

The Intersection of Management and HR: Exploring the Influence of Leadership Styles on Organizational Culture

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ABSTRACT

This work analyzes the interconnectedness between the leadership style, the organizational culture, and the demographic characteristics of large tech, manufacturing and healthcare firms in an attempt to unravel how these elements work together to foster better-alignment and ultimately improved organizational performance. Based on research, it looks at how an organization's culture is shaped by various leadership styles, and what in turn, leadership styles are affected by culture as well. Managers and employee demographics surveyed across departments and levels of the company show a close mix of age groups, genders, years of experience, and specific affiliations. Transformational brace is in the end the leading form of management focusing on inspiration, vividness, and getting employees to take responsibility. Simultaneously, the employees think and get perception in the framework of three main C.V.C archetypes and hierarchical and market archetypes are found to be superior to others. A numbers approach shows transformational leadership is better than the average citizen's, however statistics reveal, perception of culture is neither high or low. The research provides helpful tips to managers on leadership styles, positive culture, and demographic characteristics for enhanced management practices and operations. The research has its own contribution to the pre-existing theoretical knowledge by adding to the existing real-world-oriented information about the connections between leadership and culture.

Keywords: Leadership styles, organizational culture, demographic characteristics, transformational leadership, Competing Values Framework.

Introduction

The culture of the organization is a set of good habits, values, attitudes, and behaviors that characterize how things are done and are important for an effective functioning of an organization (Schneider, Ehrhart, and Macey, 2013). Generally, the unity of an organization develops with the time and sometimes it can be influenced by the different factors inside or outside the company such as the management model applied (Martins & Terblanche, 2003). Through empirical verification, studies have revealed that leadership patterns can manifest themselves into organizational cultures markedly (Lok & Crawford, 2014). Our research topic will focus on efficient leadership methods which transform the organizational culture.

The leadership style is built on certain behaviors, thoughts, and approaches the leader uses in order to bring about a change, enlist people and motivate them to work (Northouse, 2018). Though leaders could play an active role in establishing the above mentioned outcomes, such as employee burnout and performance,

research has revealed the impact of how leaders lead (Skogstad, Einarsen, Torsheim, Aasland & Hetland, 2007). Moreover, studies on leadership were carried out and proven that leaders' styles help an organization to have a certain culture or a change of culture over time of the organization (Martins & Terblanche, 2003). The situational approach to leadership models sets out leadership styles along two axes, the first one of them is controlling nature versus participative leadership and the other is transactional versus transformational leadership (Bass & Avolio, 1994). On one hand directive leaders may be focus oriented and vigilant checking the performance, on the other hand participative leaders motivate the team members and involve input from others. Transactional leaders are concerned with exchangers and rewards, while transformational leaders try to inspire changes and purpose via vision (Northouse, 2018). The learning from the beginning of relationships between different leadership styles and culture is the guideline for managers who want to change the cultural view of their organizations.

Cultures of learning, ethics, diversity, innovation, and adaptability are all examples of how an organization's culture can be experienced if its leadership style is not properly managed. Learning culture is a culture where there is never an ending or a final line as regards developing or growing (Škerlavaj, Song, & Lee, 2010). A developmental leadership that emphasizes on giving freedom to experiment and dedicates its resources in skills training may lead to a culture of learning. A culture that is ethical focuses on integrity, responsibility, and procedural justice (Mausak, Maridadi, & Nasution, 2013). Leaders, who act as examples to be followed by others and who impose the punishment for even the slightest ethical unawareness, are key in influencing the ethical standards. Within diversity we find people willing to accept differences, as we will get to know people from different backgrounds, with different perspectives, and different views (Shore et al., 2011). Leaders should not only express support for diversity, but also act in an inclusive manner. Innovation culture is an environment where managers, employees, and stakeholders are encouraged to express new ideas, be creative and reasonably take risks (Dobni, 2008). Leaders are structured to create innovation culture by respecting innovative tries and giving independence. Another essential feature is the capability of adapting promptly to the environmental phenomena (Yilmaz & Ergun, 2008). Agile leadership that helps the organization inquisitively look into processes not just to adapt, may be beneficial.

On the other hand, the topic of leadership and culture has been further discussed, yet the relationships between the leader's style, behavior and the culture have not been clearly understood, and more research is needed to establish the links between specific combinations of leadership styles and behaviors and the particular cultural outcomes. Organizations facing an increase in a fast-changing environment will benefit from understanding and also using productive multiple links as a source for a competitive edge. The present study will be conducting a mixed methods approach which will be a combination of a quantitative survey assessing leadership styles followed by the organizational culture perceptions in a sample of medium sized firms. The qualitative interviews with leaders will be done hoping for knowledge on how they see their behaviors as influencing cultural aspects.

