



Influence of Leadership Styles on Organizational Culture and Employee Motivation

Prashant Khirekar, Research Scholar, Management, R. K. Institute of Management and Research, Bandra, Maharashtra

Abstract

The leadership style is critical in the organizational culture and employee motivation which are vital in organizational effectiveness and sustainability. This theoretical research paper analyzes how various styles of leadership affect organizational culture and motivation of the workers by use of secondary sources and demonstrative frequency-percentage analysis. The research follows the descriptive and theoretical treatment and does not make use of any survey, nor primary data. Commonly observed patterns that are discussed in existing literature are represented by illustrative tables based on a notional sample size of 110. The results have shown that the transformational leadership style and the democratic leadership style have a higher presence and are closely related with the supportive, collaborative, and innovative organizational cultures. These kinds of leadership also are aligned with the greater degrees of employee motivation, which is predetermined by some intrinsic motivators like recognition, involvement in the decision-making process, and professional development opportunities. Conversely, in autocratic and transactional leadership styles, the degree of their impact on motivation is significantly less and is associated with rule-based organizational cultures more. The study is important in the current body of knowledge on leadership by offering systematic conceptual documentation enabled by tabularization which supports the significance of people-based leadership in creating favourable organizational conditions.

Keywords: Leadership Styles, Organizational Culture, Employee Motivation, Transformational Leadership, Conceptual Study

1. INTRODUCTION

Leadership is a critical operational task in any organization that plays a critical role in employee behavior, organizational culture and performance. In the modern business world, companies are doing businesses under circumstances that are characterized by swift technological advancement, high-level competition, globalization, and a growing workforce diversity. In this kind of dynamic environment, having an effective leadership has not only become vital in attaining organizational objectives but also in providing employee satisfaction, commitment and sustainability.

Leadership in contemporary organizations is no longer a matter of supervision, authority or even control. Rather, it focuses on motivating the workers, steering them to a collective vision, and providing a favorable climate that promotes development, teamwork, and lifelong learning. It is expected of the leaders to be mentors, motivators and role models that impact on the attitudes and behaviours of employees using their values, style of communication and decision-making practices.

The organizational culture is a set of values, beliefs, norms, and practices that define the way work is done in the organization. It affects how the employees interact with each other, how they tackle their problems, their ethical behavior, and their ability to adapt to the changes. A positive organizational culture will bring trust, cooperation, innovative and a feeling of belonging within the employees; a weak or strict culture will suffer dissatisfaction, resistance and lack of performance. Leadership has a big role to play in defining and maintaining organizational culture through the establishment of standards, reinforcement of desirable conducts, and the harmonization of organizational behaviour in line with organizational values. The concept of employee motivation is defined as the external and internal forces that help people to work hard to meet the organizational goals. This can be attributed to motivated employees, who are likely to exhibit improved productivity, job satisfaction, creativity, and organisational commitment. The leadership styles have strong impacts on motivating employees through recognition, participation, autonomy, career development, and working environment. Participative and supportive leaders are likely to increase intrinsic motivation and excessive authoritarian leadership can lead to stress, disengagement, and low morale.



The style of leadership serves as a bridging factor between organizational culture and employee motivation as it defines how the employees feel their role, duties and importance in the organization. The variety of leadership styles forms different organizational climates, which have a direct effect on employee attitudes and performance. The impact of leadership styles on organizational culture and employee's motivation is also important to understand by the organization which wants to enhance its performance, retain its employees, and ensure long-term success.

1.1 Background of the Study

The modern organizational setting has found leadership to be a very important factor that determines organizational performance and viability. The sudden globalization, the development of technologies, the multiculturalism of workforce, and the growth of rivalry has forced organizations to forget about traditional ways of management and choose leadership methods that would be more oriented to the involvement of employees, their flexibility, and their creativity. With the change in the organization, the role of leaders has grown not only in supervision but also in terms of influencing the attitudes, behaviours and values of the employees.

