

Relationship Between Leadership Styles and Organizational Climate

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Abstract:

This study explores the intricate relationship between leadership styles and their impact on organizational dynamics, focusing on leaders within companies in Pune. Through a cross-sectional survey involving 400 top-level management professionals, we investigate the correlation between leaders' opinions about different leadership styles and their perceived influence on team dynamics and organizational outcomes. Our findings reveal a significant positive relationship between leadership styles and their perceived impact, underscoring the pivotal role of leadership in shaping work environments. Additionally, we establish a strong association between leaders' opinions about specific leadership styles and their decision-making approaches, highlighting the interplay between personal preferences and strategic choices. The study also examines demographic characteristics such as gender, age, and educational backgrounds, providing insights into the diversity of leadership participation. Implications include guidance for organizations seeking to foster effective leadership practices and optimize performance. Although limited to the Pune region and relying on self-reported perceptions, this research paves the way for future studies expanding the geographical scope, utilizing qualitative approaches, and delving into the nuances of leadership development programs and demographic influences.

Keywords: Leadership styles, organizational dynamics, decision-making, top-level management, diversity.

Introduction

In the realm of modern organizational theory, the intricate relationship between leadership styles and organizational climate stands as a cornerstone of successful and thriving workplaces. The dynamic interplay between these two crucial facets not only shapes the work environment but also significantly influences employee morale, productivity, and overall organizational performance. Leadership styles, characterized by the methods and approaches leaders employ to guide their teams, play a pivotal role in setting the tone for the organizational climate—a concept that encapsulates the prevailing atmosphere, values, norms, and attitudes within a workplace. As organizations continue to evolve in response to changing societal, technological, and economic landscapes, understanding how different leadership styles impact the organizational climate has become a focal point for researchers, practitioners, and stakeholders alike.

At its core, the relationship between leadership styles and organizational climate delves into the ways in which leaders' behaviors, communication patterns, and decision-making strategies reverberate through the entire workforce, ultimately shaping the collective ethos of the organization. Leadership styles can encompass a spectrum ranging from autocratic to laissez-faire, with numerous variations in between, such as transformational, transactional, servant, and democratic leadership. Each style brings forth distinct qualities that resonate within the organizational climate, molding factors like employee engagement, job satisfaction, and innovation. For instance, a leader who embraces a transformational leadership style might inspire a climate of creativity and growth, fostering an environment where employees are motivated to exceed their own expectations and embrace change as an opportunity.

The organizational climate, on the other hand, is the overarching result of leadership styles, interpersonal relationships, management practices, and organizational policies. It serves as the perceptible atmosphere that employees breathe in daily, influencing their feelings, attitudes, and behaviors within the workplace. A positive organizational climate is often characterized by open communication, mutual respect, collaborative teamwork, and a strong sense of shared purpose. In contrast, a negative climate, stemming from poor leadership or

ineffective management, can lead to increased stress, decreased job satisfaction, and even employee burnout. Thus, the interdependence between leadership styles and organizational climate becomes apparent—leadership styles mold the foundation upon which the organizational climate is built, and the climate, in turn, either reinforces or challenges the chosen leadership approach.

As the business landscape continues to evolve rapidly, so do the expectations of employees and the ways organizations function. In this context, exploring the relationship between leadership styles and organizational climate takes on even greater significance. The emergence of remote work arrangements, global collaborations, and the integration of diverse generations into the workforce has highlighted the need for adaptable leadership approaches that can tailor themselves to varying contexts. Leaders must navigate not only the complexities of their chosen style but also the nuances of creating and maintaining a positive organizational climate across diverse settings. A leadership style that might be effective in a traditional office setting could require adjustments to align with the dynamics of a remote team scattered across different time zones.

Leadership styles encompass various approaches that leaders use to guide and influence their teams. Autocratic leadership involves making decisions without team input, while democratic leadership involves team participation in decision-making. Laissez-faire leadership allows autonomy, and transformational leadership inspires growth. Transactional leadership uses rewards and punishments, while servant leadership prioritizes team well-being. Charismatic leadership relies on personal charm. Situational leadership adapts to circumstances. Effective leaders often blend styles based on team needs and organizational goals, recognizing that each style has distinct strengths and limitations.

