

Influence of Leadership Style on Organizational Culture with Gender as a Moderator

Deepa Sai¹, Palak Gandhi³, Dr. K. Subha³

^{1,2}Final Year PGDM, Xavier Institute of Management and Entrepreneurship, Bangalore, Recognised Research Centre of University of Mysore

³Assistant Professor, Xavier Institute of Management and Entrepreneurship, Bangalore, Recognised Research Centre of University of Mysore

Abstract: Research objective: The question of whether men and women effective in leadership positions is fiercely contested. The research aims to understand if leadership style and culture of an organisation are interrelated and the role of gender in influencing the leadership style. In order to shed some light on the relationship between these variables in the workplace, the purpose of this paper is to present a review and investigation of prior research findings and the survey conducted on corporate employees.

Methodology: Using Google Forms, a survey was carried out. A total of 100 employees from various organisations and levels within the company were surveyed. In order to examine the similarities and variations in gender leadership, the study also draws on the earlier literature review that provided an overview of male and female leadership styles. The survey consisted of 25 questions for assessing the culture of the organisations and leadership styles of the Managers. The employees were asked to rate their manager's leadership style and evaluate the culture of their organisations on the Likert scale.

Findings: People associate men and women with different features, and men with more of the characteristics that signify effective leadership, according to studies. The study demonstrates that culture and leadership styles are closely intertwined. A leader's influence on an organisation's culture is crucial. Another intriguing result of the study is that gender has no bearing on leadership style.

Keywords- Gender based leadership, organizational culture and leadership style, gender, organizational performance.

Paper type- Primary and Conceptual Paper.

1.INTRODUCTION

1.1 Meaning of Leadership and types of Leadership: Researcher defines Leadership styles as “the process of influencing others to understand and agree about what needs to be done and how it can be done

effectively, and the process of facilitating individual and collective efforts to accomplish the shared objectives” (Yukl, 2002, p. 7)¹. Leaders influence the success of their followers positively not only via psychological empowerment, (Joo & Lim, 2013)² but also through work engagement (Vincent-Höper, Muser, & Janneck, 2012)³. Effective leaders develop the working environment that helps to reduce the job burnout and enhance the job performance (Shuck & Herd, 2012)⁴.

Leadership is a process through which a person persuades others to carry out a task and guides the organization in a way that strengthens its coherence and cohesiveness. Leadership can also refer to a broader strategy, such as the tone that management sets for the organisation or the culture that management creates. Although authors like Abraham Zaleznik and Daniel Goleman's more recent works fundamentally altered the way we view leadership, many of their themes were foreshadowed in (W.C.H. Prentice's 1961)⁵ article, which rejected the idea that leadership required the use of extraordinary analytical skill or the exercise of force. Prentice defined a successful leader as someone who can comprehend people's motivations and enlist employee participation in a way that couples' personal needs and interests with the goals of the group. Leadership was defined as "the accomplishment of a goal through the direction of human assistants." He advocated for democratic management that fosters employee development without fostering anarchy.

A good leader is developed through a process of self-study, education, training, and experience, according to Jago (1982)⁶. As a result, a good leader must be developed. Therefore, whether a leader is male or female, they must demonstrate certain fundamental principles of leadership, such as: First, know yourself

and pursue self-improvement; this can be accomplished by self-study, formal classes, contemplation, and social interaction. Second, possess technical expertise. You must understand your role as a leader and be well-versed in the responsibilities of your team members. Thirdly, look for and accept accountability for your actions. Fourth, make wise and timely judgments. To do this, employ effective planning, problem-solving, and decision-making tools. Fifth, led by example. You must be a good example for your team and employees. Sixth, get to know your people and be concerned for their welfare. Seventh, keep your employees informed. To do this, you must be able to communicate not just with them but also with seniors and other significant individuals. Eighth, encourage the development of positive

character traits that will enable your employees to fulfil their professional obligations. This will increase their sense of responsibility. The ninth step is to make sure that duties are understood, overseen, and completed (U.S. Army, 1983)⁷.

