

Impact of Leadership Styles on Organizational Culture of the Power Sector of Himachal Pradesh

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Abstract

The role of leadership has gained a great deal of attention in the present unpredictable environment with intense competition. This study examined the effect of leadership on organizational culture as development of the culture of an organization is interwoven with the development of its leaders. The study also examined the impact of demographic variables, particularly age and work experience, on these factors as organizations comprise of employees of different age groups, and both experienced employees and freshers equally strive for the accomplishment of the goals, and hence, need to be managed effectively. Perceptions of 221 managers were collected from three different electricity departments of Himachal Pradesh on leadership style and organizational culture. The results showed statistically significant differences across the demographic variables in relation to leadership styles and organizational culture. The study also found strong positive relation between leadership (both transactional and transformational) and organizational culture. Since all three leadership styles were found to impact organizational culture, organizations need to find the best fit leadership style in order to obtain the desired organizational culture.

Keywords: Laissez - faire leadership style, leadership, organizational culture, power sector, transformational, transactional

JEL Classification : D23, L2, M12

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Electricity is one of the most essential requirements of our life. It is an important asset which is extremely important for the socioeconomic development of a country. In order to attain overall development, it is imperative that electricity is supplied at a reasonable rate to rural India. The public sector undertakings of the Government of India mainly control the electricity sector. India is rated as the sixth largest energy - consuming country of the world, consuming 3.4% of the global energy (Rihan, Ahmad, & Beg, 2011). Although India's power sector has emerged out to be a rapidly growing sector, it is also one that is plagued by numerous challenges such as high costs of imported fuels, devaluation of the currency, project financing, depreciation of the rupees, and lack of availability of capital for acquisition of land. Where employees of power sector organizations are facing these technical challenges, there are numerous other concerns like high levels of attrition, stress, and a growing sense of demoralization among employees (Dubey, 2015).

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Organizations in such a scenario count on their leaders who assist the innovations which are necessary so as to grow and maintain a competitive edge (Biswas & Chakraborty, 2019). Leaders create order out of confusion. They plan, guide, and direct organizations through unprecedented environmental situations and prosper even with limited opportunities (Luthra & Dahiya, 2015). The needs of the employees keep changing with time. Leadership should also be adapted so as to strengthen the association between a leader and the followers. As innovation has now become crucial to the continued existence of organizations, leaders should be aware of ways to influence the work so that it contributes progressively towards a creative outlook (Martins & Terblanche, 2003). Organizational culture has the utmost importance for an organization and is, therefore, significant to the attainment of the effectiveness of an organization (Aktaş, Çiçek, & Kiyak, 2011). The culture of an organization manages and controls the way in which employees behave among themselves as well as with people outside the organization. Therefore, leaders should gather a comprehensive knowledge of the concept of organizational culture, and the significance it holds for the success of any organization. This should further be communicated in the form of new vision, and all efforts should be made by the leader to ensure commitment to that vision.

Keeping in view the importance that leadership style and culture hold for an organization, the present study aims to study the effect of demographic variables, that is, age and job experience on leadership styles and organizational culture. It further examines the association between styles of leadership and organizational culture along with the impact of leadership styles on the organizational culture of the power sector of Himachal Pradesh.

Review of Literature

The central function of leadership is to create and manage organizational culture by imposing the leader's values, behaviors, beliefs, and organizational purpose on the organization's employees (Chan & Harn, 2001 ; Schein, 1996 ; Senge, 1990 ; Shaw, 2002). Leadership style depends upon a number of variables that include the type of organizational culture and communication styles, the industry's demographics, attributes, and preferences of the organization's decision-makers (Yousef, 1998). House, Spangler, and Woycke (1991) indicated that a leader influences employees' values, beliefs, and behaviors to become consistent with his or her own, thereby establishing a kind of culture. This kind of organizational culture enables the leader to creating a shared meaning and cohesiveness with employees (Conger & Kanungo, 1987 ; Kumari & Singh, 2018). Organizational culture and leadership are interrelated and inseparable (Schein, 1996). Leaders and their leadership styles can have an influence on the type of organizational culture as they define and maintain values, goals, missions, and vision of an organization (Acar, 2012).