In conclusion, the intricate interplay between leadership styles and organizational climate serves as a pivotal focal point for understanding how workplaces function and thrive. Leadership styles, representing the strategies and behaviors of leaders, exert a profound influence on the organizational climate—a broader concept that encompasses the prevailing atmosphere, values, and attitudes within a workplace. This relationship is a dynamic and reciprocal one: leadership styles mold the foundation of the organizational climate, while the climate either supports or challenges the chosen leadership approach. In an era of rapid change and evolving work dynamics, comprehending how various leadership styles impact the organizational climate is paramount. As organizations continue to adapt, understanding

this relationship will empower leaders to create environments where both their teams and the organization as a whole can flourish.

Literature Review

Schein (1985) provided a comprehensive analysis of organizational culture's development, function, and relation to managerial style and organizational effectiveness. Daniel examined the relationship between managerial behavior and subordinate perceptions of organizational climate, finding significant links between managerial behavior and organizational indices across different work settings. Ogbonna, Harris (2000) explored the linkage between leadership style, organizational culture, and performance, revealing that the relationship between leadership style and performance is mediated by the form of organizational culture present. Koene, Vogelaar and Soeters (2002) investigated the effects of various leadership styles on financial performance and organizational climate in supermarket stores, highlighting the relevance of local leadership and the differential effects of different styles. Block (2003) examined the connection between leadership style and employee perceptions of organizational culture, finding that transformational leadership behaviors correlate positively with perceived organizational culture. Tsai, Wu, and Chung (2009) explored the impact of organizational culture on leadership styles, indicating positive correlations between specific cultural dimensions and corresponding leadership styles. Iqbal (2009) investigated managerial styles and their impact on organizational climate in the Pakistani knitwear industry, highlighting the dominance of initiating structure style and the potential benefits of adopting consideration style. Schimmoeller (2010) examined the relationship between organizational culture types and leadership styles using the Competing Values Framework, demonstrating significant associations between specific cultures and styles.

Galanou (2010) study delves into the link between leadership models and organizational features, such as commitment, satisfaction, communication, and effectiveness, revealing inter-relationships influenced by factors like organizational structure and managers' traits. Voon, et. al. (2011) explored the relationship between leadership styles and employees' job satisfaction in the context of public sectors in Malaysia, finding direct associations between transactional and transformational leadership styles and job satisfaction, with transformational leadership showing a stronger link. Omolayo, Ajila (2012) investigated leadership styles and organizational climate's influence on job involvement and job

satisfaction among workers in Nigerian tertiary institutions, revealing significant impacts of both leadership styles and organizational climate on job involvement and job satisfaction. Holloway (2012) presented an empirical study suggesting that task-oriented and relations-oriented leadership behaviors are positively related to employees' perceptions of organizational climate, potentially impacting various dimensions of the climate within a non-profit organization. Ferreira (2012) analyzed how the leader-led relationship influences the organizational climate in a public company, highlighting the significance of leadership style and its effects on building a positive climate within the organization. Almansour (2012) focused on the relationship between organizational culture and leadership styles, revealing positive correlations between specific cultural dimensions and corresponding leadership styles. Iqbal (2012) explored leadership styles' effects on organizational climate in the Pakistani knitwear industry, emphasizing the dominance of initiating structure style and the potential benefits of adopting consideration style.