According to a study by Lamb and McKee (2004)⁸, good communication between leaders and trust in senior leadership are two essential elements of effective leadership. More specifically, among other things, the efficacy of leadership is possessing the capacity to inspire others, form bonds with others, and shape outcomes. Prior researchers have determined over the last 30 years that there is the direct influence of leadership on organizational outcome like employees' performance and organizational behaviour. (Zhu, Newman, Miao, & Hooke, 2013)⁹.

Table 1. The Leadership types:

Team-Oriented Leadership	Emphasizes effective team building and implementation of a common purpose or goal among team members.
Charismatic Leadership	Reflects the ability to inspire, to motivate, and to expect high-performance outcomes from others based on firmly held core values.
Humane-Oriented Leadership	Reflects supportive and considerate leadership but also includes compassion and generosity
Self-Protective Leadership	Focuses on ensuring the safety and security of the individual and group through status enhancement and face saving
Participative Leadership	Reflects the degree to which managers involve others in making and implementing decisions.
Autonomous Leadership	Refers to independent and individualistic leadership attributes

Organisational Culture

The appropriate behaviour inside a company is determined by its culture. A company's ideals, principles, and ways of working make up its organisational culture, often known as corporate culture. It establishes the atmosphere in which an employee is working, the conduct that is expected of him or her in order to perform his or her obligations (Mgbere, 2009)¹⁰, and the extent to which the employee is aware of events taking place in the organisational environment. According to Mgbere (2009), there is a favourable correlation between corporate culture and performance. One, a company's performance is highly correlated with its culture if it has a strong culture that is well-integrated and founded on strong beliefs and values (Deal & Kennedy, 1983; Denison, 1990; Kotter & Heskett, 1992)¹¹; two, employees' job satisfaction is correlated with how well

they feel they fit into the organisational culture (Behery & Paton, 2008)¹². Since the corporate culture serves as a boundary for both the employee and the manager that controls and limits their behaviours, the degree to which the employee or management is integrated and to what extent they fit inside that organization's culture will determine how well they work (Lysons, 2000)¹³.

The organisational culture establishes the context for all business activities. There is no one-size-fits-all culture template that can fulfil the needs of all enterprises because industries and circumstances differ greatly. The effectiveness of an organization's operations can be strongly impacted by its culture. Leaders have the power to positively or negatively influence the workplace environment. Culture is a complex concept and frequently a feature of an organisation that is not adequately defined. Leaders

have a significant impact on establishing and maintaining the culture of their organisations. Leaders help build and shape the culture.

According to other researchers, leadership skills like motivating encouraging and influencing others leads to productive outcome. As the considerate leader works hard and supports other to create a healthy environment, having a friendly and respectful workplace (Hartmann & Perego, 2010)¹⁴, Therefore, it influences the organizational outcome in a way that it includes the performance of their followers, their behaviour related to their work & reaction in change. This eventually leads to creating the organization’s culture.

Gender and Leadership

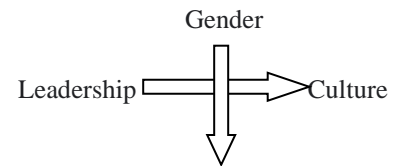
Whether gender matters in terms of leadership is among the most questioned questions. Numerous studies have examined the relationship between gender and leadership; however, some of these studies are controversial and have produced results that are incongruous. A variety of elements need to be considered when analysing the complex relationship between gender and leadership. Recent organisational crises have highlighted the necessity for leadership and personal dedication, which has grown more important for organisational success (Selznick, 2011)¹⁵ regardless of gender stereotyping (Engen, Leeden & Willemsen, 2001)¹⁶, even though the leaders’ valuation is inherently highly gender stereotyped (Eagly, Makhijani & Klonsky, 1992). In addition, women continue to be underrepresented and are less likely to be promoted to positions of high leadership (Glass & Cook, 2016; Salloum et al., 2016).