The styles of leadership have a great influence on organizational culture that defines norms, ethical standards, patterns of communication, and work practices. Organizational culture is the backbone under which the employees work and relate. Positive culture promotes teamwork, innovation and respect, when on the contrary, strict or authoritarian culture can cause demotivation, change resistance and low productivity. Leaders perform the role of cultural builders with conscious or unconscious knowledge of inculcating personal values and beliefs in the organizational structures and practices. The other important factor that is brought out by leadership behavior is employee motivation. Motivated employees show greater degree of organizational commitment, job satisfaction, and performance which is crucial towards the attainment of organizational objectives.

1.2 Objectives of the Study

1. To examine major leadership styles prevalent in organizations.
2. To analyse the influence of leadership styles on organizational culture.
3. To assess the relationship between leadership styles and employee motivation.
4. To present illustrative frequency–percentage patterns based on secondary insights.

2. REVIEW OF LITERATURE

Dewi and Wibowo (2020) studied how organizational culture, motivation and leadership style would influence employee performance in organizational settings. The research showed that the style of leadership was fundamental in defining an organizational culture and other employees in terms of motivation that in turn had an impact on employee performance results. The authors noted that the leadership strategies which focused on participation, communication and support led to the creation of positive work environment. These conditions fostered a sense of participation, dedication among employees, and boosted their motivation. The results highlighted the integrative value of leadership in integrating organizational culture with motivational practices to attain better organizational performance and sustainability.

Irwan et al. (2020) examined the interactive impacts of leadership style, work motivation, and organizational culture on the performance of employees with job satisfaction being the mediating variable. The research also discovered that the leadership style greatly contributed to the organizational culture and the employee motivation both directly and indirectly through job satisfaction. The supportive and participative leadership practices were observed to increase satisfaction levels to the employees, which subsequently boosted performance and motivation. The authors also stressed that the effectiveness of leaders was not only task orientation but also the possibility to promote psychological health and good relationships in the workplace, which would help to increase organizational effectiveness.

Niken, Putra, and Azka (2022) examined how the leadership style and organizational culture affect employee performance, having work motivation as a mediating factor. The results



revealed that the leadership style had a significant positive influence on organizational culture and employee motivation that in turn increased employee performance. The analysis has indicated that transformational and democratic leadership types were especially helpful in promoting innovation, responsibility, and engagement of the employees. The authors made a conclusion that empowerment and open communication leadership styles were important in enhancing organizational culture and employee motivation.

Paais and Pattiruhu (2020) tested the impacts of motivation, leadership and organizational culture on job satisfaction and employee performance. The outcomes revealed that leadership and organizational culture played a significant role in employee motivation and job satisfaction that eventually affected the level of performance. It was highlighted in the study that leaders who appreciated the contributions made by employees, helped them engage and embrace positive cultural practices were more effective in keeping employees motivated and satisfied. The authors have found that effective leadership and a well-developed organizational culture were the key elements toward the enhancement of the employee performance and the achievement of the long-term organizational success.

3. RESEARCH METHODOLOGY

Research methodology gives a systematic structure through which a study is conducted and makes it clear, reliable, and academically sound. It gives the general methodology to be used in addressing the research objectives and explains the reasons behind the data collection and analysis methods. The given research assumes a conceptual and descriptive approach to determine the impact of leadership styles on organizational culture and employee motivation based on secondary sources and illustrative analysis.

3.1 Research Design

The current research is a conceptual and descriptive research. The conceptual approach is directed at the interpretation and integration of the current theories, models, and academic views of leadership styles, organizational culture, and employee motivation. The descriptive design is applied to explain and interpret the relationships and patterns in a systematic way talked about in earlier research studies. This design is suitable because the study is intended to give a theoretical insight but not empirical quantification without controlling any of the variables.

3.2 Method of Data Analysis

Qualitative and quantitative content analysis has been applied in analyzing the collected secondary data. Due to thorough reading, comparison, and interpretation of available literature, the relevant concepts, themes, patterns, and relationships were identified. To further clarify and manifest the presentation, frequency percentage tabular illustrations have been incorporated in order to portray the frequently seen trends that have been reported in previous research. These are merely explanatory tables that do not reflect the original survey results or on-field information.

