IMPACT OF LEADERSHIP ON ORGANIZATIONAL CULTURE: A SYSTEMATIC LITERATURE REVIEW

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ABSTRACT

With the increasing importance of effective organizational cultures being built by great leadership and ultimately leading to successful companies. This systematic literature review is an attempt to identify this link of leadership in developing the organizational culture with the help of available research in the last twenty years. The review follows the PRISMA guidelines as a methodology using the keywords and adopting the predefined inclusion and exclusion criteria to select articles for last twenty years period. The article mentions the concept of the leadership and its types, organizational culture, its importance, and how organizational culture is impacted by the various leadership styles like transactional leadership, and transformational leadership. The review mentions a positive relationship amongst leadership and building organizational culture, whereas some of the researchers also mention the negative influence of toxic and transactional leadership. The article also looks into the current research gaps, limitations, and future research directions.

Keywords: Leadership and Organizational culture

INTRODUCTION

While going through the Harvard Business Review (Boris, 2018) where it is mentioned that different cultures prevail in some of the bestorganizations which are reflected in the top leadership statements like learning in Tesla, Caring at Disney, Results at GSK, and Authority at Huawei. So,leadership has an impact on the company culture which is even valid in Indian scenarios like Tata Companies, which has the prominent name identified by the values created by top leadership. Global Cultural Survey (PWC, 2021) also mentions the importance of Organisational culture on outcomes like competitive advantage, employee satisfaction, and customer satisfaction and it also links the leadership having a vital impact on the viewpoints of the employees about their organisational culture. This caught my attention to explore further leadership and its effect on the organisational culture with the help of this systematic literature review to explore the available knowledge on it and explore the opportunities for future research. The objective of this review is to comprehend the impact of leadership on the organisational culture by exploring the available research and look into the opportunities for future research. This systematic literature review is done as per the guidelines of PRISMA with the last 20 years of articles based on the impact of leadership on organisational culture. The review starts with the understanding of leadership with the most prominent definitions being used by various researchers and then mentions the various types of leadership being described in some of the very prominent articles. The review later talks about the Organisational culture as defined by some of the most cited articles, and also mentions the importance of the organisation culture. Thereafter this review looks into the various scholar's work which establishes the relationship amongst the leadership and the organisational culture, where some of the prominent work in the last 20 years has been taken into consideration. Finally, the article points out the limitations and the future research directions which can be further explored.

METHODOLOGY

A. Research Design

This review is based on Moher et al. (2010) "Preferred Reporting Items for Systematic Reviews and Meta-Analyses"-(PRISMA) and was conducted over a twenty-year period from April 2001 to April 2022, with the most recent research focusing on leadership's impact on organisational culture.

B. Search Strategy

Reviews of the literature are an important aspect of the research process (Borrego et al., 2014). It allows researchers to synthesise and reflects on previous research, providing a secure foundation for knowledge progress (Paré et al., 2015). As a result, literature was widely searched using the terms leadership and organisational culture in databases like Google Scholar, EBSCO, andWeb of Science.

C. Inclusion and Exclusion Criteria

The systematic literature review was driven by two inclusion criteria to be present jointly, as specified by Moher et al. (2010) on the "Preferred Reporting Items for Systematic Reviews and Meta-Analyses" (PRISMA). a) Articles on the impact of the leadership on organisational culture b) Some earlier foundational research that were just considered or used to define the ideas. This systematic literature review has exclusion criteria as a) Study not connected to "impact of leadership on organisational culture" b) Studies which are not directly connected to the "impact of leadership on organisational culture" but take other factors as an outcome c) Exclusion of Conference papers d) Not taken into account the Unpublished data.

The "Preferred Reporting Items for Systematic Reviews and Meta-Analyses" (PRISMA) standards were used to conduct this literature review. When using Google Scholar, a total of 9,94000 articles were found, and when conducting advanced research with title, a total of 311 articles were finalised from all three databases (Table 1), with 119 articles being discarded after going through the abstracts and understandingit's importance to the issue and being duplicates. The complete text of all 112 shortlisted articles was read, and 71 were eliminated for a number of reasons which includes lack of relevance to the topic, lack of full-text unpublished articles, conference papers, thesis abstracts, book chapters and magazine pieces. (Figure 1).