Impact of Culture in Leadership

Companies reflect the ethics of their leaders. Organisational culture refers to the beliefs and values that have existed in an organisation for a long time, as well as the beliefs of the staff and the anticipated value of their work that will influence their attitudes and behaviour. As told by “Bassem E. Maamari, Adel Saheb”¹⁷ Organizations require capable leaders who are aware of the complexities of the continuously changing global environment (Kim & Yoon, 2015; Finkelstein & Hambrick, 1996). A disciplined task and a boss who gets along well with the team are the ideal

ingredients for great employee effectiveness (Boehm, Dwertmann, Bruch, & Shamir, 2015)¹⁸.

While management by fear might lead to tensions that might yield the desired outcome in the short term, success is unlikely to be sustained, whereas leaders who build a trusting open environment where information is exchanged develop an organisation that can meet any challenge (Jing & Avery, 2008)¹⁹. Administrators typically adjust their leadership behaviour to achieve the organisation’s mission, which may have an impact on employee job satisfaction. It is therefore critical to comprehend the relationship between organisational culture, leadership behaviour, and employee job satisfaction.



Research Gap

Based on the reviews, the need for this study was identified and this paper is an attempt to incorporate those findings. According to Asha N. Gipson¹, Danielle L. Pfaff¹, David B. Mendelsohn¹, Lauren T. Catenacci¹, and W. Warner Burke²⁰ further research on gender and leadership performance needs to be done. This research should be done by paying attention to the different levels of analysis when examining the relationship between leader gender and performance. In order to clearly evaluate the hypothesis underlying gender and leadership, future research on gender and leadership performance will pay specific attention to intervening processes (i.e., moderators and mediators). Zeenatulain Zahoor and Sana Jawaid Khan²¹ also said in their work that additional research on these leadership styles might be conducted to ascertain their effects on other organisational outcomes and culture as well as the relationships between them.

This study aims to identify gender as a moderator and the effects it has on organisational leadership style and culture. By conducting a survey and gathering secondary data from other pertinent articles, it is an attempt to analyse the function of gender in the present. The survey specifically targeted individuals working in various organisations at various levels in order to understand their perspectives on gender, leadership, and culture.

Research Objectives:

1. To analyse leadership style based on gender

2. To find out if culture of an organisation is an outcome of gender-based leadership.

Hypothesis:

H1: Leadership style differ as per the gender.

H2: Gender moderates the relationship between leadership style and culture of an organization.

Methodology

Using Google Forms, a survey was carried out. A total of 100 employees from various organisations and levels within the company were surveyed. The google form was shared among the working employees irrespective of their levels in order to expand the scope of the responses. This is to examine the similarities and variations in gender leadership, the study also draws on the earlier literature review that provided an overview of male and female leadership styles. The survey consisted of 25 questions for assessing the leadership styles of the managers and culture of the organisation. The questionnaire includes the demographic questions which served as the factor to moderate the dependent and independent variable. The employees were asked to rate their managers leadership style and evaluate the culture of their organisations on the Likert scale. The 100 responses were analysed using SPSS tool and interpretation lead the core insights for the development of the research.

Data Analysis:

Table 3: Demographic Analysis

Sno.	Demographics	Categories	Percentage
1.	Gender of the Respondents	Male Female Others	55 45 0

2.	Age	Between 20-25 Between 25-30 Between 30-35 Between 35-40	42 49 5 4
3.	Gender of the Manager	Male Female Others	71 29 0
4.	Respondents' designation level	Entry Level Mid-Level Top Level	40 50 10

A total of 100 working employees from an array of organisations took part in this study. Of them, 45 percent were women and 55 percent were men who work at different organisational levels such as top, middle, and entry. Survey respondents' level concentration is 50 percent at Mid-Level, 40 percent at Entry Level and the rest 10 percent at the top level. Furthermore, in the survey carried out, out of the 100 responses, 42% are from the age group between 20-25, 49% are from the age group between 25-30, 5% are from the age group between 30-35, 4% are from the age group between 35-40. The survey revolves around rating the managers' leadership style and culture of the organisation by the employees to find the impact of the leadership style on the culture of the organisation. Here gender of the manager plays a vital role where the concentration is 71 percent are male managers and 29 percent are female managers.

