Original Researcher Article

Transformation Of Organisational Culture And The Function Of Leadership

Han Chao [1], Mrutyunjay Sisugoswami [2]

[1]Lincoln University College, Petaling jaya Selangor Malaysia

[2]Lincoln University College, Petaling jaya Selangor Malaysia

ABSTRACT

An institution's culture determines its own nature and how it operates. Within the dynamic realm of organisational culture, the researcher will delve into the relevance of leadership in this abstract. In order to demonstrate the complex function of leadership in hastening organisational cultural transformations, this study employs statistics and a thorough literature review. The study's authors state that leadership affects several important areas. Leaders, according to what readers discover in the essay's first section, are cultural builders whose job it is to teach their followers the organisation's fundamental ideas, ethics, and values so that they can achieve its objectives. A second important element is that it explores how leadership may foster an atmosphere that values diversity, adaptability, and innovation. This gives businesses a better shot at making it in the modern, cutthroat business environment. The need of leadership in change management is also stressed throughout this study. Researchers take a look at the strategies used by great leaders to unite their followers in a common goal of bringing about a cultural shift. In addition, by shedding light on how these elements impact corporate culture, the study emphasises the significance of ethical leadership in establishing a moral compass for the organisation. Examining the possibilities and dangers of cultivating a culture that is borderless, supports sustainability, and behaves ethically towards society, this research focusses on leadership in an age of growing global connectedness and social responsibility. Leadership, according to this comprehensive research, is both a factor in and a driver of cultural evolution. Due to the inherent interdependence between leadership and culture, effective leaders need to be adept at reading and shaping their organisations' evolving cultural context.

Keywords: Topics Covered Include Culture, Transition, Leadership, Organisational Culture....

1. INTRODUCTION:

Any successful company may trace its roots back to its strong company culture. What makes up an organisation's culture are the shared beliefs, customs, and traditions of its members. Almost like an unseen hand, it directs actions, influences attitudes, and determines the long-term success or failure of an organisation. Although a company's culture reflects the ideals and aspirations of its upper management, it is dynamic and may change over time in response to both internal and external influences. In this dynamic atmosphere, leadership seems to play a crucial role. The relevant establishment's culture is preserved and even shaped by this prominent individual. Academics will examine the complex interplay between organisational culture and those in positions of leadership in the following report. Leadership, as an essential driving force that forms the bedrock of organisational development, is obvious and generally accepted. To build a culture that is more flexible, creative, and long-term orientated than short-term orientated, strong leadership is necessary. On the other side, a company's values could stray from its goals if its upper management doesn't do what's needed to mould the work environment. Within the context of shaping an organisation's culture, this research intends to investigate the many aspects that make up leadership. Research in this area aims to fill gaps in researcher's understanding of important topics like actively shaping culture, inspiring individuals to dedicate themselves to cultural change, and making sure that an organisation's vision and goals are in sync. The researcher employs an interdisciplinary strategy to provide a thorough foundation for understanding the intricate nature of this connection. To achieve this goal, a literature study was conducted and ideas were taken up from management, sociology, psychology, and leadership studies (Abadzi, 2020).

BACKGROUND OF THE STUDY

The Importance of Leadership in Organisational Culture Change: A Research Study What makes up an organisation's culture are the shared values, beliefs, and practices of all its members. This has an effect on the employees' decision-making abilities, social skills, and outlook on the job. Organisational "personality" or culture is a key factor in predicting a business's long-term

performance. Internal and external factors both contribute to the gradual but steady evolution of an organisation's culture. The success or failure of an organisation is directly correlated to the leadership's capacity to implement a cultural shift. The leadership style of a person at work may have a positive or bad impact on company culture. When it comes to the accepted and preferred ways of communicating, making decisions, and maintaining standards in an organisation, it is the leaders' job to set the standard. In addition to setting the tone for the whole team, they have a substantial impact on the company's culture. The effect of leadership on corporate culture is a hotspot for research in management and organisational studies. Edgar Schein, James Kouzes, and Barry Posner were among the scholars in the 1980s who found that leadership significantly affects an organisation's culture. No one should be surprised to hear that in order for businesses to adapt to new technology, changing societal expectations, and changing business situations, leadership should encourage cultural transformation (Adeinat & Abdulfatah, 2019).