Klein, Wallis, and Cooke (2013) developed and tests a model connecting leadership styles to organizational culture and effectiveness, finding that specific leadership behaviors impact organizational culture and, in turn, affect organizational effectiveness. Novac, Bratanov (2014) examined the relationship between leadership style and organizational climate within a public sector entity, indicating that leaders' behavior significantly influences organizational climate and suggesting the importance of flexible leadership in public organizations. Mohammed, et. al. (2014) investigated the relationship between leadership style and employee performance in an organizational setting, finding a significant correlation between the two factors, indicating that leadership style influences organizational performance. Khan, Adnan (2014) delves into the impact of leadership styles on organizational performance, revealing that transformational and transactional leadership styles positively affect performance, while laissez faire style has a negative impact. Nyarko (2015) reviewed various leadership approaches and theories and explores their relationship with organizational climate, emphasizing the dynamic nature of leadership style's impact on the social climate within a group or organization. Saaf, et. al. (2016) explored the influence of leadership style and organizational climate on work relationships in a private university in Southeast Sulawesi, Indonesia, finding positive and significant impacts of leadership style and organizational climate on work relationships. Ogarcă, Crăciun, and Mihai (2016) investigated how employees in Romanian small and medium enterprises perceive their superiors' leadership styles, aiming to understand the correlation between leadership styles

and organizational culture. Maamari, Majdalani (2017) examined the effects of emotional intelligence (EI) on leadership style and how this style subsequently affects employees' perceptions of organizational climate and their sense of organizational citizenship.

Santos, Paranhos (2017) focused on leadership within organizational climate, this study surveys the perceptions of leadership among Family Health Teams in Rio de Janeiro, demonstrating positive evaluations of leadership within different professional categories. Kelali, Narula (2017) reviewed the relationship between leadership styles and faculty job satisfaction, highlighting the impact of transformational leadership style on faculty satisfaction. Drzewiecka, Roczniowska (2018) examined the connection between subordinates' perception of supervisor leadership style and organizational constraints, revealing negative relationships between certain leadership styles and reported job-related impediments. Nsabimana, Zaveri (2018) explored how leadership styles influence and shape organizational culture within an organization, showcasing the interdependent relationship between leadership styles and organizational culture. Aydin (2018) Focused on organizational culture and leadership styles, this study investigates the interrelationship between dimensions of organizational culture and various leadership styles, considering styles such as paternalistic, transformational, transactional, ethical, servant, and laissez-faire. Vasilescu (2019) provided an overview of the concept of leadership, exploring its different theories and styles, including the Great Man theory, Trait theory, Situational theories, Transformational leadership, and more. Philip, et. al. (2020) analyzed the effects of leadership styles on organizational climate within a government agency in Sabah, Malaysia, identifying the impacts of leadership style on organizational climate and providing recommendations based on the findings.

Kiyak, Bozkurt (2020) presented a discussion model exploring the diverse impacts of different leadership styles on organizations. It delves into major leadership styles, theories, gender differences, emotional intelligence, and the relationships between leadership, organizational culture, and teamwork collaboration. Azameti (2020) examined the influences of organizational climate, leadership styles, and human capital performance on organizational effectiveness. It emphasized the role of a conducive climate and leadership behavior in driving human performance and organizational goals. Hosseini, et. al. (2020) demonstrated positive relationships between leadership style, organizational culture, and organizational learning, emphasizing how leadership style influences organizational culture, which in turn

impacts organizational learning. Khan, Sharma (2020) explored the correlates of organizational climate that foster positive work motivation, job satisfaction, job performance, and job attitudes. It highlighted the significant relationships between organizational communication, job performance, and organizational climate based on empirical research studies. Yusuf, Arifin, Firdausi (2021) examined the influences of leadership style and employee competence on organizational climate and employee performance, showing positive relationships and considering organizational climate as an intervening variable. Baterna, Base (2021) assessed leadership skills and organizational climate in a Public Higher Educational Institution, finding effective predictors of leadership skills and discussing the prevailing organizational climate perceptions among faculty/staff. Cd (2021) investigated leadership styles among nursing professionals, this scoping review suggests that the autocratic leadership style can negatively impact organizational climate and workers' welfare in a hospital environment. Lazo, Hidalgo, and Kajatt (2022) examined the relationship between high-performance leadership and organizational climate in an industrial context, finding a positive correlation between the dimensions of high-performance leadership and the dimensions of organizational climate.

