



SELINUS UNIVERSITY
OF SCIENCES AND LITERATURE

**The Impact of Leadership Styles on
Organizational Culture:
A Study on How Different Leadership Styles
Shape Collaboration, Innovation,
and Employee Engagement**

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A DISSERTATION

Presented to the Department of
Business Administration
program at Selinus University

Faculty of Business & Media
in fulfilment of the requirements
for the degree of Doctor of Philosophy
in Business Administration

2024

ACKNOWLEDGMENT

I wish to extend my sincere appreciation to all individuals who have provided assistance and encouragement during my research endeavour to examine attitudes and perceptions regarding safety behaviour in the warehouse.

I sincerely thank my Project Supervisor for his unwavering mentorship, encouragement, and support. Your expertise and insights were crucial in influencing the direction of my research. I appreciate your immense patience and am privileged to have conducted the study under your supervision.

Additionally, I would like to express my gratitude to the study participants for their time and willingness to complete the survey to create a safer and healthier work environment in the facility without any expectation of compensation. Their contribution was essential in enhancing my comprehension of this research topic.

Finally, I would like to extend my sincere appreciation to my family and friends, whose steadfast affection and encouragement have inspired me during my four years at the university. Their confidence and support have served as the impetus for my accomplishments.

STUDENT'S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution, or university

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This project has been presented for examination with my approval as the appointed supervisor.

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ABSTRACT

This thesis explores the intricate correlation between leadership styles and organisational culture to clarify the influence of various leadership approaches on collaboration, creativity, and employee engagement within the framework of an organisation. Acknowledging leadership as a crucial factor in determining the success of an organisation, this study emphasises the necessity for leaders and scholars to grasp its complex impact on culture and subsequent consequences fully. Through a comprehensive examination of several leadership styles, including authoritative and transformational approaches, this study aims to elucidate the complex processes that influence organisational culture.

The study proposes that proficient leadership cultivates a favourable atmosphere for collaboration, encourages the generating of novel ideas, and improves team member involvement. On the other hand, ineffective leadership can contribute to a poisonous culture, thereby hindering an organisation's essential aspects. By employing empirical analysis and theoretical frameworks, this thesis offers valuable insights into how leadership styles impact organisational culture's structure, thus affecting a business entity's overall performance and achievements. This investigation enhances the comprehension of the interdependent connection between leadership and culture, providing valuable insights for professionals, researchers, and everyone involved in organisations.

CHAPTER ONE

1 INTRODUCTION

1.1 Background and Rationale

Organisational culture refers to the beliefs and values that have existed in an organisation for a long time and to the beliefs of the staff and the foreseen value of their work that will influence their attitudes and behaviour. Administrators usually adjust their leadership behaviour to accomplish the organisation's mission, which could influence the employees' job satisfaction. It is, therefore, essential to understanding the relationship between organisational culture, leadership behaviour and job satisfaction of employees.

Within the ever-evolving nature of modern organisations, the interaction between leadership styles and organisational culture is a pivotal factor in determining the overall level of achievement. The proposed research endeavour aims to investigate this complex correlation by concentrating on the effects of various leadership styles on employee engagement, innovation, and collaboration, three critical organisational dimensions.

The justification for conducting this research stems from the acknowledgement that leadership is crucial in influencing the culture and values of an institution. Given the extensive diversity of leadership styles, from transactional and authoritative to transformational and servant, it is critical to comprehend the unique impacts that each style has on the culture of an organisation. The significance of collaborative endeavours, inventive methodologies, and a deeply invested labour force is universally recognised as critical elements of prosperous organisations. Therefore, examining how various

leadership styles facilitate or impede these facets to advance academic knowledge and facilitate practical application is imperative.

Through a comprehensive investigation, this study aims to elucidate the processes by which leadership styles become evident within an organisation's culture. The results are anticipated to contribute significantly to the knowledge base of scholars, management practitioners, and organisational leaders. With the ultimate goal of enhancing comprehension regarding the effects of leadership styles on employee engagement, innovation, and collaboration, this endeavour seeks to provide insights that can guide the formulation of effective leadership strategies and the progress of organisations.

1.2 Research Problem and Objectives

1.2.1 Research Problem

A notable deficiency in scholarly inquiry pertains to employee engagement, a subject especially pertinent to the ongoing study of the influence of leadership styles on organisational culture, as Robinson et al. (2004) noted. Although engagement is becoming an increasingly prominent topic, research is still in its infancy. It is worth noting that established research has demonstrated a substantial correlation among employee engagement, job satisfaction, and organisational commitment (Saks, 2006). The increasing significance of employee engagement in recent times is a subject that has been vigorously discussed by executives in various industries (Soieb et al., 2013).

By the critical focus of the present thesis, Townsend and Gebhardt (2008) underscore the indispensable significance of proficient leadership in augmenting employee engagement. The primary objective of this thesis is to examine the intricate interplay between different leadership styles and their corresponding effects on employee

engagement, innovation, and collaboration, all within the framework of organisational culture. Regarding the intricate function of leadership, academic research lags behind practitioner developments, according to scholars (Macey & Schneider, 2008; Robinson et al., 2004), despite the proliferation of literature on employee engagement. Furthermore, the lack of specific engagement measures for examination limits the extant research on the relationship between leadership dimensions and engagement (Xu & Thomas, 2011).

A considerable knowledge deficit persists about the impact of leadership styles on team member engagement, even though a substantial amount of research has been conducted on employee engagement on a global scale (Crabtree & Robinson, 2013; Hoffman & Tschida, 2007). This research addresses this knowledge gap by examining how various leadership styles influence employee engagement, innovation, and collaboration within the complex corporate culture. The study seeks to provide valuable insights that can inform leadership practises and organisational development and consequently impact job performance and organisational commitment by elucidating the complex relationship between leadership styles and employee engagement.

1.2.2 Objectives

The primary aim of this study is to analyse the impact of different transactional, transformational, and authoritative leadership styles on the dynamics of collaboration within organisations.

The subsequent aim is to evaluate the impact of various leadership styles on the organisational culture, specifically regarding whether they promote or hinder innovation. This study investigates how leaders foster innovation, experimentation, and the execution of fresh concepts within the organisational setting using their selected leadership styles.

Subsequently, the third objective of this thesis is to investigate the correlation between various leadership approaches and levels of employee engagement. This examines how leaders foster a constructive and inspiring workplace atmosphere, influencing employee morale, job satisfaction, and commitment.

The fourth objective is elucidating the fundamental processes and mechanisms by which different leadership styles become apparent within the organisational culture. This entails the identification of critical determinants, leadership conduct, and communication tactics that significantly influence the organisational culture.

Generally, this thesis aims to offer practical guidance on leveraging different leadership styles effectively in diverse organisational contexts, enhancing collaboration, fostering innovation, and elevating employee engagement.

1.3 Research Questions

- a) What leadership behaviours contribute to or hinder effective collaboration among team members?
- b) In what ways do leaders, through their chosen styles, encourage creativity, experimentation, and the implementation of novel ideas within the organisational context?
- c) What specific contributions do leaders make to creating a positive and motivating work environment, impacting job satisfaction, commitment, and overall employee morale?
- d) What underlying mechanisms and processes influence how various leadership styles manifest in the broader organisational culture?

1.4 Significance of the Study

This research possesses substantial importance in both scholarly and applied domains, providing invaluable perspectives on the complex correlation between leadership approaches and organisational culture, particularly concerning employee engagement, innovation, and collaboration.

The practical implications of this research are anticipated to provide valuable insights for organisations regarding leadership practises. This research gives organisational leaders a nuanced understanding by examining how various leadership styles impact employee engagement, innovation, and collaboration. This understanding is crucial for leaders who wish to improve their strategies and establish a work atmosphere that encourages constructive and harmonious exchanges among team members.

Furthermore, the research has significant ramifications for the field of organisational development. The research findings provide practical guidance that can be utilised by leaders and managers to effectively implement strategies that are in line with the intended organisational culture. Subsequently, these factors may encourage greater employee satisfaction, foster innovation, and improve team cohesion, fostering a more robust and healthy organisational structure.

From an academic standpoint, this study makes a valuable contribution to the current corpus of knowledge by examining understanding voids about the complex interplay between leadership styles and organisational culture. Through its contribution to the existing body of literature, this research lays the groundwork for subsequent

academic pursuits in this field, enabling continuous investigation and examination of leadership dynamics.

The study provides practical insights that practitioners, such as organisational consultants and human resource professionals, can implement. By utilising these insights, professionals can develop strategies and interventions that positively impact an organisation's culture, encouraging employee engagement, collaboration, and innovation. Establishing a positive and supportive workplace environment is contingent upon this empowerment.

Significantly, the research possesses the capacity to augment the welfare of employees through the identification of determinants that impact job satisfaction and commitment. Gaining an understanding of these dynamics may facilitate the formulation of initiatives that place the comprehensive well-being of employees at the forefront, thereby enhancing the overall work experience in a positive and gratifying manner.

The overarching objective of the study is to advance the cause of sustainable organisational success. By shedding light on the correlations between various leadership styles and pivotal organisational outcomes, this knowledge empowers leaders to cultivate an environment that nurtures sustained expansion and success. In essence, this study's implications transcend the realm of academia as it promotes constructive transformation in leadership methodologies and approaches to organisational development, thus making a substantial contribution to institutions' overall prosperity and welfare.

1.5 Organisation of the Thesis

The introductory chapter of the study provides a thorough groundwork by explicating the significance and justification for examining the impact of leadership styles

on organisational culture, particularly as it pertains to employee engagement, collaboration, and innovation. The research issue and aims are delineated, emphasising the study's importance and potential contributions to scholarly understanding and operational organisational implementations. The thesis is structured to provide readers with a lucid path through the following chapters.

In Chapter Two, a comprehensive literature review is conducted, which delves into the theoretical framework that includes leadership styles and organisational culture. The review examines the effects of various leadership styles, ranging from transactional to transformational, on employee engagement, collaboration, and innovation. Identifying extant gaps paves the way for the distinctive contributions of the study. The research methodology is comprehensively described in Chapter Three, guaranteeing a strong and ethically sound structure for the inquiry.

The subsequent six chapters examine the distinct effects of different leadership styles on team member engagement, collaboration, and innovation, respectively. By adhering to a systematic framework, every chapter critically examines a different leadership style, performs comparative analyses, and presents conclusions and dialogues. The research concludes with a comprehensive synthesis of overarching findings in Chapter 7, which delves into the interaction effects of leadership styles on organisational culture.

Its concluding chapter, provides a comprehensive summary of significant findings, emphasising theoretical advancements, practical implications, limitations acknowledged, and recommendations for future research. By adhering to this structured framework, a

thorough investigation can be conducted into the intricacies of leadership dynamics and how they impact the organisational culture in the designated thematic domains.

CHAPTER TWO

2 LITERATURE REVIEW

2.1 Introduction

Chapter Two thoroughly examines the literature, beginning with the Theoretical Framework and then moving on to leadership styles and organisational culture. It then moves on to Leadership Styles and Collaboration, which investigates how different leadership styles affect teamwork. Leadership Styles and Innovation delves into the role of leadership in driving organisational innovation. It investigates the relationship between leadership styles and employee engagement. The Interaction Effect summarises how leadership styles influence organisational aspects collectively. The chapter concludes with Gaps in the Existing Literature, which acknowledges limitations, setting the way for the study's distinctive contributions. This methodical technique ensures a succinct yet complete exploration.

2.2 Theoretical Framework

The theoretical framework of this research thesis functions as the foundational basis, providing a conceptual framework that directs the examination of the complex interplay between leadership styles and the diverse domain of organisational dynamics. Focusing specifically on collaboration, creativity, and employee engagement, the framework incorporates fundamental principles to elucidate the intricate dynamics.

2.2.1 Leadership Styles

Leadership styles encompass various methodologies leaders employ to effectively advise and influence their teams to accomplish the organisation's objectives. This

research thesis delves into the theoretical framework to thoroughly examine different leadership styles. Each style is carefully scrutinised to identify its unique qualities and potential effects on organisational culture, cooperation, creativity, and employee engagement.

Transformational leadership is a leadership style that focuses on inspiring and motivating followers to achieve their full potential and exceed their expectations. This transformational leadership is distinguished by leaders who inspire and encourage their people, facilitating exceptional outcomes (Dulewicz & Higgs, 2005). Leaders of this nature frequently demonstrate qualities such as charm, a clear vision, and the capacity to motivate and enhance the morale of their subordinates. Transformational leaders have a significant role in fostering a collective understanding of objectives and a steadfast dedication to achieving high standards within the organisational culture. Their impact extends to promoting collaboration by establishing an inclusive and participative atmosphere.

Transactional leadership is a leadership style that focuses on exchanging rewards and punishments between leaders and followers. The approach employs incentives and penalties to incentivise individuals to achieve predetermined objectives (Chaudhry & Javed, 2012). Transactional leaders are responsible for ensuring the completion of tasks by implementing a structured framework of explicit expectations and corresponding penalties (Dulewicz & Higgs, 2005). Although this approach may improve efficiency, its influence on cooperation and innovation focuses primarily on task completion rather than creating an environment that encourages creativity and empowers employees.

Servant leadership is a leadership style that emphasises the leader's commitment to serving the needs of others. This approach emphasises providing services to others, promoting collaborative efforts, and cultivating a communal atmosphere within the organisation (Aronson, 2001). Servant leadership fosters employee empowerment, favouring the overall organisational culture and establishing a collaborative environment where workers see a sense of worth.

Autocratic leadership is a leadership style characterised by a single individual who possesses absolute authority and control over decision-making processes inside a group or organisation. Autocratic leaders tend to concentrate decision-making power, maintaining a firm grip on most organisational matters (Nanjundeswaraswamy & Swamy, 2014). Although this approach may enhance the efficiency of decision-making processes, it has the potential to impede collaboration and innovation by constraining the contributions of team members. The organisational culture associated with autocratic leadership is often characterised by a hierarchical structure where decision-making authority is concentrated at the top. This top-down approach might have a detrimental effect on employee engagement.

The laissez-faire leadership style involves delegating authority to team members with minimal advice or direction. A hands-off approach empowers employees to assume responsibility for their responsibilities, fostering a climate conducive to generating innovative ideas (Kesting et al., 2015). However, it is essential to note that this phenomenon can also result in a dearth of organisation and synchronisation, potentially adversely affecting collaborative efforts (Chaudhry & Javed, 2012). The organisational

culture of laissez-faire leadership is characterised by a high degree of autonomy and flexibility.

Collaborative leadership is a style of leadership that emphasises the importance of working together and fostering cooperation among team members. Collaborative leadership places significant importance on including perspectives and contributions from all team members (Finch, 1977). Leaders who embrace this leadership style actively encourage and prioritise collaboration, transparent communication, and inclusive decision-making. Collaboration takes precedence, resulting in a cultural emphasis on appreciating communal problem-solving and reciprocal assistance. Collaborative leadership frequently fosters the growth of innovation and employee engagement.

When considering leadership styles within a theoretical framework, it becomes evident that each style possesses distinct characteristics that contribute to the broader organisational environment. The interaction between these various types within the organisational setting profoundly impacts the culture, cooperation dynamics, creativity, and employee engagement (Taylor et al., 2019). Examining leadership styles from a theoretical perspective is an essential framework employed in this study to comprehend the impact of these nuanced methods on the overall dynamics of the organisation being investigated.

2.2.2 Organizational Culture

Organisational culture forms the basis of this research thesis's theoretical framework and is a dynamic and all-encompassing influence that moulds a group's collective values, beliefs, and standards. Investigating organisational culture examines its theoretical foundations and significant effects on employee engagement, collaboration,

and innovation, all of which are integral components of the more significant organisational dynamics being examined.

Organisational culture is a fundamental embodiment of the character and essence of a given entity. Employee perception and interpretation of the values and behaviours their leaders endorse constitute this collective expression (Lok & Crawford, 2004). A comprehensive comprehension of the theoretical aspects of organisational culture is crucial to decipher its impact on workplace behaviours and interactions.

The theoretical underpinnings examine how leadership styles function as catalysts to mould and impact this cultural tapestry. The impact of leadership styles on the formation and development of organisational culture is widely acknowledged (Maamari & Saheb, 2018). To illustrate, transformational leaders frequently foster a culture of collaboration and innovation by communicating an inspiring vision and a strong emphasis on empowerment. Conversely, autocratic leaders have the potential to establish a hierarchical and regulated environment that may hurt employee engagement.

This study examines the complex interconnections between cultural components and critical organisational results in organisational theory. Collaboration flourishes in settings where the organisational culture deeply values and promotes trust, openness, and cooperation because collaboration is considered a cultural manifestation (Liu et al., 2022). A theoretical investigation ensues as to how distinct leadership approaches either support or oppose these cultural components, thereby impacting the organisational collaborative dynamics.

The theoretical framework examines innovation as a cultural attribute to comprehend how organisational cultures can promote or hinder experimentation and innovation. Innovative outcomes are frequently linked to societies that embrace adaptability and promote a culture of risk-taking (Lok & Crawford, 1999). This research investigates how different leadership styles nurture or stifle an environment conducive to innovation.

Organisational culture is inextricably linked to employee engagement, which is fundamental to the success of an organisation. The theoretical framework examines the impact of various leadership styles on employee engagement's psychological and behavioural aspects. One-way servant leaders foster a positive and engaging organisational culture is by placing the welfare of employees first.

Moreover, the theoretical investigation seeks to identify voids and limitations in the existing literature, going beyond mere observation. This critical analysis of the existing literature aims to establish a foundation for the study's distinctive contributions by examining aspects where existing theories may fail to adequately elucidate the interplay between leadership styles, organisational culture, and the intended institutional results.

By utilising organisational culture as a framework, this study attempts to unravel the intricate dynamics between various leadership styles and how they influence employee engagement, innovation, and collaboration. The research thesis aims to enhance our comprehension of the complex interrelationships within organisational dynamics by providing nuanced contributions through a comprehensive examination of the theoretical dimensions of organisational culture.



Fig 1: The links between leadership style, organizational culture and organizational performance

2.3 Leadership Styles and Collaboration

The relationship between leadership styles and collaboration is critical to this research thesis's theoretical framework. Collaboration, which refers to the harmonious union of individuals striving to achieve common goals, is significantly impacted by the leadership styles implemented in a given institution. This investigation examines the theoretical foundations that support or impede collaboration, analysing the effects of

various leadership styles on teamwork, communication, and the overall unity of organisational units.

Transformational leadership, distinguished by its ability to inspire and empower others, is a highly effective catalyst for fostering collaboration. Organisations implementing this leadership approach foster an inclusive environment wherein team members are inspired to give their utmost effort (Taylor et al., 2019). The theoretical framework centres on how transformational leaders cultivate a culture of collaboration by promoting transparent communication and nurturing a shared dedication to the organisation's objectives. Through its emphasis on team synergy, this particular leadership style possesses the capacity to foster a collaborative environment that surpasses the mere accomplishment of assigned duties.

However, transactional leadership, which emphasises consequences and rewards, might have a distinct effect on collaboration. Although transactional leaders establish a transparent framework of expectations to facilitate the efficient completion of tasks, their focus on individual objectives may erode the group's collaborative spirit (Soieb et al., 2015). An examination of the impact of the transactional approach on communication patterns and team dynamics, emphasising the advantages and disadvantages of fostering a culture of collaboration.

By placing the welfare of team members first, servant leadership is distinguished as an approach that is intrinsically compatible with collaboration. This theoretical investigation aims to comprehend how servant leaders positively impact a collaborative atmosphere where individuals feel appreciated by promoting a culture characterised by empathy and mutual support (Hulooka et al., 2017). Promoting service and collective

development catalyses fostering effective teamwork, as members are more inclined to cooperate efficiently when they perceive authentic investment from their leader in their achievements.

Collaboration might be hampered by autocratic leadership, which is distinguished by centralised decision-making. The theoretical framework critically examines the effects of this leadership style on the collaborative process, specifically by restricting team members' input (Taylor et al., 2019). Implementing a top-down approach can impede transparent communication and demotivate team members from engaging actively in collaborative undertakings. It is critical to comprehend the theoretical ramifications of autocratic leadership on collaboration to identify possible obstacles and develop approaches to alleviate them.

The impact of laissez-faire leadership on collaboration is investigated theoretically, given its reputation for adopting a hands-off approach. Although this approach promotes independence and innovation, the lack of explicit direction may result in the absence of a framework, which could impede the efficiency of collaborative efforts (Liao et al., 2017). Theoretical perspectives explore how laissez-faire leaders can achieve a harmonious equilibrium between granting autonomy and cultivating a collaborative environment that promotes proactive participation from team members.

The theoretical investigation centres on collaborative leadership, a unique approach that explicitly esteems every team member's contribution. Teamwork, open communication, and shared decision-making are emphasised in this style. This research examines how collaborative leaders establish a setting that appreciates various viewpoints, encouraging inventive resolutions and cultivating a robust spirit of

cooperation. The theoretical framework analyses the constituent elements of collaborative leadership that foster effective collaboration among organisational entities.

By conducting a comparative analysis within the theoretical framework, valuable insights can be gained regarding the merits and drawbacks of each leadership style in collaboration. A comprehensive comprehension of the intricacies by which various leadership styles influence team dynamics, communication channels, and the overall dynamics of collaboration is imperative for organisations and leaders aiming to foster a culture of cooperation (Alblooshi et al., 2021).