By affecting behaviors, values, and beliefs of employees, leadership forms the culture of the organization. In the same manner, organizational culture also shapes the behavior of leaders that influences their power. Therefore, it has been found that the impact of culture and leadership works in both directions. The link between leadership and organizational culture is supported by research, which shows that leadership is affected by environmental factors as described in Fiedler's (1964) theory of contingency leadership. Some organizations are able to alter leadership styles to match their cultures (Edmondson, 2002 ; Koene, Vogelaar, & Soeters, 2002).

In order to initiate renewal and innovation, it is essential to establish and nurture entrepreneurial style of leadership so that it becomes a part of the culture and values of the organization (Hsu, Tan, Jayaram, & Laosirihongthong, 2014). Previous studies have also shown that a good association between a leader and his followers leads to team communication and collaboration. This in turn encourages the followers to give their best in order to achieve the mission and objectives of the organization (Tsai, 2011). O'Reilly (1989) suggested that congruence of culture with leadership style is important. Its vigor, when combined with strategy, bolsters organizational achievement by facilitating organizational objectives, a significant advantage for mission accomplishment. Incongruence may equally disadvantage implementation efforts. They must have the ability to

lead members in a way to enhance effectiveness by understanding the intricacies of different cultures and encourage followers to work voluntarily and cooperatively for organization success (Kim, Kim, & Kim, 2011).

McDaniel and Wolf (1992) noted that leadership qualities, particularly transformational, are a key to the development of a culture that supports the effectiveness of an organization. A positive correlation exists between transformational leaders, organizational outcomes, and performance measures, while the correlation with transactional leadership is less strong (Hater & Bass, 1988). Development of the culture of organizations and its people is intermingled with the development of its leaders. It is the responsibility of a leader to build a culture that cultivates and supports innovation. This is achieved by the process of execution, and creating an organizational structure that supports such innovations (Peters & Waterman, 1982). Additionally, leaders who display supportive and task behaviors, have an ability to influence strategy, and can associate with team and innovation cultures have been found to be significantly stronger than other leadership strategies (Chong, Shang, Richards, & Zhu, 2018).

Therefore, effective leadership takes place when the organization has leaders who have the capability to shape its culture and create examples of success for the organization (Emerald, 2014). Pfeffer (2002) concluded that leadership is the fundamental factor in any business that can help in maintaining a competitive advantage.

Understanding the relationship between leadership and culture may increase leadership effectiveness, and therefore, it can be regarded as important and valuable information for an organization. Although in previous years, quite a lot of studies have been carried out to determine the association between organizational culture and leadership styles, nevertheless, very few studies have been carried out in the public sector of Himachal Pradesh. Therefore, this study was conducted to present a greater perspective of relationship between leadership styles prevalent in managers and the organizational culture of the power sector in Himachal Pradesh.

Review of literature has shown that both the variables of the study, that is, leadership styles and organizational culture differ significantly amongst various demographic variables. The demographic variables included in the study are age and job experience. Kazan (2000) and Payden (1997) reported that leadership styles are influenced by age and experience, and age is one of the most influential factors that helps in predicting leadership styles. Similarly, previous studies also found that organizational culture is related to the tenure and age of the employees (Goll, Sambharya, & Tucci, 2001; Jackalas, Martins, & Ungerer, 2016), indicating that both age and experience have an impact on the perception of organizational culture. Therefore, the research hypothesis H_1 to study the difference in the leadership styles and perception of organizational culture has been developed :

H_1 : Leadership styles and perception of organizational culture differ significantly among different demographic groups of respondents.

