal and drives an organization in the direction making it more united and logical. In the modern working system of an organization, leadership and organizational culture are known to be highly vital elements to develop organizational performance. It is the responsibility of a leader to identify issues and challenges that are old but are still dominant in organization for proper growth and development of organization. Additionally. Each circumstance that occurs in any organization is different and needs a
different style of leadership to handle it as every different situation and distinct features and different leadership style (Rayiramkandath, 2017). Leaders put considerable influence in developing organizational culture to be positive. Different cultures are created by different leaders who also created different level of employee engagement. The “visionary” style of leadership found to be creating highest engagement level that creates ‘brain’ and ‘organism’ culture type in organization. Another styles of leadership such as “democratic” and “coaching” have also created significant and higher level of employee engagement. Another style which “affiliative” was found to be difficult to define as well as controversial. In a study it is found that it was progressive after leadership style known as “commanding style” popular was creating high level of employee engagement, on the contrary, after “visionary” style of leadership it was found to be unsatisfactory as decreased the engagement level and diminished influence of leaders. All such leadership styles were found to be generating a high level of employee engagement and it is because of the external elements like mental pressure, individual bonus, etc. It is unfortunate that in case these elements vanish, the engagement would also vanish (Stanislavov & Ivanov, 2014).

**Literature Review**

Katarzyna (2015) studied that organizational culture can be a factor, which fortunate for developing innovative activities. Customs, values, and opinions play an important role in innovations and creative activities in an organization that can either give support or hinder innovation and creativity, depending on how they impact attitude of people. Generally, leaders have a strong source of impact on the work behavior of employees in an organization. Development of such culture in organization must be braced by proper condition of organization that includes corporate strategies, HRM system, and pro-innovation system of management along with proper structure of organization. Commitment is emphasized by innovative organizations as they seek to provoke a sense of pride in organization, supporting employee’s development at technical as well as social level. Manager’s perception about styles of leadership, and it is found that the most dominating style of leadership is transactional leadership style, which is followed by transformational leadership style. It is assumed that its presence is main element in building and maintenance of organizational culture, through practices of business management, actions of people management, practices of recognition, interpersonal association, building of vision, value strengthening, implementing rites, and other elements associated with the manifestation of culture. Because of such vicinity, it is continent that styles of leadership are a dominant element in features of culture clique, inventive, market or hierarchical.

Tohidi & Jabbari (2012) stated that one of the important things that happens in most of the research related to leadership is they think leadership and management overlaps. Organizations pay salary to their managers officially, but they do not grant them the opportunity to become leaders. Due to this fact, all managers of an organization are not leaders, and vice versa. The study concludes that talking about leadership styles would lead managers of any organization and consult them to observe their abilities to lead their employee as a manager of the organization. Leadership is all about setting up a new way or direction for people, management is to direct and control as per the principles. However, someone can become a figurative leader only if they appear as a commander of direction of group of people.

Ledimo (2014) found that a culture which is constructive in nature means where employees in an organization are motivated to intermingle with each other and approach towards the task in such a manner that would help in meeting high results and satisfy the requirement. Such culture of organization is featured by self-actualization, accomplishments, connections, and humanistic encouragements. Such a defensive and passive culture of organization indicates that employees connect with each other in such a way that would not impend their own security. It features depends dependent, approval, avoidance, and conventional styles. A culture of organization which is defensive or aggressive expects their employees to approach their tasks in a forceful manner for protection of their security and status, which is featured by competitive, oppositional, perfectionist style.
**Susanto, Nadiroh, & Sigit (2021)** revealed that a successful environmental performance of employee in a company is determined by leadership style of that company as performances and welfare of employees can be improved by effective leadership. Leadership style makes impact on what employees do, when there are things which move something due to the impact of leaders becoming motor as a locus for environmental performance. Work quality of employees can be improved by leaders by giving employees the possible opportunity of discussing issues and challenges, their interest, with a hope of actively listening to their problems and to be observant and profound towards employees and do not force their mindset. Guidelines are adopted by organizations for regulating how their employees act and behave and how they are impacted by support of leadership. Skills of leadership are considered as the most vital skills that are required by managers. Leadership is all about interacting with employees, managing everyday work and tasks at the workplace, and making correct decisions. For improving the skills of current leaders, companies are concentrating more on leadership skills helping leaders to perform better. Taking decisions is a leader’s responsibility, so it is necessary to upgrade skills to make potential decision making. It is considered essentially significant for leaders and managers who are working in an organization, particularly for those who are newly hired have certain types of leadership and come from distinct organizational background. Appropriate leadership styles must be identified by leaders in an organization. Still, managers might have their impact and consider employees and how they will be influenced by different decisions.

**Kumar (2016)** revealed that organization and employees are directly impacted by organizational culture, and it is also helpful in determining and devolving turnover of employees and their performance at job. Organizational culture is a place of work with an environment articulated from the collaboration of people at the workplace. A sense of collective identity is given by culture to every employee in a company creating beliefs and values by going beyond the personal goals of employees. Behavior and decisions of employees when guided by culture then their actions are understood by management in better way. Organizational culture and strong work culture play vital role in developing organizations by providing strength to issues and challenges at global level by changing environment and competition. A healthy organization needs a healthy culture.