In addition, empirical evidence and case studies are analysed to substantiate theoretical assertions. Through the integration of practical scenarios, this research endeavours to establish a connection between academic theories and the intricate dynamics of leadership and collaboration in organisational contexts.

Theoretical investigation into the relationship between leadership styles and collaboration entails an exhaustive examination of how each style affects organisational collaborative dynamics. By examining the foundational theories, this study intends to furnish practical recommendations for leaders and organisations endeavouring to improve collaboration as a critical catalyst for achieving organisational success.

2.4 Leadership Styles and Innovation

Within the intricate domain of organisational dynamics, the theoretical investigation of leadership styles and their influence on innovation assumes a prominent position. Innovation, distinguished by ingenuity and a readiness to undertake risks, is not solely an attribute of prosperous organisations but also a critical catalyst for flexibility and expansion (Dulewicz & Higgs, 2005). This particular segment, situated within the

theoretical framework of the research thesis, investigates how different leadership styles promote or hinder an innovative culture, emphasising the implications of these styles for organisational change and adaptation.

Transformational leaders are regarded as advocates for innovation due to their forward-thinking perspective and capacity to motivate others. The theoretical framework centres on how these leaders foster an environment that promotes innovation and creativity. Through establishing a collective vision and delegating authority to team members, transformational leaders foster an atmosphere receptive to novel concepts and view challenges as development prospects (Saks, 2006). This investigation aims to gain insight into the theoretical mechanisms by which transformational leadership promotes innovation and cultivates a receptive attitude towards change.

Although transactional leadership can offer a systematic approach to accomplishing organisational objectives, its theoretical ramifications regarding innovation are subject to critical examination. Insidiously, emphasising rewards and punishments could stifle innovation by promoting a compliance-oriented mindset. Theoretical insights aim to determine how transactional leadership can achieve a harmonious environment that encourages innovative thinking and trial and error while utilising structured incentives.

A theoretical examination is conducted on the impact of charismatic leaders, characterised by their persuasive communication and captivating personas, on innovation. This investigation examines how charismatic leaders foster an atmosphere favourable to generating innovative concepts by instilling a sense of direction and zeal. Theoretical insights attempt to decipher a charismatic leader's influence on an

organisation's culture, specifically how their dynamic presence fosters an environment conducive to innovation.

Within the theoretical framework, adaptive leadership, which is distinguished by its flexibility and responsiveness to change, is investigated. The emphasis is on how adaptive leaders foster a culture that values experimentation while navigating uncertainty. The objective of theoretical insights is to reveal the function of an adaptive leader in cultivating a mentality that is receptive to change and perceives obstacles as chances for growth; thus, this fosters innovation.

An analysis of bureaucratic leadership from a theoretical standpoint reveals possible obstacles to promoting innovation. Bureaucratic leadership, characterised by its prioritisation of rules and procedures, has the potential to foster a rigid atmosphere that impedes innovative thinking and investigation (Hulooka et al., 2017). The investigation aims to comprehend the theoretical conflicts that arise between bureaucratic leadership and the innovative mindset that is dynamic and adaptable.

Examining a leadership style explicitly designated as "innovative" from a theoretical standpoint yields wisdom regarding its distinct attributes and influence on innovation within an organisation (Saks, 2006). This segment aims to comprehend how leaders who emphasise and exemplify innovation foster an environment that appreciates ongoing enhancement, trial and error, and executing pioneering concepts. Theoretical insights explore the constituent elements of innovative leadership that foster an environment conducive to continuous innovation.

In the context of innovation, a comparative analysis conducted within the theoretical framework illuminates the merits and drawbacks of each leadership style.

Gaining insight into how distinct leadership styles influence employees' propensity for innovative thinking, risk-taking, and experimentation is paramount for organisations and leaders seeking a leading position in their respective sectors.

Practical scenarios underpin the theoretical investigation by integrating real-world examples and case studies. Through analysing the impact of various leadership styles on innovation in diverse organisational settings, this research endeavours to establish a connection between abstract ideas and the ever-changing practicalities of encouraging innovation in businesses.

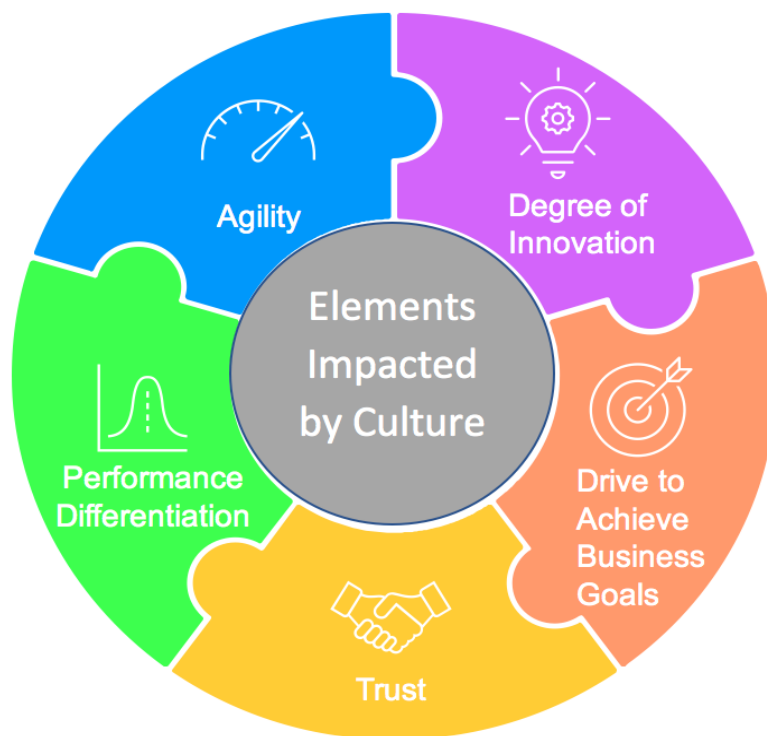


Fig 2: Leadership Styles and their Impact on Organization Culture & Performance

Fundamentally, this segment within the theoretical framework aims to elucidate the complex interconnections that exist between various leadership styles and the promotion of an environment that encourages innovation and creativity. Through the development

of theoretical understandings of these connections, the study intends to offer practical recommendations for leaders who wish to foster an environment of innovation within their respective organisations.

2.5 Leadership Styles and Employee

The study thesis's theoretical framework demonstrates the close relationship between leadership styles and team member engagement, a critical component of organisational success. This section explores the complex relationship between employee engagement and leadership styles, revealing the behavioural and psychological factors influencing workplace culture.

This theoretical investigation revolves around transformational leadership, renowned for its capacity to uplift and inspire. The study explores the psychological aspects impacted by transformational leaders and how they help staff members develop a strong sense of meaning and purpose. In theory, transformational leadership stimulates workers' internal motivation, dedication to company objectives, and general job satisfaction. The research aims to equip leaders who want to inspire highly engaged workers with insights into the psychological mechanisms at work.

The theoretical analysis focuses on transactional leadership, which is well-known for depending heavily on rewards and penalties. The investigation aims to understand how transactional leadership affects employee behaviour from the outside in. The study aims to comprehend how this leadership style influences employees' compliance and commitment through clear expectations and penalties, ultimately affecting their levels of engagement. By exploring the theoretical framework of transactional leadership, this

study advances our knowledge of strategically using external motivators to boost employee engagement.

Genuine connections and transparency are characteristics of authentic leaders, and they hold a prominent position in the theoretical analysis. The investigation centres on how genuine leadership satisfies the psychological need for authenticity in the workplace by promoting open communication and trust. Theoretical insights clarify how real leaders foster a supportive atmosphere that raises workers' emotional and cognitive involvement. Through negotiating the psychological terrain of authenticity, the study offers leaders a theoretical framework for creating a work environment based on sincere relationships and trust.

The theoretical framework also covers participative leadership, examining the relationship between team member involvement and decision-making processes. Theoretical ideas examine how employees' sense of control and ownership is enhanced by participative leadership, leading to psychological empowerment. The influence of this style on creating a work environment where people feel appreciated and motivated to do their best work is studied theoretically (Chaudhry & Javed, 2012). By exploring the theoretical frameworks surrounding participative leadership, the study provides leaders with direction on strategically involving their workforce to increase commitment and engagement.

Theoretical investigation into authoritarian leadership uncovers several obstacles to promoting worker involvement. This approach, characterised by centralised decision-making, may use external control to affect workers' behaviour. The investigation aims to comprehend the psychological effects of authoritarian leadership on workers to influence

their levels of commitment and engagement. The study clarifies potential dangers and things to think about for leaders who embrace an authoritarian leadership style by navigating the theoretical intricacies of this approach.

As an emphasis point in the theoretical analysis, supportive leaders put their team members' welfare first. The investigation covers the psychological aspects of how encouraging leadership creates a productive workplace. Theoretical insights aim to understand how supportive leaders affect workers' psychological health, affecting their engagement and loyalty to the company. Through exploring the theoretical underpinnings of supportive leadership, the study offers leaders a starting point for developing a work environment that prioritises employee engagement and well-being.

The theoretical framework's comparative study offers detailed insights into the advantages and disadvantages of each leadership approach regarding employee engagement. It is critical for leaders who want to develop a highly engaged workforce to comprehend the psychological and behavioural subtleties of how various styles affect workers' emotional connection to their work, dedication to organisational goals, and overall job satisfaction.

Case studies and real-world examples are woven throughout the theoretical investigation to provide a practical context for the research. The study intends to close the gap between theoretical claims and the dynamic reality of fostering employee engagement inside organisations by examining how leadership styles affect employee engagement in various organisational circumstances.

Simply put, this part of the theoretical framework aims to clarify the complex connections between behavioural and psychological aspects of employee engagement

and leadership styles. The research attempts to give leaders looking to establish a workplace culture where employees are not just participants but actively involved contributors to organisational success concrete guidance by acquiring theoretical insights into these connections. Using this thorough theoretical investigation, the study adds to the developing conversation about leadership and its significant influence on the involvement of a dynamic and diverse workforce.

2.6 The Interaction Effect

The research thesis emphasises the theoretical investigation of the interaction effect, a complex component of organisational dynamics. This segment explores the intricate dynamics and mutual benefits that arise from the convergence of diverse leadership styles within an organisational environment. This theoretical framework, known as the "Interaction Effect," aims to comprehend how the amalgamation of various leadership styles impacts more extensive organisational results, including employee engagement, collaboration, culture, and innovation.

The fundamental assumption underlying the Interaction Effect is that organisations seldom conform to a single leadership style. Conversely, they exemplify a diverse array of leadership methodologies, each making a distinct contribution to the overall orchestration of the organisation. The objective of theoretical insights is to elucidate how the interaction of various transactional, authentic, participative, authoritarian, and supportive leadership styles impacts the overall organisational environment.

An expansion of theoretical inquiry encompasses the cultural tapestry of organisations. This research explores the organisational culture that may ensue by examining the interplay between various leadership styles. For example, the interaction

between transactional and authoritarian leadership styles could result in a more regimented and structured organisational setting. In contrast, combining transformational and participative leadership styles could nurture a culture of innovation and collaboration. This study aims to elucidate the theoretical foundations that govern how these interactions shape an organisation's shared convictions, values, and standards.

Collaboration, which is fundamental to the success of any organisation, is closely associated with the Interaction Effect. Theoretical insights navigate the collaborative dynamics that arise from particular combinations of leadership styles. As an illustration, an atmosphere conducive to productive cooperation might be generated by a combination of supportive and collaborative leadership (Saks, 2006). Conversely, an environment marred by autocratic and laissez-faire leadership may impede the formation of unified collaboration. This study aims to elucidate the theoretical complexities that shape how leadership styles interact to promote or hinder collaborative endeavours.

The Innovation Nexus: As businesses manoeuvre through a dynamic environment, innovation emerges as a critical factor in determining long-term viability. Theoretical analysis is conducted to determine the effect of the Interaction Effect on innovation in organisational settings. This research investigates whether integrating various leadership styles fosters or inhibits an environment that encourages innovation and creativity. The objective of theoretical insights is to reveal the mechanisms by which particular amalgamations of leadership styles either foster innovation or impede adapting to change.

The Interaction Effect impacts employee engagement's psychological and behavioural aspects within human capital. The objective of theoretical inquiry is to

determine how the amalgamation of leadership styles affects the levels of employee engagement. An example is how the interaction between transformational and supportive leadership can cultivate an exceptionally engaged workforce. Conversely, the results of employing a blend of transactional and authoritarian leadership styles may vary. This study aims to establish theoretical underpinnings that facilitate comprehension of how these interactions manoeuvre within the complex realm of employee engagement.

An essential component of the Interaction Effect consists of conducting a comparative analysis of various combinations of leadership styles. Theoretical perspectives examine the merits and drawbacks of different synthesizations, providing a more nuanced comprehension of how they influence organisational results. This comparative analysis gives leaders and academicians the theoretical foundation to align leadership styles for maximum organisational effectiveness strategically.

Theoretical investigation is substantiated by including real-world illustrations and case studies in the research. This research establishes a connection between abstract concepts and real-world situations by analysing how organisations across various contexts implement and integrate leadership styles. By adopting a practical perspective, this lens amplifies the applicability of the Interaction Effect, furnishing leaders with practical knowledge to navigate the intricate landscape of organisational leadership.

2.7 Gaps in the Existing Literature

The exploration of voids in the current body of literature functions as a pivotal moment within the theoretical framework of the research thesis. This section, titled "Gaps in the Existing Literature," seeks to identify deficiencies in the current academic discourse that hinder a comprehensive understanding of the complex interplay between leadership

styles and organisational outcomes (Xu & Thomas, 2011). The research establishes a foundation for producing original and significant contributions to the discipline by thoroughly examining these voids.

Determining unexplored dimensions in the extant literature constitutes the initial step of the theoretical examination. The primary objective of this study is to reveal previously unexplored facets of the interaction between leadership styles and organisational dynamics. This requires a comprehensive examination of current research to identify gaps in theoretical exploration or insufficient depth of analysis.

The insufficient incorporation of multidimensional perspectives is a significant deficiency frequently identified in the literature. This investigation explores the tendency of previous studies to overemphasise interrelationships between variables, such as the influence of leadership styles on innovation or collaboration. The purpose of theoretical insights is to foster a more comprehensive comprehension of how different leadership styles impact organisational outcomes.

The insufficient attention given to cultural and contextual subtleties is a noteworthy deficiency. This study examines the potential criticisms in the current body of literature regarding recognising cultural and contextual elements that may impact the correlation between leadership styles and organisational outcomes. Recognising that what is effective in one organisational setting may not universally apply, theoretical insights attempt to address this deficiency by examining the dynamic interaction between leadership styles and cultural context.

The literature may be slow to investigate emergent leadership styles despite the dynamic nature of the leadership landscape. In order to identify knowledge voids

regarding the potential effects of novel or unconventional leadership styles on organisational dynamics, theoretical exploration is conducted. Through this action, the study makes a valuable contribution to the progressive spirit of leadership research, which facilitates the development of understanding regarding future leadership styles.

Existing literature frequently neglects intersectionality, which refers to the interrelatedness of diverse social identities (Chaudhry & Javed, 2012). This research examines the potential oversimplification in leadership studies regarding the intricate interplay between various leadership styles and identity markers, including gender and ethnicity. To bridge this knowledge divide, theoretical insights consider the intricate relationship between diverse organisational dimensions and leadership styles.

A compromise between quantitative and qualitative methodologies in current research is also considered during theoretical investigation. An overemphasis on one approach to the detriment of the other could potentially constitute the gaps. To comprehensively comprehend the complexities inherent in leadership dynamics, the research aims to make a scholarly contribution by underscoring the significance of employing a balanced research methodology that integrates qualitative depth with quantitative rigour.

Although the existing body of literature may provide valuable theoretical insights, there may be a dearth of synthesis regarding the practical implications for leaders within organisations (Xu & Thomas, 2011). This study examines the weaknesses in translating theoretical discoveries into practical professional recommendations. Insights from theory seek to address this disparity by furnishing leaders with tangible approaches to enacting

effective leadership styles throughout their organisations by implementing research in the form of practical applications.

The research thesis plays a pivotal role in theoretical progress and paves the way for practical implementations by methodically identifying and rectifying these deficiencies in the current body of literature. By comprehensively examining these deficiencies, this research aims to establish a foundation for distinctive and significant contributions, thereby enhancing the academic dialogue surrounding leadership approaches and their influence on organisational achievement. This section thus catalyses further research endeavours that aim to address gaps, question presumptions, and advance the discipline of leadership studies.

CHAPTER THREE

3 RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the analytical methodology used to study how different leadership styles affect organisational culture, particularly in terms of cooperation, creativity, and employee engagement. The technique described here is crucial for assuring the accuracy, consistency, and trustworthiness of the study's results. This research aims to elucidate the complex relationship between leadership styles and organisational culture, revealing their interdependence and possible consequences for organisational effectiveness.

To thoroughly investigate the research problem and accomplish the objectives stated in the study, a mixed-methods strategy is utilised, combining qualitative and quantitative procedures. This methodological synthesis facilitates a thorough comprehension of the complex phenomenon being studied, encompassing both the wide range and profound nature of the connections between leadership styles and elements of organisational culture.

The decision to use a mixed-methods approach is driven by the intention to leverage the advantages of both qualitative and quantitative procedures. Quantitative methods yield numerical data for statistical analysis, allowing for an examination of the frequency and importance of different leadership styles and their influence on dimensions of organisational culture. On the other hand, qualitative methods enable a detailed exploration of the underlying mechanisms and contextual factors that shape these

relationships. This study seeks to address the limits of single-method designs by using a mixed-methods approach. By doing so, the analysis will be more comprehensive and the conclusions will be more reliable and strong.

Moreover, the study technique is based on a positivist epistemological perspective, which regards reality as objective and attainable through empirical observation and rigorous investigation. This study aims to use a positivist viewpoint to identify generalizable patterns and trends about the influence of leadership styles on organisational culture. By doing so, it will contribute to the existing knowledge in the field of organisational behaviour and management.

The following sections of this chapter will provide detailed explanations of the research design, data collection procedures, sample methodologies, and data analysis methods. Every methodological decision is meticulously justified, guaranteeing methodological rigour and alignment with the main study objectives. This study aims to use a clear and organised research methodology to gain valuable insights into how leadership styles and organisational culture interact. The findings will provide practical guidance for leaders and managers who want to create a work environment that promotes collaboration, innovation, and employee engagement.

3.2 Research Design

The research design for this study on the influence of leadership styles on organisational culture utilises a sequential mixed-methods approach, integrating both quantitative and qualitative methodologies to provide a thorough comprehension of the phenomenon being examined. This methodology facilitates the examination of the

complex connections between different leadership styles and elements of organisational culture, with a specific emphasis on cooperation, creativity, and employee engagement.

The initial stage of the study utilises a quantitative methodology, employing a cross-sectional survey design to collect numerical data from a varied sample of organisations. The survey instrument is meticulously designed to collect pertinent factors, encompassing many facets of leadership styles (such as transformational, transactional, and laissez-faire) and organisational culture (including cooperation, creativity, and employee engagement). Participants are chosen from different levels of hierarchy in participating organisations to guarantee a representative sample.

The acquired survey data is analysed via descriptive and inferential statistical methodologies. Descriptive statistics offer a summary of how responses are spread out, whereas inferential statistics, such regression analysis and correlation analysis, are employed to statistically investigate the connections between leadership styles and characteristics of organisational culture. These analyses facilitate the recognition of notable correlations and trends, elucidating the influence of various leadership styles on collaboration, innovation, and employee engagement within organisations.

After completing the quantitative phase, the research moves on to a qualitative step in order to gain a greater understanding of the underlying mechanisms and contextual factors that influence the observed associations. Semi-structured interviews are employed to collect in-depth qualitative data from a specific group of survey participants, as well as organisational leaders and managers. The interviews investigate the participants' perspectives, encounters, and accounts concerning leadership styles and their impact on organisational culture. Thematic analysis, a systematic method for

detecting and understanding patterns and themes in the obtained qualitative data, is employed for analysis.

The sequential mixed-methods approach enables the process of triangulating discoveries, where quantitative results are validated, supplemented, or questioned by qualitative insights. By employing methodological triangulation, the study's findings are strengthened in terms of their accuracy and thoroughness, leading to a more holistic comprehension of the intricate relationship between leadership styles and elements of organisational culture. Furthermore, the sequential approach enables the examination of cause-and-effect connections and the formulation of hypotheses for subsequent inquiry.

The study design is carefully constructed to specifically target the research questions and objectives, utilising a strong methodological approach that combines the advantages of both quantitative and qualitative approaches. This study seeks to produce practical insights for organisational leaders and managers who want to cultivate a productive and vibrant organisational culture marked by cooperation, creativity, and employee involvement. It will achieve this by combining various data sources and analytical methods. This study enhances the current understanding in the subject of organisational behaviour and management by a methodical and thorough research approach. It provides useful insights for theory, practice, and future research efforts.

3.3 Data Collection

In this section, a detailed review of methods employed to collect empirical data crucial for investigating the impact of leadership styles on organizational culture, with a focus on collaboration, innovation, and employee engagement. The utilization of both

surveys and interviews ensures a comprehensive understanding of the complex dynamics within organizations.