Putting keywords in title	Google Scholar	EBSCO	Web of Science
Leadership and Organisational Culture	261	177	123

Table 1
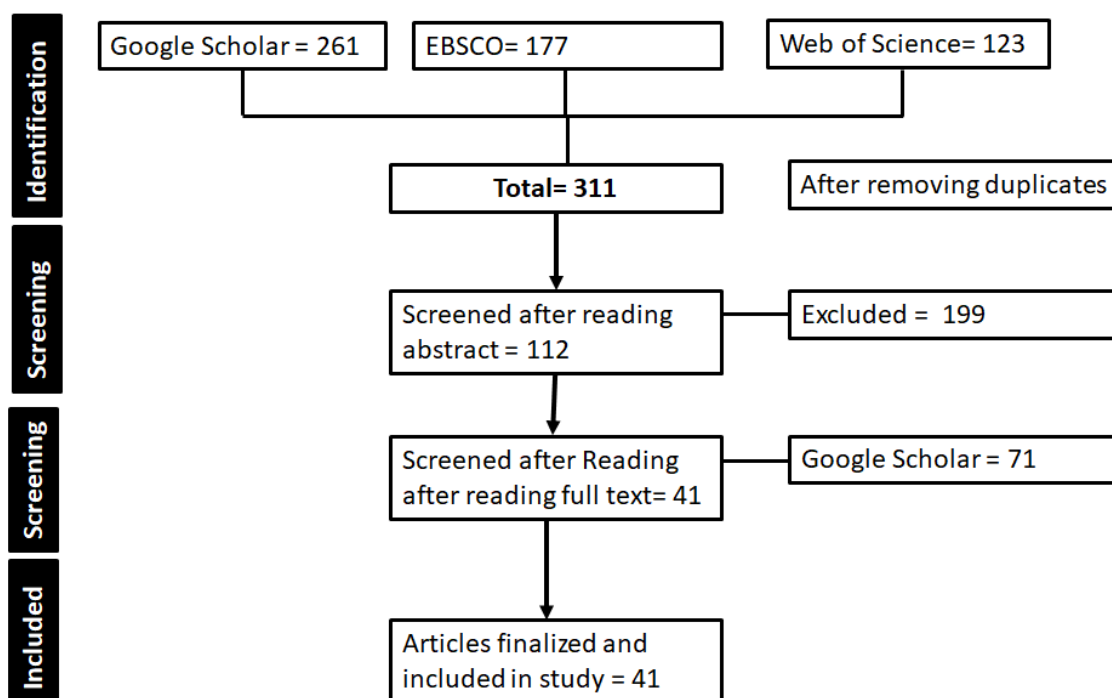
Figure 1 developed by Author- exclusion or Inclusion following PRISMA guidelines

Finally, 41 papers were selected for a systematic literature review that met the inclusion requirements and was focused on effect of leadership on the organisational culture.

Some of the articles are published Journals mentioned below in Table 2, which are being used in this study:

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Name of Journal	Numbers
Administrative science quarterly	1
European Journal of Scientific Research	1
Oxford University Press	1
Principles of organizational behaviour	1
Group & Organization Studies	1
international Journal of human resource management,	1
Journal of applied psychology	1
Journal of Contemporary Management Research	1
Organization science	1
Public Administration Review	1
School effectiveness and school improvement	1
Administrative science quarterly	3
Business and Management Review	1
Consulting Psychology Journal: Practice and Research	1
European Journal of work and organizational psychology	1
Harvard Business Press	1
Harvard Business Review	1
International studies of management & organization	1
Journal of applied psychology	2
Journal of Business & Economics Research	1
Journal of International Marketing	1
Leadership & Organization Development Journal.	2
New York: Free Press	1
Occupational and Organizational Psychology and Behavior	1
Online readings in psychology and culture	1
Organizational behavior	1
Organizational dynamics	2
Research in organizational change and development,	1
SA Journal of Human Resource Management	1
South African Journal of Education	1
Strategic management journal	1
The journal of applied behavioral science, 19	1
The Journal of Product Innovation Management	1
The leadership quarterly	1

Table-2 created by author for journal publications used in thisreview

LEADERSHIP

If we think leadership can be very easily defined, it cannot be elaborated by using various gimmicks (Kotter, 1988). Leadership is defined as a set of processeswhere a person influences a group of people to attain a common objective (Northouse, 2010). Bass (1990) has looked into various definitions of Leadership and as per himany leader is an agent of change and a leader affects the other people more than the people affecting them. Leadership is said to happen when a member of the group builds the competencies and motivation of other members of the group.