During major changes, such as mergers, reorganisations, or changes in the company's strategic emphasis, the leadership's ability to shape the culture is amplified. If this happens, those in charge have a responsibility to spearhead the cultural shift by articulating what it means to be successful, outlining new values, and establishing conduct standards that reflect the ideal culture. The new ideas will get more support from employees if upper management communicates with them on a personal basis. Despite great leadership being a key component, implementing a culture revolution is tough and often encounters opposition. Strategic actions such as training, reward systems, open communication, and role modelling may have a lasting impact on an organisation's culture. In addition to changing habits, the process include reevaluating long-held ideas that are based on the organisation's past (Adin, 2021).

PURPOSE OF THE STUDY

In order to understand how leaders create, uphold, or alter the norms, practices, and beliefs that characterise an organisation, it is necessary to investigate the part that leadership plays in shaping organisational culture. If researchers want to know how leaders define their organisation, researchers need this knowledge. The study's overarching goal is to learn how leaders bring about and facilitate cultural shifts, particularly in response to shifting business strategies and external crises. An examination of the several leadership styles and the ways in which they impact culture can help accomplish this goal. It aspires to learn how leadership contributes to an organisation's success by creating a culture that encourages flexibility, teamwork, and innovative thinking. In addition, researchers hope that businesses will be able to apply the study's practical findings to better align their leadership skills with their intended cultural objectives. As a result, the company's long-term viability, employee engagement, and performance will all improve. Academic knowledge

and practical comprehension are both advanced by the results of this study. Leadership and organisations attempting to handle cultural transformation successfully may therefore benefit greatly from its vital assistance.

LITERATURE REVIEW

The impact of leadership on such shifts has been the subject of an increasing number of papers as of late. Included in this category are pieces such as "How to Lead Organisational Culture transformation in a Hybrid World." This is a reverse chronological presentation of the ten papers that follow. This article's goals are to(1) discuss the pros and cons of hybrid work arrangements and(2) provide advice on how to implement a cultural shift at a company that uses such an arrangement. To help employees adjust to new circumstances, this book provides a number of actionable suggestions. The ideal culture may be shown and communicated via these methods, along with the establishment of trust and relationships. This article delves into the many ways leadership may foster an environment that encourages creative thinking. Leadership, according to the author, may encourage original thought by setting a good example of personal accountability, helping followers bounce back from setbacks, and giving credit where credit is due. This subject delves into the importance of diversity and inclusion in the workplace, the strategies that leaders may use to foster an inclusive environment, and the many reasons why this is crucial (Aranki et al., 2019). A few things that leaders can do to promote diversity and inclusion at work include giving employees opportunities to learn about other cultures and perspectives, being an example for others to follow, and making sure that people own up to their words and deeds. This article's goal is to take a look at how effective leadership may help create a workplace that encourages and facilitates employees' growth as professionals. The author argues that leaders may encourage a growth mind-set among their staff by praising their efforts, setting goals to be met, and giving them chances to progress in the company. This article discusses the importance of leadership in creating a positive and healthy work environment. In order to help leaders create healthier and more enjoyable environments for their employees, the author provides a number of recommendations. Offering frequent vacations, creating a welcoming atmosphere, and teaching people how to deal with stress and anxiety are all part of the list of recommendations. Leadership as it relates to the future of work and the consequences of that future are the main topics of this essay. Executives, according to the author, must show they can adapt if they want to get their companies through tough times and keep their competitive advantage in a constantly shifting market. Those now holding positions of power may benefit from the author's suggestions for improving their mind-set and skills to thrive in today's competitive workplace. Why a sustainable culture is critical for any company and how upper management may help foster one are the topics of this essay. In order to demonstrate their dedication to

sustainability, leaders should behave sustainably themselves, as the author argues. Furthermore, the author offers concrete recommendations for corporate leaders and managers looking to green their workplaces. In this post, researchers learnt that strong leadership may pave the way for an environment that encourages innovation and flexibility. It is the responsibility of leaders to provide their staff the freedom to try new things and the tools they need to be creative, says the author. The author provides some suggestions for CEOs to use in order to foster an environment that promotes agility and creativity inside their companies. The importance of trust in the workplace and how managers might encourage its development are the topics of this article. Someone in a position of control should be dependable and an example to those they oversee, says the author. Furthermore, the author provides guidance to CEOs who want to foster a trusting environment among their employees. The focus of this piece is on how top-level management may foster an organisation-wide focus on satisfying customers. The author contends that CEOs should devote themselves completely to their customers and run their companies with the client at the core. Following this, the author offers some suggestions for company owners looking to increase customer satisfaction (Anim, 2020).

