Impact of Organizational Culture and Leadership Behaviors on Organizational Employees' Socialization

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Abstract

The Organizational culture is the set of beliefs and values that its employees have adopted for a longer period. It is the anticipated value of their work, and it directly affects their behavior and attitudes at the workplace. The managers of the organizations have to change their leadership behavior to achieve the goals of their stakeholders, and it also affects the socialization process in the organization. This study aims to review the pioneer theories on leadership behavior, organizational socialization and culture. The study also checks how socialization affects the culture of the organization. The study used correlation and regression analysis to check the impact of organizational culture and leadership behavior on organizational socialization. The data has been collected with the help of questionnaires from the university professors in KSA using simple random sampling. The results of the correlation show that leaders' behaviors are more controlled in a bureaucratic culture and are flexible in an encouraging and supportive culture. The regression results show that socialization and leadership are significantly affecting the organizational culture.

Keywords: *Leadership, Culture, Socialization, Saudi Arabia.*

Introduction

Theories in organizational culture, organizational socialization, and leadership have established with the passage of time. In today's dynamic and challenging working environment, organizations have to work hard for keep their employees performing outstandingly (Salas-Vallina et al., 2021). This problem gets more intensified when organizations have to face the challenges in attracting and retaining quality workers at their companies (Dextras-Gauthier et al., 2023). Companies in Canada are facing the issue of labor shortage, and it is a difficult task for their organizations to attract and retain quality staff (Chattu et al., 2023). Such labor shortages have hampered the growth of these organizations and also affected the quality of the services that they offer in the market. In many cases, it also results in the late opening of businesses in the country (Business Development Bank of Canada, 2021). Due to this shortage of employees, organizations need to invest in organizational socialization because the provision of a healthy working environment by way of socialization is the utmost necessity of organizations (Knnies et al., 2022).

Studies have shown that leadership and organizational culture play an important role in retaining employees in the workplace (Morgan, 2017; Batat Wided, 2022). Studies have also shown that the managers of the organizations are the major retention factor for employees (Dussault et al., 2013). Scholars even argue that managers need to adopt good leadership behavior at their workplace to increase organizational socialization (Kaluza et al., 2020). This shows a visible link among leadership, organizational socialization, and its culture. Theories in the domain of organizational culture have yet to be complete due to the lack of proper definition (Schein, 1984). On the other hand, the literature on

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organizational socialization has reached a consensus, but its contents still need to be examined with respect to organizational culture, leadership, or both.

Leaders in organizations have the authority to decide how to run them. They are the major influencers of their organization, and they shape the behavior of their employees. Moreover, organizational socialization involves the behavior that helps employee acculturation. Consequently, different aspects of organizational socialization do affect the organizational culture. Therefore, it raises the research question of to what extent the leadership roles and affect the different areas of organizational culture and socialization. It is a confusing puzzle and its answer can be complicating. The study attempts to answer this question by checking the impact of leadership roles and organizational socialization on organizational culture. The study is organized as follows. After introducing the topic, the second section reviews the literature on organizational culture, leadership, and organizational socialization. The methodology is explained in the third section, while its results are discussed in the fourth section. The last section concludes the study based on its findings.

Literature Review

The literature on measuring the variables of organizational culture, leadership, and organizational socialization has been discussed in this section. It also sheds light on the different constructs that have been devised for measuring these variables in organizational settings.

Organizational Culture

Due to the increased importance of organizational culture in work settings, Schein (1996) has stressed its importance. The operational definition of culture is explained as values, attitudes, behaviors, and beliefs that are shared among a group of individuals (Triandis, 1996). This definition is measurable and identifiable within an organization. Many studies have attempted to develop instruments to measure the characteristics of organizational culture. One such valid and reliable instrument was developed by Wallach in 1983. He argued that the three important aspects of organizational culture are bureaucratic, hierarchal, and innovative/supportive culture. Bureaucratic culture is defined as a structurally ordered regulated, with clear commands within the hierarchy. At the same time, innovativeness is that kind of culture that comprises risk-taking, creative, result-oriented, and enterprising. Then, a supportive culture believes in supporting the employees, and it has long-term stability and consistency in achieving the organizational objectives. Wallach set the clear foundations for organizational settings (Shadur et al., 1999; Aboramadan et al., 2019).

Leadership Behaviors

Leadership includes various behaviors, traits, and perspectives. Plato developed the earliest theories on leadership in 1993, who explained leadership as a congenital trait. The turning point in the literature on leadership reached in 1950 with the development of the Ohio State Model that is based on two factors (Stogdill and Coons, 1957). The two styles are flexible-oriented leadership and control-oriented leadership. Similarly, Quinn also produced a model in 1998 that has been used to test the personal characteristics that affect the organizational performance of employees (Hart & Quinn, 1993).