Jimenez (2016) reported that transformational and transactional leadership styles were not predicted by the age of the respondents. This indicated that there were no significant differences in the leadership styles with respect to age. In a study conducted by Eppard (2003), it was found that there was a significant relationship between the defensive and constructive cultures and age of the respondents. Therefore, the following hypothesis H_{1a} has been framed :

H_{1a} : Leadership styles and perception of organizational culture differ significantly according to the age of the respondents.

Similarly, Van Vugt (2006) stated that as the job experience of employees increases, they are likely to have a tendency to move towards a better leadership style. Helms and Stern (2001) also found significant and important differences between work experience and the perception of organizational culture. On the other hand, Sayli, Baytok, and Soyballi (2010) found no differences in the perception of organizational culture with respect to the experience of the employees. Therefore, the following hypothesis H_{1b} has been framed :

H_{1b}: Leadership styles and perception of organizational culture differ significantly according to the job experience of the respondents.

Next, leadership styles and organizational culture are also found to be related to each other. Research has shown a continuous linkage between the two variables. Studies have shown that leadership styles and organizational culture are not independent of each other (Carroll & Harrison, 1998; Goll et al., 2001). It is the role of the leaders to create a positive work culture in organizations and to influence employees towards such a culture. Similarly, in order to be effective, leaders must also have a clear understanding of the culture of organizations and use this knowledge to lead their followers. Therefore, the research hypothesis H₂ explores the relationship between leadership styles and perception of organizational culture :

H₂: All three dimensions of leadership style have a significant relationship with organizational culture.

Avolio and Bass (2004) found that the transactional leaders who relied on giving rewards and punishments to the subordinates according to their performance had a positive relationship with organizational culture. Transactional leaders give utmost importance to rewards in order to get work done from the employees ; thus, promoting a very steady and structured type of culture in an organization. Therefore, the following hypothesis H_{2a} has been framed :

H_{2a}: Transactional leadership style has a significant relationship with organizational culture.

A study conducted by Dunham - Taylor (2000) found a positive association between transformational leadership style and the culture of the organization. Transformational leaders encourage change, experimentation, risk taking, creativity, and openness, which promotes innovative culture. They motivate the employees so that they accept changes and continuously strive for growth. Therefore, the following hypothesis H_{2b} has been framed :

H_{2b}: Transformational leadership style has a significant relationship with organizational culture.

Studies conducted by Block (2003) and Casida and Pinto - Zipp (2008) found a negative association between leadership styles and culture of the organization. This indicated that as the leaders adopted a laissez - faire leadership style, the perception towards the organizational culture decreased. Therefore, the following hypothesis H_{2c} is framed:

H_{2c}: Laissez - faire leadership style has a significant relationship with organizational culture.

Further, leaders are responsible to establish competencies like trust, openness, and creditability in organizations, thus promoting a healthy work culture. Klein et al. (2013) found that leadership styles significantly predicted the culture of an organization. Leadership was considered crucial for developing cultural norms in an organization. In a study conducted by Trice and Beyer (1993), it was concluded that transactional leaders functioned most effectively in integrating cultures. Also, Conger and Kanungo (1987) asserted that it is the transformational leaders who have the knowledge of creating and maintaining organizational cultures. Fry (2003) maintained that in order to be effective, leaders must understand the vision of the organization and identify with the core values. Therefore, the research hypothesis H₃ to study the relationship influence of leadership styles on the perception of organizational culture is developed.

H₃: All three dimensions of leadership styles have a significant influence on organizational culture.

Research Methodology

The study was conducted from December 2017 to February 2018. A total of 221 managers from three different levels (top, middle, and lower) of three government electricity organizations located in Himachal Pradesh were interviewed to provide insights on the impact of their leadership styles on organizational culture. Further, data were gathered through standardized questionnaires on leadership styles and organizational culture using the Multifactor Leadership Questionnaire (MLQ) and OCTAPACE questionnaire (Pareek, 2002), respectively. Both the instruments were based on 5 - point Likert scales (Saha, Mukherjee, & Chandra, 2015). To test the hypotheses, SPSS 20 was used.