3.3.1 Surveys

Surveys constitute a foundational aspect of data collection, offering a structured approach to gather quantitative insights from a diverse array of organizational participants. The survey instrument is meticulously crafted to capture pertinent variables related to leadership styles and organizational culture. To ensure inclusivity, participants are drawn from various organizational hierarchies.

The survey begins by eliciting demographic information from participants, encompassing details such as their roles, departments, and tenure within the organization. Subsequently, respondents engage with items designed to gauge different dimensions of leadership styles, including transformational, transactional, and laissez-faire behaviors. These items are carefully selected from validated scales, ensuring the reliability and validity of the survey instrument.

Moreover, the survey encompasses inquiries pertaining to organizational culture, specifically focusing on collaboration, innovation, and employee engagement. Participants provide their perspectives by rating agreement with statements related to these dimensions on a Likert scale. This quantitative data facilitates a nuanced understanding of prevalent cultural aspects within organizations and their perceived impact.

To maintain the integrity of the survey data, stringent measures are implemented. Pilot testing with a select group of participants ensures clarity and coherence of the

instrument, while strategies to enhance response rates, such as personalized invitations and incentives, are employed.

Upon completion of data collection, responses are meticulously coded and inputted into statistical analysis software. Descriptive statistics unveil the distribution of responses, while inferential techniques like regression and correlation analysis probe deeper into the relationships between leadership styles, organizational culture dimensions, and outcomes such as collaboration, innovation, and employee engagement.

Surveys offer a systematic and efficient avenue for gathering quantitative data from a diverse organizational landscape. By adhering to rigorous data collection protocols, this approach aims to furnish robust empirical evidence concerning the influence of leadership styles on organizational culture and subsequent organizational efficacy.

3.3.2 Interviews

Complementing the quantitative insights gleaned from surveys, interviews provide a qualitative lens through which to delve deeper into the intricate mechanisms underlying the observed relationships. Semi-structured interviews are conducted with select survey participants, alongside organizational leaders and managers, to extract rich qualitative data.

The interview process commences with purposive sampling to identify participants capable of offering valuable insights based on their experiences and perspectives. Interviews, conducted in person or virtually, unfold with the aid of a semi-structured interview guide. This framework ensures consistency across interviews while permitting flexibility to explore emergent themes.

Covering a spectrum of topics spanning leadership styles, organizational culture, collaboration, innovation, and employee engagement, the interview guide encourages participants to share anecdotes and reflections. Their narratives enrich the qualitative dataset, providing depth and context to the quantitative findings.

Interviews are meticulously recorded and transcribed verbatim, laying the groundwork for thematic analysis. This iterative process involves coding transcripts, organizing codes into categories, and interpreting findings in relation to research objectives. To bolster the credibility of qualitative data, member checking and reflexivity are employed.

In summary, interviews offer a nuanced understanding of the interplay between leadership styles, organizational culture, and employee outcomes. By capturing participants' lived experiences and perspectives, this qualitative approach complements the quantitative findings from surveys, thereby fostering a holistic understanding of organizational dynamics. Through meticulous data collection and analysis, this study endeavors to furnish actionable insights for organizational leaders striving to cultivate environments conducive to collaboration, innovation, and employee engagement.

3.4 Sampling

3.4.1 Population

A sample is a fraction of the population or a small group that is observed in a research study (Manoharan, 2009). A population is defined as all members of any well-defined class of people, events, or things about which a generalisation is made. A sample is a subset of the population. Even though the supervisor of this research project is aware

of the bank's desire to maintain its anonymity due to concerns over its reputation and confidentiality, the bank prefers to remain anonymous.

3.4.2 Sampling Design

In this investigation, a technique known as stratified random sampling was utilised. In this technique the subjects are selected in such a way that the existing subgroups in the population are more or less reproduced in the sample and this means that the sample consists of two or more sub-groups or strata (Mugenda & Mugenda, 2003). The selection of stratified random sampling was made due to the fact that it helps to reduce sampling mistakes (Manoharan, 2009). Additionally, there is a sample frame that is both available and sufficient, which will assist in determining the stratified features of the population that is going to be the focus of the research (Gill & Johnson, 2010).

A method known as stratified random sampling is utilised for the survey component of the research project. This method is utilised to guarantee that different organisational levels and departments are adequately represented. One method involves splitting the population of interest into various strata based on relevant criteria such as job position, department, and organisational hierarchy. This approach is referred to as the classification method. In the following step, participants are chosen at random from each stratum in order to take part in the survey.

The capacity of stratified random sampling to take into account the inherent heterogeneity that exists within various subsets of the population is the driving force behind its implementation. This sampling technique improves the generalizability of findings and reduces the likelihood of biases that may be caused by disproportionate

sampling. It does this by ensuring that there is proportional representation throughout the various organisational layers.

It is absolutely necessary to work together with the many stakeholders of the organisation in order to successfully implement stratified random sampling. By providing important insights into the structure of the workforce and assisting in the identification of acceptable strata for sampling, human resources departments or organisational leaders can be of great assistance or assistance. Furthermore, in order to facilitate access to potential participants, attempts are undertaken to acquire agreement and cooperation from the leaders of the organisation.

The selection of participants within each stratum is carried out through the use of straightforward random sampling methods. This ensures that every member within the stratum has an equal opportunity of being appointed. By taking this technique, we protect ourselves from selection bias and guarantee that the selection of participants is completely random, which in turn strengthens the validity of the survey results.

3.4.3 The Sampling of Interviews

In a similar vein, the sampling method for interviews is aimed to guarantee that a wide range of opinions and experiences are represented within the framework of the organisation. Purposive sampling, also known as judgmental or selective sampling, is done to target individuals who hold significant insights based on their jobs, knowledge, and experiences inside the business.

The aims of the research serve as a source of inspiration for the selection criteria for interview participants, with the primary focus being on obtaining a variety of perspectives from a variety of organisational levels and departments. Priority is given to

key stakeholders, which includes organisational leaders and managers, because of the strategic roles they play in establishing the culture of the organisation and the leadership methods that are utilised.

In addition, a sample of the people who participated in the survey are invited to take part in interviews so that they can disclose more in-depth information regarding their responses to the survey and expand the qualitative dataset. This approach makes it possible to triangulate findings, which in turn makes it possible to gain a more comprehensive picture of the phenomenon that is being investigated.

Efforts are made to ensure that the sample is diverse and representative of the organisation. This includes including individuals who come from a variety of demographic backgrounds, employment titles, and lengths of service within the organisation. The interview sample reflects the complexity and heterogeneity of organisational dynamics, which in turn enhances the richness and validity of qualitative data. This is accomplished by capturing a wide range of perspectives for the purpose of the sample.

3.4.4 Considerations Regarding the Sample Size

When it comes to the reliability and validity of the findings of a study, determining an appropriate sample size is of the utmost importance. Although there is no universally applicable method for determining the appropriate size of a sample, there are a number of factors that should be taken into account when making judgements regarding sample size. These factors include the research design, the statistical power, and the level of precision that is required.

The estimation of the sample size for surveys is based on statistical considerations such as the margin of error, the level of confidence, and the predicted effect sizes. There

is the possibility of employing power analysis tools in order to guarantee that the study possesses sufficient statistical power to identify significant effects.

The decision of the sample size for interviews, on the other hand, is governed by the concept of theoretical saturation. This principle states that data gathering should continue until future interviews do not yield any new insights or themes. Within the context of qualitative data collecting, this iterative process guarantees that data saturation is achieved and protects against redundancy, hence optimising the efficiency and effectiveness of the procedures.

The sampling technique that was utilised in this investigation was adapted to meet the specific requirements of both the surveys and the interviews. This was done to guarantee that a wide range of perspectives and experiences were incorporated into the organisational frame of reference. This study intends to provide a comprehensive picture of the impact that leadership styles have on organisational culture, cooperation, creativity, and employee engagement. To do this, the study will employ stratified random sampling for surveys and purposive sampling for interviews. This research tries to create robust and generalizable findings that contribute to the progress of knowledge in the field of organisational behaviour and management. This is accomplished by paying rigorous attention to sample factors.

3.5 Data Analysis

In the research process, one of the most important phases is the data analysis phase, which entails the careful evaluation and interpretation of both quantitative and qualitative data that was gathered through interviews and surveys, respectively. Researchers are responsible for transforming raw data into relevant insights that address

the research questions and objectives of the study during this stage of the research and development process. In this section, we look into the methodologies and techniques that were utilised for the analysis of the quantitative and qualitative data. Each of these methods and approaches offers a unique viewpoint on the impact that leadership styles have on organisational culture, collaboration, innovation, and employee engagement.

A comprehensive cleaning and preparation of survey responses is the first step in quantitative data analysis. This is done to guarantee that the data contains no errors. This entails inspecting the dataset for errors, missing numbers, and outliers, which are then handled through imputation or exclusion. After the dataset has been cleaned, descriptive statistics are produced in order to provide a first overview of the data by providing them. Insights into the distribution of responses for each survey item can be gained through the utilisation of measures of central tendency, such as the mean, median, and mode, as well as measures of dispersion, such as the standard deviation and range. In order to provide the framework for a more in-depth investigation, this quantitative overview is provided.

Moving beyond descriptive statistics, inferential statistical methods are utilised in order to investigate the connections that exist between the variables of interest. Researchers are able to investigate how different leadership styles predict organisational cultural aspects, cooperation, creativity, and employee engagement through the use of regression analysis, for example. The intensity and direction of correlations between variables can be determined by correlation analysis, which provides valuable insights into the possible causal linkages between the variables. In addition, hypothesis testing is carried out through the process of determining the statistical significance of the associations that have been discovered. In order for researchers to determine whether or

not the effects that they have observed are statistically significant, they must first formulate null hypotheses and then conduct statistical tests. When it comes to drawing reliable conclusions from the data, this technique is absolutely necessary.

The quantitative analysis is further enriched by the subgroup analysis, which investigates variances in responses depending on demographic or organisational features. Researchers are able to find potential moderators or mediators of the correlations that are being investigated by disaggregating the data. A subgroup analysis, for instance, may indicate disparities in the impact of leadership styles on collaboration based on the length of time individuals have been employed by the organisation or the department in which they are employed. These realisations offer a more nuanced comprehension of the forces that influence the dynamics of the organisation.

The use of data visualisation tools is of critical importance when it comes to presenting complicated findings in a manner that is easily understood. A visual representation of the links and patterns that have been discovered through analysis can be achieved through the use of graphs, charts, and heat maps. Visualisations not only improve the clarity and accessibility of the findings, but they also make it easier to communicate the results to the many stakeholders. It is possible for researchers to effectively communicate crucial insights and support informed decision-making through the use of visual data presentation.

In the same vein, qualitative data analysis of interview transcripts is conducted using a methodical methodology in order to recognise recurrent themes and patterns. The transcription of audio recordings is carried out with great care, ensuring that the responses are accurate and that the participants remain anonymous. After that, thematic

coding is applied to sections of text, with the development of a comprehensive codebook serving as a guide. The transcripts are the subject of independent coding by the researchers, and consensus meetings are held to ensure that there is consistency. In order to extract the most important insights from the coded data, data reduction and organisation are utilised, while pattern recognition is utilised to discover relationships between themes. Understanding is enhanced when the findings are interpreted in reference to the research objectives and the theoretical frameworks that are already in place. Additionally, member checking makes it easier for participants to validate preliminary conclusions.

The incorporation of both quantitative and qualitative approaches to data analysis contributes to an increase in the comprehensiveness and depth of the insights that are obtained by doing the study. Through an in-depth analysis of survey data, the research sheds light on the statistical connections that exist between different leadership styles, different aspects of organisational culture, and outcomes such as employee engagement, innovation, and collaboration. The qualitative analysis of interview data offers a comprehensive picture of the dynamics of the organisation by providing nuanced insights into the underlying processes and contextual elements that shape these connections. It is the purpose of this research to give useful insights to theory, practice, and future research in the field of organisational behaviour and management by synthesising the findings from both methodologies.

3.6 Ethical Considerations

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CHAPTER 4

4 CONTENTS AND RESULTS

4.1 LEADERSHIP STYLES AND COLLABORATION

4.1.1 Introduction

Efficient cooperation within organisations is crucial for attaining common objectives, promoting creativity, and improving employee involvement. Leadership styles are crucial in determining the collaborative culture of an organisation, impacting the manner in which teams engage, communicate, and collaborate to achieve shared goals. In Chapter 4, the complex connection between leadership styles and collaboration is examined within the organisational setting. This chapter seeks to clarify the ways in which different leadership approaches affect collaborative processes. It intends to explore how leadership styles influence collaborative behaviours and outcomes.

The chapter commences with a review of various leadership styles frequently observed in organisational contexts, such as transformational, transactional, and laissez-faire leadership. Every leadership style is distinguished by specific behaviours, attitudes, and approaches to guiding teams and promoting collaboration. This chapter provides insights into the impacts of these leadership styles on team dynamics, communication patterns, and decision-making processes through a comprehensive analysis of relevant literature and empirical research.

In addition, Chapter 4 explores the fundamental mechanisms by which leadership styles impact collaboration. This study analyses the methods by which transformational leaders inspire and motivate team members to engage in collaborative efforts towards a

common goal, while transactional leaders establish explicit expectations and offer incentives to encourage cooperation. In addition, the chapter examines the possible disadvantages of laissez-faire leadership, wherein a dearth of direction or involvement may obstruct joint endeavours and limit team effectiveness.

Furthermore, this chapter examines the impact of leadership behaviours, including as communication, trust-building, and conflict resolution, on promoting successful collaboration. The study explores how leaders can utilise their communication abilities to encourage transparent discussions, enable the exchange of information, and cultivate a collaborative environment within their teams. The chapter additionally delves into the significance of fostering trust among team members and effectively resolving issues to sustain favourable collaboration relationships.

Chapter 4 provides a thorough comprehension of the intricate relationship between leadership styles and collaboration in organisations by combining theoretical frameworks, empirical facts, and practical insights. This chapter offers essential information for organisational leaders who aim to develop a collaborative culture that promotes innovation, boosts performance, and supports employee engagement. It achieves this by clarifying the fundamental components that impact collaborative behaviours and outcomes.

LEADERSHIP

The 10 types of leadership



Fig3: Leadership styles

4.1.2 Transformational Leadership

Transformational leadership is a popular leadership style known for its capacity to inspire and motivate followers to reach their maximum potential. Transformational leaders in the organisational setting demonstrate visionary attributes, charisma, and a deep dedication to strengthening their staff (Zhang et al., 2018). This section delves into the notion of transformational leadership and its effects on organisational culture,

collaboration, innovation, and employee engagement. It highlights the importance of transformational leadership in inspiring and encouraging followers to achieve excellence.

Transformational leaders are recognised for their ability to envision and communicate a compelling future that aligns with the values and goals of their followers. These leaders create passion and dedication among their teams by creating a clear and compelling vision of achievement, which motivates and unites everyone towards a common goal (Long et al., 2014). Transformational leaders inspire and motivate their followers by effectively communicating and using storytelling techniques. They create a strong sense of enthusiasm and determination, fostering a shared confidence in the organization's vision and objectives.

Additionally, transformative leaders exhibit charisma and magnetic personalities that capture and inspire their followers. They radiate confidence, optimism, and passion, acting as exemplary figures for others to imitate. Transformational leaders cultivate trust and admiration among their colleagues through their charismatic qualities, thereby building deep emotional connections. The establishment of this emotional bond fosters allegiance and dedication, inspiring followers to surpass expectations in the pursuit of common goals.

The concept of transformational leadership revolves around the idea of individualised consideration, where leaders customise their approach to address the distinct needs and aspirations of each follower. Transformational leaders demonstrate a sincere concern for the personal and professional advancement of their team members, offering guidance, assistance, and chances for progress (Bojovic & Jovanovic, 2020). Through the identification and cultivation of the inherent qualities of each person, these

leaders enable their followers to fully utilise their skills and capacities, thereby promoting a culture characterised by exceptional performance and success.

Moreover, transformational leaders demonstrate skill in inspiring and motivating their staff by clearly expressing ambitious goals and providing intellectual challenges. They encourage their followers to engage in creative thinking, challenge established norms, and seek out fresh approaches to intricate issues (Long et al., 2014). Transformational leaders cultivate an environment that encourages intellectual curiosity and experimentation, hence promoting innovation and ongoing enhancement inside their organisations.

Transformational leadership is a dynamic catalyst for inspiring and propelling followers towards reaching their utmost capabilities. Transformational leaders inspire and motivate their teams through their forward-thinking guidance, compelling impact, personalised attention, and intellectual stimulation (Givens et al., 2008). This fosters a strong sense of purpose and enthusiasm, leading to increased cooperation, innovation, and employee commitment. Amidst the challenges of a constantly changing business

environment, transformational leadership plays a crucial role in unleashing the combined abilities of individuals and cultivating a culture of exceptional performance and success.

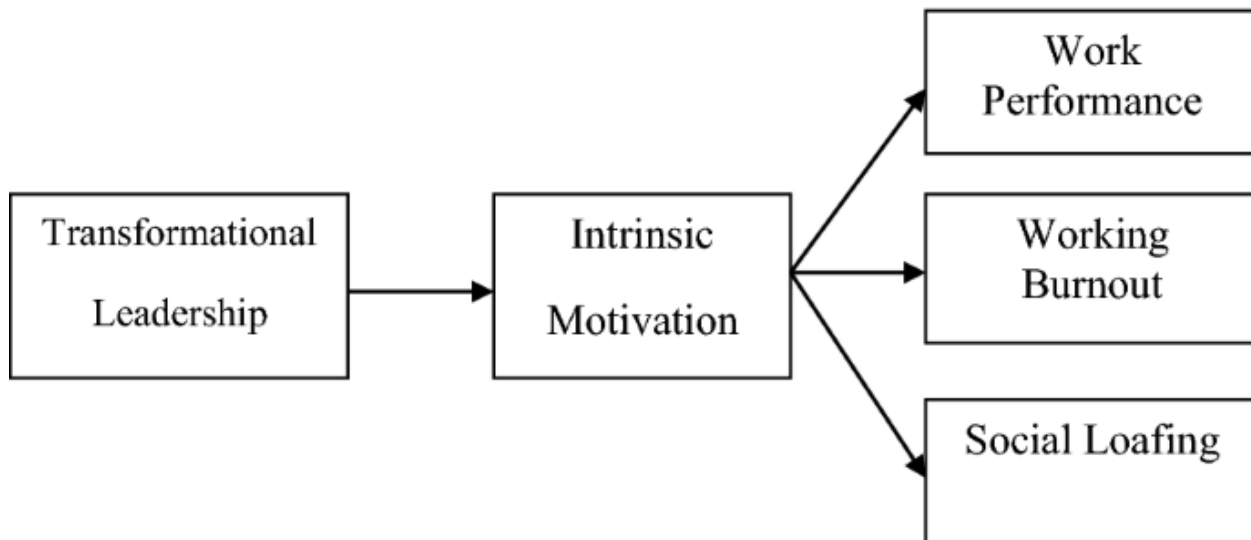


Fig 4: Transformational leadership

4.1.3 Transactional Leadership

Transactional leadership is a leadership style that focuses on using rewards and punishments to motivate followers. Unlike transformational leadership, which emphasizes inspiration and empowerment, transactional leadership operates on a more transactional basis, where leaders offer incentives for performance and impose consequences for non-compliance. This section examines the concept of transactional leadership and its implications for organizational culture, collaboration, innovation, and employee engagement, highlighting its reliance on contingent rewards and punishments to drive motivation.

At the core of transactional leadership is the exchange relationship between leaders and followers, characterized by a clear set of expectations and rewards for

meeting performance standards. Transactional leaders establish structured systems of rewards and punishments to reinforce desired behaviors and outcomes (Kark et al., 2018). They rely on contingent rewards, such as bonuses, promotions, or recognition, to incentivize high performance and achievement. Conversely, transactional leaders may employ corrective actions, such as reprimands, demotions, or disciplinary measures, to address poor performance or deviation from established norms.

Transactional leaders operate within a framework of contingency management, where rewards and punishments are contingent upon the fulfillment of predetermined criteria or expectations. This transactional approach to leadership emphasizes the importance of clarifying roles, setting goals, and establishing performance standards to ensure accountability and compliance (Mahdinezhad et al., 2013). By offering tangible rewards for meeting or exceeding expectations and imposing consequences for failure to do so, transactional leaders seek to motivate followers to strive for excellence and adhere to organizational norms and standards.

Moreover, transactional leadership is characterized by its emphasis on transactional exchanges and contractual agreements between leaders and followers. Leaders articulate clear expectations and provide specific instructions on how to achieve desired outcomes. In return, followers are expected to fulfill their obligations and meet performance targets in exchange for rewards or recognition (Mahdinezhad et al., 2013). This transactional relationship is governed by a quid pro quo mentality, where followers are motivated by the prospect of tangible rewards or the avoidance of negative consequences.

While transactional leadership can be effective in driving short-term performance and compliance, it may also have limitations in fostering long-term engagement, innovation, and organizational commitment. The reliance on extrinsic motivators, such as rewards and punishments, may undermine intrinsic motivation and creativity among followers (Wahyuni et al., 2020). Moreover, the transactional nature of this leadership style may create a transactional culture within the organization, where individuals focus solely on meeting immediate goals rather than embracing a broader sense of purpose or vision.

