An Analysis of Leadership Styles of Corporate Leaders in Executing Organisational Culture:
An Empirical Study undertaken in Manufacturing firm in Gujarat

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ABSTRACT

The main purpose of this paper is to show the linkages and inter-relationship among the leadership and organizational culture. Further authors want to know which leadership style employee would prefer to execute culture in the organisation. The study has been conducted in manufacturing firms of various locations in Gujarat with total sample size of 440 employees in order to investigate empirically the impact of leadership and organisational culture in Indian business context. This is an exploratory study of the relationship between leadership style and organizational culture. Correlations revealed that proactive culture preferred more compared to other organisational culture irrespective of style of leadership. The unexpected findings of correlations suggest that there is need for research in this area. It is further recommended that the relationship between the leadership practices the prevailing organisational cultures be measured according to subgroups such as caste, race, gender etc. and followed up by a qualitative investigation. Further comparative analysis could be done among the industries/service sectors.

Keywords: Leadership styles, corporate leaders, Organisational Culture

INTRODUCTIONS

In today's contemporary business world, firms are under the great pressure of highly competitive and global markets. To survive in the long run it is dire needed on the part of the corporate to become innovative and show differentiation in global markets.

Organisational culture refers to a set of values and beliefs in an organisation. It is expressed non-verbally and has deep roots. Organisational culture is a basic assumptions pattern that teaches new members how to perceive, think about and feel the problems. Here the role of leaders provide an open environment to try new ideas and are sensitive about learning process, changing attitude and job process (Rosen 1996). Leadership is a process whereby an individual influences a group of individuals to achieve a common goal (Northouse 2004). Leadership is the ability to secure desirable actions from a group of followers. It is concerned with the getting things done through subordinates. The success of every industrial enterprise is dependent upon the quality of its leadership.

Taormina(2008) rightly point out in his study that by virtue of the authority of their positions, leaders have considerable freedom to decide how their organizations will be run, and can thus be expected to play a major role in influencing the culture of an organization .

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Despite numerous references to a relationship between leadership and organizational culture in the academic and popular literature, little systematic research has been conducted to examine the specific nature of this relationship (Block, 2003). Several different leadership theories have developed over the years that approach leadership from a variety of perspectives. Initially, the focus was on the traits possessed by great leaders (Bass, 1985), and the skills required to be effective as a leader (Katz, 1955 as cited in Northouse, 2004). The theories that brought the focus into culture as a byproduct of leadership centered on transformational leadership. Northouse (2004) notes that "transformational leadership is a process that changes and transforms individuals". This process drives and defines the culture in the new organisation under the leadership of an individual who often is identified as possessing charisma (Bass, 1985; Burns, 1978). It is the work of Bass (1985) and Burns (1978) that defined most of the initial work in the field and laid the groundwork for Edgar Schein (1985) to focus on culture as the fundamental role of the leader in bringing about and solidifying the implementation of change in an organization.

The main purpose of this paper is to show the linkages and inter-relationship among the leadership and organizational culture.

OBJECTIVES

- To study causal relationship between the leadership and organizational culture.
- To study the relationship between the dimension of leadership and organizational culture.
- To study the preference of organizational culture with reference to leadership.

MATERIALS AND METHOD

- Methods of the study: - This study adopted a descriptive research design in nature so as to understand the relationship between independent variable i.e. leadership and dependent variables i.e. organisational culture
- Samples of the study: The sample of the study includes (n=440) a middle level employee working in industries. Random sampling method used to carry out research work.
- Data Collections: With the help of standardized questionnaire primary data were collected and tools were used are : organisational culture from udai pareek (2002) and leadership tools from gill (1998)
- Data Analysis: The data gathered were analyzed through SPSS 15. Correlations analysis is followed for statistical analyses of the data.

Demographic Profile of Employee	
Age	
Less than 32year	126 (28.6)
Between 33-49years	202 (45.9)
More than 50	112(25.5)
Total	440 (100)
Educational Qualification	
Graduate	276(62.7)
Postgraduate	160(36.4)
PhD	04(.9)
Total	440 (100)
Present Experience	
Less than 6 years	130(29.5)
Between 7 to 16 years	195 (44.4)
17 years & above	115 (26.1)
Total	440 (100)
Income (per month)	
Less than 16000	114 (25.9)
16001 to 41000	217(49.3)
41001 & above	109 (24.8)
Total	440 (100)

Source : Field Survey

Table 2: Correlations Matrix between Leadership and Organisational culture

		Leadership	Organisational culture
Leadership	**Pearson Correlation**	1	.438(**)
	Sig. (2-tailed)	.	.000
	N	440	440
Organisational culture	**Pearson Correlation**	.438(**)	1
	Sig. (2-tailed)	.000	.
	N	440	440

Correlation is significant at the 0.01 level (2-tailed).

Source : Field Survey

Table 3 Impoverished leadership and Organizational culture domain

Organizational Culture Domain	Correlations with Impoverished Leadership	Preferred Ranking
Proactive	.293**	1
Trust	.261**	2
Experimentation	.210**	3
Openness	.177**	4
Confrontation	.156**	5

Correlation is significant at the 0.01 level (2-tailed).