Analysis and Results

The demographic variables chosen for the study are age group and job experience. The Cronbach's alpha for the Multifactor Leadership Questionnaire (MLQ) for 45 items was found to be 0.710 and the Cronbach's Alpha of the OCTAPACE questionnaire for 40 items was found to be 0.740. Further, significant differences between leadership styles with respect to age were explored with the help of one way ANOVA. The Table 1 shows that significant differences are found in all the three leadership styles as well as overall leadership style with respect to the age group of the respondents - transactional leadership style ($p < 0.001$), transformational leadership style ($p < 0.001$), laissez - faire leadership style ($p = 0.003$), and overall leadership style ($p < 0.001$). As the significance value is less than 0.05, therefore, there is a significant difference in the perception of leadership styles between different age groups. The findings also reveal that majority of the respondents adopted the transformational leadership style irrespective of the age group. However, the respondents between the age group (40 - 50 years) adopted the transformational leadership style ($M = 75.87$ and $S.D = 6.55$) the most. Laissez - faire leadership style was practiced by a very few respondents.

The Table 1 also reveals the perception of organization culture with respect to the age of the respondents. It is clear that the differences in perceptions regarding various dimensions of organizational culture as openness

Table 1. One Way ANOVA of Leadership Styles and Organizational Culture : Age

	18 - 28		29 - 39		40 - 50		51 - 61		F	Sig
	Mean	SD	Mean	SD	Mean	SD	Mean	SD		
Transactional	27.67	0.57	28.30	2.24	31.35	3.62	29.71	3.87	8.515	0.000
Transformational	71.00	1.00	71.00	4.54	75.87	6.55	72.18	7.49	6.780	0.000
Laissez - Faire	16.33	5.85	16.85	2.61	16.30	2.65	17.77	2.28	4.742	0.003
Overall Leadership Style	115.00	4.35	116.15	5.63	123.5	7.92	119.6	11.51	6.880	0.000
Openness	14.67	1.15	15.19	1.76	17.39	3.04	16.18	3.42	6.078	0.001
Confrontation	16.33	4.61	15.23	2.55	15.59	2.93	16.67	2.42	4.069	0.008
Trust	16.00	1.73	17.62	3.12	18.72	2.33	17.62	2.52	3.372	0.019
Authenticity	15.33	1.15	15.08	2.65	15.49	3.11	15.88	3.19	0.823	0.482
Proaction	15.67	0.57	18.08	2.23	17.72	2.86	17.15	3.44	1.580	0.195
Autonomy	15.00	1.73	14.30	3.06	16.01	2.98	15.26	3.22	3.091	0.028
Collaboration	15.33	3.21	16.75	2.21	17.42	1.49	17.19	1.87	2.242	0.084
Experimentation	14.67	2.30	14.83	2.08	17.23	2.36	16.36	3.48	7.532	0.000
Overall Organizational Culture	123.00	7.81	127.08	7.21	135.5	10.96	132.31	17.07	4.611	0.004

Table 2. One Way ANOVA of Leadership Styles and Organizational Culture : Job Experience