Leadership is also observed as a sociological or a psychological phenomenon where leaders have some demographic qualities, and personalities and is the end result of the convergence of an individual from a group due to needs arising from the people of the group (Safonov et al., 2018). Leadership has been well differentiated from management where leaders are believed to challenge status quo, develop the future vision and motivate members of the organisation to achieve the vision. Whereas management is more focused on staffing, implementing, and controlling (Rodsutti& Swierczek, 2002; Kotter et al., 1990,1996,1999).

Leadership is believed to help in the failure or success of the company(Lok & Crawford, 2003). The leader's capability to motivate and lead the employees needs to be given due importance (Rasid, Manaf and Quoquab, 2013), because there also has been an increase in the toxic leadership which may be dangerous for both employees and the organisation (Mehta & Maheshwari, 2013;Veldsman, 2012)

Henceforth it is of interest to know about the impact of leadership on the organizational culture and with the help of this literature review to look into the available research and scope of future research.

TYPES OF LEADERSHIP

Leadership has been well classified into various types primarily transactional leadership, transformational leadership, empowering leadership.Amongst the various types, one of the prominent Leadership styles seen is Transactional leadership where a leader believes in the exchange of rewards and other benefits. (Howell & Costley, 2001;Bass, 1985). It is based on the concept of exchange amongstleader and subordinate (Bass & Stogdill, 1990)

Whereas the transformational leadership style tends to work on building the commitment of the team member toward the organisational objectives (Stone, Russell & Patterson, 2004; Yukl, 2002). As per the various researchers, transformational leaders have various traits inspirational motivation, idealised influence,individualized consideration,andintellectual stimulation (Bass & Avolio, 1994; Burns,1978; Bass,1990). The transformational leader inspires and motivates people by presenting visions that are both captivating and compelling(Lowe, Kroeck & Sivasubramaniam, 1996; Bass, 1985; Bass et al., 1987; Moorman & Fetter, 1990; Conger, Kanungo & Menon, 2000;; Conger, 1989Podsakoff, MacKenzieHouse, 1977; Kark, Shamir & Chen, 2003;Burns, 1978).

Another style of leadership is Empowering leadership which is a paradigm shift that emphasises follower has self-influence instead of top-down, external influence. These leaders emphasise on self-management, self-influence, and self-control (Manz and Sim,1990,1991). Therefore, this leadership develops followers who are self-leaders who have control over their own behaviours (Yun, Faraj & Sims, 2005;Yun, Cox & Sims, 2006; Manz & Sims, 1987; Pearce, Yoo & Alavi, 2004; Pearce & Sims, 2002;Ahearne, Matthieu & Rapp; 2005)

Other authors have also classified leadership in various ways, but the most commonly discussed leadership in regards to organisational culture is Transformational and Transactional, Empowering leadership styles.

ORGANISATIONAL CULTURE

Organizational culture is being defined as a group of values, conventions, behaviour expectations, and standards being shared that may influence the manner in whichindividuals, teams, and groups interact and come together to achieve goals of organizational (Hargreaves,1992).An organization's culture is the connecting force that maintains the togetherness of organisationas anorigin of identity and distinguishing competency initially in its development (Bass, 1993).Cameron and Quinn (2011) include various aspects of the organisational culture like assumptions, values, collective memories, and expectations. A combination of beliefs,values,and behaviour displays that constitute the main identification of organisations and form the behaviour of the employees is one of the most prevalent definitions of organisational culture. (Schein, 1992; Deal and Kennedy, 1982; Jones, 1983; Deshpande and Farley, 1999).

One of the early research was done by Hofstede (1980) on organisational culture who came up with various theories based on various studies. Organizational culture also serves as a cognitive map which may influence how the context gets defined, because it gives the mechanism ofselection, such as values andnorms, that people can use to enact the events (Jones, 1983).Denison (1991) was another scholar in the initial days who did good research and suggested the collection of management practises and behaviours that both possess and apply those core ideas, and also underlying the beliefs, their values, and concepts that may serve as a base for management system of an organization. Hofstede (1997) also defined members of one organisation are distinguished from those of another by collective mental conditioning.Also defined as a set of some shared preliminary assumptions which the group has developed due to the handling of challenges inintegration internallyand,adaptation externally and which looks to be sufficiently accurate to be trained to new employeesin the rightmanner to think, assume, and feel about those challenges (Schein, 2004). It is not the organisation that impacts the individuals with its culture but also the individual behaviours also have an impact on the organisation (Kotter, 2008).