Interaction Between Organizational Culture Leadership

Literature has been done to find the relationship between organizational culture and leadership. For instance, studies have used the two measures of leadership behavior and found that these are more related to the innovative culture in organizations (Ogbonna & Harris, 2000). Similarly, Lamond (2003) has used the leadership roles devised by Quinn and found significant results. Then, studies have found

the impact of transformational and transactional leadership on job outcomes in supportive, innovative, and bureaucratic cultures (Li, 2004; Amidi et al., 2021). Different studies have individually studied the measures of Quinn and Wallach. However, none of the studies available that have used both of these constructs, so there is a gap in the literature. This study attempts to fill this gap by using the constructs of Quinn and Wallach together to find the impact of Leadership behavior on organizational culture. The following hypothesis have developed after reviewing the literature:

H_1 = *There exists a positive relationship between control leadership and bureaucratic culture as compared to the behavior of flexible leadership.*

H_2 = *There exists a positive relationship between flexible leadership and innovative culture as compared to the control leadership behavior.*

H_3 = *There exists a positive relationship between flexible leadership and encouraging/supportive culture as compared to the control leadership behavior.*

Organizational Socialization

It can be defined as the process by which people appreciate the abilities, expected behavior, social knowledge, and values for completing the roles and for showing their participation as members of the organization (Louis, 1980). The literature on organizational culture has focused on its procedures and not work has done on its areas. Luckily, different areas have been identified during the last years by different scholars. These studies have identified the four major areas of organizational socialization (Chao et al., 1994; Taormina, 1997). The four areas are:

a) Training
b) Understanding
c) Coworker Support
d) Future Prospects

Training provides the employees with the necessary job skills and expertise that are required for fulfilling the job responsibilities. Then, understanding means how well the employees understand the tasks that have been assigned to them by their leaders in the organizations. At the same time, coworker support checks the extent to which support is provided to employees by their coworkers (Tsai, Y., 2011). Lastly, future prospects ask them to acknowledge the opportunities and rewards that have been provided to them by their organizations.

Organizational Socialization and Leadership

This study attempts to find the association between leadership behavior and areas of organizational socialization because little work has been done on it. Different studies have been done that stress more on the control over the individual behavior of leaders (Van Maanen, 1978). For checking the relationship between leadership and four areas of organizational socialization, two hypotheses have been employed:

H_4 = *There exists a positive relationship between control leadership and training, understanding, future prospects, and support from coworkers as compared to the flexibility-centered behavior of leadership.*

H_5 = *There exist a positive relationship between flexibility-centric leadership and training, understanding, future prospects, and support from coworkers as compared to the controlled-centered behavior of leadership.*

Organizational Culture and Socialization

Studies has done on organizational culture and socialization individually. For instance, studies have been done to find the association between both of these variables, but these studies have yet to explain the

three constructs of culture that exist in organizations. These types are supportive, innovative, and bureaucratic cultures (Bauer et al., 1998; Fisher, 1986). However, studies have suggested that there is a need to identify the association among organizational socialization and its culture. The attempt of this study is to fill this gap. The following hypotheses have been developed to answer this study's objective:

H_6 = *The positive association exists among bureaucratic cultures and training. It has a negative association with future prospects.*

H_7 = *The positive association exists among between innovative culture and training, and it is positively correlated with future prospects.*

H_8= *The positive association exists among supportive culture and training and coworker support.*

Methodology

The study has used correlation and regression analysis to check the effect of Leadership behaviors and organizational socialization on organizational culture. The data has been collected with the help of questionnaires that have been collected from the KSA's universities. The questionnaire includes the items from all three variables of organizational culture, organizational socialization, and leadership behaviors. A four Likert scale has been used for this study that ranges from strongly agree to disagree strongly. A total of 24 items (Wallach's 1983) have been used for the organizational culture, and these are designed to cover all three kinds of culture of organizations.

For leadership behavior, 32 items (Quinn's, 1988) have been used to ask the people different questions regarding different leadership behaviors. (F) denotes the Flexible behavior of leaders, while (C) denotes the control behavior of leaders. For organizational socialization, a 20-item (Taormina, 1994) has been used that includes all the domains of training, understanding, coworker support, and future prospects. The data was collected, and then the tests were run using the Statistical Package for the Social Sciences (SPSS). Firstly, the correlation was done to check the relationship among all the variables. Then, two step-wise Ordinary Least Square (OLS) regressions were run to check the impact of organizational socialization and leadership behaviors on organizational culture. A total of 250 questionnaires have been distributed among the participants, while only 173 have been received for analysis. The study has employed the following theoretical framework that explains all the variables and their related measures.
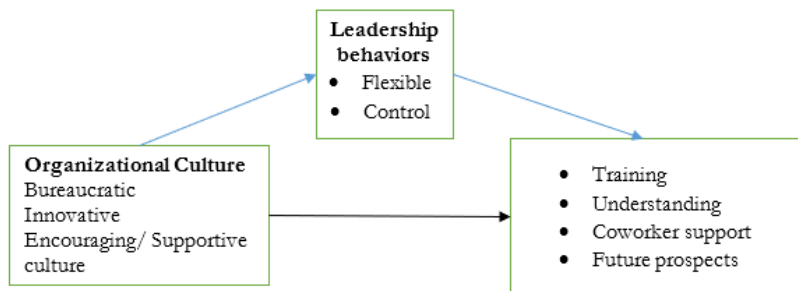
Results and Discussion