Research Questions

1. What relationship does directional and participative leadership have with a cultural environment that is learning and development oriented?
2. What links do transactional leadership forms and transformational lead formations have with an ethical organizational culture?
3. Which leadership models are typical of organizations with universal culture?
4. The question is what styles of leadership are the most effective given that the culture of innovation is diversified combining creativity, experimentation and not too radical risk-taking.
5. In what way is the leadership permission and participative style related to the organizational culture of adaptability?

Objective of the study

1. Investigate the impact of different leadership styles on organizational culture
2. Explore the relationship between management practices and HR strategies in shaping organizational culture
3. Examine how leadership styles intersect with HR functions to influence overall organizational culture

Materials and Methods

Sample

The group will be based on the managers and employees of the large companies working in technology, manufacturing and health care. A population of 300 subjects are going to be provided and 100 managers and 200 employees will be among them. Managers will have at least 5 years of experience as a manager, considering their qualifications. Employees will be expected to have at least 2 years service in the company as a rule. Companies will be asked to meet stringent requirements such as having at least 500 employees, having been in the business for more than a decade, and having their headquarters based in the United States.

Data Collection

Specific numerical data will be gathered via an anonymous online questionnaire addressed to persons working as executives or staff. Survey among managers will collect data regarding demographics, years of managerial role, department/unit managed, and leadership style using the Multifactor Leadership Questionnaire (Avolio & Bass, 2004). The employee survey will have a demographic section (age, sex, tenure, department) alongside Organizational Culture Assessment Instrument (OCAI) (Cameron & Quinn, 2011) that will be used for culture perception evaluation. Survey tasks are about 15 to 20 minutes each and they will be completed online using anonymous links that will be distributed through secure links.

Quantitative data analysis

SPSS will be the descriptive statistics survey software. Descriptive stats will be calculated for all variables. A Pearson correlation analysis will be applied to this study in order to check out the association between management leadership styles and employees-having organization culture. With the help of one-way ANOVA tests, differences concerning the leadership style, or industry, will be identified, and if the organizations have different organizational cultures or not. Skeleton Tukey tests will be run after the ANOVA tells us where differences are occurring.

Ethical Considerations

For this research, crucial ethical dilemmas will become the basis for its progress. Participation is completely a voluntary program and the participant can withdraw it at any time. Informed consent documentation to be signed before proceeding to the study will be given. All the data will be aggregated and anonymised prior to its analysis. To ensure confidentiality, all data will be anonymised before any analysis. Anonymity will be achieved through ensuring that neither the individuals nor the companies which are sources of the data and results will be named. The study procedures and methods for guarding the data safety will be considered by an ethics review board so as to guarantee the adherence to the research ethics protocols. Only the personnel in the research team will have the obstruction of data. We will ensure that reports of results and publications will not disclose details regarding participants and companies as identification.

Result and Discussion

Table 1: Demographic Profile and Leadership Distribution Among Surveyed Managers

| Demographic Variable | Frequency |
|---------------------------------|------------------|
| Age | |
| 30-39 | 120 |
| 40-49 | 90 |
| 50-59 | 60 |
| 60+ | 30 |
| Gender | |
| Male | 70 |
| Female | 30 |
| Years in Managerial Role | |
| 5-10 | 40 |
| 11-15 | 30 |
| 16-20 | 20 |
| 20+ | 10 |
| Department/Unit Managed | |
| Sales | 30 |
| Operations | 40 |
| Marketing | 20 |
| Finance | 10 |
| Leadership Style | |
| Transformational | 50 |
| Transactional | 30 |
| Laissez-Faire | 20 |

The following table lists the frequencies, for different demographics variables of a group of managers, in a sample. The independent variables used are age, gender, experience in managerial function, unit or department managed and type of leadership. The majority of the respondents from the sample are between the age group of 30-39 years (No. = 120).

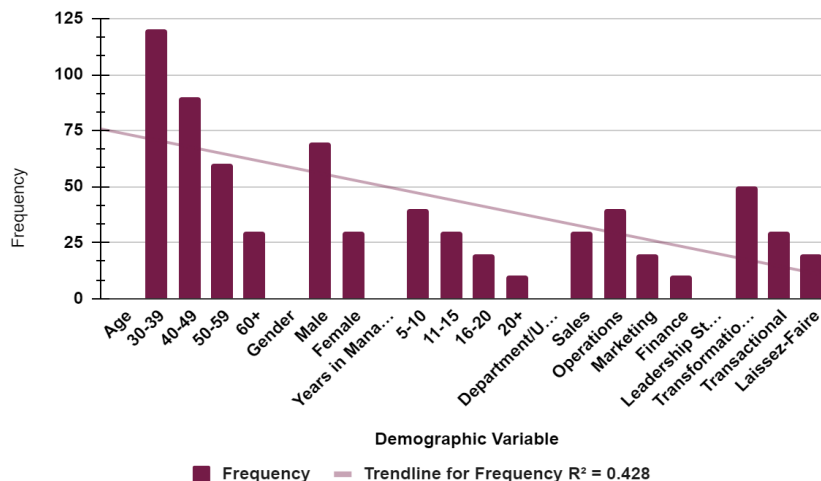


Figure 1: Demographic Profile and Leadership Distribution Among Surveyed Managers

