The Effect of Leadership Style on the Organizational Culture: Evidence from Turkey

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Abstract

The leadership-style of an organization leader plays an important role in forming and maintaining organizational culture. The main objective of this study is to determine the leadership styles of leaders in armed forces and reveal the effects of leadership styles on the typologies of the organizational culture. The study had an explanatory method and the data collection tool was a questionnaire. According to the results, while the transactional leadership style was brought to forefront from the leadership styles of leaders in armed forces, the hierarchy culture was brought to forefront from the typologies of the organizational culture. It was determined that while the transactional leadership style did not affect the clan and adhocracy culture, it positively affected the market and hierarchy culture. Furthermore, the transformational leadership style positively affected the clan and adhocracy culture, whereas it negatively affected the market and hierarchy culture. Besides, some differences were observed on cultural dimensions perceived by commanders performing a duty in provinces in eastern and western regions. Commanders performing a duty in the eastern region perceived greater adhocracy culture compared to commanders performing a duty in the western region. Commanders serving in the western region perceived greater market and hierarchy culture than commanders serving in the eastern region. As a consequence, it could be asserted that the leadership styles of leaders shape the organizational culture.

Keywords: Leadership style, Organizational culture, Armed forces

JEL: M14, D23

1 Introduction

Leadership style of a leader in the organization plays an important role in forming and maintaining organization culture (Akıncı, 2003; Çetin, 2004) and culture in an organization is determined according to the perspective of leader and employees comply with this culture. (Bass & Avolio, 1994). In different studies performed (Buble, 2012; Zahari & Shurbagi, 2012; Gül & Aykanat, 2012; Tsai, 2011; Bakan, 2009; Erdem & Dikici, 2009) relationship of leadership and organizational culture is inspected. However, the studies performed on Armed Forces sample are at very insufficient level.

Main objective of this research is to determined leadership styles of leaders in Turkish Armed Forces and to set forth the effects of leadership styles on dimensions of organizational culture.

In addition, comparison of leadership styles and organizational cultures of leaders of Turkish Armed Forces (TAF) with leadership styles and organizational cultures of other organizations is another objective of the research. Again, differences of leadership styles and organizational cultures formed by the leaders performing duties in east and west of Turkey are analyzed.

The question to be responded by this study is to set forth leadership styles of commanders working in armed forces and to reveal the culture formed by the leaders. The study can provide a basic contribution since it is one of the first studies performed in armed forces.

2 Literature review / Background

2.1 Leadership style

Leadership is the sum of knowledge, experience and skills for gathering a group of people towards specific targets and to mobilize such group to achieve such targets. (Eren, 2001). According to Brodbeck, Michael & Staffan (2000), leadership is the ability to influence, motivate individuals and to ensure their contribution to the success and efficiency of the organization they belong.

Although leadership theories are classified as characteristics, behavioral and contingency, there are also charismatic, paternalist, transactional, transformational, shared, future focused, ethical, cultural, servant, spiritual, etc leadership styles in recent years. (Karadağ, 2009; Koçel, 2003). In Leadership named book of Burns (1978), political leadership is distinguished in two groups as business oriented and transformational for the first time. (Özalp & Öcal, 2000).

Transactional (inter-actionist) leaders guide their followers in line with determined targets by explaining requirements of role and duty. Transactional leaders determine the targets, explain the connection between performance and rewards and ensure positive feedback to keep followers on the job. (Öztop, 2008). Business oriented leaders express that followers can achieve their individual goals if they realize the target and wishes of the leader. Transactional leadership is mainly consisted of conditional rewarding, active and passive management with exceptions, let them do leadership dimensions. (Jogulu & Ferkins, 2012).

Transformational leaders can be defined as leaders sharing their vision about future with their associates, encouraging them intellectually and paying great importance on their individual differences. (Yammarino & Bass, 1990). Transformational leaders pay importance on the change of needs and values of their followers in order to realize objectives and vision of the company. (Özalp & Öcal, 2000). Properties or sub-dimensions of transformational leadership is in the form of charisma, being the source of inspiration, intellectual motivation and individualized interest on the followers. (Jogulu & Ferkins, 2012; Acar, 2013).

