

An Investigation of the Relationship between Leadership Behaviours and the Organizational Culture

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Abstract: Leadership behaviour has an important place in forming and changing the organizational culture. Organizational culture can affect the leadership behaviour as well. Therefore, in the research leadership behaviours and the organizational culture have been considered as basic variables. Risk taking, building a relationship, valuing the employee, explaining vision and focusing on the process which are the dimension of leadership behaviours scale used in the study and employer focus, customer focus, innovativeness, systematic management control and social responsibility which form the dimensions of organization culture scale were evaluated in the relationship between sub-dimensions. In this context, data that has been the aim of the study was gathered through surveys that were implemented on the managers who work at the organizations in different sectors in Denizli. Out of the distributed 265 surveys 181 useable surveys were obtained and return rate of the surveys was realized as %68. Research findings revealed that there are statistically significant relationships between different leadership behaviours of the managers and the perceptions of organization culture.

Keywords: Leadership, Organization Culture, Manufacturing Sector.

I. Introduction

Leadership is a concept which has been revealed since the first days when the humans started to move collectively coming together. Leadership is “one of the most researched but least understood fields.” (Burns, 1978). In general, leadership is a relationship that is based on strength and authority between one person and a group. The leaders directs the group towards a target using his/her power. According to another definition, leadership is a superiority that is possessed in terms of characteristics such as charisma, intellect, talent etc. Like leadership, culture is one of the subjects that is most talked about but cannot be defined clearly. Culture is the common features of the society which is formed as a result of value accumulations that continue for centuries. As well as there are quite different definitions of culture in organizational behaviour literature, culture is “the interpretations and meanings of values, beliefs, identities, important events that has been revealed out of common experiences of societies and carried and shared through generations” (House et al., 2004, quote, Sargut and Aktaş, 2011).

Many researchers have done a wide range of studies and showed different approaches. Having discussed the relationship between leadership and the organization culture in a theoretical context, sufficient number of studies that would reveal the existence of this relationship could not be done (Ogbonna and Harris 2000). The aim of this study is to determine the relationship between leadership behaviours and the organizational culture.

II. Literature Review

2.1 Leadership Behaviours

Leadership is a concept which has been revealed since the first days when the humans started to move collectively coming together. A definite consensus has not been reached yet about the concept that is leadership which has an important place on people’s organizational, societal and political lives. On leadership many books and articles have been published and a great deal of leadership theories have been presented. While leadership can be defined as the process of someone affecting and directing others’ activities in order to actualize certain number of group or personal aims under certain circumstances or conditions; (Koçel,2011); in more detail; in a certain situation, certain moment and under definite conditions, leadership can be defined as the manipulation process that makes people work voluntarily so as to reach certain targets, transfers the experiences which are helpful in reaching to a number of common targets and keeps them be pleasant from the type of leadership practised (Werner, 1993). In sum, leadership is a behavioral process that affects individuals and groups in order to reach the targets (Asree et al., 2010).

Styles of leadership are important in terms of reaching organizational targets as well. It is seen that in classical periods, the process of the leadership approaches which is expressed as the traditional leadership theories evolved as features theory in the post-industrial revolution, then behavioral approach and following as

the contingency approach (Tabak, 2005). Beginning from the 20. century as a result of the studies made from a scientific point of view, leadership theories are classified into three main trends which are features (1910-1945), behavior (1945-1970) and contingency (1970-till today). According to Burns (1978) and Bass's (1985; 1990) classifications modern leadership approaches is the leadership which is transactional and transformational. Transformational leadership is defined for the first time by Dawnston and then Burns (1978). According to Bass (1985), transactional is a leader type that explains the reward in exchange for showing the performance to the subordinates and transformational is a leader type that increases the subordinates' self-confidence with the duty that will be carried out and around common purpose makes them embrace the work, thus provides quality and outstanding performance.

Leadership type that one has is a behaviour type that one displays while trying to influence others' movements. In many organizations, in order for the managers to overcome different culture and value systems within the context of international management they need to have appropriate leadership type (Byrne and Bradley, 2007). As well as personal differences, different leaders can behave in various ways according to the the situation of the organization and the needs of the followers (Daft ve Marcic, 2009). Examining the literature, there have been a great variety of leadership types. These can vary from depending on the state of authorisation, source and the character of the leader.