Transactional leadership operates on the premise of using rewards and punishments to motivate followers to achieve desired outcomes. By establishing clear expectations, setting performance standards, and offering contingent rewards, transactional leaders seek to incentivize compliance and drive performance within the organization (Wahyuni et al., 2020). However, while transactional leadership may be effective in driving short-term results, its reliance on extrinsic motivators and transactional exchanges may have limitations in fostering long-term engagement, innovation, and organizational commitment. As organizations navigate the complexities of the modern workplace, leaders must strike a balance between transactional and transformational approaches to leadership to effectively motivate and engage their teams.

4.1.4 Servant Leadership

Servant leadership is a leadership concept that places a high value on the welfare of followers and the community. Servant leadership is based on the principle of prioritising the needs of others before oneself (Maula-Bakhsh & Raziq, 2016). It highlights qualities like as empathy, humility, and a strong dedication to serving others. This section

examines the idea of servant leadership and its impact on organisational culture, cooperation, innovation, and employee engagement. It emphasises the importance of creating a feeling of community and prioritising the well-being of followers.

The core principle of servant leadership is the conviction that leaders have the purpose of serving others and enabling their progress and advancement. Servant leaders place the needs of their followers as a higher priority than their own interests, exhibiting a sincere concern for their well-being and accomplishments (Saboe, 2010). Their objective is to establish a conducive and nurturing atmosphere where individuals are esteemed, respected, and enabled to achieve their maximum capabilities. Servant leaders foster trust, loyalty, and a sense of belonging within the organisation by prioritising the needs of others.

Furthermore, servant leadership is distinguished by its focus on empathy and attentive listening. Servant leaders strive to comprehend the viewpoints, emotions, and worries of their subordinates, displaying empathy and compassion in their engagements. Servant leaders establish robust connections founded on trust and mutual respect by attentively listening to the needs and ambitions of others. This compassionate approach promotes transparent communication, cooperation, and a feeling of emotional security within the organisation.

Additionally, servant leadership goes beyond personal connections to cover a wider dedication to serve the community and society as a whole. Servant leaders acknowledge their duty to exert a constructive influence on the world and contribute to the collective welfare. They exemplify ethical conduct, social accountability, and a dedication to fulfilling the needs of the community (Saboe, 2010). Servant leaders

motivate others to collaborate in creating a significant impact on the world by harmonising the objectives of their organisation with the values and priorities of society.

Moreover, servant leadership is distinguished by its emphasis on empowering individuals and fostering their growth. Servant leaders empower their followers by furnishing them with the necessary assistance, resources, and independence to achieve success. They promote individual and career advancement, cultivating an environment that prioritises ongoing education and progress within the company (Meuser & Smallfield, 2023). Servant leaders foster the growth and development of their followers, enabling them to unlock their potential and make valuable contributions to both the organisation and society.

Essentially, servant leadership is a leadership concept that places utmost importance on the welfare of followers and the community. Servant leaders foster a conducive and nurturing atmosphere for individual growth by exemplifying qualities such as empathy, humility, and a dedication to helping others. Servant leaders generate trust, loyalty, and involvement within the organisation by prioritising the development of solid relationships, developing a sense of community, and inspiring others to succeed (Meuser & Smallfield, 2023). Amidst the challenges of the contemporary workplace, servant leadership arises as a potent catalyst for fostering a favourable organisational culture, promoting teamwork and originality, and augmenting employee involvement and welfare.

4.1.5 Autocratic Leadership

Autocratic leadership is a leadership style that is defined by the concentration of power and the leader's ability to make decisions independently. This leadership strategy is characterised by the leader having substantial control over decision-making processes

and exercising authority with minimal input or consultation from subordinates (Vroom & Yetton, 1973). This section delves into the notion of autocratic leadership and its effects on organisational culture, cooperation, creativity, and employee engagement. It highlights the hierarchical structure and top-down approach to leadership that characterises autocratic leadership.

Autocratic leadership is fundamentally defined by a robust hierarchical framework, wherein authority is centralised at the highest level of the organisation. The leader exerts a dominant position in decision-making processes, issuing commands and expectations to subordinates without soliciting their input or comments (Hutchcroft, 2001). This leadership style adopts a hierarchical approach, based on the notion that the leader possesses exceptional knowledge, skill, and judgement, and should therefore have exclusive authority in making organisational choices.

Furthermore, autocratic leaders are renowned for their authoritative and domineering approach to leadership. The directions they provide are explicit, and they require absolute compliance with established norms and processes. Autocratic leaders establish rigorous performance criteria and closely supervise the actions of their subordinates to guarantee adherence (Gandhi & Przeworski, 2007). Some individuals may see this interactive style of leadership as micromanagement, as authoritarian leaders exercise stringent control over the organization's daily activities.

In addition, authoritarian leadership is frequently linked to a dearth of employee empowerment and involvement in decision-making procedures. Subordinates possess restricted autonomy in decision-making and idea contribution, as the leader maintains exclusive authority over organisational affairs. The adoption of a centralised decision-

making method can lead to employees experiencing disempowerment, frustration, and disengagement. This occurs when individuals perceive themselves as undervalued and marginalised inside the organisation.

Furthermore, autocratic leadership has the potential to impede collaboration and inhibit innovation within the organisation. The inflexible hierarchical framework and authoritative decision-making procedures may inhibit creativity, as lower-ranking individuals may hesitate to express their thoughts or display initiative in suggesting inventive resolutions (Gandhi & Przeworski, 2007). Furthermore, the absence of involvement in the process of making decisions can result in the failure to take use of the various viewpoints and specialised knowledge of team members, which are crucial for promoting creativity and resolving problems.

Autocratic leadership is a leadership style that is defined by the concentration of power and the leader's ability to make decisions independently. Although this strategy may be successful in some instances, such as emergencies or settings that demand clear guidance and authority, it may have drawbacks in promoting a favourable organisational culture, cooperation, creativity, and employee involvement. To meet the evolving needs of the contemporary workplace, organisations must carefully evaluate the consequences of autocratic leadership (Hutchcroft, 2001). Leaders should aim to strike a balance between exercising authority and promoting empowerment, participation, and collaboration. This approach will foster a culture of trust, engagement, and innovation within the organisation.

4.1.6 Laissez-Faire Leadership

Laissez-faire leadership, often known as hands-off leadership, is a leadership approach that involves granting authority to subordinates and offering minimal supervision or instruction from the leader (Norris et al., 2021). In this methodology, leaders assume a more passive stance, granting subordinates the autonomy to make judgements and take autonomous initiative. This section delves into the concept of laissez-faire leadership and its effects on organisational culture, cooperation, creativity, and employee engagement. It highlights the decentralised structure and focus on autonomy that characterises this leadership style.

Laissez-faire leadership is characterised by a leadership style that involves minimal intervention, where leaders delegate control and empower subordinates with autonomy and decision-making power. Laissez-faire leaders, in contrast to autocratic or transactional leaders, employ a decentralised leadership approach, granting individuals or teams significant autonomy and flexibility in organisational operations (Hasija et al., 2019). This strategy is founded on the conviction that employees possess the necessary skills and aptitude to independently handle their own activities and obligations without continual supervision.

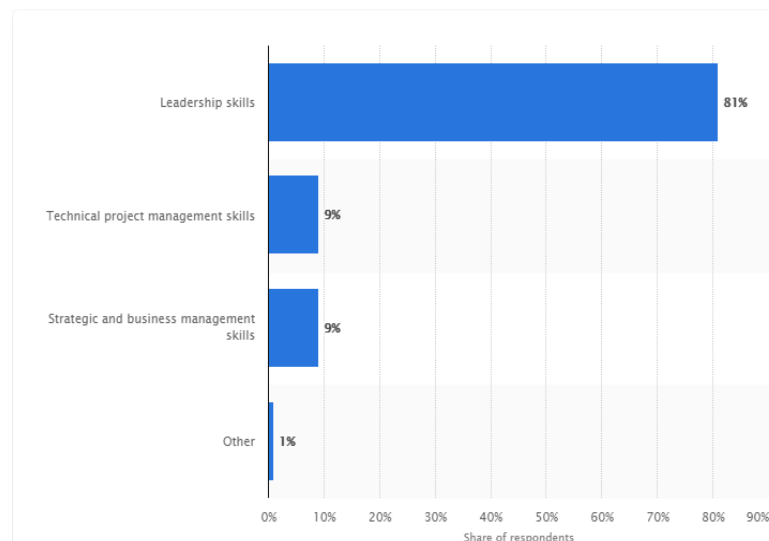
In addition, laissez-faire leaders offer limited guidance or instruction to their followers, granting them the autonomy to choose their own objectives, priorities, and strategies to attain desired results. Although granting autonomy to employees can enhance their empowerment and cultivate a feeling of ownership and responsibility, it can also result in uncertainty and bewilderment if expectations are not effectively conveyed

(Buch et al., 2015). If laissez-faire leaders do not offer adequate assistance or guidance to their teams, they may be seen as aloof or disengaged.

Moreover, laissez-faire leadership might impact collaboration inside the organisation. Autonomy can enable individuals to work freely and show initiative, but it can also impede collaboration and coordination among team members. In the absence of explicit advice or direction from the leader, people may encounter difficulties in aligning their efforts with the objectives of the organisation or in coordinating their activities with their peers (Lundmark et al., 2022). The absence of coherence may lead to inefficiencies, redundant actions, and internal conflicts within the organisation.

Furthermore, laissez-faire leadership can have an influence on the level of creativity within the organisation. Autonomy can foster innovation and experimentation, but it can also result in complacency or stagnation if individuals lack adequate motivation or challenges. In the absence of leadership guidance or support, individuals may exhibit reduced motivation to take risks or explore creative ideas due to the fear of failure or lack of acknowledgment (Lundmark et al., 2022). Consequently, the organisation may fail to capitalise on chances for expansion and adjustment in a swiftly evolving environment.

vLaissez-faire leadership is a leadership style where the leader delegates power to followers and provides minimal advice or direction. Although this method has the potential to enhance individuals' capabilities and promote independence, it can also result in uncertainty, inefficiency, and a sense of satisfaction with the status quo within the company. In their pursuit of establishing a culture that fosters creativity, collaboration, and engagement, leaders must effectively manage the delicate equilibrium between autonomy and support (Lundmark et al., 2022). This involves offering adequate advice and tools to empower people, while also ensuring that their actions match with the goals



and values of the organisation.

Fig 5: Important skills for managers of highly complex projects

The chart shows that the most important skills for managers are leadership skills and then comes other technical and business management skills by a great difference. This indicates the importance of leadership skills for managers to be able to take the proper decisions and thus lead to better performance within the whole team they are managing.

4.1.7 Collaborative Leadership

Collaborative leadership is a dynamic leadership style that prioritises the importance of input from all members of the organisation and promotes teamwork to accomplish shared objectives. Collaborative leadership differs from autocratic or laissez-faire leadership by promoting an inclusive and participatory approach to decision-making and problem-solving, instead than relying on centralised decision-making or little guidance (Archer & Cameron, 2009). This section examines the concept of collaborative leadership and its effects on organisational culture, cooperation, creativity, and employee engagement. It emphasises the importance of teamwork, communication, and shared decision-making.

Collaborative leadership is fundamentally defined by a strong dedication to inclusiveness and active involvement. Leaders proactively solicit input and feedback from all people of the organisation, irrespective of their position or level of responsibility. Collaborative leaders promote a culture of transparency, trust, and respect by appreciating different viewpoints and backgrounds (VanVactor, 2012). This creates an environment where individuals feel empowered to share their thoughts and insights in the decision-making process. This inclusive strategy fosters a feeling of possession and dedication among team members, as they perceive themselves as engaged contributors in creating the organization's trajectory and achievements.

Furthermore, collaborative leadership places significant emphasis on the significance of teamwork and cooperation in attaining shared objectives. Leaders enhance collaboration by encouraging clear communication, facilitating the sharing of information, and cultivating a culture of cooperation and mutual support among team

members (Chrislip, 2002). Collaborative leaders foster synergy and innovation by dismantling barriers between departments and encouraging cooperation across different areas of expertise. This allows individuals with diverse backgrounds and skills to work together in addressing difficult problems and effecting organisational transformation.

Moreover, collaborative leadership emphasises the importance of involving both leaders and followers in the decision-making process, working together to achieve agreement on important matters and strategic endeavours. Collaborative leaders eschew top-down decision-making and instead opt for debate and negotiation to reach solutions that incorporate the collective wisdom and involvement of the entire team (De Brún et al., 2020). This collaborative methodology fosters trust and commitment among team members, since they perceive themselves as actively involved in the decision-making processes that impact their work and the organisation as a whole.

Moreover, collaborative leadership cultivates a culture of ongoing learning and enhancement, wherein feedback and reflection are recognised as important instruments for progress and advancement. Leaders foster an environment that promotes open communication and constructive feedback, establishing a secure area for individuals to express their thoughts, worries, and ambitions (De Brún et al., 2020). Collaborative leaders foster innovation, resilience, and adaptability within their teams by encouraging a growth attitude and a readiness to learn from both achievements and setbacks.

Collaborative leadership is a dynamic leadership style that prioritises the involvement of all people of the organisation and promotes teamwork to accomplish shared objectives. Collaborative leaders cultivate an environment of inclusiveness, participation, and cooperation, which fosters a culture of openness, trust, and innovation

(VanVactor, 2012). This encourages individuals to feel empowered to contribute their ideas and insights to the organization's success. Amidst the intricacies of the contemporary workplace, collaborative leadership arises as a potent catalyst for promoting cooperation, innovation, and employee engagement. It also cultivates a collective feeling of purpose and community among team members.

4.1.8 Comparative Analysis

When examining different leadership styles and their effects on collaboration, it is clear that each style has unique qualities and consequences for promoting collaborative efforts inside an organisation.

Transformational leadership is highly proficient at inspiring and encouraging followers to reach their maximum capabilities. These leaders foster trust and collaboration among team members by their charismatic influence and personalised attention. Nevertheless, their visionary ideals may occasionally fail to be effectively translated into practical solutions, which could impede successful collaboration.

Conversely, transactional leadership provides explicit expectations and incentives for achieving desired outcomes. The implementation of this systematic method can encourage cooperation and compliance with established rules and standards inside an organisation, fostering responsibility and effectiveness among teams. However, depending too much on external incentives might weaken internal drive and innovation, while hierarchical decision-making can restrict chances for contribution and cooperation.

Servant leadership places a high value on the welfare and growth of subordinates, creating a nurturing atmosphere that promotes teamwork. These leaders foster trust, communication, and collaboration among team members by prioritising empathy,

empowerment, and community-building. Nevertheless, an excessive emphasis on addressing individual requirements might occasionally hinder the achievement of wider organisational objectives.

Autocratic leadership fosters explicit guidance and responsibility, enabling streamlined decision-making and coordination among teams. Decisive leadership can be advantageous in times of crisis or in high-speed contexts. However, the concentration of authority and restricted avenues for contribution can impede cooperation, resulting in apathy and animosity among subordinates.

Laissez-faire leadership enhances the capabilities of followers by granting them autonomy and freedom, hence fostering creativity and innovation. This passive approach cultivates a feeling of responsibility and proactivity among team members. Insufficient leadership and support from leaders can lead to inefficiencies and conflicts within teams, impeding collaboration.

Collaborative leadership embraces the contributions of all individuals and fosters a spirit of teamwork and cooperation in order to accomplish shared objectives. These leaders employ an inclusive and participative approach to foster effective communication, trust, and collaboration among team members. However, the inability to reach consensus can lead to decision-making paralysis and slower processes, especially in dynamic and fast-paced contexts.

The efficacy of a leadership style in fostering collaboration ultimately hinges on the context, organisational culture, and individual requirements of team members. Leaders must conscientiously evaluate these elements and adjust their approach accordingly in order to foster a cooperative and highly productive team.

4.1.9 Findings and Discussion

The analysis of different leadership styles and their influence on collaboration highlights the intricate interaction between leadership methods and organisational dynamics. Every style has unique advantages and constraints, influencing the collaborative dynamics inside teams and throughout entire organisations.

Transformational leadership, known for its capacity to inspire and encourage followers, acts as a powerful catalyst for collaboration. Leaders proficient in this approach cultivate a collective vision and empower team members, creating an atmosphere conducive to the growth of trust and effective communication. As a result, collaboration flourishes as individuals are motivated to participate in a creative and unified manner towards shared goals. However, the ambitious and innovative ideas of this leadership may encounter obstacles when it comes to putting them into practice, which could hinder the smooth execution of joint projects.

Transactional leadership, which emphasises motivating performance through a system of incentives and penalties, provides a well-organized structure that can promote teamwork. Transactional leaders facilitate collaborative efforts by setting explicit expectations and accountability procedures, which promote adherence to shared standards and goals. Nevertheless, the dependence on external incentives may unintentionally suppress the internal drive and creative problem-solving abilities of team members. Moreover, the hierarchical structure of transactional leadership may restrict possibilities for collaborative efforts from lower levels, impeding the complete achievement of collective capabilities.

Servant leadership is a powerful approach that promotes collaboration by giving priority to the welfare and growth of followers. Leaders that use this approach foster a climate of trust and empowerment, where open communication and mutual respect are dominant. Collaboration flourishes when servant leaders, who actively solicit input from team members and promote participation in decision-making processes, provide guidance. However, an excessive focus on individual needs can often shift attention away from the overall goals of the organisation, which can have an impact on collaboration at a larger scale.

On the other hand, autocratic leadership, which is defined by a concentration of decision-making and control, might provide obstacles to collaboration. Decisive leadership can speed up decision-making, but if team members lack empowerment and autonomy, it can cause them to become disengaged and resentful. The presence of hierarchical structures can impede collaboration by restricting chances for inclusive involvement and the sharing of ideas. As a result, the organization's ability to collaborate effectively may be hindered due to a lack of invention and originality.

Laissez-faire leadership employs a distinct methodology, prioritising the autonomy and independence of team members. Although this approach has the potential to encourage innovation and proactive behaviour, it can also result in confusion and ineffectiveness if leaders fail to provide explicit direction and assistance. Collaboration can be hindered when individuals do not have a unified structure for coordinating and making decisions. Nevertheless, in situations when teams exhibit a significant level of self-motivation and expertise, laissez-faire leadership can enable individuals to independently propel collaborative endeavours.

When dealing with the intricate landscape of leadership and collaboration, the concept of collaborative leadership arises as a highly favourable method. Collaborative leaders foster an inclusive environment where varied viewpoints are valued and collective objectives are pursued with enthusiasm, via the active involvement and cooperation of all team members. Effective collaboration flourishes when leaders prioritise diversity and involvement, cultivating a culture characterised by openness and innovation. However, leaders must be aware of the specific circumstances and unique aspects of their organisation in order to properly utilise collaborative leadership for long-term success.

4.2 Leadership Styles and Innovation

4.2.1 Introduction

In the current dynamic and fiercely competitive corporate environment, innovation has become inseparable from achieving and sustaining organisational success. Organisations globally acknowledge the crucial significance of innovation in stimulating growth, promoting competitiveness, and adjusting to ever-changing market requirements. Nevertheless, the capacity to innovate is not exclusively dependent on technology progress or market understanding; it is significantly shaped by the leadership approaches adopted inside an organisation.

Leadership is crucial in shaping the innovation ecosystem of an organisation, since it has a significant impact on the culture, mindset, and processes that support innovation activities. Leaders with the ability to envision, think creatively, and anticipate future trends are crucial catalysts for promoting innovation and effectively addressing intricate difficulties. Furthermore, the leadership styles and approaches of leaders have a

significant influence on the inclination of employees to engage in risk-taking, explore novel concepts, and question the existing norms.

The convergence of leadership styles and innovation has attracted considerable interest from researchers, practitioners, and organisational leaders who aim to unleash the complete potential of their teams and organisations. Gaining insight into the impact of various leadership styles on the entire innovation process, spanning from generating ideas to executing them, is crucial for cultivating an innovative culture and attaining long-lasting growth in the ever-changing corporate landscape of today.

This thesis seeks to investigate the complex correlation between leadership styles and innovation, analysing how different leadership approaches influence organisational cultures, encourage creativity, and cultivate an atmosphere that is receptive to innovation. This paper aims to clarify the ways in which leadership styles impact innovation outcomes by combining existing research, empirical evidence, and practical insights. It also provides guidance for organisational leaders who want to foster an innovative culture within their organisations.

In the upcoming sections, we will explore the fundamental attributes of notable leadership styles, such as transformational, transactional, servant, autocratic, and laissez-faire leadership, and how they specifically influence innovation processes. We will analyse how each leadership style either promotes or hinders innovation, investigating the underlying merits and drawbacks of each method. In addition, we will explore the current trends and optimal methods in leadership for promoting innovation. This will be done by examining practical instances and case studies that demonstrate successful approaches to cultivating cultures that prioritise innovation.

By understanding the relationship between leadership styles and innovation, organisational leaders may utilise this understanding to create customised leadership strategies that stimulate creativity, empower people, and facilitate groundbreaking inventions. The ultimate objective is to provide leaders with the required tools and methods to effectively traverse the intricate innovation landscape and position their organisations for long-term success in a highly competitive global marketplace.

4.2.2 Transformational Leadership

Transformational leadership is a fundamental aspect being examined in the study's research of different leadership styles. The significant impact it has on organisational culture, cooperation, creativity, and employee engagement makes it a fundamental aspect for comprehending the influence of leadership on these crucial characteristics.