Some studies and conclusions in which transactional and transformational leadership styles are used in the literature are specified below.

In the research performed by Acar (2013) in logistic corporations, from the leadership styles dimensions of transformational leadership style (respectively, charisma, intellectual motivation, individual interest, to be source of inspiration) appear at the forefront compared to transactional leadership dimensions (conditional rewarding, active management with exceptions, passive management with exceptions). .

In the study performed by Jogulu & Ferkins (2012) on company managers in Malaysia, transformational leadership came at the forefront compared to transactional leadership.

Öztop (2008) revealed in his study performed on production oriented company employees in Gebze that primarily leadership style is transactional leadership rather than transformational leadership.

2.2 Organizational culture

Organizational culture can be defined as the set of shared values, beliefs, assumptions and behaviors of organization members. (Yıldız & Acuner, 2005). According to Schein (1992) organizational culture is the basic assumptions created by a group in order to overcome internal integration issues and to adapt external environment and taught to new-comers on perceiving, thinking and feeling of issues. According to George & Jones (2002) organizational culture is informal values, norms and beliefs controlling how the groups and individuals within organization interact with each other and with people out of organization. According to Gordon (2002) organizational culture is a part of internal environment directing operations of organization members and comprising set of shared assumptions, values and beliefs of organization members.

According to Robbins (1994) there are seven features forming the basis organizational culture. There are: Personal autonomy (responsibility), structure (rules), support (manager help), identity (identification degree), performance – promotion ratio (distribution of rewards), conflict tolerance (openness for differences) and risk tolerance (encouragement to take risk).

There are different types of organizational culture. These are (Yıldız, 2004): Harrisson's classification (power, role, duty, individual), Deal and Kennedy's classification (venturous, activity, authority, hierarchy), Quinn & McGarth's classification (rational, developmental, accommodationist, hierarchy), Parson's classification (adaptation, goal attainment, integration, legality- in short AGIL).

Another classification made by Cameron & Quinn (1999) is in the form of clan, adhocracy, hierarchy and market culture. While cultures close to flexibility and taking initiative (dynamism) are clan and adhocracy cultures, cultures close to control and stability are hierarchy and market centric cultures. We can explain these four culture styles as follows: (Quinn & Rohrbaugh, 1983; Öcal & Ağca, 2010; Gürdoğan & Yavuz, 2013; Acar, 2013).

Clan culture; is human focused and expresses harmony, loyalty, participation and teamwork. While leadership style is parent and facilitator, dependence tool is loyalty and harmony between individuals. Organization is like a family where employees share a lot of things; dependence and mutual trust are the basis of organizational success. This culture is shaped between intra-organizational orientation and flexibility/dynamism dimensions.

Adhocracy culture is innovation focused and expresses entrepreneurship, creativeness and adaptation. While leadership style is entrepreneur and innovative; tool of dependence is flexibility and risk. Organization is a place where entrepreneurs willing to take risk and dynamic are available. This culture is externally focused and expresses an organizational culture where entrepreneur, flexible, innovative and creative medium takes place with its dynamic structure.

Hierarchy/ bureaucracy culture is productivity and balance focused and defined by orders, rules and regulations. Leadership style is adaptive and manager while tool of dependence is rules, policies and procedures. Organization is a place of bureaucratic rules while organizational success is based on efficiency and productivity. This culture takes place between inter-organizational orientation and stability/control dimensions.

Market culture is competition focused and expresses competitiveness and objective directedness. While leadership style is firm and success focused; dependence tool is purpose oriented and competition. Organization is generally result focused and competing and winning is common theme. This culture is an organizational culture emerging in case of stability and control in spite of external centricity.

Some studies where cultural dimensions of Cameron & Quinn are used in the literature and their conclusions are given below.