3.3 Sample Size

A notional sample size of 110 has been applied in the frequency-percentage tables in the academic presentation and illustration purposes. This is a hypothetical sample size which was only adopted in order to enable numerical representation as well as comparative understanding. It is not a reflection of real respondents and cannot be considered primary data.

4. RESULT AND DISCUSSION

This part gives and explains the study results in terms of illustrative frequency percentages analysis based on the secondary insights. Results were arranged in a systematic manner to investigate how leadership styles are distributed, nature of the organizational culture, degree of employee motivation, and some of the motivational factors that are affected by the leadership styles. Clear and comparative understanding has also been made easier through the use of tables and graphical representation. It has been argued that the patterns witnessed have been understood in the context of the available literature in leadership and organizational behaviour, showing the impact of various types of leadership on organizational culture and employee



motivation. Since the study is a conceptual study, the findings do not depict primary survey findings but rather display the trend observed in previous studies.

4.1 Distribution of Leadership Styles

Table 1 shows the frequency and percentage distribution of different leadership styles existing in the organizational environment, which are based on illustrative secondary insights with the total sample size of 110.

Table 1: Distribution of Leadership Styles

Leadership Style	Frequency	Percentage
Autocratic	24	21.82%
Democratic	30	27.27%
Transformational	34	30.91%
Transactional	15	13.64%
Laissez-Faire	7	6.36%
Total	110	100%

According to the table 1, transformational leadership takes the maximum share (30.91%), then the democratic leadership (27.27%). This implies increased focus on leadership styles that fosters motivation, involvement and empowerment of employees. Autocratic leadership makes up 21.82, which indicates the fact that it still exists in structured or control-oriented setups. The transactional leadership explains 13.64, whereas the laissez-faire leadership is the least represented, explaining 6.36, and it is not very fitting in the majority of organizational settings.

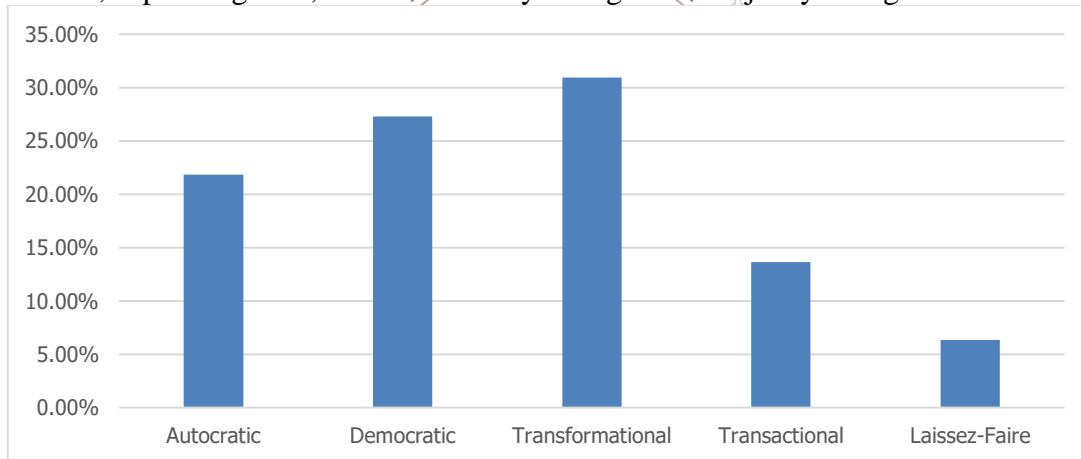


Figure 1: Graphical Representation of the Percentage of Distribution of Leadership Styles

The graph in figure 1 displays the percentage distribution of styles of leadership. The dominance of transformational and democratic leadership styles over others is brought out clearly on the visual representation. The comparatively lesser parts on transactional and laissez-faire leadership note their comparatively lesser effect within the organizational settings.