Transformational leadership has a crucial role in developing the values, attitudes, and norms that promote creativity and collaboration within an organisational culture. Transformational leaders effectively communicate a persuasive vision, motivating people to synchronise their endeavours with the organization's larger objectives and principles (Zhang et al., 2018). These leaders foster a culture of trust, openness, and a shared dedication to innovation by fostering a sense of purpose and collective identity.

Furthermore, transformational leadership fosters cooperation by encouraging a nurturing and all-encompassing atmosphere in which everyone feel encouraged to offer their ideas and knowledge. Transformational leaders foster creativity, inspire critical thinking, and promote collaboration among employees by providing personalised attention and intellectual stimulation. Transformational leaders cultivate a collaborative and team-oriented culture, enabling their teams to fully use their combined abilities. This

approach stimulates innovation and instills a strong sense of responsibility and ownership in employees.

Transformational leadership is crucial for promoting an environment that is favourable to experimentation, risk-taking, and learning, hence facilitating innovation. Transformational leaders foster an environment of innovation by advocating for a mindset that embraces growth, acknowledging failure as a chance for learning, and offering the necessary tools and support for experimentation (Long et al., 2014). Through advocating for innovation and embracing change, these leaders motivate staff to exceed the limits of creativity and seek novel opportunities, thereby fostering ongoing enhancement and expansion within the organisation.

Moreover, transformative leadership amplifies employee engagement by fostering a profound sense of purpose, belonging, and fulfilment. Transformational leaders establish a deep emotional connection with their people, motivating them to be loyal, committed, and dedicated to achieving the goals of the organisation. Transformational leaders cultivate a sense of ownership and pride in workers' work by enabling them to make meaningful contributions to the organization's mission and vision. This fosters increased engagement and job satisfaction.

Transformational leadership is a highly influential factor in shaping organisational culture, fostering collaboration, promoting innovation, and enhancing employee engagement. The focus on vision, empowerment, and inspiration cultivates an environment conducive to promoting creativity and cooperation, hence propelling organisational success in the dynamic and ever-changing business landscape of today. To effectively respond to the demands and possibilities of the digital era, organisations

must prioritise transformational leadership. This type of leadership is crucial for unleashing the complete capabilities of people and fostering long-lasting growth and innovation.

4.2.3 Transactional Leadership

Transactional leadership is a contrasting but influential style that is relevant to the research thesis. Transformational leadership motivates change and creativity, whereas transactional leadership concentrates on managing daily operations and achieving organisational goals through incentives and punishments based on performance (Kark et al., 2018). An analysis of its influence on organisational culture, cooperation, creativity, and employee engagement offers significant insights into its position within the wider leadership context.

Transactional leadership, which relies on rewards and punishments to inspire followers, has a substantial impact on organisational culture. Transactional leaders foster a controlled atmosphere that values compliance and accountability by setting clear expectations and performance criteria. This can foster a culture of efficacy and productivity, as employees comprehend the repercussions of their activities and endeavour to achieve specified objectives. Nevertheless, the prioritisation of transactional transactions might inadvertently cultivate a culture that places excessive importance on external rewards, possibly overshadowing internal drive and impeding the development of creativity and innovation.

Transactional leadership can have both advantageous and disadvantageous consequences in terms of teamwork. Clear demarcation of roles and responsibilities can enhance coordination and teamwork by ensuring that employees comprehend their

commitments and the repercussions of their actions. Transactional leaders can offer essential criticism and assistance, assisting in the clarification of expectations and the resolution of problems within teams. Nevertheless, the hierarchical structure of transactional leadership might restrict the possibility of free communication and sharing of ideas, which may hinder collaboration and innovation.

Transactional leadership may pose obstacles in terms of creativity due to its focus on strict adherence to existing standards and procedures. Transactional leaders may offer rewards for achieving performance goals, but they may be hesitant to encourage taking risks or engaging in experimentation due to concerns about possible adverse outcomes (Kark et al., 2018). The organization's cautious attitude towards risk may hinder the development of creativity and innovation, as employees may be reluctant to suggest novel ideas or question current methods.

The level of employee involvement in a transactional leadership style can also be affected by the conditional nature of rewards and penalties. Transactional leaders offer concrete incentives, such as bonuses or promotions, to reward employees who fulfil performance goals. However, they may also employ disciplinary actions to address non-compliance. The utilisation of both rewards and punishments may result in immediate adherence, but it may not effectively cultivate enduring involvement or dedication within the workforce. Furthermore, the transactional character of the relationship between leaders and followers has the potential to erode trust and mutual respect, resulting in disengagement and high employee turnover.

Transactional leadership has distinct strengths and weaknesses when it comes to influencing organisational dynamics. Although it can foster a culture of responsibility and

effectiveness, its focus on transactional interactions and hierarchical authority may impede cooperation, innovation, and employee involvement (Kark et al., 2018). In the modern workplace, leaders must carefully assess the consequences of transactional leadership and strive to strike a balance between its advantages and the imperative of cultivating a culture that promotes creativity, cooperation, and innovation.

4.2.4 Charismatic Leadership

Charismatic leadership is a very persuasive and influential style in the field of organisational dynamics. Charismatic leadership is characterised by a leader's capacity to motivate and sway followers by their vision, personality, and persuasive communication. This type of leadership has significant effects on organisational culture, collaboration, creativity, and employee engagement. Analysing its influence in the research thesis environment yields useful insights into its function in promoting organisational change and cultivating an innovative culture.

The essence of charismatic leadership is in the leader's capacity to express a captivating vision and motivate followers to embrace and support that goal. Charismatic leaders exhibit an alluring demeanour and an influential manner of speaking that captivates and inspires individuals in their vicinity. Charismatic leaders generate enthusiasm and motivation among their followers by effectively communicating a distinct and motivating vision for the future. The shared vision acts as a guiding principle that influences the organisational culture, promoting a sense of cohesion, dedication, and common values among personnel.

Furthermore, charismatic leadership exerts a profound impact on the level of collaboration inside organisations. Charismatic leaders exhibit an inherent talent for

establishing a connection and cultivating confidence among team members, resulting in a nurturing and unified work atmosphere. Charismatic leaders encourage their followers to communicate efficiently, exchange ideas, and work towards common goals by fostering open communication, empathy, and inclusivity (Conger & Kanungo, 1998). The fostering of a collaborative atmosphere cultivates synergy and mutual support, resulting in heightened efficiency, ingenuity, and groundbreaking advancements inside the company.

Charismatic leadership is essential for cultivating a culture of creativity and experimentation, which in turn drives innovation. Charismatic leaders foster confidence and passion among employees, motivating them to think creatively and explore innovative ideas. Charismatic leaders create an environment that encourages people to take risks and learn from them. This empowers employees to question the existing norms, explore new possibilities, and bring about changes in the organisation. The organization's focus on innovation fosters ongoing enhancement and propels it towards increased success and competitiveness in the marketplace.

Moreover, charismatic leadership amplifies employee engagement by fostering a feeling of inclusion and a sense of honour towards the organisation. Charismatic leaders exhibit exemplary behaviour, showcasing fervour, honesty, and dedication to their mission and principles (Conger & Kanungo, 1998). Charismatic leaders cultivate a sense of ownership and accountability among their followers by linking the organization's interests with the aspirations of employees. The significant level of involvement results in heightened job contentment, allegiance, and preservation, ultimately enhancing the organization's enduring prosperity.

Charismatic leadership acts as a potent catalyst for organisational transformation and innovation. Charismatic leaders foster a culture of cooperation, innovation, and engagement that propels organisational success through their inspiring vision, charismatic communication style, and rapport-building abilities. Amidst the difficulties of the contemporary corporate landscape, charismatic leadership proves to be a tremendous advantage in promoting innovation, encouraging collaboration, and attaining long-lasting growth and competitiveness.

4.2.5 Adaptive Leadership

Adaptive leadership is an agile and adaptable approach to leadership that is especially applicable in the current volatile and uncertain business landscape. Adaptive leadership is based on the concept of effectively leading throughout times of change and uncertainty. It emphasises the leader's skill in guiding their organisation through intricate problems, navigating dynamic environments, and taking advantage of new possibilities (DeRue, 2011). An analysis of the influence of adaptive leadership on organisational culture, collaboration, creativity, and employee engagement is revealed when considering its position in the research thesis.

An essential characteristic of adaptive leadership is its focus on cultivating a culture of resilience and adaptation within organisations. Adaptive leaders acknowledge the inevitability of change and view it as a chance for development and metamorphosis. Adaptive leaders empower their people to excel in unpredictable and ambiguous situations by fostering a culture that prioritises flexibility, learning, and agility (DeRue, 2011). This dynamic culture fosters a mindset of trying new approaches, embracing

uncertainty, and consistently enhancing performance, which fuels creativity and the ability of the organisation to adapt and recover from challenges.

Furthermore, adaptive leadership encourages cooperation by dismantling barriers and cultivating cross-functional collaboration. Adaptive leaders acknowledge the interdependent nature of the current corporate environment and the significance of collaboration in achieving organisational success. Adaptive leaders foster an atmosphere of open communication, trust, and transparency, enabling teams to cooperate efficiently in order to address intricate challenges, capitalise on opportunities, and accomplish shared objectives (DeRue, 2011). This cooperative strategy improves the coordination and harmony inside the organisation, leading to increased creativity and overall organisational success.

Adaptive leadership fosters a culture of creativity and experimentation, promoting innovation. Adaptive leaders actively question and disrupt the existing norms, motivating their staff to engage in innovative thinking, explore novel concepts, and readily accept and adapt to change. Adaptive leaders cultivate an environment characterised by psychological safety and empowerment, which enables people to confidently engage in risk-taking, embrace failure as a learning opportunity, and engage in bold innovation. The adoption of this forward-thinking approach enhances the ability of an organisation to quickly adapt and gain a competitive edge in the fast-changing market of today.

Moreover, adaptive leadership fosters employee engagement by instilling a clear sense of purpose and accountability. Adaptive leaders motivate their teams by presenting a captivating vision of the future and granting them the authority to make significant contributions towards its achievement. Adaptive leaders cultivate a sense of connection

and commitment among employees by connecting their individual ambitions with the aims of the organisation, so promoting engagement and motivation. The elevated level of involvement results in heightened efficiency, contentment, and longevity, ultimately bolstering the organization's triumph.

Adaptive leadership embodies a proactive and forward-looking style of leadership that is highly suitable for the intricate and unpredictable corporate landscape of today. Through cultivating a mindset of resilience, cooperation, creativity, and engagement, adaptable leaders enable their organisations to flourish under shifting circumstances and unpredictability. In the face of the challenges posed by the 21st century, adaptable leadership proves to be a useful asset for enhancing organisational performance, promoting innovation, and attaining sustainable growth and success.

4.2.6 Bureaucratic Leadership

Bureaucratic leadership is characterised by a rigid, rule-based approach to management, which is quite different from many modern leadership approaches. Through the research thesis, the examination of bureaucratic leadership provides valuable understanding of its influence on organisational culture, collaboration, innovation, and employee engagement.

Bureaucratic leadership is fundamentally defined by strict adherence to established rules, procedures, and hierarchies. In bureaucratic contexts, leaders place a high value on stability, predictability, and control. Their major objective is to uphold order and efficiency inside the organisation. The focus on structure and hierarchy can influence the culture of an organisation by fostering a commitment to discipline and conformity to established standards and regulations (Randall & Coakley, 2007). Nevertheless, it can

also hinder creativity and invention by prohibiting deviation from predetermined routines and procedures.

Bureaucratic leadership tends to promote a hierarchical and top-down approach to decision-making, which can restrict opportunities for open communication and participation in collaborative efforts. Well-defined roles and duties can enhance coordination and responsibility, but too inflexible systems can hinder collaboration and creativity. Furthermore, bureaucratic leaders may place a higher emphasis on efficiency rather than collaboration, resulting in isolated departments and restricted cross-functional cooperation.

In bureaucratic organisations, innovation may encounter substantial obstacles as a result of the emphasis on conformity and strict adherence to established processes. Bureaucratic leaders exhibit a tendency to resist change and avoid taking risks, since they seek to uphold the existing state of affairs rather than adopting novel ideas or techniques (Randall & Coakley, 2007). The resistance to new ideas and methods can impede the ability of an organisation to be flexible and sensitive to shifting market circumstances, eventually constraining the organization's capacity to adjust and prosper in dynamic contexts.

The inflexible and hierarchical organisational structure may also affect employee engagement under bureaucratic leadership. Although having well-defined goals and performance standards can offer clarity and guidance, an excessive amount of bureaucracy and micromanagement can result in people being disengaged and demotivated. Furthermore, a lack of chances for self-governance and empowerment can

weaken motivation and contentment in the workplace, leading to increased employee turnover and diminished productivity.

Bureaucratic leadership is a management strategy characterised by structure and control, which can have both positive and bad effects on organisational dynamics. Although it has the potential to enhance stability and productivity, it may also hinder cooperation, creativity, and employee involvement. In order to successfully navigate the complexities of the modern business landscape, organisations must carefully weigh the advantages and disadvantages of bureaucratic leadership (Randall & Coakley, 2007). Leaders should aim to find a middle ground between structure and flexibility, control and autonomy, in order to cultivate a culture that promotes innovation, collaboration, and engagement.

4.2.7 Innovative Leadership

Innovative leadership embodies a progressive and flexible style of leadership that places emphasis on creativity, experimentation, and change. Through the research thesis, the examination of innovative leadership provides deep understanding of its influence on organisational culture, cooperation, creativity, and employee engagement.

In essence, innovative leadership embodies a mentality of inquisitiveness, inquiry, and trial and error. Leaders who exemplify innovative leadership motivate their staff to engage in creative thinking, question established norms, and pursue audacious concepts. The organisation cultivates an environment that promotes innovation through the stimulation of risk-taking, recognition of creativity, and provision of resources and support for experimentation. The focus on innovation promotes the ability of the organisation to adapt quickly and consistently improve and change.

Regarding collaboration, innovative leadership fosters transparent communication, trust, and inclusiveness. Leaders who adopt progressive leadership styles enable their teams to engage in productive collaboration, exchange ideas, and strive towards shared objectives. They establish a nurturing atmosphere that appreciates many viewpoints, enabling team members to confidently share their knowledge and ideas. The fostering of a collaborative ethos cultivates synergy and synergy, resulting in heightened efficiency, ingenuity, and groundbreaking advancements inside the institution.

Organisational innovation flourishes when led by visionary individuals who advocate for change and enthusiastically adopt novel ideas and methodologies. Pioneering leaders question the existing state of affairs, challenge traditional thought patterns, and motivate their people to surpass the limits of what is deemed achievable. They cultivate an environment characterised by psychological safety and empowerment, fostering a culture where people are motivated to take chances, explore novel ideas, and derive lessons from setbacks. This forward-thinking attitude fosters organisational flexibility and empowers the organisation to adjust and flourish in a swiftly evolving environment.

Under innovative leadership, employee engagement thrives, as employees are inspired, appreciated, and driven to give their utmost contributions. Forward-thinking leaders establish emotional connections with their staff, fostering loyalty, commitment, and dedication to the objectives of the organisation. They establish a sense of purpose and significance by harmonising individual ambitions with organisational goals, cultivating a culture of responsibility and answerability. The elevated level of involvement results in

heightened job contentment, employee retention, and efficiency, consequently bolstering the organization's triumph.

Innovative leadership is a revolutionary and forward-thinking style of leadership that is crucial for achieving organisational success in the fast-paced and ever-changing corporate landscape of today. Innovative leaders empower their organisations to flourish in the face of uncertainty and change by cultivating a culture that promotes innovation, collaboration, and participation (Randall & Coakley, 2007). In the current economy, organisations face numerous challenges. However, innovative leadership has proven to be a powerful force in driving innovation, promoting cooperation, and attaining sustainable growth and success.

4.2.8 Comparative Analysis

Innovation is a fundamental element of achieving organisational success, as it stimulates growth, enhances competitiveness, and facilitates adaptation to evolving market dynamics. The impact of leadership styles on promoting innovation varies considerably, with each style having distinct advantages and disadvantages in influencing organisational cultures, collaboration, and employee engagement. An examination of notable leadership styles - transformational, transactional, servant, autocratic, laissez-faire, charismatic, adaptive, and bureaucratic - reveals their individual effects on creativity in organisations.

Transformational leadership is a powerful driver of innovation, as it motivates and encourages change while promoting a culture of creativity and collaboration. Leaders proficient in this approach effectively communicate a captivating vision, enabling people to actively pursue innovative concepts and question the existing norms. Transformational

leaders foster an atmosphere that promotes experimentation and risk-taking, leading to organisational innovation, by building trust, facilitating communication, and empowering individuals.

Transactional leadership, although successful in fostering efficiency and accountability, can impede creativity as it prioritises the use of incentives and penalties. Leaders employing this approach may prioritise immediate performance objectives at the expense of long-term innovation objectives, so inhibiting creativity and risk-taking among employees. Moreover, the hierarchical structure of transactional leadership could restrict chances for cooperation and exchange of ideas, thereby hindering the creative process.

Servant leadership, characterised by its emphasis on empathy, empowerment, and community-building, cultivates a nurturing atmosphere that promotes innovation. Leaders that adopt this approach prioritise the welfare and growth of their subordinates, fostering an environment characterised by trust and cooperation. Servant leaders unlock the combined creativity and problem-solving capabilities of their teams by respecting input from all members and fostering teamwork, thereby stimulating innovation and achieving organisational success.

Autocratic leadership, known for its centralised control and decision-making, can hinder innovation by restricting possibilities for employee participation and empowerment. Leaders employing this style may enforce inflexible frameworks and protocols, suppressing innovation and independence among staff. Autocratic leaders, although they may achieve immediate outcomes by using authoritative leadership, their reluctance to take risks and embrace change might impede long-term innovation and the ability of the organisation to adapt.

Charismatic leadership, renowned for its capacity to motivate and sway followers, has the potential to significantly propel innovation. Charismatic leaders effectively communicate a captivating vision and motivate colleagues to embrace and contribute to that vision, fostering a sense of purpose and guidance that drives creativity. Nevertheless, relying solely on charisma may not be enough to foster long-lasting innovation; leaders must also furnish the essential assistance, assets, and frameworks to effectively transform vision into tangible results.

In today's dynamic business climate, supporting innovation requires the use of adaptive leadership, which is centred around effectively navigating change and ambiguity. Leaders proficient in this approach has the ability to foresee and address upcoming difficulties and opportunities, hence fostering organisational adaptability and creativity (Randall & Coakley, 2007). Through cultivating a culture characterised by resilience, experimentation, and learning, adaptable leaders enable their teams to readily accept change and actively pursue ongoing enhancement.

The bureaucratic leadership style, characterised by its focus on organisational structure, stability, and control, can present obstacles to innovation. Leaders employing this approach may place a higher emphasis on conformity and following established procedures rather than fostering creativity and experimentation, which can hinder the development of new ideas inside the organisation. Although bureaucratic leaders may prioritise efficiency and predictability, their reluctance to take risks and embrace change can impede innovation and the ability of the organisation to adapt.

Every leadership style has distinct consequences for fostering creativity in organisations. Transformational, servant, and adaptable leadership styles cultivate a

culture that encourages creativity, cooperation, and experimentation (Randall & Coakley, 2007). Conversely, transactional, autocratic, and bureaucratic leadership styles may present obstacles to innovation. To effectively lead innovation, one must have a comprehensive awareness of the strengths and limitations of various leadership styles and be able to adjust their approach to meet the changing needs and problems of the organisation.

4.2.9 Findings and Discussion

Examining different leadership styles and their influence on innovation provides essential understanding of the intricacies involved in cultivating a culture of creativity, cooperation, and transformation inside organisations. An in-depth analysis of transformational, transactional, servant, autocratic, laissez-faire, charismatic, adaptive, and bureaucratic leadership provides insights into their individual impacts on innovation and the difficulties they pose.

Transformational leadership is a crucial factor that promotes creativity in organisations. Leaders proficient in this approach motivate transformation and foster a culture characterised by innovation, cooperation, and empowerment. Transformational leaders unlock the combined potential of their teams, driving innovation and organisational success, by clearly expressing an inspiring vision, building trust, and giving workers the authority to act (Randall & Coakley, 2007). The results emphasise the significance of transformative leadership in cultivating a vibrant and inventive organisational culture.

Transactional leadership, although successful in fostering efficiency and accountability, poses obstacles to innovation. Leaders employing this approach may

prioritise immediate performance objectives at the expense of long-term innovation objectives, so inhibiting creativity and discouraging risk-taking among employees (Randall & Coakley, 2007). The transactional aspect of the relationship between leaders and followers may impede collaboration and idea-sharing, therefore impeding the innovation process. The findings emphasise the necessity of maintaining a balance between transactional leadership and other types that foster creativity and experimentation.

Servant leadership is a promising method that encourages creativity in organisations. Leaders that place a high value on the welfare and growth of their subordinates establish a nurturing atmosphere that fosters cooperation and creativity. Servant leaders unlock the creative capabilities of their teams and drive innovation and organisational success by valuing input from all members and supporting teamwork (Randall & Coakley, 2007). The findings underscore the significance of servant leadership in cultivating a culture characterised by trust, empowerment, and innovation.