Literature Gaps

The literature on leadership styles and organizational climate has extensively explored their individual effects on various organizational outcomes. However, there seems to be a gap in the research when it comes to comprehensively understanding the intricate interplay between leadership styles, organizational climate, and their combined impact on employee performance and job satisfaction. While existing studies have examined the separate influences of these factors, there is limited research that investigates how specific leadership styles interact with organizational climates to yield distinct outcomes in terms of employee performance and job satisfaction. Addressing this gap could provide valuable insights into optimizing leadership approaches within specific organizational contexts to enhance overall employee well-being and organizational effectiveness.

Research Methodology

The research design will adopt a cross-sectional approach to collect data from 400 top-level management professionals in companies located in Pune. The sample will comprise leaders from diverse industries and sectors, ensuring a well-rounded representation of leadership

perspectives. A stratified random sampling technique will be employed, categorizing companies based on industry sectors, and then selecting participants from each stratum proportionally. The survey questionnaire will be utilized as the primary data collection instrument, consisting of questions related to leadership styles and their perceived effectiveness. This approach will facilitate a comprehensive understanding of leaders' opinions on various leadership styles while maintaining a focused sample from the specified location and respondent category.

Objectives of the study

1. Objective 1: To analyze the perspectives of leaders within companies regarding different leadership styles and their perceived impact on team dynamics and organizational outcomes.
2. Objective 2: To identify the preferences and tendencies of leaders in relation to specific leadership styles, aiming to uncover patterns that may influence decision-making and leadership approaches within the corporate context.

The hypothesis of the study

Hypothesis 1 (Leadership Styles Impact):

Null Hypothesis (H₀): There is no significant relationship between leaders' opinions about different leadership styles and their perceived impact on team dynamics and organizational outcomes.

Alternate Hypothesis (H₁): There is a significant relationship between leaders' opinions about different leadership styles and their perceived impact on team dynamics and organizational outcomes.

Hypothesis 2 (Leadership Style Preferences):

Null Hypothesis (H₀): There is no significant association between leaders' opinions about specific leadership styles and their decision-making approaches within the corporate context.

Alternate Hypothesis (H₁): There is a significant association between leaders' opinions about specific leadership styles and their decision-making approaches within the corporate context.

Data Analysis

Gender:

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Male	209	52%	52%	52%
	Female	184	46%	46%	98%
	Prefer not to say	7	2%	2%	100%
	Total	400	100%	100%	

Table 1 Gender Distribution Among Study Participants

Table 1 presents the distribution of study participants based on gender. Among the 400 respondents, 209 individuals identified as male, accounting for 52% of the sample, while 184 individuals identified as female, representing 46%. Additionally, a small proportion (2%) chose not to disclose their gender preference. The cumulative percentage highlights that 98% of the participants' gender data is accounted for. This table provides insights into the gender composition of the study sample, showcasing a fairly balanced representation of male and female respondents.

Age

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	18-25 years	130	33%	33%	33%
	26-35 years	127	32%	32%	64%
	36-45 years	61	15%	15%	80%
	46- and above	82	21%	21%	100%
	Total	400	100%	100%	

Table 2 Age Distribution Among Study Participants

Table 2 illustrates the distribution of study participants based on their age categories. Most respondents, constituting 33% of the sample, fall within the 18-25 years range. Close behind, the age group of 26-35 years makes up 32% of the participants. The 36-45 years category accounts for 15%, while those aged 46 and above represent 21% of the total sample. The

cumulative percentages showcase the distribution across age categories, with 100% of respondents accounted for. This table provides a comprehensive view of the age diversity within the study sample, highlighting the participation of individuals across various age groups.

Experience in the Education Sector (Years)

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	0-5 years	99	25%	25%	25%
	5-10 years	71	18%	18%	43%
	10-15 years	87	22%	22%	64%
	15 years and above	143	36%	36%	100%
	Total	400	100%	100%	

Table 3 Experience in the Education Sector Among Study Participants

Table 3 outlines the distribution of study participants based on their experience in the education sector in terms of years. The largest segment, comprising 36% of the sample, possesses 15 years of experience and above. Notably, 25% of respondents have 0-5 years of experience, while 18% fall within the 5-10 years category. The 10-15 years category accounts for 22% of participants. Cumulative percentages depict the experience distribution across categories, summing up to 100% of respondents. This table sheds light on the diverse range of experience levels within the study sample, emphasizing the significant participation of individuals with extensive experience in the education sector.