Likewise Robbins (2005) has also mentioned seven characteristics like attention to detail, innovation and risk-taking, individuals' orientation, aggressiveness, outcome orientation, team orientation, and stability. Individuals' mental attitudes that distinguish them from one another, whether inside or outside the business, are referred to as organisational culture(Hofstede, 1991). Organizational Culture is a collection of assumptions or a system of values,beliefs, and standards formed within a company to guide its members' behaviour in order to solve the difficulties of external adaptation and internalisation. (Mangkunegara, 2000). Daft (2005) has even mentioned the three levels of company culture values that may be seen, which can be communicated, as well as underlying assumptions.As every individual's personality is very unique, and this pattern becomes a unique differentiating feature due to their cultural aspects and their relationships. (Wu, 2007; Hellriegel et al.,2004) considers organisational cultures to be the result of gathered individual decisions and interactions amongimportantgroups of people with varying likings and past choices, emphasising gathered rather than shared nature.

THE IMPORTANCE OF ORGANISATIONAL CULTURE AND ITS MEASUREMENT

The "flexible organisational culture'" of the companies involved, according to the author, is a major success factor for companies, as it allows them to contribute to and adapt to the evolving culture(Rahman and Kumaraswamy, 2003). Organizational culture has been shown to have a vital impact on effectiveness and performance (Xiaojuan, 2007; Denison's, 1999; Cameron and Quin, 2011). Many scholars attribute construction companies' good performance, success, and organisational effectiveness to their strong organisational culture(Denison and Mishira, 1995; Deal and Kennedy, 1982; Barney, 1986; Hoecklin, 1996; Schein, 2004). Autonomy, experimentation, pro-action, confrontation, trust, openness, collaboration and authenticity, are among the eight cultural values that make up an organization's culture. (Sharma and Sharma, 2010). According to research, a strong culture that is linked to high member agreement increases consistency in behaviour, promotes loyalty, cohesiveness, and organisational commitment, and greatly decreases turnover(Robbins, 2005).When it comes to establishing organisations, organisational culture has an important effect on behavior of the employees of the organisation. It is therefore an important contingent variable to consider. Leaders in the organisation build and embed it(Armstrong, 2009).

Looking into the relevance of organisation culture, researchers have come up with various theories like Denison's theory (1990) in which author focuses on mission, consistency, participation/ involvement and adaptability. Handy(1999) has proposed a theory based on linking the organisational culture with the various styles of leadership. Cameron and Quinn (1999) came with a theory based on connecting the organisational culture with competing value framework.

Numerous measures and strategies were introduced by researchers and scholars in the process of gauging organisational culture(Muller, et al., 2008;Barley et al., 1988;). Hofstede (1980) introduced a very early four-dimension model with factors like uncertainty avoidance, power distance, masculinity, and individualism. Organisational Culture Profile (OCP) is another model which focuses on the relationship of values showcased by individual and organisation(Reilly et al, 1991). Another way suggested was OCTAPACE which is based on the measurement of the below factors "Openness, Confrontation, Trust, Authenticity, Proactively, Autonomy, Collaboration, and Experimenting"(Denison, 1980).

LEADERSHIP AND ORGANISATIONAL CULTURE

In today's complicated workplace, organisational effectiveness, which portrays image of organisational culture andleadership, is beingconnected to success very closely (Cohen, 1990). Leadership is so significant to an organization's success that in a realistic situation every profession and industry demands first, followed by the management(Covey, 1989). 2006; Ogbonna and Harris, 2000).. Leaders can shape and also develop the organization's social reality for its members. As a result, they help to shape the organization's values and vision (Fincham & Rhodes, 2005), as mentioned in Figure 2.

Sternberg (1985) described leadership as a continuous process through which a person convinces others to attain goal and controls the organization in a manner that improves its coherence and cohesiveness. The process of impacting major shifts in attitudes of organisation's member and preconceptions, as well as developing commitment to the organization's objectives(Figure 2), mission, and strategy (Yukl,1994).

As a lever for organisational transformation and development, organisational culture has numerous advantages. The two variables are extremely important in the running of businesses (Schein, 1992; Fiedler, 1996). In the process of transformation and development, leadership and organisational culture are more closely linked (Sarros, Cooper & Santora, 2008). Researchers believe that organisations can only fruitfully establish and maintain a change-adaptive culture if they have strong leadership (Kotter, 1998). Leaders' actions and attitudes help to develop the culture's foundations (Denison, 1991). As a result, in many businesses today, leadership and organisational culture are still crucial to the requirement for development and managing change (Dull, 2010).