Table 1 shows the results of mean, standard deviation, and intercorrelations among all the variables under study. The results test the first three hypotheses. For making the comparisons between the variables, the Hotelling/Williams test has been sued to check the dissimilarities that exist between the

correlations between two dependent variables. For Bureaucratic culture, the correlations has a value of 2.920, which is higher than the values of innovative 2.70 and supportive cultures 2.85, respectively. Then, among the types of organizational socialization, coworker support has the higher values as compared to other types of training, understanding, and future prospects. These are having the values of 4.35, 3.910, and 4.460 respectively.

Then, the items of control and flexible leadership behaviors are also shown in the table. Flexible leadership behavior has the features of facilitator, innovator, mentor, and broker, while control leadership behavior has the traits of monitoring, Producer, director, and coordinator. The results show that the control leadership behavior has higher values for monitoring (2.85), coordinator (3.180), producer (3.260), and director (3.20) than for the flexible leadership behavior. The results show that in organizational socialization and culture, a strong association exists between training and bureaucratic culture. Hence, we can accept the first hypothesis. Secondly, a negative association exists between bureaucratic culture and future prospects, which confirms the second hypothesis. Then, a negative relationship exists between training and innovative cultures. There also exists a positive and significant association between future prospects and innovative culture. Lastly, a strong positive association also exists between training and supportive culture. From this, we can accept their related hypothesis as well because their probabilities values are less than 0.05, and these values are significant at the 5% level.

Table 1: Mean, SD, And Interco Relations Among Variables.

Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Bureaucratic culture	2.920	0.640	-0.850														
Innovative culture	2.780	0.630	19.170	-0.830													
Supportive culture	2.850	0.550	0.360	20.458	-0.840												
Training	4.358	1.210	0.290	18.158	0.520	-0.850											
Understanding	3.910	0.800	0.350	20.581	0.340	0.400	-0.690										
Coworker support	4.790	0.890	0.270	0.130	0.320	0.270	0.560	-0.730									
Future prospects	4.460	1.110	20.158	0.490	18.150	0.170	0.060	0.190	-0.700								
Innovator (F)	2.830	0.940	19.125	0.670	19.845	21.000	0.050	0.020	0.530	-0.870							
Facilitator (F)	2.940	0.710	19.184	0.380	0.170	0.250	0.160	0.120	0.490	0.680	-0.750						
Broker (F)	2.720	0.780	0.150	0.300	0.190	0.230	0.160	0.090	0.300	0.500	0.610	-0.770					
Mentor (F)	2.830	0.730	0.070	0.230	0.310	0.340	0.160	0.040	0.300	0.490	0.680	0.500	-0.800				
Monitor (C)	2.850	0.840	0.460	19.150	0.410	0.500	0.380	0.230	0.060	0.100	0.410	0.530	0.400	-0.800			
Coordinator (C)	3.180	0.810	0.600	19.150	0.290	0.410	0.360	0.250	0.130	0.240	0.390	0.420	0.430	0.640	-0.780		
Producer (C)	3.260	0.760	0.170	18.150	0.520	0.450	0.330	0.230	0.040	0.110	0.460	0.360	0.340	0.540	0.370	-0.890	
Director (C)	3.200	0.810	0.210	20.150	0.520	0.440	0.340	0.230	0.020	0.010	0.430	0.320	0.380	0.510	0.370	0.750	-0.89

OLS Regression Analysis

The results of OLS regression has shown below in table 2 in which regression has run for each culture with independent variable, while controlling for demographics. The results show that for bureaucratic

culture, 41% of variance is expounded by two leadership behaviors and one variable of socialization. The value of F-Statistics is 47.25 and it significant at 5% level because its p-value is less than 0.05. secondly, for innovative culture, 49% of variance has expounded by the one variable of socialization and tow variables of leadership and the value of its F-Statistics is 58.45 and it again significant at 5% level because its p-value < 0. Lastly, for Supportive Culture, 35% of variance has expounded by the two variables of socialization and three variables of leadership.. The value of F-Statistics is 35.69 and it is also significant at 5% level because its p-value < 0.