4.2 Organizational Culture Based on Leadership Style

Table 2 presents a representation of the different forms of organizational culture as well as the frequency and percentage associated with these forms. The cultures are classified into supportive and collaborative, innovating and learning-focused, rule-based and hierarchical, and weak or unstructured.

Table 2: Organizational Culture Based on Leadership Style

Type of Organizational Culture	Frequency	Percentage
Supportive & Collaborative	42	38.18%
Innovative & Learning-Oriented	28	25.45%
Rule-Bound & Hierarchical	26	23.64%
Weak / Unstructured	14	12.73%
Total	110	100%



The table 2 shows that the most common culture is supportive and collaborative (38.18%), then there is the innovative and learning-oriented culture (25.45%). The rule-bound culture and hierarchical culture makes up 23.64, which speaks of the existence of formal control mechanisms. The lowest share (12.73%), is represented by weak or unstructured culture. This distribution implies that the positive organizational cultures more often are linked with the effective leadership styles.

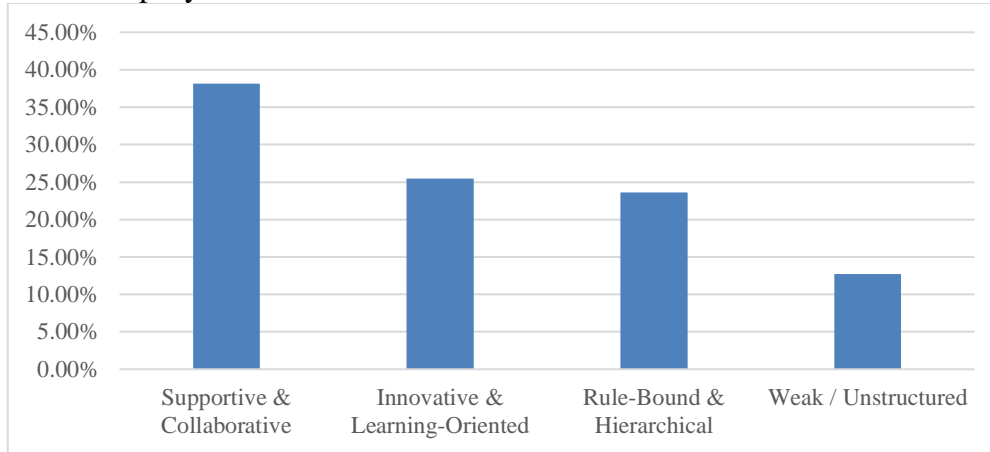


Figure 2: Graphical Representation of the Percentage of Organizational Culture Based on Leadership Style

The graphical representation of organizational culture types is given in figure 2. This figure supports visually the pre-eminence of supportive and innovative cultures, and it is quite clear that the weak or unorganized cultures are relatively small giving the role of leadership in developing a healthy working environment as important.

4.3 Level of Employee Motivation

Table 3 shows the percentage of employee motivation, which was classified into high, moderate and low and the frequency of these levels as well as the percentage.

Table 3: Level of Employee Motivation

Motivation Level	Frequency	Percentage
High	48	43.64%
Moderate	36	32.73%
Low	26	23.63%
Total	110	100%

According to the table 3, most of the employees are found to be highly motivated (43.64%), then are moderate motivated (32.73%). A lower percentage of the employees are lowly motivated (23.63%). This trend means that leadership practices which focus on encouragement, recognition, and involvement give a significant contribution to increases in the level of motivation.