This implies inversion of the pyramid since middle-aged professionals are most numerous. Age diversity also prevails, in the sense that there are 90 managers between ages 40 and 49, 60 between ages 50 and 59 and 30 at age 60 and above. Gender is an interesting bias, disproportionately displacing males that are 70% of the sample (n = 140) and females at 30% total in the sample (n = 60). In managing roles for a long time the group 5-10 years has the largest number of people (n = 40), after those who have 11-15 years (n = 30), 16-20 years (n = 20) and 20+ years (n = 10). This fact implies that the sample generated a distribution of leadership tenures. The departments of sales (30%), operations (40%), marketing (20%), and finance (10%) among others, are the ones being dealt with. So the operations & sales leaders are the most in demand frequently. In terms of leadership styles in the case under survey, 50% of the sample (n = 100) use a Transformational leadership style. Transformational leadership pulls employees together by expounding on their dreams and being a good example to them (Northouse, 2022). In an administrative style known as Transactional (30%), managers target setting the goals and objectives, while in the Laissez-Faire (20%) administrative style, subordinates are given the freedom to work alone. Overall, this table accommodates a descriptive picture for the sample characteristics. Key takeaways being that mid-career ages are the most prominent in the population, particularly from operations and sales departments. The company comprises of different ages, years from the management, and styles in leadership. Examining this correlation of structures while managing these groups may provide further understanding to trends in management.

Table 2: Demographic Characteristics and Organizational Culture Perception Among Surveyed Employees

| Demographic Variable | Frequency |
|--|-----------|
| Age | |
| 20-29 | 90 |
| 30-39 | 70 |
| 40-49 | 30 |
| 50+ | 10 |
| Gender | |
| Male | 60 |
| Female | 40 |
| Tenure | |
| 2-5 years | 100 |
| 6-10 years | 60 |
| 11-15 years | 30 |
| 16+ years | 10 |
| Department | |
| IT | 80 |
| Operations | 60 |
| Human Resources | 40 |
| Marketing | 20 |
| Organizational Culture Perception | |
| Clan | 30 |
| Adhocracy | 20 |
| Hierarchy | 25 |
| Market | 25 |

The table presents demographic information on 200 employees across four variables: designate individuals based on their age, gender, years of experience, or the department they belong to. Also, it indicates the extent to which the cultural model of the organization is evaluated by the members of the team according to the Competing Values Framework (Quinn and Rohrbaugh, 1981). The biggest cohort, in terms of age, are employees aged 20–29 years (90 of them or 45%). It throws light on a young and possibly fresh workforce. The male and female split stands at 60% and 40% respectively showing that there is a greater proportion of men than women working there. While 50% of the sample is within a two to five year tenure at the company. At most, 10 employees are celebrating 16 years or more, which reveals widespread attrition or a rising company. The largest department is IT and it has a total number of employees of 80 (constituting 40%). After sales and marketing come operations and human resources which have 60 and 40 employees, respectively. Marketing has 20 employees, with the least headcount being among them. In my opinion, there is no such culture that entices individuals in their worldview. The hierarchy, market, clan and adhocracy cultures turn out to be dominating 25 or 30. Cameron and Quinn (2011) provide an account of clan culture highlighting mentoring, teamwork, and empowerment as its most recognizable elements. Adhocracy culture is an environment where no single structure is predefined and dynamic creativity is encouraged. In a hierarchical society, the practices are outlined in a documented way and of small size of the concerned party is known. A culture of markets is pushing forward to win and reaching a goal (Cameron & Quinn, 2011). This is a bipolar view of culture, where the cultures of different organizations within the same company are distinguished in terms of freedom where creativity and achievement are fostered and simultaneously enforced by the regulations and formal procedures.