Table 2: Regression on three type of Organizational Cultures and using Leadership and Socialization as independent variables, while controlling for the Demographics.

Predictors	Bureaucratic		Innovative		Supportive	
			0.05		0.04	
Demographics	0.05		0.02		0	
Age	-0.04		0.09		0.02	
Gender	0.13		0.04		0.01	
Education	-0.05					
Leadership behaviors						
Innovator	-0.21*	0.12	0.58*	0.56	-0.04*	0.04
Facilitator	-0.12		0.02		-0.05	
Broker	0.08		0.14		-0.025	
Mentor	-0.11		0.15		0.29*	0.05
Monitor	-0.08		-0.18*	0.04	-0.25	
Coordinator	0.08*	0.35	-0.05		-0.25	
Producer	-0.05		0.04		0.04	0.06
Director	-0.05		-0.02		0.01	
Socialization						
Training	0.03		-0.19		0.28	
Understanding	0.01		-0.18		0.03	
Coworker Support	0.25		0.14		0.01*	0.05
Future Prospects	-0.12*	0.02	0.01*	0.25	-0.01*	0.03
Total R-Square	0.41		0.58		0.59	
Final F	47.25		49.45		35.69	

The findings of second regression has shown in table 3 that is the OLS regression run with socialization as the dependent variable and behaviors of leaders is taken as the independent variable without considering the control variables. The results shows that for trainings, a total of 44% variable was explained by the two flexible leadership behaviors of innovator and mentor. On the other hand, two control leadership behaviors of monitoring and producer has yielded the significant effects. The value of F-Statistics is 25.69 that is significant at 5% level because its p-value < 0. Secondly, for understanding, the total of 19% variance has explained by only three control leadership behaviors of monitor, coordinator, and director. The value of F-Statistics is 20.25 and it is significant at 5% level because its p-value is less than 0.00.

For coworker support, the total of 8% variance has explained by the tow control leadership behaviors only, which are coordinator and directors. Then value of F-Statistics is significant at 5% level because its p-value was also less than 0. Lastly, for future prospects, the total of 21% of variance has expounded by the two flexible leadership behaviors of innovator and facilitator and one control leadership behavior of producer. The value of F-statistics is 25.08 that is again significant at 5% level and its related p-value < 0.

Table 3: Regression Using Socialization as Dependent Variable and Leadership Behavior as Independent Variable.

Variables	Trainings		Understanding		Coworker Support		Future Prospects	
	β	R^2	β	R^2	β	R^2	β	R^2
Flexible leader behaviors								
Innovator	-0.42*	0.04	-0.03		-0.03		0.32*	0.31
Facilitator	0.07		-0.01		-0.04		0.34 **	0.03
Broker	0.00		-0.02		-0.06		-0.08	
Mentor	0.29 *	-0.03	-0.03		-0.08		-0.11	
Control leader behaviors								
Monitor	0.21 *	0.25	0.16*	0.14	19.02			
Coordinator	0.25		0.19 *	0.05	0.19 *	0.05	19.02	
Producer	0.23*	0.03	0.21		0.05		18.16 *	0.04
Director	0.04		0.19	0.04	0.16 *	0.04	19.04	
Total R 2		0.44		0.19		0.08		0.21
Final F		25.69		20.25		9.56		25.98

Conclusion

The study shows that leadership behavior and socialization are affecting the culture of the organizations. The leaders of the organizations are more control-focused, but there is a need to be more flexible-oriented. This is needed specifically in the bureaucratic cultures. For bureaucratic cultures, there is a need for more opportunities, and for supportive cultures, the impact of control-oriented behavior is inconsistent (Quinn, 1988). The study also suggests that in innovative cultures, leaders need to be more control-focused in the absence of the control behaviors because this would help them in achieving the targets of the organizations.

For the variable of organizational socialization, trainings have had strong relations with leader roles but coworker support is not related with flexible leadership but it is related to control leadership. Lastly, the future prospects, it is positively related to flexible leadership as compared to control leadership. Socialization helps in increasing the effectiveness of employees but this study did not find any significant effect of this variable on organizational culture. The findings of this study show the relationship between organizational socialization, leadership behavior, and organizational culture. The control over flexible leadership behavior is more suitable for organizations because it increase the effectiveness of companies and its employees as well.

Implications of the Study

The findings of the study shows that there is need for flexible leadership behavior in specific organizational culture because they help the organizations in achieving their goals. Secondly, there is a need for the development of leadership behavior as it directly affects the socialization of organization. Thirdly, the organizational socialization needs to be studied in different organizational cultures for getting more understanding of it.

Funding

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