RSEARCH QUESTION

What is the impact of Emotional Intelligence in transforming Organisational Culture?

6. METHODOLOGY

Research Design:

The quantitative data analysis used SPSS version 25. The odds ratio and 95% confidence interval were used to evaluate the strength and direction of the statistical association. The researchers established a statistically significant criterion of $p < 0.05$. A descriptive analysis was conducted to ascertain the principal features of the data. Quantitative approaches are often used to evaluate data collected by surveys, polls, and questionnaires, as well as data analysed using computer statistical tools.

Sampling

An uncomplicated sampling technique was used for the study. The research used questionnaires to gather data. The Rao-soft software determined a sample size of 587. A total of 780 questionnaires were disseminated; 673 were returned, and 24 were discarded owing to incompleteness. The research used a total of 649 questionnaires.

Data and Measurement:

A questionnaire functioned as the principal tool for data collection in this research. Part A of the survey requested essential demographic data, while Part B used a 5-point Likert scale to collect responses about characteristics related to online and offline channels. A plethora of sources, especially online databases, provided the secondary data.

Statistical Software: The statistical analysis was conducted using SPSS 25 and MS-Excel.

Statistical Tools: Descriptive analysis was employed to comprehend the essential nature of the data. The researcher must analyse the data with ANOVA.

CONCEPTUAL FRAMEWORK
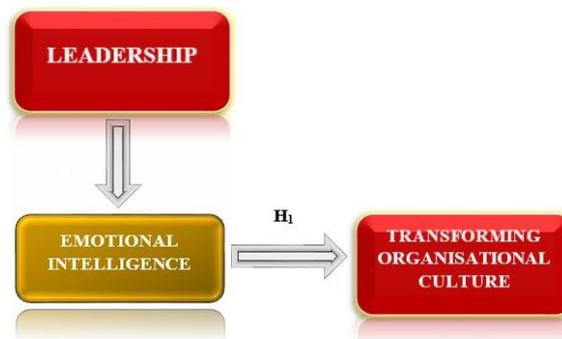
RESULT Factor Analysis

A prevalent use of Factor Analysis (FA) is to reveal hidden variables within visible data. In the absence of conclusive visual or diagnostic signs, it is standard practice to use regression coefficients for evaluations. In FA, models are essential for success. The aims of modelling are to detect flaws, intrusions, and identifiable relationships. The Kaiser-Meyer-Olkin (KMO) Test is a technique for assessing datasets produced by multiple regression studies. The model and sample variables have been validated as representative. The data demonstrates redundancy, as shown by the statistics. Decreasing the proportions improves the clarity of the data. The KMO output varies between zero and one. A KMO value between 0.8 and 1 indicates an adequate sample size. These specify the permissible boundaries, according to Kaiser: The additional admittance criteria set out by

Kaiser are as follows: A regrettable 0.050 to 0.059, inadequate 0.60 to 0.69 Middle grades often span from 0.70 to 0.79. The quality point score varies between 0.80 and 0.89. They are astounded by the range of 0.90 to 1.00. Table 1: KMO and Bartlett's Test for Sampling Adequacy Kaiser-Meyer-Olkin statistic: .982 The results of Bartlett's test of sphericity are as follows: Chi-square statistic approximately equals 190, with a significance level of 0.000.

This validates the authenticity of assertions made just for sampling reasons. Researchers used Bartlett's Test of Sphericity to evaluate the relevance of the correlation matrices. The Kaiser-Meyer-Olkin metric indicates that a result of 0.982 reflects sample adequacy. The p-value derived from Bartlett's sphericity test is 0.00. A favourable result from Bartlett's sphericity test indicates that the correlation matrix is not an identity matrix.