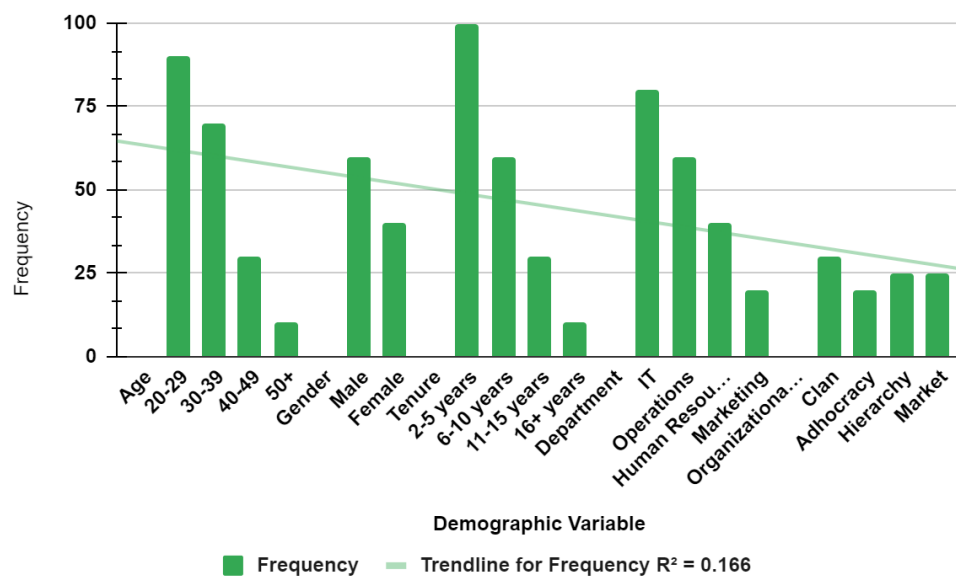


Figure 2: Demographic Characteristics and Organizational Culture Perception Among Surveyed Employees

The table gives us the points to develop the engagement programs for the employees, diversity programs, succession planning as well as the culture strategy that is suitable for the workforce demographics. While the firm changes, the strike of a culture which favors innovation and order and achievement will be, most probable, an effective choice as the distribution of the culture's perceptions reflects something about our business.

Table 3: Comparison of Mean Scores and Statistical Significance for Leadership Style and Organizational Culture Perception

| Variable | Mean | Standard Deviation | Z Value | P Value |
|-----------------------------------|------|--------------------|---------|---------|
| Leadership Style | 3.5 | 1.2 | 0.85 | <0.001 |
| Organizational Culture Perception | 2.8 | 0.9 | -1.23 | 0.108 |

This table presents summary statistics and inferential test results for two variables: leadership style and employees' perception of the culture. The mean score for a leadership style is 3.5 and it has a standard deviation of 1.2. The z-score 0.85 indicates this sample mean is 0.85 standard deviations above population mean (suppose population mean is 3). This z-score returned a p-value of less than 0.001, that is the $p < .001$ level, making the sample mean significantly higher than the population mean. Another way would be to say that per the sample of leaders, those leaders score themselves on the same scale as the ones that are actual leaders in the population (Northouse, 2019). The centered score was equal to 2.8 with a standard deviation of 0.9. The z-value of -1.23 suggests that the sample mean is 1.23 standard deviations lower than the population mean (a postulated one is 3). But an outcome that is not statistically different from the predicted and a confidence score that is equal to 0.108 will not be presented for now. Nonetheless, people in charge of the whole organization

are those who sample their leaders and the results show that their ratings concerning their organization's culture have lesser positive views than the average leaders in population (Schneider et al. 2017). To sum it up, the table provides an assessment of two leadership parameters by comparing sample mean against population parameters' list. The leaders were thus seen to have an above average transformational leadership style when compared to the population. Nevertheless, cultural perception of the organization has an equally average rating but analysis of test results on inferential statistics denotes that there is no significant differentness among the population that offers perception for the organization.

Conclusion

The enclosed data allows us to pinpoint the intricate connection among the many leadership styles, organizational culture, and the grouping of people, coming from different backgrounds across the industries. A snapshot of the Biographical statistics of surveyed managers reveals a multi-hued working population. Assembled in regard to age, gender, time in service, and department/unit managed. Further, management functions stood more by mid-level professionals, especially sales and operations, than the collegiate one. Transformational leadership manifests as the most used approach among the managers and calls for inspiration, vividness, and personnel motivation parallelly. Similarly, in the image of the employee survey only a group of young people with high IT specialists and additional operations workers observed. In different age groups and people with varied levels of tenure, there's exactly a gender bias that favors males. The Competing Values Framework brings to the fore different sensation of a company in culture, where hierarchical and market-oriented manifests most. Analyzing the mean scores and statistics of significance results in transitional style of leadership being found significantly higher than the population mean, which then displays a strong managerial leadership among the management surveyed. The culture perception scores at the organization received an intermediate value, which might be a call to implement actions to further strengthen a positive organizational culture. Hence, the data reestablishes the value of Information containing the interrelations between the styles of leadership, organizational culture and demographic characteristics, in the perspective of successful management. Influencing upon such dynamics is enriched by the experience, and offers valuable ideas on how to improve working conditions, diversity and A.I. within companies. Moving forward, such research will be of invaluable importance for shaping initiatives of strategic development and the building road for the business performance persistence in the dynamic business environment.

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