The autocratic leadership style, which is defined by centralised control and decision-making, poses obstacles to innovation in organisations. Leaders employing this style may enforce inflexible frameworks and protocols, suppressing innovation and independence among staff. Autocratic leaders may achieve immediate outcomes by employing prescriptive leadership, but their reluctance to take risks and embrace change might impede long-term innovation and organisational flexibility. The results emphasise the significance of maintaining a balance between authoritarian leadership and alternative styles that foster creativity and autonomy.

Charismatic leadership, renowned for its capacity to motivate and sway subordinates, emerges as a prominent catalyst for innovation within organisations. Leaders who effectively communicate a captivating vision and motivate colleagues to embrace that vision foster a sense of purpose and guidance that drives innovation (Randall & Coakley, 2007). Nevertheless, relying solely on charisma may not be enough to foster long-lasting innovation; leaders must also furnish the essential assistance, assets, and frameworks to transform their vision into tangible results. The results emphasise the significance of charismatic leadership in cultivating a culture that promotes creativity, cooperation, and innovation.

In today's dynamic business climate, supporting innovation requires the implementation of adaptive leadership, which emphasises the ability to navigate change and ambiguity. Leaders proficient in this approach has the ability to foresee and address upcoming obstacles and possibilities, hence promoting the adaptability and creativity of the organisation. Through cultivating a mindset of resilience, experimentation, and learning, adaptive leaders enable their teams to willingly accept change and actively pursue ongoing enhancement. The findings underscore the significance of adaptable leadership in fostering innovation and achieving organisational success.

The bureaucratic leadership style, which prioritises structure, stability, and control, poses obstacles to fostering creativity within organisations. Leaders employing this approach may place a higher emphasis on conformity and following established procedures rather than encouraging originality and experimentation, which might hinder the development of new ideas inside the organisation. Although bureaucratic leaders may prioritise efficiency and predictability, their reluctance to take risks and embrace change

can impede innovation and the ability of the organisation to adapt. The results emphasise the necessity of maintaining a balance between bureaucratic leadership and alternative types that encourage creativity and adaptability.

The results emphasise the crucial significance of leadership in promoting innovation inside organisations. Transformational, servant, charismatic, and adaptable leadership styles have a positive impact on innovation. However, transactional, autocratic, laissez-faire, and bureaucratic leadership styles hinder innovation. To effectively lead innovation, one must have a comprehensive awareness of the strengths and weaknesses of various leadership styles and be able to adjust their approach to meet the ever-changing demands and obstacles faced by the organisation.

4.3 LEADERSHIP STYLES AND EMPLOYEE ENGAGEMENT

4.3.1 Transformational Leadership

Transformational leadership stands as a beacon of inspiration within organizational dynamics, igniting a fervor for excellence and growth among employees. At its core, transformational leadership transcends the conventional transactional exchanges of directives for compliance, instead fostering a profound connection between leaders and their followers. This style is characterized by visionary leadership, intellectual stimulation, individualized consideration, and inspirational motivation.

Visionary leadership forms the cornerstone of transformational leadership, with leaders articulating a compelling vision of the future that resonates with the aspirations of their team members. By painting a vivid picture of the organizational destination, transformational leaders imbue their followers with a sense of purpose and direction

(Schuh, Zhang, & Tian, 2013). This shared vision serves as a guiding light, inspiring employees to commit wholeheartedly to collective goals and objectives.

Intellectual stimulation represents another hallmark of transformational leadership, challenging the status quo and encouraging creative problem-solving. Leaders employing this style foster a culture of innovation and intellectual curiosity, where employees are empowered to question assumptions, explore new ideas, and push the boundaries of conventional thinking. By fostering a climate of intellectual rigor and experimentation, transformational leaders spur organizational evolution and adaptation in the face of complexity and uncertainty.

Individualized consideration underscores the personalized approach of transformational leaders towards their followers, recognizing and valuing the unique strengths, needs, and aspirations of each individual. Through active listening, empathy, and mentorship, transformational leaders forge deep connections with their team members, fostering a sense of trust, respect, and loyalty. This personalized approach cultivates a supportive environment where individuals feel valued, empowered, and encouraged to unleash their full potential.

Inspirational motivation represents the emotional heartbeat of transformational leadership, with leaders inspiring and energizing their followers through compelling storytelling, optimism, and enthusiasm. By articulating a compelling vision and fostering a shared sense of purpose, transformational leaders ignite a sense of passion and commitment among their team members. This inspiration transcends the mundane routines of daily work, imbuing tasks and challenges with meaning and significance.

Empirical research consistently highlights the positive impact of transformational leadership on employee engagement, organizational performance, and innovation. Organizations led by transformational leaders tend to exhibit higher levels of employee satisfaction, commitment, and productivity. Moreover, transformational leadership has been linked to greater organizational agility, adaptability, and resilience in the face of change and uncertainty.

4.3.2 Transactional Leadership

Transactional leadership, in stark contrast to its transformative counterpart, operates within the realm of clear expectations, rewards, and consequences. This style thrives on the premise of structured exchanges between leaders and followers, where compliance is rewarded and deviations are met with corrective actions. At its core, transactional leadership focuses on maintaining order, achieving set goals, and ensuring accountability through contingent reinforcement.

Central to transactional leadership is the concept of contingent reinforcement, where leaders establish clear expectations and delineate rewards and consequences based on performance. This transactional approach creates a structured environment where employees understand the parameters of their roles and the expectations placed upon them (Schuh, Zhang, & Tian, 2013). By providing a clear framework for performance, transactional leaders facilitate goal achievement and operational efficiency within the organization.

Transactional leadership relies heavily on the use of rewards and incentives to motivate employees and reinforce desired behaviors. Leaders employ a carrot-and-stick approach, offering rewards such as bonuses, promotions, or recognition for meeting or

exceeding expectations, while also implementing corrective measures for subpar performance. This system of contingent reinforcement serves to maintain discipline and drive results within the organization.

Transactional leaders excel in establishing performance metrics, setting clear goals, and providing regular feedback to their team members. By monitoring progress and holding individuals accountable for their actions, transactional leaders ensure that organizational objectives are met and operational standards are upheld. This proactive approach to performance management fosters a culture of accountability and results orientation within the organization.

However, the transactional leadership style is not without its limitations. While effective in maintaining day-to-day operations and achieving short-term goals, transactional leadership may lack the transformative power to inspire innovation, creativity, and long-term engagement among employees. The emphasis on extrinsic rewards and contingent reinforcement may lead to a culture of compliance rather than intrinsic motivation, stifling creativity and inhibiting organizational adaptability.

Moreover, transactional leadership tends to focus on correcting deviations from established norms rather than proactively fostering employee development and growth. This reactive approach may limit the potential for individual and organizational learning, hindering innovation and stifling employee engagement in the long run.

Despite these limitations, transactional leadership remains a valuable leadership style in certain contexts, such as highly regulated industries or situations requiring strict adherence to procedures and protocols. By providing clarity, structure, and accountability,

transactional leaders play a crucial role in maintaining operational efficiency and driving performance within the organization.

4.3.3 Authentic Leadership

Authentic leadership emerges as a beacon of integrity and genuineness in the realm of organizational leadership, prioritizing transparency, ethical conduct, and genuine connections with followers. At its essence, authentic leadership revolves around the alignment of one's actions with deeply held values and principles, fostering trust, credibility, and engagement among team members.

Central to authentic leadership is the principle of self-awareness, wherein leaders possess a deep understanding of their values, strengths, weaknesses, and motivations. Authentic leaders exhibit a high degree of congruence between their inner selves and outward behaviors, leading with honesty, integrity, and consistency. By embodying their true selves, authentic leaders inspire trust and confidence among their followers, fostering a culture of openness and authenticity within the organization.

Authentic leadership is characterized by transparency and openness in communication, with leaders sharing information openly and honestly with their team members. This commitment to transparency cultivates a culture of trust and mutual respect, where employees feel valued, respected, and included in the decision-making process. By fostering open lines of communication, authentic leaders create a supportive environment where individuals feel empowered to voice their opinions and contribute to organizational goals.

Moreover, authentic leaders demonstrate empathy and compassion towards their team members, understanding their needs, concerns, and aspirations. By listening

actively and showing genuine concern for the well-being of others, authentic leaders build deep connections with their followers, fostering a sense of belonging and loyalty within the organization. This empathetic approach creates a supportive work environment where individuals feel valued, understood, and appreciated for their unique contributions.

Authentic leadership also emphasizes the importance of moral courage and ethical decision-making, with leaders standing firm in their values and principles even in the face of adversity. Authentic leaders prioritize doing what is right over what is expedient, setting a positive example for their team members and earning their respect and admiration. By upholding high ethical standards, authentic leaders foster a culture of integrity and accountability within the organization, where individuals are encouraged to act in accordance with their values and principles.

Empirical research underscores the positive impact of authentic leadership on employee engagement, job satisfaction, and organizational performance. Organizations led by authentic leaders tend to exhibit higher levels of trust, commitment, and collaboration among employees. Moreover, authentic leadership has been linked to greater employee well-being, resilience, and adaptability in the face of challenges and uncertainties.

4.3.4 Participative Leadership

Participative leadership, also known as democratic leadership, embodies a collaborative approach to decision-making, emphasizing the active involvement of employees in the process. This leadership style empowers individuals to contribute their ideas, perspectives, and expertise, fostering a sense of ownership, engagement, and commitment within the organization.

At the heart of participative leadership lies the principle of inclusivity, wherein leaders value and respect the input of their team members in decision-making processes. Participative leaders recognize the diverse talents and perspectives within their teams, leveraging this collective intelligence to drive innovation, problem-solving, and organizational effectiveness. By involving employees in decision-making, participative leaders foster a culture of empowerment, accountability, and shared responsibility within the organization.

Participative leadership encourages open communication and collaboration, with leaders actively soliciting input from their team members and considering their perspectives before making decisions. This inclusive approach creates a sense of belonging and camaraderie among employees, fostering a supportive work environment where individuals feel valued, respected, and heard. By fostering open dialogue and collaboration, participative leaders harness the collective wisdom of their teams, driving creativity, innovation, and organizational agility.

Moreover, participative leadership promotes autonomy and initiative among employees, empowering them to take ownership of their work and contribute to organizational goals independently. By delegating authority and providing opportunities for decision-making, participative leaders cultivate a sense of pride, ownership, and responsibility among team members, fostering a culture of accountability and excellence within the organization.

Participative leadership also emphasizes the importance of consensus-building and consensus-based decision-making, wherein leaders strive to reach agreements that reflect the collective interests and values of their team members. By seeking common

ground and fostering compromise, participative leaders build trust and cohesion within their teams, leading to more effective and sustainable outcomes.

Empirical research highlights the positive impact of participative leadership on employee engagement, job satisfaction, and organizational performance. Organizations led by participative leaders tend to exhibit higher levels of employee motivation, commitment, and productivity. Moreover, participative leadership has been linked to greater innovation, creativity, and adaptability, as employees feel empowered to contribute their ideas and perspectives to the decision-making process.

4.3.5 Authoritarian Leadership

Authoritarian leadership embodies a top-down approach to management, characterized by centralized decision-making authority and strict adherence to hierarchical structures. In contrast to participative or democratic leadership styles, authoritarian leadership emphasizes leader control and direction, often at the expense of employee autonomy, creativity, and engagement (Schuh, Zhang, & Tian, 2013).

At the core of authoritarian leadership lies the principle of command and control, wherein leaders wield authority and make decisions without seeking input or consensus from their subordinates. Leaders in authoritarian systems maintain a tight grip on power and enforce compliance through strict adherence to rules, procedures, and directives (Hogg & Adelman, 2013). This rigid approach may be effective in situations requiring rapid decision-making or crisis management, but it can stifle innovation, creativity, and employee morale in the long term.

Authoritarian leaders typically exercise authority through a combination of rewards and punishments, using incentives to motivate compliance and sanctions to deter dissent

or disobedience. This approach may create a culture of fear or dependency within the organization, where employees feel reluctant to voice their opinions or take initiative for fear of reprisal (Wang & Guan, 2018). As a result, creativity, innovation, and employee engagement may be stifled, leading to decreased morale, productivity, and organizational effectiveness.

Moreover, authoritarian leadership tends to foster dependency on the leader, as employees become accustomed to following orders rather than thinking critically or taking ownership of their work. This reliance on centralized decision-making can hinder organizational agility and adaptability, as employees may lack the autonomy or initiative to respond effectively to changing circumstances or opportunities.

In addition, authoritarian leadership can erode trust and morale within the organization, as employees may feel disempowered or marginalized by the lack of opportunities for input or recognition. This sense of alienation can lead to increased turnover, absenteeism, and resistance to change, further undermining organizational effectiveness and performance.

While authoritarian leadership may be appropriate in certain contexts, such as military or emergency situations where rapid decision-making and strict discipline are paramount, it is generally not conducive to long-term organizational success. To thrive in today's complex and dynamic business environment, organizations must cultivate cultures of trust, collaboration, and empowerment, where employees are encouraged to think critically, innovate, and take ownership of their work.

4.3.6 Supportive Leadership

Supportive leadership embodies a nurturing and empathetic approach to leadership, focusing on the well-being, growth, and development of employees. Unlike authoritarian leadership styles that prioritize control and compliance, supportive leadership emphasizes empathy, encouragement, and assistance, creating a positive work environment where individuals feel valued, respected, and supported (Wang, Hou, & Li, 2022).

At the heart of supportive leadership lies the principle of empathy, wherein leaders demonstrate understanding, compassion, and concern for the well-being and needs of their team members. Supportive leaders actively listen to their employees, seek to understand their challenges and aspirations, and offer guidance, encouragement, and resources to help them succeed. By demonstrating empathy and building trust, supportive leaders foster deep connections with their team members, creating a sense of psychological safety and belonging within the organization.

Supportive leaders prioritize the growth and development of their employees, providing opportunities for learning, skill development, and career advancement. Through mentorship, coaching, and feedback, supportive leaders empower individuals to reach their full potential and achieve their professional goals. By investing in the growth and development of their team members, supportive leaders foster a culture of continuous learning, innovation, and excellence within the organization.

Moreover, supportive leaders create a positive work environment where individuals feel valued, respected, and appreciated for their contributions. By recognizing and celebrating achievements, providing constructive feedback, and promoting a culture

of gratitude and recognition, supportive leaders boost morale, motivation, and engagement among their team members. This positive work environment fosters loyalty, commitment, and a sense of ownership among employees, leading to higher levels of satisfaction, productivity, and organizational performance.

Supportive leaders also prioritize work-life balance and employee well-being, recognizing the importance of mental, physical, and emotional health in achieving long-term success. By promoting flexible work arrangements, encouraging self-care, and offering support for personal and family needs, supportive leaders create a culture of wellness and resilience within the organization (Sagnak, 2016). This focus on employee well-being enhances job satisfaction, reduces stress and burnout, and promotes a positive organizational culture where individuals thrive and flourish.

Empirical research underscores the positive impact of supportive leadership on employee engagement, job satisfaction, and organizational performance. Organizations led by supportive leaders tend to exhibit higher levels of employee morale, motivation, and commitment (Lam, Huang, & Chan, 2015). Moreover, supportive leadership has been linked to greater innovation, creativity, and adaptability, as employees feel empowered to take risks, share ideas, and collaborate effectively with their colleagues.

4.3.7 Comparative Analysis

Comparative analysis provides invaluable insights into the varied effects of different leadership styles on organizational culture, employee engagement, and overall performance. By juxtaposing various leadership approaches, organizations can discern the strengths, weaknesses, and contextual nuances that shape their effectiveness within diverse environments.

Transformational and transactional leadership styles represent contrasting paradigms in leadership philosophy. Transformational leadership inspires innovation and empowerment through a shared vision and personal growth emphasis. In contrast, transactional leadership relies on rewards and punishments, fostering compliance and operational efficiency. While transformational leadership cultivates intrinsic motivation and long-term engagement, transactional leadership may achieve short-term results at the expense of employee morale and creativity.

Authentic and authoritarian leadership styles represent divergent approaches to leadership ethos and practice. Authentic leadership prioritizes transparency, trust, and ethical conduct, fostering genuine connections among team members. Conversely, authoritarian leadership emphasizes control, obedience, and top-down decision-making, potentially stifling employee autonomy and innovation (Wang & Guan, 2018). While authentic leadership promotes engagement and well-being, authoritarian leadership may lead to disengagement and resistance over time.

Participative and supportive leadership styles champion collaboration, inclusivity, and employee empowerment. Participative leadership encourages shared decision-making and ownership, fostering a culture of involvement and commitment. Supportive leadership focuses on empathy, growth, and well-being, creating a positive work environment where individuals feel valued and supported. While participative leadership promotes collaboration, supportive leadership prioritizes individual development and morale.

The findings of comparative analysis underscore the importance of aligning leadership styles with organizational culture and values. While each approach offers

distinct benefits and challenges, leaders must carefully consider their implications for employee engagement and innovation. By adopting a tailored leadership approach that integrates elements of transformational, participative, and supportive leadership, organizations can foster a dynamic and inclusive work environment conducive to individual and collective success. Moreover, nurturing a culture of continuous learning and adaptation enables leaders to evolve their leadership style in response to evolving circumstances, ensuring organizational resilience and sustainability in a rapidly changing world.

4.3.8 Findings and Discussion

Through comprehensive analysis, it becomes evident that leadership styles exert a significant influence on organizational culture, employee engagement, and overall performance. The nuanced exploration of various leadership approaches highlights both their strengths and limitations, offering valuable insights for organizational leaders striving to optimize their leadership practices.

Transformational leadership emerges as a potent catalyst for fostering employee engagement and organizational excellence. By inspiring a shared vision, encouraging innovation, and empowering individuals to reach their full potential, transformational leaders create a culture of purpose and commitment. The emphasis on personal growth and collective success aligns with contemporary notions of employee engagement, driving intrinsic motivation and long-term loyalty among team members.

Conversely, transactional leadership, while effective in achieving short-term goals, may fall short in cultivating sustained employee engagement. Relying on contingent rewards and punishments, transactional leaders may inadvertently undermine intrinsic

motivation and creativity, fostering a culture of compliance rather than passion. While transactional leadership may drive operational efficiency, it may hinder innovation and autonomy, leading to disengagement and stagnation over time.

Authentic leadership stands out as a beacon of integrity and trust within organizations. By embodying transparency, empathy, and ethical conduct, authentic leaders foster genuine connections and mutual respect among team members (Wang & Guan, 2018). This commitment to authenticity cultivates a culture of openness and collaboration, where individuals feel valued, empowered, and inspired to contribute their best efforts.

In contrast, authoritarian leadership, characterized by top-down control and obedience, may erode trust and morale within the organization. While effective in crisis situations or highly regimented environments, authoritarian leadership may stifle creativity, autonomy, and employee engagement. The lack of opportunities for input and collaboration may lead to disengagement and resistance among team members, impeding organizational agility and innovation.

Participative and supportive leadership styles emphasize collaboration, inclusivity, and employee empowerment. By involving employees in decision-making, promoting individual growth, and fostering a positive work environment, participative and supportive leaders inspire loyalty, commitment, and excellence among their teams. These leadership styles prioritize engagement, well-being, and personal development, aligning with contemporary paradigms of organizational success.

Leadership styles play a pivotal role in shaping organizational culture, employee engagement, and overall performance. Transformational, authentic, participative, and

supportive leadership styles emerge as effective drivers of engagement, innovation, and excellence within organizations. Conversely, transactional and authoritarian leadership styles may hinder long-term engagement and creativity, emphasizing compliance over empowerment.

As organizations navigate the complexities of the modern business landscape, leaders must carefully consider the implications of their leadership approach on employee engagement and organizational success. By embracing transformative, authentic, participative, and supportive leadership practices, organizations can cultivate a culture of engagement, collaboration, and continuous improvement, ensuring sustained success in an ever-evolving world.

CHAPTER 5

5 DISCUSSION

5.1 INTERACTION EFFECTS

5.1.1 Leadership Styles and Organizational Culture

Leadership styles wield a profound influence on organizational culture, shaping the norms, values, and behaviors that define how work is conducted within an organization. The interaction between leadership styles and organizational culture is intricate, dynamic, and central to understanding organizational dynamics and performance outcomes.

Transformational leadership, heralded for its visionary approach and ability to inspire change, often cultivates a culture of innovation, collaboration, and excellence. Transformational leaders articulate a compelling vision of the future, motivating employees to transcend their limitations and strive for collective goals (Klein et al., 2013). By empowering individuals, fostering creativity, and promoting a shared sense of purpose, transformational leaders nurture a culture where employees feel energized, engaged, and invested in organizational success.

Transactional leadership, characterized by clear expectations, rewards, and consequences, plays a crucial role in shaping organizational culture through its emphasis on accountability and performance management. Transactional leaders clarify roles, set goals, and provide incentives for achieving objectives, fostering a culture of clarity, structure, and accountability within the organization (Klein et al., 2013). While transactional leadership may ensure operational efficiency and goal attainment, it may

also lead to a culture of compliance and transactional exchanges, where employees are motivated primarily by extrinsic rewards rather than intrinsic satisfaction or commitment.