Table 1: KMO and Bartlett's Test

KMO and Bartlett's Test[a]		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.982
Bartlett's Test of Sphericity	Approx. Chi-Square	7315.249
	df	190
	Sig.	.000
a. Based on correlations		

The Bartlett Test of Sphericity validated the overall significance of the correlation matrices. The KaiserMeyer-Olkin measure of sampling adequacy is 0.982. Researchers computed a p-value of 0.00 using Bartlett's sphericity test. The researcher acknowledges the invalidity of the correlation matrix, since Bartlett's sphericity test produced a significant result.

INDEPENDENT VARIABLE Leadership

An authentic leader inspires followers to work together towards a shared goal by offering leadership, clarity, and confidence in their skills. To be regarded as a leader in research, an individual must have the ability to inspire, support, and drive their team towards outstanding outcomes. A successful leader cultivates cohesive teams by uniting individuals around a common objective and fostering interpersonal bonds among them in the workplace. This therefore results in enhanced output, creativity, and problem-solving capabilities. A prevalent method of defining leadership is discussing the achievements or capabilities of a leader. The paramount aspect of leadership is not the charisma or proficiency of the leader, but rather the outcomes attained by the collective group. Leadership is a responsibility collectively borne by all team members, with each person contributing to its development. This is an action that every leader does to some degree. Empowering individuals to exceed their own capabilities is a fundamental aspect of leadership. Individuals in management, coaching, or teaching roles may find this advantageous. While informal roles may foster exceptional leaders, formal leadership positions may entrap those who are inadequate. This perspective says that leadership is mostly a characteristic of an individual's personality rather than their methodology. To effectively engage and retain individuals, researchers must not only articulate their ideas but also show their capabilities via tangible actions. The conclusion is that leadership is not readily attained. It is a skill that can be developed, since individuals prefer to exhibit leadership by their acts rather than their words. One of the most crucial first tasks is to cultivate self-awareness. To be a successful leader, one must possess a comprehensive self-awareness and maintain full presence in every situation (Asbari et al., 2021).

FACTOR Emotional Intelligence

Beyond the traditional concepts of intelligence and cognitive capacity, many believe that emotional intelligence is an essential part of human behaviour. Managing one's own emotions (awareness, control, and expression) and interpersonal connections in a rational and compassionate way are all aspects of emotional intelligence. The ability to recognise, understand, and manage one's own and other people's emotions is the central concept that remains constant. However, different academic disciplines and experts may have different views on emotional intelligence. Emotional intelligence, at its core, is the ability to detect and comprehend emotional cues, both internally and in one's social interactions. This includes being able to recognise and appropriately respond to emotional cues, as well as managing one's emotional emotions in a healthy and appropriate manner. Emotional intelligence is a tool for resolving disputes and issues in interpersonal relationships by recognising and managing emotional triggers and reactions. An alternative view of emotional intelligence is that it is a set of abilities that influence how well individuals regulate themselves, deal with social complexity, and make decisions that lead to the results they want. These traits often include things like selfawareness, self-regulation, motivation, empathy, and social abilities. All things considered, they provide a comprehensive framework that promotes mental health, growth in interpersonal relationships, and efficient leadership. In leadership and organisational contexts, emotional intelligence is defined as self-awareness and the capacity to understand and manage one's own and other people's emotional states in social situations. A leader with high emotional intelligence may tap into their team members' emotions to inspire them, build rapport, and sway their decisions. When their employees are upset or anxious, they respond with empathy; when things become tough, they keep their cool and gain their employees' trust (Azim et al., 2019).