In the research carried by Acar (2013) in logistic enterprises, it is observed that mostly seen culture type in the enterprises is market culture followed respectively by adhocracy, clan and hierarchy cultures. .

In the study carried by Giritli et al. (2013) on management staff of Turkish construction sector companies, cultures of organizations are respectively hierarchy, clan, adhocracy and market.

In the research performed by Zahari & Shurbagi (2012) in Libya oil sector, the cultures or organizations are determined respectively as hierarchy, market, clan and adhocracy cultures.

Aydıntan & Göksel (2012) have tested Cameron- Freeman-Quinn model on health care personnel in their studies where they set forth organizational culture typologies of hospitals in Ankara and Edirne and they revealed that hierarchy culture is at forefront in general service hospitals while adhocracy culture is at forefront in special hospitals.

In the studies of Öcal & Ağca (2010) performed on 150 managers of first and second 500 companies registered in Istanbul Chamber of Industry, organizational cultures are found respectively as clan, market, hierarchy and adhocracy cultures.

Öztop (2008) revealed in the study he performed on employees of production directed companies in Gebze that adapted organizational culture typologies are respectively market, hierarchy, adhocracy and clan cultures.

2.3 The effect of leadership style on organizational culture

The relations between organizational culture and leadership styles may be bilateral. While leaders or organization employees' attitudes and behaviors are effected in organizational culture in one aspect (Korte & Chermack, 2006) on the other side it is asserted that leader has effect on creation of organizational culture. (Bass & Avolio, 1994; Schein, 1992). In this study, the view that organization leaders have an important role on formation, improvement and establishment of organizational culture (Jung, 2001; Schein, 1992) is taken into account. The relationship between leadership and organizational culture may be expressed with three approaches as functional, attribution and contingency. (Bakan, 2009).

Some studies inspecting relationships between leadership style and organizational culture and their conclusions are indicated below.

In the study performed by Yücel, Karataş & Aydın (2013) on teachers in Uşak city, it is revealed that leadership behavior oriented on both human and business has positive effect on clan and adhocracy culture and has a negative relationship with hierarchy culture.

Gürdoğan & Yavuz (2013) have concluded in their study performed on employees in our and five-star hotel facilities and airline enterprises operating in Muğla city that 57,7 % of organizational culture is explained by leadership behaviors. In this context, it is revealed that leadership behaviors of managers have positive effect on organizational cultures of employees.

In the research of Acar (2013) in logistic enterprises, it is set forth that transactional leadership dimensions (conditional promotion, management with active exceptions) has no effect on adhocracy culture but effect hierarchy culture positively while effect clan (conditional promotion) and market (active management with exceptions) cultures partially. While charisma, source of inspiration and individual interest among transformational leadership dimensions has positive effect on clan culture, charisma and source of inspiration dimensions have positive effect on hierarchy and adhocracy cultures. Only charisma dimension has a positive effect on market culture.

In the study performed by Zahari & Shurbagi (2012) on employees of national petroleum company of Libya, transformational leadership is measured in five dimensions (intellectual stimulation, effect of idealized behavior, effect of idealized attitude, inspiring motivation and personalized interest) while organizational culture is measured in four dimensions(clan, adhocracy, market, hierarchy) and a strong positive relationship between transformational leadership and organizational culture is revealed.

In the study carried by Gül & Aykanat (2012) on employees of institutions of Ardahan governorship, charismatic leadership is handled with vision determination, environmental awareness, displaying extraordinary behaviors, taking personal risk, awareness of member needs and non-maintenance of status quo while organizational culture is handled with one dimension. As a result, it is set forth that environmental awareness, personal risk taking and non-maintenance of status-quo characteristics of leaders are affecting organizational culture positively.

In the study of Simosi & Xenikou (2010) on the employees of a service company in Greece, it is

revealed that transformational leadership and transactional conditional promotion have positive effects on humanistic, success, consultative and self realization culture.