"Participative," "supportive," and "directive" leadership types in which the leader gives importance to followers' opinions, in order for the organization to actualize change and innovation ensuring the followers' participation into the decisions tries to persuade them toward adopting the organizational purposes were developed (Fleishman 1957; Stogdill 1963; House 1971; House and Dessler 1974). The leaders who adopt participative leadership style share their management authorities with their followers. That's why in determining purpose, plan and policies, in sharing tasks and in carrying out work orders he/she displays leadership behaviour in the direction of thoughts and opinions that he/she takes from the subordinates (Eren, 1993). In supportive leadership; leader's behaviour is accepted as a behaviour that is sympathetic, friendly and towards meeting the needs of the subordinates (Ogbonna and Harris, 2000). In "Path – Goal Model" which is developed by House about the leadership, supportive leadership was defined as a leadership that "shows interest to the needs and expectations of the subordinates and creates a friendly work climate". (Bakan, 2004) However, in directive leadership the leader is the one who defines the expectations, forms the processes, distribute the duties and enables to reach particular performance standarts (Ogbonna and Harris 2000).

2.2 Organizational Culture

Organizational culture is an intellectual structure that enables for the organization reality to be seen; namely, it is a paradigm. In this context, organizational culture is an important concept which separates the organizations from one another, gives them identities and gathers the employees under the same group. Organizational culture found a place in literature for the first time in Blake and Mouton's (1964) article with the concept of organizational climate. Towards the late 1970's, first studies on organizational culture began to be done. Examining the concept of culture in organizational sense, Pettigrew (1979) was the first person who emphasized the concept of organizational culture. Pettigrew expresses that organizational culture is comprised of cognitive systems that explain the employees' reasons of thinking, evaluation and making decisions; that culture is a whole of complex values, beliefs and assumptions (Pettigrew, 1979). Organizational culture by Schein (1990) is defined as "basic assumption patterns as that were revealed during the inherent integration and adaptation with the external environment of any community determined, developed or taught later on, proved its rightness with the positive results given and then needed to teach as the right way of perceiving problems, thinking and feeling for the new members". Denison expressed the organizational culture as fundamental values, beliefs and assumptions that the organization members accept and are present in the depths of the organization. (Denison, 1990).

If the majority of the organization members have the same opinions about mission and values of the organization, we can say that a strong organization culture dominates that organization. However, if the opinions vary, that means that there is a poor culture (Rosenthal ve Masarech, 2003). As the organization which has a strong organizational culture reveals an important togetherness or goal congruence in terms of the values that it represents labor turnover will decrease. This togetherness, harmony and loyalty will enable for the organizational devotion and organizational strenght to occur (Schulte et al., 2009; Robbins and Judge; 2013).

Organizational culture has bureaucratic, innovative and supportive aspects as well. Bureaucracy can be defined as a hierarchical structure that is hierarchical, structural, regular, determined and has a way. It focuses on innovativeness, creative, entrepreneur, risk taking and result. Supportiveness can be determined as fair, social, reliable and collaborator behaviours (Taormina,2008). While the physical and social environment of the organizational culture, speaking and writing language used by the group, behaviour patterns consist of visible level; basic assumptions of the group or the values of the group consist of the invisible level (Asree vd., 2010). It is possible to divide organizational culture values or parts into five groups. These are; personnel focus,

customer focus, innovativeness, systematic management and control and social responsibility; and there is a harmony among them (Tsui, 2006).

2.3 The Relation of Leadership Behaviours and Organizational Culture

The relation of organizational culture and leadership is explained with two approaches. In the first approach, manner and behaviours of the leader who is a part of the organization are affected from the organizational culture. The leaders who are affected from the organizational culture try to harmonize themselves with the organizational culture. Thoughts, feelings and reactions of the leader who is considered as the essential part of the organization are shaped by the organizational culture (Schein 1992; Bass and Avolio 1993). One of the most important factors in forming the organizational culture is the strong leadership type. The individual who comes across strong leadership style in the organization takes his/her personality as an example by way of sampling. This situation occurs as adopting the leadership figure with the way of modelling and makes an important contribution to the forming of culture. Behaviour styles which are gained via sampling have been a model for other organization employees as well. For the communication between the leader and the organization employees to be strong reflects that organizational culture is strong as well (Dale, 1999).

However, another approach in forming of the organizational culture for the founders of the organization is to set off with a number of beliefs and assumptions that are based on social culture they upbringing in, the experiences they live and the opinions they have. Initially the founders of the organization form the organizational structure and function in this direction (Schein 1983). Organizational culture is formed by the mutual interaction of the basic assumptions which the founders try to transfer to organization members and of the truths that the organization members learn with their experience. As the point of view of the leaders on the organization and organizational values has an impact on the organizational culture, organizational culture influence the decisions of the leaders as well. So, vision, mission, strategy of the organization is effective on determining the style of the leadership. Basic values which are adopted by the organization or organizational culture which might be defined as common understanding and basic belief system which is shared by the organizationa members and in which everybody moves steers the behavior and the approach of the leader.