DEPENDENT VARIABLE Transforming Organisational Culture

The norms, practices, beliefs, and values that make up an organisation's culture are what really determine and mould employee behaviour on the job. The way a company's employees, consumers, and vendors perceive the business and its name reflects the culture in which the organisation functions. "The act by which a major business or organisation modifies its operations or goals, commonly to adapt to and thrive in novel contexts or markets." Concerning this matter, researchers have the Cambridge English Dictionary. An organisation is considered to be experiencing transformation as it moves from its current state to the future it sees for itself. In order to generate a profit, individuals from many walks of life, with different levels of education, beliefs, interests, and viewpoints work together in common frameworks called organisations. It is possible that these people come from a variety of educational backgrounds. Achieving the organisation's objectives depends on the contributions of every single

employee. Everyone must put out their maximum effort if the tasks are to be finished in the allotted time. An organisation's culture is its own set of norms and customs. The concepts, principles, rules, and values that set one company apart from another make up its culture. An organisation's culture may be defined as the sum total of the views and experiences of its employees as a whole throughout the years. An individual's contacts with several stakeholders, both inside and outside the company, contribute to the culture of the firm. Beyond this, another aspect that influences the company's culture is the way management engages with employees. There is a propensity for long-term workers to develop their own norms and procedures inside the firm. Most of the time, these are based on what they have learnt from one other and their own personal experiences. These have been there for a while, and they're largely responsible for the workplace's recent transformation into something better for everyone who works there (Azmi et al., 2023).

Relationship between Emotional Intelligence and Transforming Organisational Culture

In order to successfully change an organisation's culture, emotional intelligence is a crucial component. This is due to the fact that successful cultural transformation is often predicated on emotionally intelligent leadership, which is both invisible and inspiring. Emotional intelligence, which includes the ability to recognise, understand, manage, and impact one's own and other people's emotions, is crucial for building the trust, rapport, and psychological safety that are foundational for lasting cultural change. Researchers use the term "organisational culture" to describe the established set of norms, beliefs, and practices that employees bring to their jobs. This culture cannot be easily changed since it is not a flexible structure. Because culture is really about people and the things they do together, any attempt to alter culture must take into account the human emotions, identities, and relationships at play. A more compassionate, inclusive, and fruitful transformation is achievable when leaders and agents of change possess high levels of emotional intelligence, which allow them to patiently and strategically navigate this complexity. At its core, cultural transformation is characterised by a variety of emotional hurdles. Some of these difficulties include worrying about the future, being resistant to change, not knowing exactly what researcher's position is, and being afraid of the unknown. Cultural change may pose a threat to employees' sense of self, status, or way of doing things on the job. Emotionally intelligent leaders may sense these currents and respond with compassion, reassurance, and genuine involvement instead of coldness or indifference. Leaders with high emotional competence may put their teams at ease by listening carefully, valuing their feelings, and addressing their problems in a way that others can relate to. When employees feel validated and valued at every stage of the process, they are more open to new ideas and approaches because of the emotional support they get. Many initiatives that seek to bring about change also include important cultural values, such as encouraging a

sense of inclusiveness and belonging. This is why emotional intelligence is more accurately described as a strategic leadership skill that helps align emotional context with transformational goals, rather than a soft talent. And during periods of cultural change, leaders with high emotional intelligence are better able to regulate their reactions to the stress and uncertainty that are commonplace. Unlike leaders who become defensive, irritated, or reactive when faced with challenges, emotionally intelligent leaders remain calm and flexible (Bagga et al., 2022).

Subsequent to the above debate, the researcher proposed the following hypothesis to analyse the link between Emotional Intelligence and Transforming Organisational Culture.

H_{01}: There is no significant relationship between Emotional Intelligence and Transforming Organisational Culture.

H_1: There is a significant relationship Emotional Intelligence and Transforming Organisational Culture
Table 2: H_1 ANOVA Test

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39588.620	159	5028.692	1170.552	.000
Within Groups	492.770	489	4.296		
Total	40081.390	648			

In this study, the result is significant. The value of F is 1170.552, which reaches significance with a *p*-value of .000 (which is less than the .05 alpha level). This means the *"H_4: There is a significant relationship between Emotional Intelligence and Transforming organisational culture"* is accepted and the null hypothesis is rejected.