Visionary and enthused, transformational leaders are seen to have an innate capacity to motivate their people(Howell & Avolio, 1993;Bycio et al., 1995). Also being claimed that culture and leadership are so muchintertwined that an organisational culture which is marked by featurestransformative in nature can be described(Bass and Avolio, 1993). Employees who have evaluated their immediate manager highly for transformational leadership are supposed to be perceiving their organization's culture as flexible, involved, collaborative, and having a clear objective, according to Block (2003). As per Lim (1995), Culture can also act as a filter by which other important elements like organisational success, leadership influence. The connectionamongst leadership styleswithexpected outcomes is also mediated by organisational culture, according to some scholars which agree that organisational culture portrays a moderating function in the leadership-performance relationship (Xenikou and Simosi

Organizational culture, higher than any of other factor, reveals a company's potential to survive (Pascale, 1990). It's also crucial in determining the performance of an organisation (Denison, 2000). It has been found to have an impact on performance of the organisations, independent of their characteristics (Fisher & Alford, 2000). Furthermore, it provides a vehicle for the leaders' vision to be realised, as well as assisting in the creation of an environment conducive to organisations being change-oriented (James et al., 2007).

The connection between leadership and corporate culture islinked empirically, and they have a role in determining the efficiency of an organisation (Block, 2003).It has also been noticed as the organisation culture has past origins which can become a hinderance even to innovation. as there is degradation in culture . It has been proposed that by establishing new sets of shared values, leaders can aid in the development, shaping, and maintaining of a favourable organisational culture, and also organisational innovativeness (Schein, 1990). When they first start out, leaders have a big influence on the culture of their organisations. They become culture givers anddefiners, able to put the values, ideas, and perceptions that they trust are vital and advantageous to the company. (Schein, 1990;Denison, 1990).

The performance of the members in organisation is also linked to organisational culture andleadership(Keup, et al., 2001). Author alsopoints on the impact of an organization's culture, stating that culture has a vital impact on how employees view and attempt their work. A good organisational culture is not created by chance; it is nurtured by the management, absorbed and practised by employees, and transferred to even new hires (Kruger, 2003; Hellriegel et.al., 2004),

As a result, academics assume that they are in charge of cultural transformation (Schein, 1985; Trice & Beyer, 1993). They have an impact on organisational members' beliefs, behaviour, and attitudes (Sarros et al., 2008). As a result, they have the ability to position and shape the company's culture (Schein, 1992; Denison & Mishra, 1995). The research on organisational culture also shows that leaders has a role in developing and maintaining

particular forms of culture (Ogbonna & Harris, 2000). Leadership has a huge influence on the capability of the organization to change its culture (Finchum & Rhodes, 2005).

Kolisang (2011) has found that there is an important connectionamongst specific types of leadership styles and the building of organisational culture. Even satisfaction from Job, organisational commitment, and chances to leavethe organisation (as in Figure 2) were found to be important predictors of leadership orientation and organisational culture aspects.
Another researcher also found that Leadership styles also have key roles in developing not only organisational culture, but also job satisfaction and commitment (Rahman & Jantan ,2020).Another study being done in the construction sector indicated a lot of leadership behaviours were the foundations in building the organisational culture and it was found that the transformational leadership style is most suitable style in building organisational culture. Whereas various disputes which were noticed happed due to the clan culture. (Alkhamali, 2014).

One of the studies even mentioned about the innovative and dynamic culture was well correlated with the leadership and the transformational style of leadership was found to be most impressive in developing this culture(Baah et al., 2011)Another study discovered that transactional leadership is more related to hierarchy culture and clan culture; Transformational leadership, on the other side, encourages market culture andadhocracy, both of which have a beneficial impact on the integration of measuringperformance(Tuan, 2010).