There are studies which emphasize the effect of the leader in the process of formation as the founder of the organization or administrator and reveal his/her role (Pettigrew 1979; Baker 1980; Schein 1983, 1992; Smircich 1983; Gagliardi 1986; Robbins 1987; George vd. 1999; Daft 2000). Schein (1992) states that the organisational culture comprises of beliefs, values and assumptions of the organization's founder, the experiences which are lived by the people who form the organization in the evolution process of the organization and new beliefs, values and assumptions which the new leader and the members bring. This study focuses on determining the leadership behaviour and organization culture.

III. Method

Today, there is an intense competition in all the sectors. All the organizations keep making innovations continuously, strengthen their technology more and more and save big sources for the education and development of their employees. In this study, the tendencies of leadership behaviours and organizational culture of the people who work at organizations in Denizli or be a manager are tried to be determined. The method used in the study, sample, scale and findings that are obtained are given below.

3.1 Aim and Sample of the Study

The aim of this study to reveal and evaluate the relation between organizational culture and leadership behaviours perceptions. Another aim of this study is to detect whether participants have significant differences in terms of descriptive characteristics.

The population of the study consists of manufacturing organizations in Organized Industrial Site in Denizli. The study was done so as to include different sectors. Sample consists of personnel who are in this population, work here and be in a manager position. Organizations from different sectors that accept the study were negotiated and valid 181 surveys were reached.

3.2 Data Collection Method

Data collection tool survey method was used and the study was carried out with random sampling method. There are 21 expressions and five dimensions in the leadership behaviours scale that are used in the study (Tsue vd., 2006). These are risk taking, building relationship, valuing the employee, explaining the vision and process focus. In the organizational culture, there are 24 expressions and five dimensions and ranked as personnel focus, customer focus, innovativeness, systematic management control and social responsibility (Tsue vd., 2006).

In the leadership behaviours scale, the managers are asked to answer thinking their top managers. On the other hand, in organizational culture scale, they are asked to answer the questions thinking the organization

they work at. While the reliability of leadership behaviours scale was found as 0,92, the reliability of the organizational culture was settled as 0,93.

IV. Research Findings and The Evaluation

Demographic findings of the managers that participate the research are shown in the table below:

Table 1: Demographic Findings

Variables		Number	%	Variables		Number	%
Gender	Male	112	61.9	Management Experience	5 years and less	56	30.9
	Female	69	38,1		6-10	69	38,1
Age	25 and below	18	9,9		11-15	42	23.2
	26-35	76	42.0		16+	14	7.7
	36-45	70	38.7	Work Time at Organization	5 years and less	56	30.9
46+	17	9,4	6-10		64	35,4	
			11-15		48	26,5	
Education	Elementary	14	7.7		16+	13	7.2
	Highschool	48	26.5	Leadership Type	Autocratic	15	8.3
	Undergraduate	109	60,3		Democratic	77	42,5
Postgraduate	10	5.5	Participative		63	34.8	
Marital Status	Married	102	56.4		Laissez-Faire	26	14.4
	Single	69	38,3				
	Divorced	10	5,5				

Participants of the 9,9% who participate the research are below 25 years, 42.0% are between 26–35 years, 38.7% are in the range of 36–45 years, 9.4% are 46 years and above. 61,9% of the participants consist of male and 38,1% female employees. While 56,4% of the participants are married, 38,3% are single. While education level of the 7.7% of the participants are at the level of elementary school, 26,5% highschool, 60,3% undergraduate and 5,5% postgraduate education respectively.

Considering the management experiences of the participants, 30.9% of them have 5 years or less management experience, 38.1% between 6-10 years, 23.2% between 11-15 years and 7.7% 10 years and more. Considering their available term of office, it is seen that 30.9% of them have 5 years and less, 35.4% between 6-10 years, 26.5% between 11-15 years and 7.2% 16 years and more terms of office. When an evaluation was made in terms of preferred leadership type, it was established that 8.8% preferred autocratic leadership, 42.5% democratic leadership, 34.8% participative leadership and 14.4% laissez-faire leadership type.