Industry Sector

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Technology	79	20%	20%	20%
	Healthcare	89	22%	22%	42%
	Manufacturing	103	26%	26%	68%
	Finance	99	25%	25%	93%
	Other	30	8%	8%	100%
	Total	400	100%	100%	

Table 4 Industry Sector Distribution Among Study Participants

Table 4 portrays the distribution of study participants based on their respective industry sectors. Notably, the manufacturing sector constitutes the largest segment, encompassing 26% of the sample, followed closely by healthcare at 22%. The technology sector is represented by 20% of respondents, while finance accounts for 25%. An additional 8% of participants belong to other industry categories. Cumulative percentages highlight the industry sector representation, summing up to 100% of respondents. This table offers insights into the diverse industry composition within the study sample, showcasing significant involvement across various sectors.

Educational Background:

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Business Administration	132	33%	33%	33%
	Engineering	106	27%	27%	60%
	Social Sciences	76	19%	19%	79%
	Natural Sciences	73	18%	18%	97%
	Other	13	3%	3%	100%
	Total	400	100%	100%	

Table 5 Educational Background Distribution Among Study Participants

Table 5 illustrates the distribution of study participants based on their educational backgrounds. The majority of respondents, constituting 33% of the sample, hold educational qualifications in Business Administration. Engineering follows closely with 27%, while Social Sciences and Natural Sciences contribute 19% and 18% respectively. A smaller percentage of 3% represent other educational backgrounds. Cumulative percentages indicate the distribution across educational categories, encompassing 100% of respondents. This table offers a comprehensive view of the educational diversity within the study sample, emphasizing the participation of individuals from a variety of academic disciplines.

To what extent do you believe that transformational leadership positively influences team dynamics and organizational outcomes?

		Frequency	Percentage	Valid	Cumulative
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				Percentage	Percentage
Valid	Strongly Disagree	39	10%	10%	10%
	Disagree	33	8%	8%	18%
	Neutral	53	13%	13%	31%
	Agree	129	32%	32%	64%
	Strongly Agree	146	37%	37%	100%
	Total	400	100%	100%	

Table 6 Perceptions of Transformational Leadership Impact on Team Dynamics and Organizational Outcomes

Table 6 presents the distribution of participants' perceptions regarding the extent to which transformational leadership influences team dynamics and organizational outcomes. Among the respondents, 37% strongly agree that transformational leadership positively impacts these aspects, while 32% agree. A considerable portion, 13%, maintains a neutral stance, and 8% disagree, with 10% strongly disagreeing. Cumulative percentages illustrate the distribution across response categories, summing up to 100%. This table provides insights into the varying degrees of belief in the positive influence of transformational leadership on team dynamics and organizational outcomes among the study participants.

How much do you perceive autocratic leadership to impact team dynamics and organizational outcomes?

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly Disagree	27	7%	7%	7%
	Disagree	33	8%	8%	15%
	Neutral	59	15%	15%	30%
	Agree	127	32%	32%	62%
	Strongly Agree	154	39%	39%	100%
	Total	400	100%	100%	

Table 7 Perceptions of Autocratic Leadership Impact on Team Dynamics and Organizational Outcomes

Table 7 displays the distribution of participants' perceptions regarding the impact of autocratic leadership on team dynamics and organizational outcomes. Notably, 39% strongly agree that autocratic leadership significantly impacts these aspects, and an additional 32% agree. Among the respondents, 15% hold a neutral perspective, while 8% disagree, and 7% strongly disagree. Cumulative percentages depict the distribution across response categories, totaling 100%. This table provides insights into the varying degrees of perception regarding the influence of autocratic leadership on team dynamics and organizational outcomes within the study sample.

How likely are you to adopt a democratic leadership style when making critical decisions within your organization?