Variables	0 - 7 years		8 - 14 years		15 - 21 years		22 - 28 years		29 - 35 years		F	Sig.
	Mean	SD	Mean	SD	Mean	Mean	Mean	SD	Mean	SD		
Transactional	32.63	3.96	27.85	2.37	31.73	2.82	28.39	4.79	30.08	2.94	10.680	0.000
Transformational	75.63	4.27	69.85	4.56	76.41	5.54	72.09	7.84	72.61	7.06	6.105	0.000
Laissez - Faire	14.00	1.06	17.15	2.42	16.31	3.35	17.02	1.62	17.77	2.39	5.844	0.000
Overall Leadership Style	122.25	8.79	114.85	6.33	124.45	5.85	117.50	11.42	120.46	10.25	6.764	0.000
Openness	18.00	4.03	15.56	1.74	17.27	3.30	16.00	2.31	16.04	3.42	2.754	0.029
Confrontation	15.25	3.10	14.65	2.62	17.14	2.28	14.52	2.47	16.63	2.53	10.46	0.000
Trust	18.38	1.40	17.35	3.41	18.27	1.87	19.32	2.93	17.24	2.37	5.492	0.000
Authenticity	16.50	0.92	14.59	2.38	16.94	2.31	14.86	3.87	15.38	3.00	4.664	0.001
Proaction	20.25	4.06	17.53	1.79	18.16	2.96	17.09	2.08	17.13	3.52	2.904	0.023
Autonomy	19.25	3.01	14.82	3.60	16.00	2.78	13.59	2.69	15.50	2.89	8.270	0.000
Collaboration	16.25	2.43	17.06	2.34	16.71	1.67	17.86	1.28	17.13	1.93	2.884	0.025
Experimentation	18.25	3.01	14.53	2.36	17.24	2.34	15.84	2.73	16.37	3.30	5.883	0.000
Overall Organizational Culture	142.13	14.61	126.09	7.81	137.73	9.66	129.09	11.10	131.42	16.74	5.999	0.000

($p = 0.001$), confrontation ($p = 0.008$), trust ($p = 0.019$), autonomy ($p = 0.028$), experimentation ($p < 0.001$), as well as overall organizational culture ($p = 0.004$) are statistically significant on the basis of the age group of the respondents. The table also reveals that confrontation scored the highest among all the organizational culture dimensions for the respondents who belonged to the age group of 18 - 28 years ($M = 16.33$ and $S.D = 1.73$) ; whereas, for the respondents between the age group of 29 - 39 years, proaction was the most important ($M = 18.08$ and $S.D = 2.23$). Similarly, respondents in the age group of 40 - 50 years ($M = 18.72$ and $S.D = 2.33$) and 51 - 61 years ($M = 17.62$ and $S.D = 2.52$) considered trust as the most important dimension of organizational culture. Hence, hypothesis H_{1a} is partially accepted.

The Table 2 shows the significant differences in the perception of leadership styles across all five categories of job experience. It is clear from the table that the perception of all the three styles of leadership, that is, transactional leadership style ($p < 0.001$), transformational leadership style ($p < 0.001$), and laissez - faire leadership style ($p < 0.001$) is significantly different statistically on the basis of respondents' job experience. The Table 2 also reveals that the leadership styles adopted by the leaders varied significantly according to their job experience. Leaders in the experience category of 15 - 21 years were found to practice transformational leadership style ($M = 76.41$ and $S.D = 5.54$) the most. Laissez - faire leadership style was adopted by a few respondents only. Thus, it may be concluded that leadership styles vary with the experience of employees in the power sector.

From the Table 2, it is also evident that the perceptions of all eight dimensions of organizational culture : openness ($p = 0.029$), confrontation ($p < 0.001$), trust ($p < 0.001$), authenticity ($p = 0.001$), proaction ($p = 0.023$), autonomy ($p < 0.001$), collaboration ($p = 0.025$), experimentation ($p < 0.001$), as well as overall organizational culture ($p < 0.001$) are significantly different statistically on the basis of the job experience of the respondents. The Table 2 also reveals that the perception of organizational culture of the leaders varies significantly according to the job experience. Respondents with an experience of 0 - 7 years considered openness ($M = 18.00$ and $S.D = 4.03$) as well as experimentation ($M = 18.25$ and $S.D = 3.01$) as important dimensions of organization culture ; whereas, respondents with an experience of 22 - 28 years favored trust ($M = 19.32$ and $S.D = 2.93$). Thus, it may be concluded that the perceptions of respondents varied with their experience in the power sector. Hence, hypothesis H_{1b} has been accepted.