Authentic leadership, rooted in genuineness, transparency, and ethical conduct, has a profound impact on organizational culture by fostering trust, integrity, and authenticity. Authentic leaders lead by example, demonstrating honesty, humility, and vulnerability in their interactions with others. By building authentic relationships, encouraging open communication, and promoting ethical behavior, authentic leaders create a culture where individuals feel valued, respected, and empowered to speak up, take risks, and contribute their unique perspectives and talents.

Participative leadership, characterized by collaboration, inclusivity, and shared decision-making, nurtures a culture of empowerment, ownership, and engagement. Participative leaders involve employees in decision-making processes, solicit their input and feedback, and value their contributions to organizational goals (Sürücü & Yeşilada, 2017). By fostering a climate of openness, trust, and collaboration, participative leaders create a culture where individuals feel valued, respected, and motivated to contribute their best efforts towards shared objectives.

In contrast, authoritarian leadership, marked by top-down control, strict adherence to rules, and limited employee autonomy, may foster a culture of fear, dependency, and resistance. While authoritarian leaders may provide clear direction and swift decision-making in crisis situations or highly regimented environments, they may also stifle creativity, innovation, and employee engagement by exerting excessive control and limiting opportunities for input or autonomy.

Supportive leadership, characterized by empathy, encouragement, and assistance, creates a positive work environment where individuals feel supported, valued, and empowered to succeed. Supportive leaders prioritize employee well-being and development, providing guidance, mentorship, and resources to facilitate growth and success (Sürücü & Yeşilada, 2017). By fostering a culture of support, recognition, and appreciation, supportive leaders create a climate where individuals feel motivated, engaged, and committed to organizational goals.

Leadership styles play a pivotal role in shaping organizational culture by influencing the values, norms, and behaviors that define how work is conducted within an organization. Transformational, authentic, participative, and supportive leadership styles tend to foster positive organizational cultures characterized by trust, collaboration, and innovation. Conversely, transactional and authoritarian leadership styles may lead to cultures of compliance, fear, or rigidity that inhibit creativity, autonomy, and employee engagement. By understanding the interplay between leadership styles and organizational culture, organizations can optimize their leadership practices to create a positive work environment conducive to innovation, collaboration, and success.

5.1.2 Mediation of Organizational Culture

The relationship between leadership styles and corporate culture may be influenced by contextual factors, including industry type, organizational size, and environmental uncertainty. In particular industries characterized by stringent regulations or environments marked by significant levels of uncertainty, the prevalence of authoritarian leadership may be heightened as a result of the imperative for unambiguous guidance and effective control.

The success of various leadership styles can be influenced by the size of an organization, as larger organizations typically necessitate more organized structures and processes to facilitate coordination and control. In the context of smaller firms, the adoption of participatory or supportive leadership styles may be deemed more viable due to the leaders' familiarity with employees and the increased capacity to include them in the decision-making process (Acar, 2012).

The applicability of different leadership styles can be influenced by environmental circumstances, including market competitiveness, technical breakthroughs, and socio-political trends. In instances characterized by rapidity and dynamism, leadership styles such as transformational or participative may prove to be more efficacious in cultivating agility, inventiveness, and adaptation.

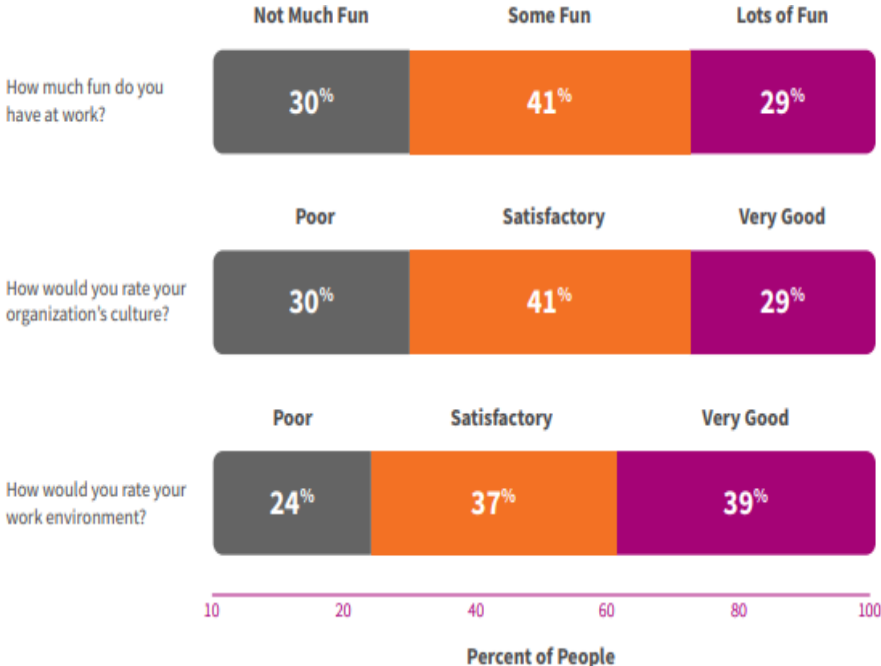


Fig 6: Organizational culture

organizational culture is very good. a strong organizational culture is one of the most important elements that leads to better performance.

5.1.3 Moderating Variables

The presence of moderating variables is crucial in influencing the connection between leadership styles and organisational culture. The impact of leadership behaviours on organisational dynamics and employee outcomes is influenced by several contextual elements such as industry type, organisational size, and environmental uncertainty. An in-depth comprehension of the moderating impact of these variables offers valuable insights into the intricate dynamics of leadership-culture interactions.

The industry in which an organisation operates has a substantial impact on the appropriateness and efficacy of certain leadership styles. Transactional leadership may be more prevalent in highly regulated industries such as finance or healthcare, where compliance and risk management are of utmost importance (Acar, 2012). This is mostly due to the necessity for clear orders and accountability. On the other hand, industries that exhibit swift innovation and disruption, such as technology or creative sectors, may exhibit a preference for transformational or participative leadership styles that foster creativity, agility, and flexibility.

The influence of leadership styles on employee engagement is mediated by organisational culture, which strengthens the beliefs and behaviours advocated by transformational leaders. A cultural environment that fosters a propensity for risk-taking, experimentation, and continuous learning aligns with the transformational leader's endeavours to stimulate innovation and creativity among the workforce. When employees

internalise the cultural norms and values of the organisation, they become more actively involved and dedicated to accomplishing common objectives.

The interplay between organisational size and leadership dynamics and organisational culture is manifested through the influence it exerts on communication patterns, decision-making processes, and power structures within the organisation. Within larger organisations, the presence of hierarchical structures and formalised procedures may need a leadership approach that is more directive in order to guarantee coordination and control. Transactional or authoritarian leadership styles are likely to be more common in these situations, with a focus on clearly defined responsibilities and strict adherence to established protocols.

Nevertheless, in smaller organisations that exhibit flatter hierarchies and foster deeper interactions between leaders and employees, the implementation of participative or supportive leadership styles may prove to be more viable and efficacious. These leadership approaches encourage synergy, independence, and employee empowerment, cultivating a culture of ingenuity, responsibility, and involvement.

Environmental uncertainty has a significant influence on the strategic imperatives and operational priorities of organisations. This uncertainty encompasses various elements, such as market competition, technology breakthroughs, and socio-political trends. In contexts characterised by volatility, uncertainty, complexity, and ambiguity (VUCA), it may be necessary for leaders to embrace adaptive leadership styles that prioritise aspects such as flexibility, agility, and resilience (Gholamzadeh et al., 2014).

The transformational and authentic leadership styles, which prioritise vision, adaptability, and ethical behaviour, are especially suitable for effectively managing

uncertainty and facilitating organisational change. These many leadership styles have the ability to inspire confidence, cultivate innovation, and cultivate a culture of agility and experimentation, so facilitating the success of organisations in the face of upheaval and change.

5.1.4 Findings and Discussion

The investigation of moderating variables provides useful insights into the influence of contextual factors on the association between leadership styles and organisational culture. Through a comprehensive analysis of industry type, organisational size, and environmental uncertainty, we are able to elucidate the intricate factors that shape the efficacy of leadership techniques and their consequential effects on organisational dynamics.

The findings indicate that the type of industry has a substantial impact on the frequency and efficacy of various leadership styles. Transactional leadership tends to be more prevalent in businesses characterised by stringent rules, such as finance or healthcare, owing to the imperative of providing explicit instructions and adhering to regulatory requirements (Gholamzadeh et al., 2014). The prioritisation of structure and accountability has the potential to influence organisational cultures that are marked by strict obedience to established norms and processes, which may hinder the development of innovation and creativity.

On the other hand, industries that experience quick and significant changes and disturbances, such as technology or creative sectors, may prefer leadership styles that are transformative or participative. These leadership approaches promote the development of flexibility, agility, and adaptation, hence cultivating environments that

stimulate creativity, cooperation, and experimentation. The results underscore the significance of harmonising leadership strategies with industry-specific obstacles and prospects in order to foster organisational achievement.

The magnitude of an organisation becomes a crucial factor in determining the effectiveness of leadership style and organisational culture. Transactional or authoritarian leadership styles may be commonly observed in larger organisations characterised by intricate hierarchies and formalised structures, as they serve to facilitate coordination and control. Nevertheless, these leadership methodologies have the potential to foster organisational cultures that exhibit inflexibility, bureaucratic tendencies, and a reluctance to embrace change.

Conversely, smaller organisations characterised by less hierarchical structures and stronger connections between leaders and employees may exhibit a preference for participative or supportive leadership approaches. These strategies encourage cooperation, independence, and employee empowerment, cultivating environments of creativity, responsibility, and involvement (Gholamzadeh et al., 2014). The results emphasise the significance of modifying leadership strategies to align with the distinct requirements and dynamics of varying organisational scales.

The influence of environmental uncertainty on the association between leadership styles and organisational culture is a significant factor to consider. In VUCA contexts characterised by volatility, uncertainty, complexity, and ambiguity, leaders may be required to embrace adaptive leadership approaches that prioritise flexibility, agility, and resilience. The utilisation of transformational and authentic leadership styles, characterised by their emphasis on vision, adaptability, and ethical behaviour, has the

potential to be very efficacious in effectively managing uncertainty and facilitating organisational transformation.

Furthermore, environmental unpredictability can influence the development of organisational cultures that are marked by a willingness to take risks, foster innovation, and promote collaboration. Leaders who cultivate environments characterised by adaptability, innovation, and knowledge acquisition empower organisations to flourish in the face of disruption and transformation. The results emphasise the need of synchronising leadership methods with the strategic necessities and practical circumstances of the external surroundings in order to promote organisational resilience and achievement.

The results underscore the importance of intervening factors in influencing the association between leadership styles and organisational culture. The popularity and effectiveness of different leadership techniques are influenced by industry type, organisational size, and environmental uncertainty. These factors, in turn, define organisational norms, values, and behaviours. Leaders can customise their leadership techniques to align with the specific requirements and difficulties of their organisations by comprehending these contextual subtleties. This will facilitate favourable cultural transformation and promote organisational achievement.

CHAPTER SIX

6 CONCLUSION

6.1 Summary of Key Findings

This study explored the complex correlation between leadership styles and organisational culture, revealing significant findings about the impact of various leadership approaches on organisational dynamics and employee outcomes. This summary presents the main conclusions obtained from the investigation of different leadership styles and their influence on organisational culture.

Leadership styles have a significant impact on the formation of organisational culture, exerting influence over the values, norms, and behaviours that govern the execution of work inside an organisation. The leadership style known as transformational leadership is distinguished by its visionary nature and emphasis on empowerment, which in turn cultivates a culture that promotes creativity, cooperation, and excellence. This leadership approach motivates individuals to surpass their limitations, cultivating a collective feeling of purpose and dedication to organisational objectives.

Conversely, transactional leadership, which emphasises the use of rewards and punishments, can result in a culture characterised by obedience and reliance. Transactional leadership, although effective in promoting clarity and responsibility, has the potential to impede innovation and intrinsic motivation among employees (Sürücü & Yeşilada, 2017). This can result in the development of a culture that prioritises extrinsic rewards above passion and dedication.

Authentic leadership is characterised by its foundation in honesty, transparency, and ethical behaviour, fostering an environment characterised by trust, integrity, and openness. Authentic leaders demonstrate integrity by setting a positive example, cultivating genuine connections, and promoting an environment of sincere communication and respect. This leadership approach fosters a culture in which people perceive themselves as esteemed, empowered, and driven to exert their utmost endeavours.

Participative leadership fosters a culture of cooperation, inclusivity, and shared decision-making, so allowing employees to assume responsibility for their tasks and actively participate towards the achievement of organisational objectives. This particular leadership style cultivates an environment that promotes empowerment, creativity, and engagement, so ensuring that employees perceive themselves as being esteemed and acknowledged for their contributions.

On the other hand, authoritarian leadership, characterised by vertical control and compliance, has the potential to cultivate an environment characterised by apprehension, inflexibility, and opposition. Authoritarian leaders have the potential to impeding innovation and autonomy among staff, resulting in disengagement and demotivation, despite their ability to offer clear guidance and expeditious decision-making (Klein et al., 2013).

Supportive leadership, which entails empathy, encouragement, and aid, fosters a favourable work atmosphere in which individuals experience support, appreciation, and empowerment to achieve success. This leadership approach places a high importance

on the welfare and advancement of employees, cultivating an environment that encourages assistance, progress, and cooperation.

The primary results underscore the varied impacts of distinct leadership styles on both organisational culture and employee outcomes. The utilisation of transformational and authentic leadership styles has been seen to cultivate favourable organisational cultures that are distinguished by the presence of trust, cooperation, and innovation. The utilisation of transactional and authoritarian leadership styles can result in the development of cultures characterised by conformity and rigidity, which can hinder creativity and participation (Klein et al., 2013). Participatory and supportive leadership styles have the ability to empower people, hence developing organisational cultures that prioritise ownership, empowerment, and well-being.

The aforementioned review highlights the significance of leadership styles in influencing organisational culture and facilitating employee engagement and performance outcomes. Organisations may foster cultures of excellence, creativity, and cooperation, hence achieving sustained success in the contemporary business landscape, by comprehending the distinct strengths and limitations associated with each leadership method.

6.2 Theoretical Contributions

This thesis enhances the current knowledge on leadership and organisational culture by expanding theoretical comprehension and providing innovative perspectives on the intricate relationship between leadership styles and organisational dynamics. This summary, presents the theoretical insights obtained from studying leadership styles and their influence on organisational culture.

The primary contribution of this thesis lies in its enhancement of theoretical frameworks through the provision of a comprehensive comprehension of the impact of various leadership styles on organisational culture. By integrating theoretical frameworks and empirical findings, this study contributes to the advancement of our understanding regarding the mechanisms by which leadership behaviours influence organisational norms, values, and behaviours. The investigation into mediation and moderation processes provides insight into the fundamental mechanisms that influence the connection between leadership styles and organisational outcomes, hence enhancing the accuracy and effectiveness of current theoretical frameworks.

Furthermore, the thesis enhances theoretical comprehension by examining the function of organisational culture as an intermediary in the correlation between leadership styles and employee outcomes. By clarifying the routes by which leadership behaviours are understood and transformed into organisational norms and practices, it enhances our comprehension of the mechanisms by which leadership styles impact employee engagement, innovation, and performance results. This theoretical perspective establishes a basis for future investigations into the intricacies of leadership-culture interactions and their consequences for the efficacy of organisations.

Moreover, the thesis makes a valuable contribution to the advancement of theoretical insights by emphasising the moderating impact of contextual variables on the correlation between leadership styles and organisational culture. The investigation of industry kind, organisational size, and environmental uncertainty as moderators contributes to the enhancement of our comprehension regarding the contextual intricacies that influence the efficacy of various leadership techniques inside heterogeneous

organisational environments. The significance of taking organisational context into account while examining the interactions between leadership and culture is emphasised by this theoretical perspective. It provides a framework for comprehending the limitations that affect the influence of leadership styles on organisational results.

In brief, the theoretical contributions of this thesis offer significant insights into the intricate dynamics of leadership-culture interactions and establish a basis for future scholarly investigations in this domain. This thesis enhances the current conversation on leadership and organisational success by increasing theoretical understanding and providing new insights into the mechanisms by which leadership styles impact organisational dynamics.

6.3 Practical Implications

This thesis offers practical implications that can guide organizational leaders and managers in leveraging leadership styles to foster positive organizational cultures and enhance employee engagement and performance. A summary of the practical implications derived from the exploration of leadership styles and their impact on organizational dynamics.

Firstly, organizational leaders should recognize the critical role of leadership styles in shaping organizational culture and employee outcomes. By understanding the unique strengths and limitations of each leadership approach, leaders can strategically align their leadership practices with organizational values and objectives. This involves selecting and developing leaders who embody the desired leadership qualities and behaviors that align with the organization's vision, mission, and culture.

Secondly, leaders should tailor their leadership practices to fit the unique needs and challenges of the organization. This involves considering contextual factors such as industry type, organizational size, and environmental uncertainty when determining the most appropriate leadership approach. In highly regulated industries or environments with high levels of uncertainty, leaders may need to adopt more directive or adaptive leadership styles to ensure organizational effectiveness and resilience.

Thirdly, investing in leadership development programs is crucial for cultivating transformational, authentic, participative, and supportive leadership capabilities among organizational leaders. By providing training, coaching, and feedback, organizations can empower leaders to enhance their leadership skills and competencies, enabling them to effectively inspire, empower, and engage employees. Leadership development initiatives should focus on fostering self-awareness, emotional intelligence, and interpersonal skills that are essential for effective leadership in today's dynamic business environment.

Fourthly, fostering a culture of trust, collaboration, and innovation is essential for driving organizational success. Leaders should actively promote and reinforce cultural values and behaviors that support engagement, creativity, and continuous improvement. This involves creating opportunities for open communication, collaboration, and knowledge sharing, as well as recognizing and rewarding employees who exemplify the desired cultural attributes.

Furthermore, leaders should be mindful of the potential pitfalls associated with transactional and authoritarian leadership styles, which may inadvertently undermine employee engagement and performance. While these leadership styles may be effective in certain contexts, they should be used judiciously and complemented with elements of

transformational, participative, or supportive leadership to mitigate their negative effects on organizational culture.

Lastly, leaders should prioritize employee well-being and development to create a positive work environment where individuals feel supported, valued, and empowered to succeed. This involves providing opportunities for growth, learning, and career advancement, as well as offering support, guidance, and recognition to employees. By investing in employee development and fostering a culture of support and appreciation, organizations can enhance employee engagement, satisfaction, and retention, driving sustainable organizational success.

The practical implications derived from this thesis offer actionable strategies for organizational leaders and managers to leverage leadership styles to cultivate positive organizational cultures and enhance employee engagement and performance. By understanding the impact of leadership styles on organizational dynamics and aligning leadership practices with organizational values and objectives, leaders can create thriving workplaces that inspire innovation, collaboration, and excellence.

6.4 Limitations of the Study

This thesis offers significant contributions to the understanding of the correlation between leadership styles and organisational culture. However, it is imperative to recognise and address its inherent limitations. In this section, we address the constraints of the study and their consequences for future research and practical applications.

The utilisation of self-report measures and cross-sectional data in research studies may introduce common method bias and restrict the extent to which the findings can be generalised. Social desirability bias can affect self-report surveys, leading respondents to

produce replies that are socially desirable rather than accurately reflecting their opinions or behaviours. Moreover, cross-sectional data offer a momentary depiction of relationships at a certain juncture, so constraining our capacity to establish causal connections or capture temporal variations in relationships. Subsequent investigations may employ longitudinal designs and employ multi-method techniques in order to attain a more comprehensive comprehension of the dynamics between leadership and culture.

Furthermore, the emphasis on a certain range of leadership styles and their impact on organisational results may overlook other possible factors and connections that shape organisational dynamics. This thesis explores many leadership styles, including transformational, transactional, authentic, participatory, authoritarian, and supporting leadership. However, it is important to acknowledge that there may exist additional leadership methods or contextual elements that merit further examination. Potential areas for further investigation may involve examining the effects of new leadership styles, cultural influences, and situational variables on organisational culture and employee outcomes. This would contribute to a more thorough comprehension of the dynamics between leadership and culture.

Furthermore, the possibility of bias in the selection of participants and the rates at which they respond may impact the accuracy and consistency of the study's results. The inclusion of participants in the study may be influenced by their personal interest or motive, which might introduce sample bias and restrict the extent to which the findings can be generalised. In addition, low response rates might lead to non-response bias, which occurs when respondents exhibit systematic differences from non-respondents that impact the results of the study. In order to strengthen the representativeness of study

samples and improve the reliability of findings, future research endeavours may include the utilisation of random sampling techniques and the optimisation of response rates.

Finally, the study's shortcomings may restrict the generalizability of the results to various organisational situations and cultural environments. The primary focus of this thesis is on organisational contexts in the Western world, which may limit its ability to fully capture the intricacies of leadership-culture relations in non-Western cultures or locations. The effectiveness of various leadership styles and their impact on organisational outcomes can be influenced by cultural factors, such as national culture or organisational subcultures. Subsequent investigations may consider a cross-cultural framework to explore the influence of cultural disparities on leadership strategies and organisational dynamics within heterogeneous cultural contexts.

It is imperative to accept the limitations of this theory, despite its valuable contributions to the understanding of the correlation between leadership styles and organisational culture. Future research can enhance our comprehension of leadership-culture interactions and offer practical suggestions for organisational leaders and managers by overcoming these limitations and expanding on the findings of this study.