While leadership is inspected in 3 dimensions (participative, supportive and directive in the study performed by Bakan (2009) on managers of enterprises in Kahramanmaraş, organizational culture is handled in 3 dimensions (innovative, competitive, socialist) and 9 hypothesis is accepted including relationships between dimensions.

In the study performed by Karadağ (2009) in primary school teachers in Istanbul, charismatic leadership is consisted of performance and peace dimensions and it is revealed tht peace dimension (belonging and belief) is highly effecting organizational culture while performance dimension (dependency, vision and productivity) has a medium effect oon organizational culture.

In the study carried by Öztop (2008) on employees of production oriented companies in Gebze, it appeared that transactional leadership does not affect adhocracy and clan culture while effecting hierarchy and market culture positively and transformational leadership is effecting adhocracy, clan and market cultures positively and not effecting hierarchy culture.

In the study where Pennington, Townsend & Cummins (2003) have found that different leadership practices are resulting with different cultures, they have revealed that transformational leadership have a positive relationship with clan (supportive) and adhocracy (innovative) cultures; and have a negative relationship with hierarchy and market cultures.

While Ogbonna & Harris (2000) inspected leadership in 3 dimensions as participatory, supportive and instrumental leadership in their studies performed in United Kingdom they have inspected organizational culture in four dimensions including competitive, innovative, bureaucratic and social. In conclusion, it is revealed that supportive leadership is affecting competitive culture positively while transactional (instrumental) leadership is affecting innovative and competitive culture negatively and participatory leadership is affecting competitive and innovative culture positively.

As a result, in this research following main hypothesis related to effect of leadership style on organizational culture is tested on armed forces sample in consideration of relevant literature.
H1: Leadership styles of leaders' effect organizational culture dimensions positively.

3. Research Methodology
3.1. Survey and Sample
Research is designed in explanatory nature. As data gathering method questionnaire is used in the research. Research sample is consisted of team commanders of land forces command of Turkish Armed Forces. In the study, lieutenant team commanders generally assessed captain company commanders as leaders.
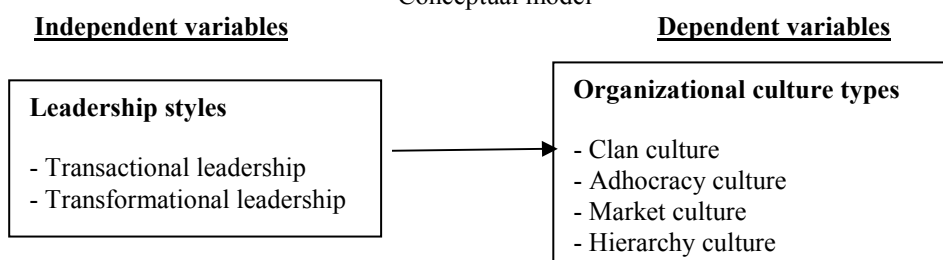
3.2. Measurement Instrument
Measures used in the research are as follows: instrumental leadership measure consisted of 4 questions developed by House & Dessler (1974) and adapted by Öztop (2008) is used for transactional leadership. Global Transformational Leadership measure consisted of 7 questions, developed by Carless vd(2000) and adapted by Öztop (2008) is used for transformational leadership. For organizational culture, measure consisted of 24 questions comprising clan, adhocracy, hierarchy and market culture dimensions developed by Cameron & Quinn (1999) and adapted by Öcal & Ağca (2010) is used.

3.3. Variables and Model
Leadership styles are independent variable in the research while organizational culture is considered as dependent variable. Age, gender, title and rank is identical for each participant. Validity and reliability analysis of measures are performed and effect of leadership styles of leaders on organizational culture types is measured with regression analysis as shown on conceptual model in Figure 1. Data is analyzed with SPSS 20 package program.