The findings revealed that both directive and participative leadership have a good and hugeimpact on the culture of an organisation. Direct leadership, on the other side, has anopposite and minor impact on adaptation. In addition, the findings revealed that directive and participative leadership have not shown any kind of impact additive in nature on the organisational culture.And when participative leadership was paired with leadership which isdirective, however, it had a bigger impact on organisational culture (Bell et al., 2014)
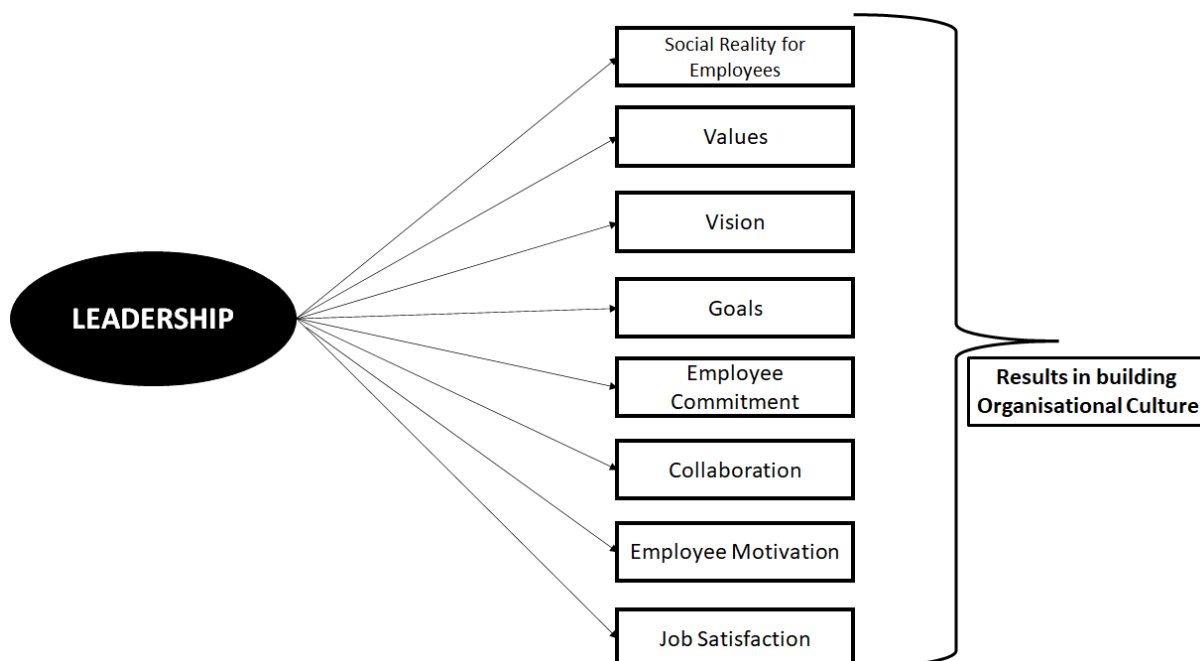

Figure 2: Developed by author from findings of review

Similar studies being done in the education field indicated that each of the leadership techniques examined was found to be positively associated to one of two major aspects of

organisational culture: sociability or solidarity. The findings offered a solid foundation for appointing principals who can foster a positive school culture (Niemann &Kotzé (2006). Some of the studies even indicate that if appropriate leadership is not available it can even have negative impacts on the organisation. Toxic leadership has been found in the study to negatively impact the organisational culture, job satisfaction, commitment, and employee turnover (Brouwers &Paltu, 2020).

CONCLUSION

The systematic literature review gives insights into the leadership concept and its different dimensions, organsational culture and its importance with the help of available literature. The review mentions the relevant research available which establishes the relationship amongst various leadership styles and the organisational culture. A strong relationship has been established in transformational leadership and the organisational culture and some of the papers even mention about the negative impact of toxic leadership. The article also puts forward some of the areas to be explored further and a need for research at a regional level with the other factors which are impacted by different leadership styles.

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Culture around the various countries and regions differs a lot and has also been noticed in the articles (Shahin and Wright, 2004), it would require certain adaptations across cultures, particularly non-Western civilizations. Therefore, more studies are required to be done in the specific regions due to difference in culture and values.There is also a scope of a qualitative research which can look into different aspects and more elaborative data to understand the connection amongst Leadership and organisational culture.

Most of the studies are being done only keeping in mind the leadership, organisational culture and its impact on performance (Tuan, 2010; Habba et al., 2017). Therefore their seems to be a scope for looking into other factors like culture, values, goals, organisation citizenship behaviour, motivation, and commitment.

Researchers have noticed a decline in research focusing solely on culture and leadership during the previous ten years. Efforts to shape culture, on the other hand, remain the responsibility of the organization's leadership (Dull, 2010). Therefore still there is the scope of research in the changing scenarios with virtual working and other changes happening around.Scholars say that a link between leadership and organisational culture remains a key focus (Fleenor & Bryant, 2002). It also looks relevant to explore the various aspect and intensity of this relationship in various regions like India, as most of the research work been done is from the western countries.

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