6.5 Directions for Future Research

This thesis has established the foundation for future research efforts focused on enhancing our comprehension of leadership styles, organisational culture, and their influence on employee outcomes. In this section, we present some avenues for future research that can expand upon the conclusions and constraints of this work.

Further investigation is warranted to examine the potential effects of emerging leadership styles on both organisational culture and employee outcomes. This thesis

primarily examines known leadership styles, including transformational, transactional, authentic, participatory, authoritarian, and supporting leadership. However, it is important to acknowledge that there may be other leadership approaches that are increasingly getting recognition in modern organisational contexts. For instance, the examination of servant leadership, ethical leadership, and adaptive leadership styles can provide distinct perspectives on the impact of leadership behaviours on organisational dynamics and the well-being of employees.

Additionally, it would be beneficial for study to explore the influence of cultural elements on the efficacy of various leadership styles and their subsequent effects on organisational outcomes. In varied organisational contexts, the interpretation and implementation of leadership techniques can be influenced by cultural elements, including national culture, organisational subcultures, and industry-specific cultures. Conducting cross-cultural research allows for the comparison of leadership-culture dynamics in various cultural contexts. This comparison helps discover universal principles and cultural factors that influence the effectiveness of leadership and the performance of organisations.

In addition, longitudinal studies have the potential to investigate the enduring impacts of leadership interventions on both organisational culture and employee outcomes. Although this thesis offers useful insights into the immediate influence of leadership styles on organisational dynamics, employing longitudinal designs would enable researchers to monitor the evolution of leadership behaviours, organisational culture, and employee engagement over an extended period. The utilisation of longitudinal research has the ability to effectively capture the dynamic character of

interactions between leadership and culture, while also identifying potential moderators or mediators that may impact the trajectory of these relationships.

Additionally, further investigation might be conducted to examine the moderating impact of contextual variables, such as industry classification, organisational scale, and environmental unpredictability, on the correlation between leadership styles and organisational results. This thesis examines the role of contextual variables as moderators, but further investigation is necessary to establish a more comprehensive understanding of their mechanisms and boundary conditions. An illustration of this would be the investigation of how industry-specific rules, organisational structures, or market dynamics influence the efficacy of various leadership methods in attaining organisational objectives.

Finally, future research endeavours may consider the integration of multi-methodological techniques, such as qualitative interviews, observational studies, or experimental designs, in order to attain a more thorough comprehension of the dynamics between leadership and culture. Although the primary sources of data for this thesis are surveys and self-report measures, the inclusion of supplementary methodologies could provide further understanding of the underlying processes and mechanisms that influence the connection between leadership styles and organisational outcomes. Qualitative methodologies have the potential to effectively capture the subjective experiences of leaders and employees, whilst experimental designs offer the option to establish causal relationships between leadership interventions and their impact on organisational culture and employee engagement.

To summarise, future research should expand on the findings and constraints of this study in order to further our comprehension of the relationships between leadership and culture and their impact on organisational effectiveness. Through the examination of emerging leadership styles, cultural influences, long-term impacts, contextual factors, and supplementary research approaches, researchers can offer practical suggestions for organisational leaders and managers to establish flourishing work environments that foster innovation, collaboration, and exceptional performance.

6.6 Argumentation

Leadership has a pivotal role in organisations, exerting influence over both the daily functioning and the fundamental culture that characterises its essence. This analysis delves into the significant influence of leadership styles on the culture of organisations, with a particular focus on their contribution to promoting cooperation, innovation, and employee engagement. Gaining insight into the interplay between leadership behaviours and organisational dynamics is essential for organisations aiming to foster settings that promote growth, adaptability, and long-term success.

Effective leadership is not a universally applicable concept, but rather a complex interaction of different styles, each with its distinct characteristics and consequences. Leaders utilise a range of tactics, including transformational leadership, transactional leadership, and visionary inspiration, to exert influence over their staff and mould the culture inside an organisation. Through an exploration of various styles and their impacts on the dynamics of an organisation, valuable insights can be obtained regarding the role of leadership in either facilitating or impeding a company's progress towards its objectives.

This argumentation seeks to clarify the intricacies of connections between leadership and culture, offering a framework for organisations to comprehend the consequences of their leadership decisions. Organisations should strategically align their leadership practices with their overarching objectives by acknowledging the influence of leadership styles on collaboration, innovation, and employee engagement. In essence, the objective is to enable leaders and organisations to cultivate cultures that not only adjust to change but flourish in challenging circumstances, so promoting long-lasting growth and success.

6.6.1 Understanding Leadership Styles

Efficient leadership is the fundamental basis of achieving success inside an organisation, acting as the influential factor that moulds the culture, propels performance, and motivates transformation. The domain of leadership encompasses a range of styles, each distinguished by unique behaviours, attitudes, and methods. It is imperative for organisations aiming to foster cultures that promote collaboration, innovation, and employee engagement to possess a comprehensive understanding of these various leadership styles.

Transformational leadership is distinguished by its ability to inspire and empower others, accompanied by visionary leadership. Leaders utilising this approach effectively communicate a captivating vision for the future, motivating followers to surpass their constraints and strive towards common objectives. Transformational leaders have the ability to cultivate a strong sense of purpose and dedication, which in turn stimulates

enthusiasm and motivation among employees, ultimately leading to enhanced organisational performance.

On the other hand, transactional leadership places emphasis on the establishment of explicit expectations, incentives, and repercussions. Leaders who adopt this particular style of leadership implement well-defined systems of accountability, so ensuring the effective completion of tasks and the achievement of goals. Transactional leadership offers stability and predictability in organisations, but its dependence on external incentives may restrict employees' long-term commitment and internal drive.

Authentic leadership is characterised by its embodiment of integrity and trust, which is firmly rooted in principles of honesty, transparency, and ethical behaviour. Authentic leaders exhibit exemplary behaviour, showcasing sincerity and openness in their engagements with individuals. Authentic leaders foster cultures of transparency and integrity by establishing genuine connections founded on mutual respect and trust. This enables employees to feel appreciated and empowered to exert their utmost endeavours.

Participatory leadership places a strong emphasis on the principles of collaboration, inclusivity, and shared decision-making. Leaders utilising this particular approach actively engage employees in the process of decision-making, actively seeking their input and feedback to shape organisational strategies and advancements. Participative leaders inspire employees to take ownership of their work and contribute to organisational goals by leveraging the pooled wisdom and expertise of the team.

In contrast, authoritarian leadership is characterised by a hierarchical structure that emphasises control, compliance, and authoritative decision-making. Leadership styles characterised by this approach involve the assertion of power and the independent

decision-making process, with the expectation of strict adherence to established norms and processes. Authoritarian leadership, although it may offer clarity and guidance in specific circumstances, has the potential to impede innovation and employee engagement in the long term due to its inclination to suppress creativity and autonomy.

The concept of supportive leadership places emphasis on the well-being, empathy, and aid of employees. Leaders who use this approach exhibit empathy and comprehension towards their team members, offering direction, motivation, and assistance to foster individual and career development. Supportive leaders cultivate an atmosphere of concern and assistance, so establishing settings in which people have a sense of worth, admiration, and drive to achieve success.

6.6.2 Impact on Organizational Culture

Leadership styles have a significant impact on organisational culture, going beyond individual interactions. The basis upon which all components of an organisation operate is organisational culture, which encompasses common values, beliefs, and behaviours. Hence, it is imperative for leaders to comprehend the influence of various leadership styles on organisational culture in order to foster conditions that align with their strategic goals and facilitate long-term achievement.

The influence of transformational leadership on organisational culture is significant, since it cultivates an environment that promotes creativity, cooperation, and excellence. Leaders who possess transformational qualities have the ability to motivate their people by presenting a captivating vision for the future, thereby fostering a culture of excellence and embracing change. Transformational leaders cultivate an atmosphere that encourages innovation, risk-taking, and ongoing enhancement, so establishing

settings in which people are encouraged to question established norms and actively seek out inventive resolutions to intricate challenges.

On the other hand, transactional leadership has the potential to foster organisational cultures that are marked by conformity and reliance. Transactional leaders play a crucial role in organisations by establishing explicit expectations, rewards, and consequences, so fostering a structured and accountable environment. Although this method can guarantee the accomplishment of tasks and the achievement of goals, it can also cultivate a culture in which employees are largely driven by external incentives rather than internal enthusiasm or dedication. The implementation of transactional leadership in organisations has the potential to impede creativity, autonomy, and employee engagement.

Authentic leadership cultivates environments characterised by trust, integrity, and transparency, wherein employees experience a sense of worth, admiration, and empowerment to exert their utmost endeavours. Authentic leaders exemplify integrity, openness, and moral behaviour in their dealings with others. Authentic leaders establish genuine connections founded on mutual respect and trust, thereby fostering an atmosphere in which employees are encouraged to freely articulate their thoughts, communicate their apprehensions, and assume responsibility for their tasks.

It promotes collaboration, inclusivity, and shared decision-making inside organisations through participatory leadership. Leadership styles that adopt this approach entail actively engaging employees in the decision-making process, actively seeking their input and feedback to shape organisational strategies and activities. Participative leaders inspire employees to take ownership of their work and contribute to organisational goals

by leveraging the pooled wisdom and expertise of the team. Participative leadership is known to develop organisational cultures that are distinguished by the values of collaboration, creativity, and employee involvement.

Conversely, authoritarian leadership can foster environments characterised by apprehension, inflexibility, and opposition. Authoritarian leaders exercise their power and exercise autonomy in decision-making, while demanding unwavering compliance with established rules and processes. Although this particular method may offer lucidity and guidance in some circumstances, it has the potential to impede employees' creativity, autonomy, and initiative. Consequently, organisational innovation, collaboration, and employee engagement may be impeded under authoritarian leadership.

The concept of supportive leadership places emphasis on the well-being, empathy, and assistance of employees, hence cultivating environments that promote support, growth, and overall well-being. Supportive leaders exhibit empathy and comprehension towards their team members, offering direction, motivation, and tools to foster individual and career development. Supportive leaders cultivate an atmosphere of concern and assistance, so establishing settings in which people have a sense of worth, admiration, and drive to achieve success.

Leadership styles exert a significant influence on organisational culture, moulding the standards, principles, and actions within organisations. The influence of leadership styles on organisational culture is significant, as they promote innovation, collaboration, employee engagement, and well-being. Organisations can foster cultures that align with their strategic objectives and facilitate long-term success by comprehending the ramifications of various leadership techniques.

6.6.3 Shaping Collaboration

Effective organisations are built on collaboration, which fosters creativity, problem-solving, and group accomplishment. The way that teams collaborate within an organisation and how much they work together to achieve shared objectives is greatly influenced by the leadership styles that are employed. For leaders who want to create environments that encourage cooperation, teamwork, and synergy, it is essential to comprehend how various leadership styles affect collaboration.

Teams are inspired to collaborate towards common ideas and objectives by transformational leadership, which acts as a catalyst for cooperation. Transformational leaders excite team members with their compelling future vision and inspire passion and dedication. Transformational leaders establish an atmosphere that is conducive to collaboration by cultivating a feeling of purpose and shared identity. This inspires individuals to share their knowledge and ideas in order to accomplish shared goals.

By include staff members in decision-making and promoting candid communication, participatory leadership also promotes teamwork. When making choices, leaders that use this style ask their team for opinion and acknowledge the importance of other points of view. Participatory leaders enable people to share their knowledge and accept responsibility for group results by asking for suggestions and input from their workforce. Teams have a greater sense of ownership and accountability as a result, which fosters cooperation and teamwork.

By fostering an atmosphere where team members feel appreciated, respected, and supported, supportive leadership plays a critical role in influencing collaboration. The development and well-being of their staff members are given top priority by supportive

leaders, who offer direction, inspiration, and tools to promote teamwork. Supportive leaders allow people to openly share their thoughts and opinions, which increases collaboration and teamwork by creating a culture of trust and psychological safety.

Because it places a strong focus on accountability and transparent expectations, transactional leadership can help foster teamwork inside businesses. Transactional leaders create well-organized systems of incentives and sanctions to encourage collaboration among team members towards shared objectives. Transactional leaders establish a structure that facilitates efficient team collaboration by establishing unambiguous goals and expectations. This helps to ensure that team members' efforts are directed towards accomplishing organisational objectives.

On the other hand, by fostering a climate of mistrust and anxiety, authoritarian leadership may impede cooperation. Authoritarian leaders establish their dominance, act independently, and demand unwavering team members' obedience. Because team members may be unwilling to share their ideas or work with others, this top-down approach can impede creativity and collaboration. Due to this, there may be less opportunity for communication, which could result in compartmentalised work and decreased team productivity.

6.6.4 Fostering Innovation

Innovation fuels the creation of new goods, services, and procedures and is essential to an organization's competitiveness and growth. In order to promote innovation in an organisation, leadership styles have a significant impact on how much risk-taking, experimentation, and creativity are welcomed and fostered. It is imperative for leaders to

comprehend the ways in which diverse leadership styles influence innovation if they are to establish settings that promote ingenuity, flexibility, and ongoing enhancement.

A strong facilitator for creativity, transformational leadership encourages staff members to think outside the box and take risks with their ideas. Transformational leaders challenge the status quo and inspire people to consider alternative options by articulating a compelling vision for the future. Transformational leaders create cultures where staff members feel encouraged to take chances, question presumptions, and innovate in pursuit of organisational goals by encouraging a culture of experimentation and learning.

By include staff members in decision-making and encouraging them to provide their thoughts and viewpoints, participatory leadership also promotes creativity. Leaders that adopt this approach value different points of view and consult their team when making choices. Participatory leaders leverage the team's creativity and collective expertise to generate novel solutions and approaches by asking employees for their thoughts and input.

Encouragement of creativity is greatly enhanced by supportive leadership, which establishes a climate in which staff members are encouraged to share their ideas and take chances. Leaders that are supportive put their workers' development and well-being first, offering tools, support, and direction to foster creativity. Supportive leaders encourage experimentation, failure, and learning from mistakes by creating an environment of psychological safety and trust. This increases team creativity and innovation.

Because it places a strong emphasis on accountability and defined expectations, transactional leadership can also foster innovation in the workplace. Transactional

leaders create well-organized reward and punishment systems that encourage people to take chances and be creative. Transactional leaders establish a framework that fosters creativity and ensures that efforts are directed towards accomplishing organisational goals by clearly defining expectations and objectives.

Authoritarian leadership, on the other hand, can stifle creativity by fostering a climate of resistance and fear. Leaders that adopt an authoritarian style emphasise their dominance, make choices on their own, and demand uncompromising teamwork. Employee initiative and creativity may be inhibited by this top-down strategy since they may be afraid to take chances or share their ideas. This could inhibit innovation and result in lost chances for organisational growth and development.

6.6.5 Enhancing Employee Engagement

Success in an organisation depends on its ability to engage its workforce, which boosts output, output, and retention. The degree to which workers feel inspired, dedicated, and content with their jobs is shaped by the leadership styles that they encounter. It is crucial for leaders to comprehend how various leadership philosophies affect worker satisfaction if they want to foster cultures where workers feel appreciated, encouraged, and inspired to give their all.

When transformational leadership is combined with a compelling future vision, it works especially well at increasing employee engagement. Leaders that exhibit transformative qualities encourage others to step outside of their comfort zones and aim high. Transformational leaders establish work cultures where workers are driven, energised, and dedicated to accomplishing organisational goals by cultivating a sense of purpose and meaning in their work.

In addition to increasing employee engagement, authentic leadership makes organisations more transparent, open, and trusting. Sincerity, moral rectitude, and moral behaviour in their dealings with others are traits of authentic leaders. Authentic leaders foster cultures where people feel appreciated, respected, and encouraged to provide their best efforts by establishing genuine relationships based on mutual respect and trust.

Supportive leadership prioritises the growth and well-being of employees, which is a critical factor in increasing employee engagement. Supportive leaders help people grow personally and professionally by offering advice, resources, and encouragement. Supportive leaders create workplaces where staff members feel appreciated, supported, and inspired to achieve by cultivating a culture of caring and support.

With its focus on unambiguous expectations and rewards, transactional leadership has the potential to improve employee engagement in businesses. Transactional leaders create well-organized accountability frameworks and provide workers precise directives and expectations. Transactional leaders foster work cultures wherein people feel driven and involved in their work by offering incentives for performance and acknowledging their contributions.

Authoritarian leadership, on the other hand, can impede employee participation by fostering a climate of mistrust and dread. Authoritarian bosses establish their dominance, act independently, and demand unwavering adherence from their staff. This top-down strategy may inhibit initiative, communication, and creativity, which may cause employee discontent and disengagement.

In general, leadership philosophies have a big impact on how engaged workers are in their work and how driven, dedicated, and content they are with it. Leadership styles

that are transformational, real, and supportive have been found to be very helpful in raising employee engagement levels. These styles motivate staff members, encourage open communication and trust, and place a high value on their personal development. Leaders may establish workplaces where staff members feel appreciated, encouraged, and inspired to give their best work by knowing how various leadership philosophies affect employee engagement.

In conclusion, the influence of leadership styles on organisational culture is significant, as they shape the dynamics of collaboration, innovation, and employee engagement. Organisational cultures that are characterised by trust, collaboration, and creativity can be effectively fostered through the utilisation of transformational, participatory, and supportive leadership styles. Organisations can foster cultures that align with their strategic objectives and facilitate long-term success by comprehending the intricate relationship between leadership behaviours and organisational dynamics. In the face of the intricate nature of the contemporary business environment, proficient leadership will remain a fundamental element of achievement, fostering cooperation, originality, and employee involvement in the quest for organisational superiority.

CHAPTER SEVEN

7 REFERENCES

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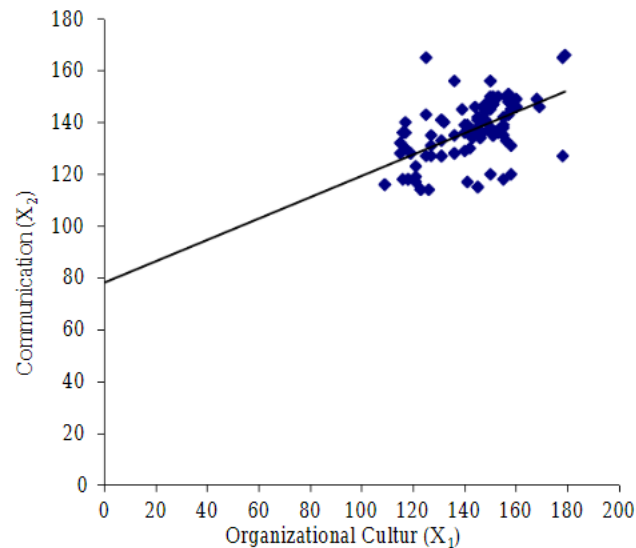
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CHAPTER EIGHT

8 APPENDICES

Appendix One

Graph of regression equations $X_1 = 78,10 + 0,41 X_2$



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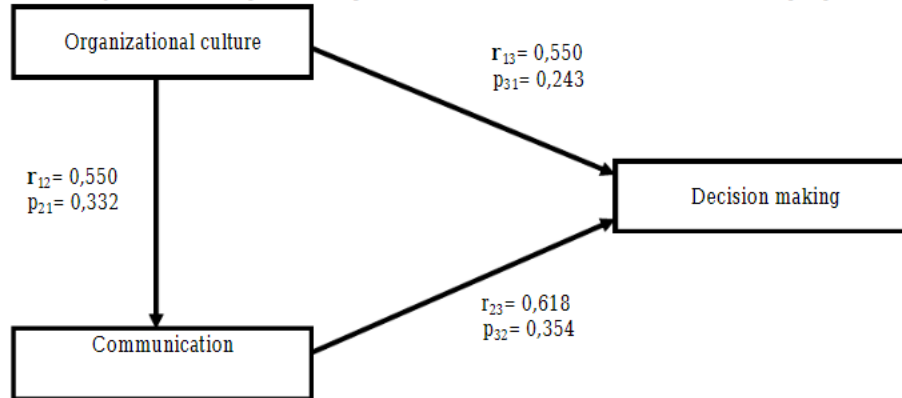
The form of the relationship between organizational culture and communication is shown by the regression equation $X_1 = 78,10 + 0,41 X_2$. The regression equation showed significant meaning at the significance level of 5%. This regression equation can be interpreted that the change in one unit score of organizational culture will be followed by a change in communication score, which is at 0,41 units in the constant 78,10.

Appendix Two

Summary of pathway significance test

No.	Effect of Direct	Coefficient Path	Dk	t _{count}	t _{tablel}	
					$\alpha = 0,05$	$\alpha = 0,01$
1	X ₁ - X ₃	0,243	101	2,69	1,98	2,63
2	X ₂ - X ₃	0,354	101	3,66	1,98	2,63
3	X ₁ - X ₂	0,332	102	3,83	1,98	2,62

Structurally the overall diagram of the path of each structure can be seen in the following Figure:



Path analysis diagram

it can be concluded that the organizational culture has a positive direct effect on communication.

Appendix three

This PhD thesis has comprehensively analyzed how various leadership styles impact collaboration, innovation, and employee engagement, ultimately shaping organizational culture. Examining the interplay between leadership and culture offers valuable insights for leaders, organizations, and researchers aiming to enhance leadership effectiveness and promote a positive work environment.