Figure 1
Conceptual model

Independent variables	**Dependent variables**
Leadership styles - Transactional leadership - Transformational leadership	**Organizational culture types** - Clan culture - Adhocracy culture - Market culture - Hierarchy culture

4 Results

4.1 Baseline characteristics of the respondents

Demographical properties of 368 commanders participating in the research are as follows: While rank of each is lieutenant, each of them is 28 years old, all of them are male and their title is team commander. Their regions of duty are the cities of west for 196 (53%) and cities of eastern region for 172 (47%) of them.

4.2. Validity and reliability

Face validity and construct validity are performed for the validity of variables of the research. Expert opinion is obtained for face validity and factor analysis is carried for construct validity. For the reliability of variables, internal consistency (Cronbach's Alpha) factor is considered. Accordingly, transactional leadership and transformational leadership is consisted of one dimension while organizational culture is revealed in 4 dimensions. Reliability of variables is at desired level for social sciences. (Nunnaly, 1978). One of transformational leadership expressions and two of organizational culture expressions are excluded since they are reducing reliability. Accordingly, it can be said that variables used in the research is valid and reliable for related sample as seen on Table 1.

Table 1
Validity and Reliability of Variables

Variables	KMO	Bartlett Ki-Kare	Sig.	Factor Loadings	Factors	Explained Variance	Cronbach's alpha	Items (32)
1. Transactional leadership	,725	409,179	,000	Max: ,817 Min: ,707	1	60,023	,776	4
2.Transformational leadership	,823	1,142E3	,000	Max: ,820 Min:,736	1	61,896	,875	6
3. Organizational culture	,842	2,909E3	,000	Max: ,763 Min: ,613	4	51,109	,775	22

4.3 Correlation analysis

In order to determine relationship between variables, Pearson correlation analysis is performed. According to Table 2, there is a low level (,309) and at 0,01 relevance level positive relationship between leadership and organizational culture while there is a positive relationship at low level (,377) and at 0,01 relevance level between transactional leadership and transformational leadership. While there is a low level (,328) and at 0,01 relevance level positive relationship between transactional leadership and organizational culture, there is a mid level (400) and at 0,01 relevance level positive relationship between transformational leadership and organizational culture. There is high level (,642) positive relationship at 0,01 relevance level between market culture and hierarchy culture.

In addition, when average values are considered, while *transactional leadership style* among leadership styles in armed forces is at forefront compared to transformational leadership, *hierarchy culture* among organizational culture types is at forefront compared to respectively market, clan and adhocracy cultures.

Table 2
Correlation analysis

Variables	Means	1	2	3	4	5	6	7	8
1. Transactional leadership	3,556	(0,78)[a]							
2. Transformational leadership	3,252	,377**	(0,88)[a]						
3. Clan culture	3,308	,106*	,413**	(0,84)[a]					
4. Adhocracy culture	2,364	,104*	,355**	,424**	(0,81)[a]				
5. Market culture	3,507	,296**	-,182*	,071	-,179**	(0,74)[a]			
6. Hierarchy culture	3,692	,249**	-,109*	,108*	-,243**	,642**	(0,73)[a]		
7. Leadership Styles	3,404	,841**	,877**	,367**	,330**	,002	-,068	(,87)[a]	
8. Organizational culture	3,210	,328**	,400**	,700**	,519**	,516**	,570**	,309**	(,78)[a]

** $p < 0,01$, p<* 0,05 (Two way), a. Cronbach's Alpha

4.4 The effect of leadership style on the organizational culture

Regression analyses are performed to test research hypothesis. General regression model is shown in Table 3 and it is revealed that leadership style is effecting organizational culture positively as a whole and meaningfully. ($p < 0,05$).

Table 3
General regression analysis

Independent variable	Dependent variable: Organizational culture		
	B	R^2	F
Leadership Style	0.190*	0.095	38.421*

* p<0,05

On Table 4, the effect of leadership dimensions on organizational culture as a whole is shown. and it came out that transactional leadership style does not effect organizational culture as a whole (p>0,05), while transformational leadership style is effecting organizational culture positively as a whole and meaningfully. (p<0,05).