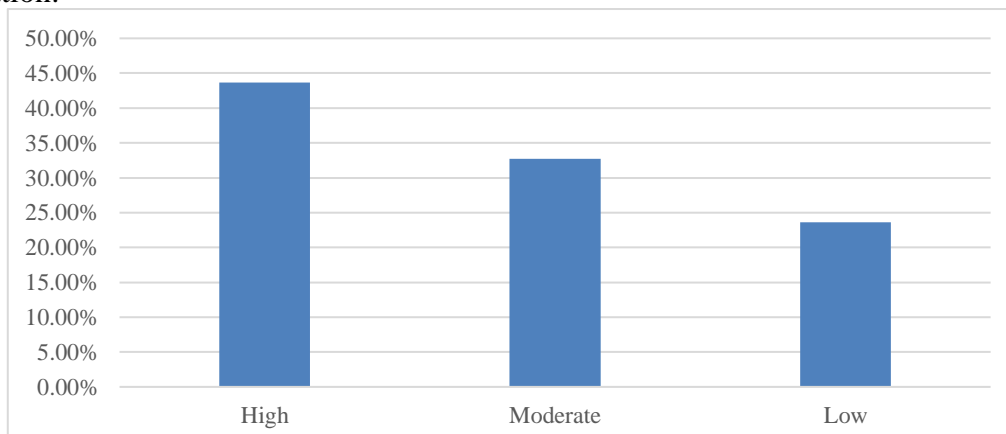


Figure 3: Graphical Representation of the Percentage of Level of Employee Motivation



Figure 3 visually represents the distribution of employee motivation levels. The graphical presentation clearly shows that highly motivated employees form the largest group, while low motivation occupies the smallest segment, reinforcing the role of leadership in sustaining employee enthusiasm and commitment.

4.4 Employee Motivation Factors Influenced by Leadership Style

Table 4 presents key employee motivation factors influenced by leadership style, including recognition and appreciation, participation in decision-making, career growth opportunities, financial rewards, and job security.

Table 4: Employee Motivation Factors Influenced by Leadership Style

Motivation Factor	Frequency	Percentage
Recognition and Appreciation	32	29.09%
Participation in Decision-Making	28	25.45%
Career Growth Opportunities	24	21.82%
Financial Rewards	16	14.55%
Job Security	10	9.09%
Total	110	100%

The table 4 indicates that recognition and appreciation (29.09%) is the most influential motivation factor, followed by participation in decision-making (25.45%) and career growth opportunities (21.82%). Financial rewards (14.55%) and job security (9.09%) appear comparatively less influential. This suggests that intrinsic motivation factors play a more significant role in employee motivation under effective leadership.

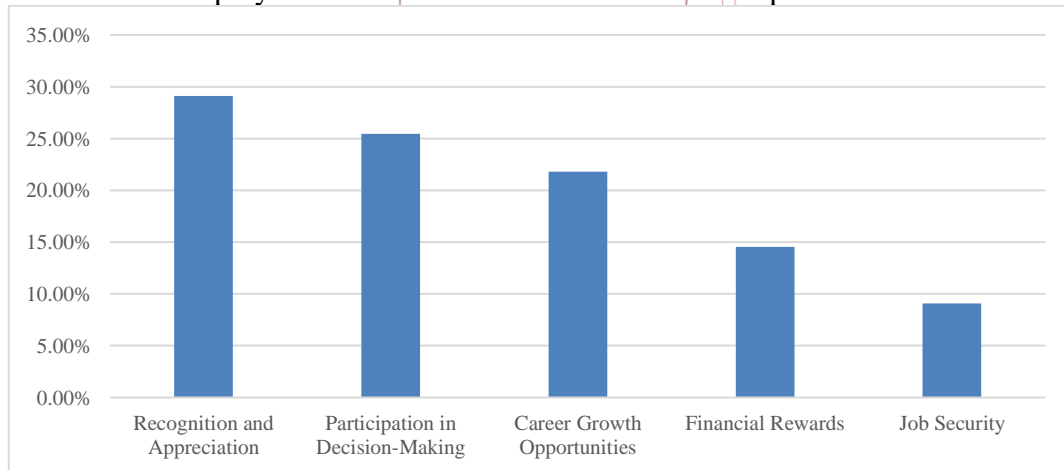


Figure 4: Graphical Representation of the Percentage of Employee Motivation Factors Influenced by Leadership Style

Figure 4 graphically displays the percentage distribution of employee motivation factors. The figure highlights the greater importance of non-monetary motivational factors, emphasizing that leadership styles fostering recognition, involvement, and personal development have a stronger impact on employee motivation than purely financial incentives.