DISCUSSION

The fundamental goal of this research was to examine the culture of public sector organisations in connection to transformational leadership. Get everything ready. The results show that all of the study variables were measured using reliable equipment. There seem to be sufficiently dependable dimensions in the Organisational Culture Inventory (OCI) and practices in the Leadership Practice Inventory (LPI). According to the descriptive statistics, this government organisation is known for its pleasant workplace. The literature states that one organisation is defined by its dominant culture. These results support that claim. Normative attitudes and qualities that characterise successful corporate cultures include achievement, selfactualisation, humanistic support, and a sense of belonging. The characteristics of a prosperous business culture include increased collaboration across departments, stronger bonds among employees, and the achievement of organisational goals. Having a positive culture that supports both individual and group objectives has a significant influence on organisational success. This is particularly true for public sector organisations. The hypothesis that transformative leadership is positively

correlated with organisational culture is one of the underlying assumptions of this study. The results of this study show that transformational leadership is highly linked to a good company culture, even while it is not connected with aggressive or defensive cultural traits. Applying the statistical test known as the Pearson Coefficient Correlation, which has a significance threshold of 0.01, validated the importance of this finding. This provides support for studies that investigated the potential synergistic effects of various forms of transformative leadership and organisational culture on output. What makes a sports firm an excellent workplace was the focus of the study that yielded these results. The study shows that the traits and views of the leader have a significant impact on this kind of culture. Top leaders have the power to change a company's culture.

CONCLUSION

The leaders of an organisation seem to have a major impact on its culture. An organisation's culture is its bedrock and a major factor in how adaptable, long-lasting, and successful it is. The motor that powers this cultural web is leadership, via its development, growth, and maintenance. It is imperative that leaders take the following actions to foster cultural transformation: The most important thing for leaders to do is to always act and believe morally. Secondly, they highlight the significance of the new culture and its future direction. Effective communication and teamwork: Followers are better equipped to adjust to changing conditions when leaders make the shift's objectives and their role clear. As a fourth point, leaders foster employee agency by making them personally responsible for bringing about a culture shift. Lastly, they need to respect the new culture's norms and standards. Sixthly, leaders provide their employees the tools and guidance they need to adapt to changing conditions. The ability to pivot and adjust course in response to feedback from subordinates is a hallmark of an effective leader. Although it may take some time, leaders should remain committed and keep trying until they are able to change the culture. Changing researcher's corporate culture is a challenging but necessary activity if researcher wants to grow, keep researcher's competitive advantage, and foster a good work environment for researcher's workers. Consistent focus on moral standards, involvement of all relevant parties, and leadership by competent individuals are all essential. What a society's leaders do and how they act determine its norms, values, and practices. Because they set standards, communicate objectives, and provide moral guidance, a company's executives greatly affect its culture. An atmosphere conducive to cultural growth may emerge when leaders interact well with key stakeholders, express themselves clearly, and act in a constructive manner..

REFERENCES

1. Abadzi, H. (2020). Accountability Features and Their Implications for Education Policies. Comparative Education Review, 64(1), 66-86.

2. Adeinat, I. M., & Abdulfatah, F. H. (2019). Organizational culture and knowledge management processes: Case study in a public university. VINE Journal of Information and Knowledge Management Systems, 49(1), 35–53.

3. Adin, C. A. (2021). Leading and influencing culture change. The Veterinary Clinics of North America. Small Animal Practice, 51(5), 1071–1078.

4. Anim, S. (2020). Effect of Transformational Leadership Style on Innovative Work Behavior of Employees. Journal of Business and Management, 22(8), 28-38.

5. Aranki, D. H., Suifan, T. S., & Sweis, R. J. (2019). The Relationship Between Organizational Culture and Organizational Commitment. Modern Applied Science, 13(4), 137-154.

6. Asbari, M., Hidayat, D.D., Purwanto, A. (2021), Managing employee performance: From leadership to readiness for change. International Journal of Social and Management Studies, 2(1), 74-85.

7. Azim, M. T., Fan, L., Uddin, M. A., Abdul Kader Jilani, M. M., & Begum, S. (2019). Linking Transformational Leadership with Employees' Engagement in the Creative Process. Management Research Review, 42(7), 837-858.

8. Azmi, N., Liana, Y., & Siregar, Z. M. E. (2023). Transformational leadership, organisational culture and engagement on innovative behavior: A review. *International Journal of Business, Technology and Organizational Behavior, 3*(3), 247–251.

9. Bagga, S. K., Gera, S., & Haque, S. N. (2022). The mediating role of organizational culture: Transformational leadership and change management in virtual teams. Asia Pacific Management Review, 28(2), 120-131