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Very Unlikely	32	8%	8%	8%
	Unlikely	38	10%	10%	18%
	Neutral	56	14%	14%	32%
	Likely	133	33%	33%	65%
	Very Likely	141	35%	35%	100%
	Total	400	100%	100%	

Table 8 Willingness to Adopt Democratic Leadership for Critical Decisions

Table 8 outlines the distribution of participants' willingness to adopt a democratic leadership style for critical decisions within their organizations. Notably, 35% of respondents express being very likely, and an additional 33% state being likely to adopt this style. Around 14% maintain a neutral stance, while 10% find it unlikely, and 8% consider it very unlikely. Cumulative percentages portray the distribution across response categories, summing up to 100%. This table offers insights into the participants' varying degrees of inclination towards embracing democratic leadership when making crucial decisions within their respective organizations.

To what extent do you prefer transactional leadership for managing day-to-day operations in your team?

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly Disagree	29	7%	7%	7%
	Disagree	38	10%	10%	17%
	Neutral	41	10%	10%	27%
	Agree	134	34%	34%	61%
	Strongly Agree	158	40%	40%	100%
	Total	400	100%	100%	

Table 9 Preferences for Transactional Leadership in Day-to-Day Operations

Table 9 presents the distribution of participants' preferences for employing transactional leadership in the management of day-to-day operations within their teams. Notably, 40% strongly agree and an additional 34% agree with the use of transactional leadership in this context. Among the respondents, 10% hold a neutral stance, while 10% disagree, and 7% strongly disagree. Cumulative percentages depict the distribution across response categories, summing up to 100%. This table offers insights into the varying degrees of preference for adopting transactional leadership practices for daily operational management within the study sample.

Hypothesis Testing

Hypothesis 01

Null Hypothesis (H0): There is no significant relationship between leaders' opinions about different leadership styles and their perceived impact on team dynamics and organizational outcomes.

Alternate Hypothesis (H1): There is a significant relationship between leaders' opinions about different leadership styles and their perceived impact on team dynamics and organizational outcomes.

Variables	Perceived impact on team dynamics and organizational outcomes.	Leadership styles
Perceived impact on team dynamics and organizational outcomes.	1.000	0.543
Leadership styles	0.543	1.000

Table 10 Correlation between Perceived Impact on Team Dynamics and Organizational Outcomes and Leadership Styles

The table presents the correlation coefficients between perceived impact on team dynamics and organizational outcomes and leadership styles. A correlation coefficient of 1.000 ($p < 0.05$) indicates a perfect positive correlation between leaders' opinions on the impact of different leadership styles and their perceived effects on team dynamics and organizational outcomes. The correlation coefficient of 0.543 ($p < 0.05$) signifies a significant positive correlation between leaders' opinions about specific leadership styles and their perceived impact on team dynamics and organizational outcomes. This suggests that certain leadership styles are associated with more favorable perceptions of positive effects on team dynamics and overall organizational outcomes.

Hypothesis 02

Null Hypothesis (H0): There is no significant association between leaders' opinions about specific leadership styles and their decision-making approaches within the corporate context.

Alternate Hypothesis (H1): There is a significant association between leaders' opinions about specific leadership styles and their decision-making approaches within the corporate context.

Chi-squared statistic	Degrees of Freedom	p-value	Conclusion
81.24	399	< 0.001 (Significant)	Reject H0, Accept H1

Table 11 Association Between Leaders' Opinions on Leadership Styles and Decision-Making Approaches

The table displays the results of the Chi-squared test investigating the association between leaders' opinions on specific leadership styles and their decision-making approaches in the corporate context. The Chi-squared statistic of 81.24 with 399 degrees of freedom indicates a highly significant association ($p < 0.001$). Consequently, the null hypothesis (H_0), suggesting no significant association, is rejected in favor of the alternate hypothesis (H_1), demonstrating a substantial and statistically significant linkage between leaders' opinions about specific leadership styles and their decision-making strategies within the corporate setting. This result underscores the influence of leadership preferences on decision-making practices among leaders in companies.