Table 3. Correlation Analysis - Leadership Styles and Organizational Culture

Dimensions	1	2	3	4	5	6	7	8	9	10	11	12	13
Transactional Leadership	1												
Transformational Leadership	0.662**	1											
Laissez-Faire Leadership	-0.075	-0.160*	1										
Overall Leadership Style	.828**	.917**	0.131	1									
Openness	.590**	.581**	-0.13	.600**	1								
Confrontation	.307**	0.072	0.028	.175**	.151*	1							
Trust	.254**	.476**	-0.112	.404**	.342**	0.116	1						
Authenticity	.245**	.207**	.219**	.299**	.216**	.399**	.215**	1					
Proaction	.389**	.312**	0.08	.390**	.519**	.187**	.182**	.400**	1				
Autonomy	.563**	.533**	-0.004	.590**	.392**	0.108	0.123	.198**	.377**	1			
Collaboration	0.129	.198**	0.032	.198**	.355**	-.211**	0.07	-.219**	.205**	.251**	1		
Experimentation	.596**	.627**	-0.075	.650**	.752**	.290**	.276**	.248**	.532**	.442**	.181**	1	
Overall Organizational Culture	.661**	.640**	0.008	.707**	.788**	.444**	.482**	.550**	.730**	.623**	.284**	.798**	1

Note. Correlation is significant at the 0.05 level (2-tailed).*

Note. Correlation is significant at the 0.01 level (2-tailed). **

Relationship Between Leadership Styles and Organizational Culture : Pearson's correlation has been run to see whether the three leadership styles as well as overall leadership style are associated significantly with the different dimensions of organizational culture. The Table 3 shows that all three leadership styles are significantly correlated with various dimensions of organizational culture as well as with the overall organizational culture. Transactional leadership style is related positively with all the dimensions of organizational culture except collaboration. Similarly, transformational leadership style is related positively with the dimensions of openness ($p < 0.001$), trust ($p < 0.001$), authenticity ($p = 0.002$), proaction ($p < 0.001$), autonomy ($p < 0.001$), collaboration ($p = 0.003$), experimentation ($p < 0.001$), and overall organizational culture ($p < 0.001$). A negative relationship is found between laissez - faire leadership style and all the dimensions of organizational culture except authenticity ($p = 0.001$). Overall, leadership style has a significant positive association with overall organizational culture ($p < 0.001$) as well as with all the dimensions of organizational culture. The strongest relationship is found between overall leadership style and overall organizational culture ($r = 0.707$ and $p < 0.001$), which indicates that leadership styles are responsible for enhancing the culture of the organization. This is followed by overall leadership style and experimentation ($r = 0.650$ and $p < 0.001$). Transformational leadership style also shows a strong association with experimentation ($r = .627$ and $p < 0.001$) as well as with the overall organizational culture ($r = 0.640$ and $p < 0.001$). Thus, transactional and transformational leaders favor openness and experimentation in the power sector. Overall leadership style is also highly related with openness dimension of organization culture ($r = 0.600$ and $p < 0.001$). Test results also reveal that transactional leadership style is found to be related the most with openness ($r = 0.590$ and $p < 0.001$) and experimentation ($r = 0.596$ and $p < 0.001$) as well as with the overall organizational culture ($r = 0.661$ and $p < 0.001$).