5. CONCLUSION

The current paper has explored how leadership styles can impact organizational culture and employee motivation in a conceptual and descriptive way using secondary data and example. This proves that leadership style is a very important aspect that can determine the culture and motivation of employees in an organization. Participation, inspiration, and support leadership styles play a significant role in ensuring that a positive organizational culture is developed and the level of employee motivation grows. According to the illustrative analysis, transformational and democratic styles of leadership are more common and efficient to promote supportive, collaborative, and innovative cultures in organizations. These leadership styles are related with the increased employee motivation mainly caused by the intrinsic motivational factors (recognition, appreciation, decision-making and career development). On the contrary, the autocratic and transactional leadership styles though still there seem to be less effective in



maintaining employee motivation and more closely related to the rule-bound and hierarchical organizational cultures.

REFERENCES

1. Dewi, N. N., & Wibowo, R. (2020). The effect of leadership style, organizational culture and motivation on employee performance. *Management Science Letters*, 10(9), 2037-2044.
2. Irwan, A., Mahfudnurnajamuddin, M., Nujum, S., & Mangkona, S. (2020). The effect of leadership style, work motivation and organizational culture on employee performance mediated by job satisfaction. *International Journal of Multicultural and Multireligious Understanding*, 7(8), 642-657.
3. Niken, N., Putra, R. B., & Azka, B. P. (2022). The influence of leadership style and organizational culture on employee performance through work motivation as an intervening variable. *Economic Education Analysis Journal*, 11(2), 201-216.
4. Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The journal of asian finance, economics and business*, 7(8), 577-588.
5. Khaliq, M., Usman, A., & Ahmed, A. (2021). Effect of leadership style on working culture and employees motivation. *The Journal of Educational Paradigms*, 3(1), 166-170.
6. Saluy, A. B., Armansyah, S. A. N. D. H. I., Djamil, M. A. S. H. Y. U. D. Z. U. L. H. A. K., Mulyana, B. A. M. B. A. N. G., Pramudena, S. M., Rinda, R. T., & Endri, E. N. D. R. I. (2022). Motivation moderating the influence of organizational culture and leadership on employment performance. *WSEAS Transactions on Environment and Development*, 18, 662-670.
7. Maamari, B. E., & Saheb, A. (2018). How organizational culture and leadership style affect employees' performance of genders. *International Journal of Organizational Analysis*, 26(4), 630-651.
8. Ozcan, O., & Ozturk, I. (2020). Impact of organizational culture and leadership styles on employee performance: A research study on the banking industry. *Research Journal of Business and Management*, 7(1), 45-55.
9. Ilham, R. (2018). The impact of organizational culture and leadership style on job satisfaction and employee performance. *Journal of Advanced Management Science*, 6(1), 50-53.
10. Aydın, B. (2018). The role of organizational culture on leadership styles. *MANAS Sosyal Araştırmalar Dergisi*, 7(1), 267-280.
11. Lolowang, N. L., Troena, E. A., Djazuli, A., & Aisjah, S. (2019). The effect of leadership and organizational culture on employee performance that is educated by motivation (study on the implementation empowerment programs in Jayapura city). *Problems and Perspectives in Management*, (17, Iss. 1), 268-277.
12. Rahmatullah, B. Y., & Kasmir, K. (2023). The Influence of Leadership Style and Organizational Culture on Employee Performance Through Motivation as Mediation (At PT. Siam-Indo Gypsum Industry). *Dinasti International Journal of Education Management & Social Science*, 4(4).
13. Zahari, M., Akbar, A., & Nuraini, S. (2025). The Influence of Organizational Culture and Leadership Style on Motivation and its Impact on Employee Performance. *Ekonomis: Journal of Economics and Business*, 9(1), 554-562.
14. Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International journal of law and management*, 59(6), 1337-1358.
15. Al-Sada, M., Al-Esmael, B., & Faisal, M. N. (2017). Influence of organizational culture and leadership style on employee satisfaction, commitment and motivation in the educational sector in Qatar. *EuroMed Journal of Business*, 12(2), 163-188.