Table 2: Sectoral Findings

Variables		Number	%	Variables		Number	%
Sector	Paper	29	16.0	Company Scale	Small	2	1.1
	Glass	11	6.1		Medium	58	32.0
	Automotive	42	23.2		Large	121	66.9
	Textile	36	19.9	Company Age	1-5 years	3	1.6
	Marble	18	9.9		6-10 years	34	18.7
	Construction	35	19.3		11-16 years	22	12.1
	Food	10	5.5		16-20years	26	14.3
				20 years and more	96	53.0	

Considering the sectoral findings about the research, it is seen that 23.2% automotive, 19.9% textile, 19.3% construction, 16% paper, 9.9% marble, 6.1% glass and 5.5% food sector companies took place in the research. 32% of the companies in the study are medium scaled, 66.9% big scaled companies. Also, when the age of the companies are evaluated, a significant rate such as 53% has 20 years and above and a rate such as 45% has 5 years old and older.

Table 3: Leadership Behaviours and Means of Answers for Organization Culture Dimensions

	Mean	Std. Deviation
Risk taking	4.26	.857
Relationship building	4.12	.926
Giving value	3.96	1.137
Explaining vision	3.92	.965
Monitoring activity	4.08	.842
Means of Leadership Behaviours.	4.06	.748
Personel focus	3.89	.796
Customer focus	4.48	.834
Innovativeness	3.86	.908
Systematic management control	4.02	1.242
Social responsibility	3.96	1.048
Means of Organization Culture	4.04	.735

The managers who participate the study state their top managers as people who can take risks, build good relationship with the employees, give value to the people they manage, explain vision and follow the activities in the organization. At the same time, the participants see the organizations they work for as personnel focus, customer focus, innovative places where the systematic management control is done and partially have social responsibility.

Correlations between five dimensions belonging to the leadership behaviours and five dimensions that consist of organizational culture are subjected to dual Pearson Correlation analysis and the relations are shown below.

Table 4: Relations Between the Scales

	1	2
Leadership Behaviours	1	.692(**)
Organizational Culture	.692(**)	1

** . Correlation is significant at the 0.01 level (2-tailed). N = 181

Between the leadership behaviours scale and organizational culture scale, a significant and high powered ($r = 0,70$) relation in the 99% trust range was found. Relation findings between the dimensions that consist of the scales are shown below.

Table 5: The Relations Between the Dimensions of the Scales

	1	2	3	4	5	6	7	8	9	10
1. Risk Taking	1									
2. Building Relationship	.838**	1								
3. Giving value	.692**	.916**	1							
4. Explaining vision	.836**	.926**	.753**	1						
5. Watching activities	.816**	.824**	.819**	.954**	1					
6. Personnel focus	.684**	.721**	.758**	.628**	.624**	1				
7. Customer focus	.683**	.486**	.546**	.543**	.778**	.546**	1			
8. Innovativeness	.642**	.384**	.397**	.634**	.726**	.747**	.783**	1		
9. Management control	.543**	.576**	.554**	.563**	.633**	.736**	.593**	.713**	1	
10. Social Responsibility	.572**	.616**	.638**	.584**	.431**	.982**	.433**	.763**	.692**	1

** . Correlation is significant at the 0.01 level (2-tailed). N = 181

Significant and strong relationships have been found in between five dimensions that consist of leadership behaviour scales and five dimensions that consist of organizational culture.

V. Conclusion

The concept of leadership and organizational culture which are very important today show their effect in almost every sector. To maintain the sustainability of the organizations, the leader and the organizational culture are much needed. In the sectors which there are intense competition and high performance teams are used, leadership behaviours and organizational culture are two vital topics. Wide and in-depth studies on these topics are gradually increasing. However, studies which research the relation of both topics are quite few.

In this study, the leadership behaviours and organizational culture behaviours of the employees who work at different sectors operating in Denizli which is the leading city in Turkey in terms of development are tried to be determined. At the end of the research, while leadership behaviour manners are found high, also the organizational culture manners are found to be high as well and it is seen that organizations give importance to these topics. Another result of the study is that both between the scales and the dimensions significant relations are found.

On the other hand, the fact that it has been found a high degree of relation between leadership behavior and organizational culture shows both leadership behaviours affect organizational culture and organizational culture affect the leadership behaviours. Considering from this point of view, because of the fact that organizational culture and leadership behaviour are concepts that influence one another, it is out of question for the organizations to evaluate both leadership behaviours and the organizational culture independently from one another. As it is humans who make them sustainable doing these, it can be recommended that an effective communication method system to be established.

VI. Limitations of The Study

This study which was carried out in order to develop the relation of leadership and organizational culture needs to be generalized and for this more comprehensive studies need to be done. This study was done on the personnel from different sectors in Denizli. Therefore, the study can be repeated in other cities and different cultures.

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