**Rijal (2016)** found that organizational culture in many countries is not favorable to learning. Openness and pro action have made positive contributions towards learning in many organizations. However, these are not the only cultural values and beliefs supporting and facilitating learning. Therefore, organizational culture must not be considered as favorable to learning. Although, this study has supported organizational culture that plays vital role in the development of organizational learning. The dual association between culture and leadership is not examined in this study.

**ElKordy (2013)** stated that identification of employees and their involvement with the organization are reflected by organizational commitment. The influence of transformational leadership and organizational culture has been examined on this study on two major attitudinal outcomes, which are job satisfaction of employees and organizational commitment. The study also examined long acknowledged influence of job satisfaction of employees on organizational commitment. The findings of the study provide evidences on substantial impact of strong organizational culture and transformational style of leadership on job satisfaction of employees and organizational commitment. The outcome of the study confirms the importance of job satisfaction as a forecaster of commitment of employees towards their organization.

**OBJECTIVE:** To know the role of Leadership in the development of Organizational Culture.

**METHODOLOGY:** The researcher had considered employees from different organizations to know the role of leadership in the development of organizational culture. The survey was conducted with the help
of a questionnaire. The researcher had collected the primary data through random sampling method and was analyzed by statistical tool called mean.

**FINDINGS**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statements</th>
<th>Mean Value</th>
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<tbody>
<tr>
<td>1.</td>
<td>Effective leadership style promotes work life balance that develops positive organizational culture</td>
<td>4.01</td>
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<tr>
<td>2.</td>
<td>The level of job satisfaction and recognition are common signs of good organizational culture through effective leadership</td>
<td>3.77</td>
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<td>3.</td>
<td>Positive organizational culture encourages employees for innovation, and creative thinking that can be achieved by effective leadership</td>
<td>4.13</td>
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<tr>
<td>4.</td>
<td>An effective leadership style influence organizational culture, its values, beliefs, and philosophy</td>
<td>4.09</td>
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<tr>
<td>5.</td>
<td>An effective leader has clear communication about goals and tasks that maintains positive organizational culture</td>
<td>4.17</td>
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<tr>
<td>6.</td>
<td>Good organizational culture gives its employees freedom of involving in decision making, and empowerment</td>
<td>3.22</td>
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<tr>
<td>7.</td>
<td>Good organizational culture improves performance of employees with the help and support of their leaders</td>
<td>3.19</td>
</tr>
<tr>
<td>8.</td>
<td>Good leaders know how to connect with employees, emphasize on teamwork to achieve goals in a positive organizational culture</td>
<td>4.21</td>
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<tr>
<td>9.</td>
<td>Effective leadership helps in creating and managing innovations, process implementation, and creating organizational structure</td>
<td>4.27</td>
</tr>
<tr>
<td>10.</td>
<td>Good leaders shape the image of organization in market, also creates vision, communicates it to their employees and cultivate leading to its fulfilment</td>
<td>4.00</td>
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Table 1 shows the Role of Leadership in development of Organizational Culture. The respondent says Effective leadership style promotes work life balance that develops positive organizational culture with the mean value of 4.01, second statement says that The level of job satisfaction and recognition are common signs of good organizational culture through effective leadership the mean value is 3.77, next statement is Positive organizational culture encourage employees for innovation, and creative thinking that can be achieved by effective leadership 4.13, An effective leadership style influence organizational culture, its values, beliefs, and philosophy the mean value of 4.09, fifth statement is An effective leader have clear communication about goals and tasks that maintains positive organizational culture with the mean score of 4.17, Good organizational culture give its employees freedom of involving in decision making, and empowerment the mean value is 3.22. Seventh statement is, Good organizational culture improves performance of employees with the help, and support of their leaders the mean score is 3.19, eight statements says that Good leaders know how to connect with employees, emphasize on teamwork to achieve goals in a positive organizational culture 4.21 is the mean score. The last statements are Effective leadership helps in creating and managing innovations, process implementation, and creating organizational structure and Good leaders shapes the image of organization in market, also creates vision, communicates it to their employees, and cultivate leading to its fulfilment with the mean values of 4.27 and 4.00 respectively.

**Conclusion**

The importance and features of styles of leadership to organizational changes are of specific importance for organizational culture development. An important approach that increases organizational performance is motivation. It is suggested that using motivational methods from leadership would motivate employees of an organization to deal with issues and challenges from a better perspective and contributing to increase its potential. Organizational culture is not just vital for an organization but also for its employees.
who work there. The study concludes that effective leadership motivates and improves performance of its employees and develops organizational culture (Lokaj & Sadrija (2020)). Importance of leadership style in development of organizational culture is examined by this study, and how leadership is related to organizational innovation, which is crucial for organization as it helps in enhancing its system, and procedures. Innovation helps in aspiring a proactive, a self-assured mindset of employee that motivates them in taking chances assisting them in development of innovation culture. The leadership style of a leader helps in enhancing innovation under certain circumstances. There are a few styles of leadership that have strong and positive association with innovation.

References