As per the demographic analysis it is seen that there is almost an equal distribution of male and female respondents. The majority of the respondents fall between the age categories of 25-30 and 20-25. The respondents belonged mainly to the mid-level. Also, we can see that the number of male managers is more than the female managers.

T- Test

Table 4: Independent sample test results on Leadership and Gender.

Independent Samples Test										
		Levene's Test for Equality of Variances		T-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Leadership Style	Equal variances assumed	1.026	.314	1.483	98	0.141	.28204	.19017	-.09535	.65943
	Equal variances not assumed			1.360	43.89	0.181	.28204	.20740	-.13597	.70006

Alternate Hypothesis (H1) – Leadership style differs as per gender

t- test is a type of statistical test that is used to compare the means of two groups. It is one of the most widely used statistical hypothesis tests in pain studies. There are two types of statistical inference: parametric and nonparametric methods. In this research, parametric method is occupied to identify the impact of gender on the leadership style. All the questionnaire based on Likert scale has been coded to run the T test where questions were categorized in the leadership style and culture-based questions.

From the table 4, it is observed that the P-value is greater than 0.05. F value is 1.026. Hence it could be interpreted that there is no significant difference in leadership styles among the leaders based on their gender. This is supported by the questions asked in the questionnaire. Therefore, in this instance, reject the alternative hypothesis that leadership style is gender-specific as even the respondents were gender neutral and haven't responded to extremes considering the gender of their manager. Hence, it can be said that the gender has no bearing on a leader's style. However, there are instances where gender does have a role, though, if we break down the markers that help to gauge leadership style but the proportion is, however,

too small to be taken into consideration. According to Gender Differences in Leadership Style: A Literature Analysis by Mary Clissbee, (2005) the studies revealed that a transactional/transformational leadership style scale or continuum was most often used to measure male and female leadership traits. Transactional leadership style (task centered) was described as top down and hierarchical. Transactional leadership is a series of transactions between the leaders and his/her followers. Transformational leadership (follower centered), was based on the relationships among leaders and their followers, was more collegial and collaborative, and often synonymous with "servant leadership" style. Transformational leadership facilitated change in an organization through the commitment, loyalty and respect leaders and followers shared. change in an organization through the commitment, loyalty and respect leaders and followers shared which has no direct impact the gender. However, as the study developed, it was found that Gender indirectly impact the elements of the organization which is Leadership style and the culture.

2. LINEAR REGRESSION - MODERATOR

Table 5: Linear regression test with and without the moderator

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.927	.315		6.116	.000		
	Leadership	.498	.085	.510	5.872	.000	1.000	1.000
2	(Constant)	2.123	.407		5.213	.000		
	Leadership	.489	.086	.500	5.682	.000	.978	1.022
	Gender of the Manager.	-.125	.164	-.067	-.762	.448	.978	1.022

a. Dependent Variable: Culture

Alternative Hypothesis - Gender moderates the relationship between leadership style and culture of an organization.

For the above test, it is as per the development from the T-Test that it has been considered to take Gender as a moderating factor. A moderating variable is a type of variable that affects the relationship between an independent variable and a dependent variable. In this situation, neither the independent variable (Leadership style) nor the dependent variable (culture) are directly impacted by gender. It does not contribute to the development of a link between the two leadership style and organisation culture. When we integrate gender into the leadership equation, it still means that

leadership style has a 99.9% impact on the culture of the organisation. The manager's gender is not statistically significant, though as it remained the same even after infusing the Gender as the moderator. In other words, it can be contextually understanding that the manager's leadership styles are not directly impacted by their gender.