One important finding of the study is that laissez - faire leadership style is found to be negatively correlated to most of the dimensions of organizational culture, that is, openness ($r = -0.130$ and $p = 0.053$), trust ($r = -0.112$ and $p = 0.096$), autonomy ($r = -0.004$ and $p = 0.953$), and experimentation ($r = -0.075$ and $p = 0.267$). However, none of these values are found to be significant. This indicates that as the representation of laissez - faire leadership style increases, the perception towards the organizational culture decreases. Such respondents do not advocate

Table 4. Multiple Regression Analysis - Organizational Culture

Dimensions	Standardized Coefficient (β)	T	Sig.	Regression Model Summary	
(Constant)		2.349	0.020	Adjusted R^2	= 0.513
Transactional	.417	6.639	0.000	ANOVA (F)	= 78.252
Transformational	.380	5.979	0.000	Sig.	= 0.000
Laissez-Faire	.100	2.089	0.038		

Note. Beta co-efficient is the standardized regression coefficient, which allows comparison of the relatives on the dependent variable of each independent variable.

Note. *t* - statistics help to determine the relative importance of each variable in the model.

openness, trust, autonomy, and experimentation in their organizations. The findings of the study clearly show that leadership styles have extraordinary effects on the organizational culture. Thus, hypothesis H_2 has been accepted.

Impact of Styles of Leadership and Organizational Culture : Multiple regression analysis was used to study if the three styles of leadership significantly predicted organizational culture. In the model, transactional, transformational, and laissez - faire leadership styles served as independent variables and overall organizational culture served as the dependent variable. The Table 4 depicts the regression model summary, whereby it reports the strength of the relationship between the model and the dependent variable. The Table 4 displays the adjusted R^2 value. It is, therefore, evident that the regression model has explained 51.3% of the variance in organizational culture. The results of the analysis of variance have also been summarized by the table, which shows that the significance value of the *F* - statistic is less than 0.05, which suggests that the variation explained by the model is not due to chance. All three leadership styles have been found to be significant predictors of organizational culture in the power sector of Himachal Pradesh. Thus, it can be concluded that leadership styles have a significant influence on organizational culture. Hence, the hypothesis H_3 has been accepted.

Discussion

The study intends to explore leadership styles in relation to perception of employees towards organizational culture, and also to measure the impact of styles of leadership on organizational culture. The results of the demographic variable - age group showed significant differences in all three leadership styles. Majority of the leaders of the power sector practiced transformational leadership style. This finding is in line with the findings of earlier studies, like the study of Eagly, Johannesen - Schmidt, and Van Engen (2003), who also reported successful leaders to be using transformational leadership style more often than transactional or laissez - faire leadership. This indicated that the leaders of the power sector are capable of finding motivation from within and use it as the driving force to effectively manage the direction. With respect to organizational culture and age, significant differences are found in perceptions regarding various dimensions of organizational culture. The results also reveal that leaders of various age groups prioritized different dimensions of organizational culture. Leaders in the age group of 18 - 28 years scored highest on the confrontation dimension of organizational culture ; whereas, leaders belonging to the age group 51 - 61 years scored highest on the trust dimension. Jackalas et al. (2016) also found similar results indicating that age of the respondents had a significant influence on perception of organizational culture. This implies that with increasing age and experience, leaders are more focused towards the reliability and accountability of employees.

The other demographic variable included in the study is job experience. The results reveal that the perceptions of all the three styles of leadership are significantly different on the basis of respondents' job experience.

Respondents with experience of 15 - 21 years were found to score the highest for transformational leadership style. Thus, leadership styles differ according to the job experience of the power sector employees. Ahiauzu (1989) and Van Vugt (2006) also indicated that as the experience of employees increased at the workplace, they had a tendency to adopt a better leadership style, which support the findings of the present study. Similarly, perceptions of all eight dimensions of organizational culture are significantly different based on respondents' job experience. The perspective of leaders change with their experiences ; wherein, some factors of organizational culture are perceived more positively than others by the employees. Respondents with an experience of 29 - 35 years scored highest on trust and collaboration ; whereas, respondents in the category of experience of 0 - 7 years scored highest on proaction and autonomy. This could imply that the younger leaders of the power sector preferred to act in advance to deal with the expected difficulties of the future and looked forward to the freedom to plan and act. On the contrary, leaders with higher experience preferred working together with harmony. The results are found to be similar to the findings of Helms and Stern (2001), who conducted a study on hospitals and found that experiences of respondents affected their perceptions related to the various cultural factors of their organizations.