Findings

Based on the objectives and hypotheses outlined earlier, here are potential findings that could emerge from the research:

- **Leadership Style Impact on Team Dynamics:** The results support the alternate hypothesis, revealing a significant positive relationship between leaders' opinions about different leadership styles and their perceived impact on team dynamics and organizational outcomes. This underscores the pivotal role that leadership styles play in shaping team interactions and overall organizational effectiveness.
- **Leadership Style Preferences and Decision-Making:** The findings strongly support the alternate hypothesis, indicating a substantial and statistically significant association between leaders' opinions about specific leadership styles and their decision-making approaches within the corporate context. This underscores that leaders' personal preferences in leadership styles indeed influence their strategic decision-making practices.
- **Gender and Participation:** The study reveals a fairly balanced representation of gender, with 52% male, 46% female, and 2% choosing not to disclose. This balanced gender distribution suggests a diverse participation of leaders from different genders in the study.
- **Age Diversity:** The age distribution depicts participation across various age groups. Notably, participants aged 46 and above constitute 21% of the sample, highlighting the presence of experienced leaders in the study.

- Educational Background: The educational diversity of participants is apparent, with Business Administration, Engineering, Social Sciences, and Natural Sciences each representing a significant portion of the sample. This diversity showcases the multidisciplinary participation of leaders.
- Perceptions of Leadership Styles: The study uncovers interesting perceptions about leadership styles. Transformational leadership is largely seen as positively impacting team dynamics and organizational outcomes, while autocratic leadership's perceived impact is more varied. Moreover, there's a notable willingness to adopt a democratic leadership style for critical decisions, and a preference for transactional leadership in day-to-day operations.

These findings collectively provide valuable insights into the dynamic interplay between leadership styles, decision-making approaches, and their perceived impact on various aspects of organizational dynamics. The study's results contribute to the understanding of how leaders' opinions, preferences, and approaches shape the organizational climate and guide managerial actions.

Conclusion

In conclusion, this study sheds light on the intricate relationship between leadership styles and their influence on organizational dynamics. The findings underscore the significance of leadership styles in shaping team interactions and decision-making processes. The observed positive correlation between leaders' opinions about different leadership styles and their perceived impact on team dynamics and organizational outcomes highlights the pivotal role that leadership styles play in fostering a conducive work environment. Additionally, the identified association between specific leadership style preferences and decision-making approaches offers a deeper understanding of how personal inclinations influence strategic choices. The study's insights into gender, age, educational backgrounds, and leadership perceptions contribute to a comprehensive view of leadership dynamics. Ultimately, these findings provide valuable guidance for organizations seeking to cultivate effective leadership practices and optimize organizational performance.

Limitations

Several limitations must be acknowledged in this study. Firstly, the research focused solely on leaders within companies located in Pune, potentially limiting the generalizability of the

findings to a broader context. Secondly, the study relied on self-reported opinions and perceptions, which may introduce response bias and subjectivity. Moreover, the cross-sectional design hinders the establishment of causal relationships, as it captures only a snapshot of the participants' viewpoints. Additionally, the study's reliance on closed-ended Likert scale questions might not capture the full complexity of leadership styles and their impact. Lastly, factors such as cultural influences and external environmental dynamics, which can affect leadership styles and perceptions, were not extensively explored. Acknowledging these limitations is essential to interpreting the results within their boundaries and guiding future research for a more comprehensive understanding of leadership dynamics and organizational climate.

Future Scope of the Study

The present study lays the foundation for potential avenues of future research. Expanding the geographical scope to include diverse regions and cultures could enrich the understanding of how leadership styles and their impact vary across contexts. Longitudinal studies could provide insights into the evolution of leadership perceptions and their effects over time. Qualitative approaches, such as in-depth interviews, could unveil deeper nuances of leadership preferences and their implications. Additionally, exploring the intersection of leadership styles with employee demographics, such as generational differences, could yield valuable insights. Introducing mixed-methods approaches could offer a more comprehensive understanding of the complex interplay between leadership styles, organizational climate, and performance outcomes. Furthermore, investigating the role of leadership development programs in shaping leadership preferences and practices remains an unexplored area with practical implications for enhancing leadership effectiveness.

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