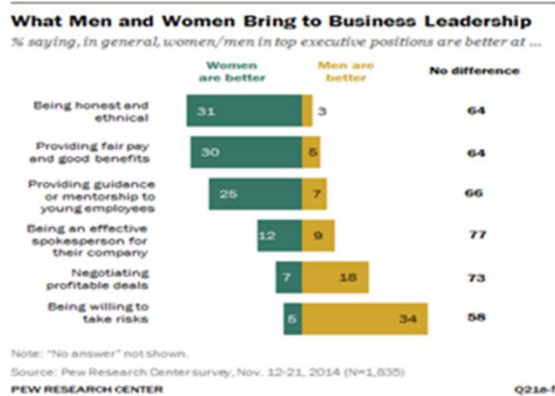
For each unit of improvement in the Leadership style, the organisation culture gets enhanced by 0.498 Units. When Gender is used as a moderator to analyse its impact between the leadership style and organisation

culture, it was found to be insignificant as the P value is more than 0.05 (P = 0.448). Hence, it could be depicted that gender doesn't moderate the relationship between leadership style and organisation culture. Thus, rejecting the alternative hypothesis.

3.FINDINGS & DISCUSSIONS

This study was carried out to determine whether leadership style affects culture and whether gender has a significant impact on leadership style. To better understand organisational culture and leadership styles, we surveyed employees from various organisations and discovered that culture is a direct result of leadership style, whereas gender has no bearing on it. The manager's or leader's gender had no effect on the leadership style. The research assisted us in distinguishing between transformational and transactional leadership styles which had no relationship with the gender of the leader.

Gender and the C-Suite



The given statistics from “Pew research” shows that men and women both make excellent business leaders, according to the broad majority of the public (80%), but many people believe that companies are not yet ready to hire women for senior executive roles. There is considerable consensus among men and women across generations and partisan parties that both sexes are equally capable of leading in business. There aren't many distinctions between men and women when it comes to some of the key qualities needed to succeed in business. In both negotiating lucrative transactions (73% see no difference) and being an effective advocate for their firm (77% see no difference), large majorities claim there is no difference between men and women. Additionally, large majorities do not perceive any differences in men and women's attitudes

on mentoring or providing advice to young employees (66%), offering fair compensation and benefits (64%), being honest and ethical (64%) and being willing to take chances (58%).

4.LIMITATIONS

The first drawback of the study is that there were only 100 employees included in the sample size. To understand the leadership style and culture across India, the sample size is really small. Another drawback is that the staff could be reluctant to answer inquiries regarding top management honestly. Due to time constraint, a cross sectional research could be conducted.

However, it is subject to change and longitudinal research can be conducted in the future.

5.CONCLUSION AND FUTURE DIRECTIONS

The study showed that there is a significant relationship between leadership style and culture of the organisation. The effort to alter stereotyped habits in the hopes of promoting diversity in organisations is both necessary and difficult. Organisational culture is not defined by any specific gender and leadership is not driven by gender. Leadership qualities are possessed by people irrespective of gender. Aiming to emphasise the significance of diversity that extends beyond ethnic and cultural concerns to incorporate gender ideals in the corporate culture is another important goal for individuals in leadership roles with the power to effect change. In today's global environment, leaders must face head-on the necessity of implementing this type of knowledge and transformation in the company culture. As per the data collected we see that the majority of the managers were male. The future research in this aspect can help us understand ‘Glass Ceiling’ and how it impacts the organisational culture and how prevalent it is in today's time. Attempting to lessen barriers to female performance will not only aid in lowering turnover, additionally, it ought to improve overall performance across the board and raise staff morale, dedication, and retention.

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