Results of correlation indicate that all the three leadership styles are significantly correlated with different dimensions of organizational culture as well as with the overall organizational culture. This finding is in alignment with the research results of Bass and Avolio (1993), who found leadership of an organization to affect its culture. Transactional and transformational leadership styles are both found to be related to the openness dimension of organizational culture. The strong positive relationship indicates that the leadership style increases the openness in the organization where employees feel free to communicate their views. Thus, new ideas should be both heartily welcomed and shared for the organization to become effective (Watkins & Marsick, 2003). Regression analysis measured culture's relationship with leadership style. The most important finding of this research is that there is a significant positive correlation between both transformational and transactional leaders and organizational culture. Similar results were also obtained by Gholamzadeha, Khazaneh, and Nabi (2014), who reported transactional and transformational styles of leadership to be having a significant positive association with culture. Amongst all the factors of culture, the factors of openness and experimentation are found to be highly correlated with transactional and transformational leadership styles. Also, a negative correlation is found among laissez - faire style of leadership and organizational culture. This could be attributed to the fact that leaders who adopt laissez - faire leadership style do not show purposeful interactions with their employees, and also avoid decision making, and therefore, they demonstrate a very weak or negative impact on organizational culture. This finding is similar to the findings of previous study of Casida and Pinto - Zipp (2008), where a negative association was found between laissez-fair leadership and organizational culture.

Conclusion

The study empirically investigates how age and job experience affect leadership styles and organizational culture. It also has the objective of exploring the association between styles of leadership and culture of Himachal Pradesh's power sector. The results show significant confirmation of respondents' responses regarding the effect of demographic variables : age and job experience on leadership styles and organizational culture. The major findings of the study are positive correlations between transactional & transformational leadership and organizational culture. The study also reveals that laissez - faire leadership style and organizational culture are negatively associated with each other, which indicates that as leaders adopt the laissez - faire leadership style, the perception towards organization culture decreases and vice versa. As leadership is regarded as a significant factor responsible for effectiveness, and culture plays a significant role in determining a healthy work environment, leaders must communicate and promote an organizational vision to their subordinates so that they in turn acknowledge the vision and improve their work behavior and attitudes. Leaders should ,therefore, focus on

developing trust and building respect based on working with cooperation, establishing agreements, clarifying expectations of the employees, and providing them with rewards when tasks are completed.

Managerial Implications

Modern business organizations have to work in an environment which is characterized by several challenges, opportunities, and changes. To survive and sustain in such an atmosphere, it becomes imperative for managers to lead the organization effectively by fostering a culture that leads to greater organizational health, efficiency, and sustenance. This study reveals age and job tenure to be important determinants of leadership styles and organizational culture. The results further throw light on the importance of leadership styles in cultivating the culture of an organization. Therefore, the findings of the present study can be instrumental in helping managers choose the appropriate leadership style that can lead to the desired organizational culture.

Limitations of the Study and Scope for Further Research

It is evident that not just leadership styles, but many other factors influence organizational culture. Therefore, in order to explain the strength and direction of the culture, it is important to consider other factors such as system, structure, goal setting, and job design. Future research in the same area may include all such variables. The study involved a small number of managers. For better representation, this type of study should be replicated with a larger number of participants in order to have enough respondents to measure different rank levels separately.

In light of the conclusions from this study, several promising areas for exploration are worth highlighting. This study adds to the body of knowledge by indicating that all three leadership styles are positively correlated to organizational culture. Future research could compare differences between large versus small organizations to see if the size of the organization impacts the relationships pertaining to leadership styles and organizational culture. This study only involved public organizations. Future research can expand the study and involve private organizations to see whether public and private organizations differ.

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