Table 4
Regression analysis of leadership dimensions

Independent variables:	Dependent variable: Organizational culture		
	B	R^2	F
Transactional leadership	0.062		
Transformational leadership	0.122*	0.099	20.000*

* Meaningful at 0,05 level (p<0,05)

In Table 5, effects of leadership dimensions on on organizational culture typologies are shown. Accordingly, it is set forth that transformational leadership style has positive effect on clan culture and adhocracy culture while transactional leadership style has no effect. It is also revealed that transactional leadership style has positive effect on market culture and hierarchy culture while transformational leadership has negative effect. Accordingly **H1 hypothesis** is accepted partially.

Table 5
Regression analysis of all dimensions

Independent variables:	Dependent variables: Organizational culture dimensions											
	Clan culture			Adhocracy culture			Market culture			Hierarchy culture		
	B	R^2	F	B	R^2	F	B	R^2	F	B	R^2	F
Transactional leadership	0.013	0.170	37.386*	0.048	0.127	26.635*	0.153*	0.031	5.755*	0.113*	0.024	4.566*
Transformational leadership	0.390*			0.316*			-0.128*			-0.131*		

 *Meaninful at 0,05 level (p<0,05)

4.5. Difference Tests

In addition, differences in leadership and organizational culture according to one of demographical properties, the "region of duty" are inspected. "t test" is performed to analyze difference test. As seen on Table 6, differences are observed on the perceived organizational culture by commanders performing duties in western and eastern regions. Accordingly, commanders performing duties in the west have perceived market and hierarchy culture more than commanders performing duties in eastern regions; commanders performing duties in eastern region have perceived adhocracy culture more than commanders performing duties in west region.

Table 6
Difference Tests

Dependent variables	Independent variables	N	Mean	t value	p value
Adhocracy culture	Leaders performing duty in west	196	2,28	-2,358	,019
	Leaders performing duty in east	172	**2,46**		
Market culture	Leaders performing duty in west	196	**3,58**	2,471	,014
	Leaders performing duty in east	172	3,42		
Hierarchy culture	Leaders performing duty in west	196	**3,76**	2,259	,024
	Leaders performing duty in east	172	3,62		

5. Conclusion and discussion

This research designed based on the hypothesis that leadership style shapes organizational culture is carried on Turkish Armed Forces sample. Accordingly, *transactional leadership style* among leadership styles in armed forces took the forefront while *hierarchy culture* took the forefront among organizational culture typologies. This finding related to leadership style has reached the same conclusion with Öztop (2008) while reached to different results with Acar (2013) and Jopulu & Ferkins(2012). This finding related to organizational culture has

reached the same result with Giritli et al. (2013), Zahari & Shurbagi (2012) and Aydıntan & Göksel (2012) while reached to a different result with Acar (2013), Öcal & Ağca (2010) and Öztop (2008).

It is revealed that transactional leadership style do not effect clan and adhocracy cultures but effect market and hierarchy culture positively. Transformational leadership style, however, is revealed to effect clan and adhocracy cultures positively while effecting market and hierarchy cultures negatively. These findings are partially in line with those of Yücel (2013), Acar (2013) and Öztop (2008), while fully in parallel to findings of Pennington, Townsend & Cummins (2003) but different from Ogbonna & Harris (2000) .

Furthermore, commanders performing duty in east regions have perceived more adhocracy culture compared to commanders performing duty in west region, the commanders performing duty in west region have perceived more market and hierarchy culture compared to commanders performing duty in east regions.

As a result, it can be expressed that leadership styles of leaders are forming organizational cultures. Leadership style is affecting some cultures positively while affecting others negatively.

6. Limitations and directions for future research

As a proposal for further studies, this study may be renewed by increasing number of samples of these findings. In addition, the effects of leadership styles other than transactional and transformational leadership styles on organizational culture dimensions used in this study may be inspected. Intervening and regulating variables (for instance strategy) may be used.

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