Source : Field Survey

Table 4 Task oriented leadership and Organizational culture domain

Organizational Culture Domain	Correlations with Task oriented Leadership	Preferred Ranking
Proactive	.299**	1
Trust	.201**	2
Experimentation	.135**	3
Openness	.128**	4

Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey

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Table 5 Country club leadership and Organizational culture domain

Organizational Culture Domain	Correlations with Country Club Leadership	Preferred Ranking
Proactive	.419**	1
Trust	.353**	2
Openness	.309**	3
Experimentation	.269**	4
Confrontation	.251**	5
Authenticity	.118**	6
Collaboration	.104**	7

Correlation is significant at the 0.01 level (2-tailed).
Source: Field Survey

Table 6 Practical Leadership and Organizational culture domain

Organizational Culture Domain	Correlations with Practical Leadership	Preferred Ranking
Proactive	.429**	1
Trust	.349**	2
Experimentation	.346**	3
Openness	.301**	4
Confrontation	.267**	5
Collaboration	.145**	6

Correlation is significant at the 0.01 level (2-tailed).
Source: Field Survey

Table 8 Authoritarian leadership and Organizational culture domain

Organizational Culture Domain	Correlations with Authoritarian Leadership	Preferred Ranking
Proactive	.268**	1
Trust	.196**	2
Experimentation	.163**	3
Confrontation	.134**	4
Openness	.105**	5

Correlation is significant at the 0.01 level (2-tailed).
Source: Field Survey

Table 9 Participative leadership and Organisational culture domain

Organisational Culture Domain	Correlations with Participative Leadership	Preferred Ranking
Proactive	.407**	1
Openness	.397**	2
Confrontation	.315**	3
Trust	.287**	4
Collaboration	.199**	5
Experimentation	.182**	6
Authenticity	.147*	7

Correlation is significant at the 0.01 level (2-tailed).
Source: Field Survey

Table 10 Nurturing leadership and Organisational culture domain

Organisational Culture Domain	Correlations with Impoverished Leadership	Preferred Ranking
Proactive	.423**	1
Confrontation	.380**	2
Openness	.344**	3
Trust	.293**	4
Experimentation	.266**	5
Collaboration	.210**	6

Correlation is significant at the 0.01 level (2-tailed).
Source: Field Survey

RESULTS
DISCUSSION

• Demographical findings show that majority of the subjects are the graduate that is 62.7 percent With reference to age it is found that 45.9 percent subjects are in the age group of 33 to 49 years. 47.2 percent subjects have experience up to 23 years in corporate field.

• There is a significant correlation found between leadership and organisational culture. Leaders are always as agent of change and role model. The relationship between organisational culture and leadership can also be extended to the performance of the members in the organization. Keup, Walker, Astin and Lindholm

(2003) provide some insight into the effect of the culture of the organisation and state that culture clearly affects the way the members of the organisation perceive and attempt their work. A strong organisational culture does not just happen — it is cultivated by management, learned and reinforced by employees and passed on to new employees (Hellriegel et.al., 2004; Kruger, 2003) Nanci (2000) did study on the effect of organisational culture on leadership practice within Defense agencies. The clash between the bureaucratic approach to solving a business problem and a military officer's leadership frame of reference often contributes to organizational inefficiencies. Cultural awareness of military and civilian differences can play a central role in a leader's ability to understand and cooperate with others in an

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effort to improve organizational efficiency and effectiveness. Organizations are full of examples of misunderstandings, primarily caused by the parties involved filtering interactions through their own narrow perspectives. This study examines the close relationship between organizational culture, military leadership, and bureaucracy.

• Impoverished leaders exhibits lack of concern for the result of the assigned task or interpersonal relationship. Such managers perform only to sustain their employment. It has been observed they believe and want to execute the dimension of organizational culture such as proactive, trust, experimentation, openness and confrontation. Further it was also found that preferred ranking also given to various dimension of organizational culture. Task oriented leadership always focus on task and want to get work done anyhow. It is found from the present study that such leader preferred ranking first on proactive culture then trust, experimentation and openness culture. In the view of Fidler's contingency model if the task is clear, it can be structured. If the task has a lot of ambiguity, meaning one has not exactly sure how to go about the work or what good will looks like, then it will tend to be unstructured. Its needed that culture should be a methodological process for achieving organizational as well as employee performance. Country club leadership exhibit care and concerns for the people, they create comfortable and friendly environment while de-emphasizing the productivity of task. It has been observed from the present study such leaders highly firmly believe in proactive culture, trust culture, openness culture, experimentation culture, confrontation, authenticity and collaboration. Practical leadership is about bringing best resources to the organisations as well as employee. Such

leadership helps the organization to prosperous. It is found that corporate leaders gave first preference to proactive culture subsequently trust, experimentation, openness, confrontation and collaboration cultures. It is also found that person who believe in team leadership also firmly believe in to execute proactive culture, openness, trust, confrontation, experimentation, collaboration and autonomy culture. But study also shown that those who believe authoritarian leadership would like to execute dimension of organisational culture that is proactive, trust, experimentations, confrontation and openness culture. Participative leadership is those. It is observed from the present study such leadership style would give significantly ranking to proactive culture, openness, confrontation, trust, collaboration and experimentation culture. Nurturing leadership firmly believed in to execute proactive, confrontation and openness culture whereas low belief found in trust, experimentation and collaborations

CONCLUSION

Although a considerable number of researchers have argued that there is constant interplay between organizational culture and leadership there are limited empirical studies examining the relation between leadership and culture (Hickman and Silva, 1984; Peters and Waterman, 1982, Scheien 1982; Sergiovanni and Corbally, 1984; Smith and Peterson, 1988)

This paper investigates relationship between organizational culture and leadership. The strong correlations were found between leadership and organisational culture. Significant correlations were also found among different practice of leadership and dimension of organisations culture. The unexpected findings of correlations suggest that there is need for research in this area. It is further recommended that the relationship between the leadership practices the prevailing organisational cultures be measured according

to subgroups such as caste, race, gender etc.and followed up by a qualitative investigation. Further comparative analysis could be done among the industries/servic

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