

Organisational Culture and Leadership- a Key to Competitive Advantage

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Abstract

As social media has become an integral part of everyone's life, so the content of users' messages also reflects the dominant culture related to a particular issue or problem. The objective of the present paper is to understand the expressions of people as to how a culture is developed in an organisation and the role of a leader in culture building. The present study is based on qualitative research that focuses on the collection of tweets referring to culture# leadership# subsequently evaluated using N-Vivo software. We studied views of people on 5265 tweets posted on culture and leadership. The study theorised that the data generated through Twitter are useful in understanding the perceptions, ideas, and emotions of the people as they share their real-life experiences, professional life, and ways to resolve the problem. The findings are useful for management to understand the role of a leader not only in controlling and commanding the employees but also in creating an encouraging, empowering and enabling work culture to attain competitive advantage through its people. The insights are helpful for employees to understand the real meaning of espousing culture building and for leaders to develop an environment that is flexible and helpful in problem-solving. Cultural understanding is essential for leaders as they are the ones who create and sustain a viable culture for the organisation. The nexus can change the mindset of employers and employees to form a congenial work culture with good governance and leadership styles in the organisations. The paper is among the few studies that examined how a good culture in an organisation is developed and what qualities should be possessed by a leader through twitter qualitative analysis. The bond between culture and leadership is elaborated as an intertwining through the opinions depicted at a social media platform.

Keywords: Culture, Leadership, Social Media Analysis, Organisational Development, Competitive advantage, Twitter Analysis

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Introduction:

Culture and leadership are the key elements for organisations to compete effectively to attain sustainable advantage (D. Kargas & Varoutas, 2015). Both culture and leadership are intertwined where the leaders are the architects' building culture and once the culture is formed, impacts the leadership style to be followed in an organisation (Kaul et al., 2020). The interplay in culture and leadership evolved with global interconnections (Rajala et al., 2012). Leaders play an important role in building organisation culture and creating high performance organisations by nurturing the talent of their people (Popli & Rizvi, 2016). Culture paves the correct way to perceive, think and feel while handling a situation and lays the foundation of the personality and character of the group, making it an essence of leadership (Bowers et al., 2017). A leader's behaviour influence employee attitude with a multiplier effect on the organisational outcomes (Vries & Vitry, 1996). Anzengruber et al., (2020) viewed that a leader should be sensitized, not exclusively driven by his own abilities but also by how synchronized he is with the employees to build a congenial work culture. According to Liu et al., (2021), a great leader is one that widens the development of skills and capabilities of subordinates that are needed for effective adjustment of regulations in the culture. It is also perceived that culture is something that has been imposed by leaders and is created by the leaders as per their own convenience (Meng & Berger, 2019). The group maturity and the dynamics of culture can suggest the type of leadership to be practiced in future (Rajala et al., 2012). Leadership is said to be the key determinant of organisational success which is not only about command, control and status rather building a culture to encourage, enable and empower employees to attain organisational goal (Vries & Vitry, 1996). A leader who is able to identify the skills of every employee and assign the tasks as per

their interests can build a growth oriented culture which can further build the trust of their people (Saira et al., 2020; Martinez et al., (2023)).

To study the association between culture and leadership the paper is structured as follows. After the introduction, Part 2 discusses the literature review as to how twitter analysis captured, modelled, and analyse the tweets based on culture and leadership. Part 3 discusses about the research model and methodology proposed in this study. Part 4 discusses the data analysis and findings. The discussion of results with its implications and conclusion are discussed at the end.

Literature Review

Relationship between Culture and Leadership

The relation of organisational culture and leadership is demonstrated by emphasising the fact that initially the leaders need to respect the cultural elements while framing their organisational strategies and later it's the cultural values that shape a unique leadership style (D. Kargas & Varoutas, 2015; Bowers et al., 2017). Cultural understanding is essential for the leaders to lead. The role of a leader in developing the organisation culture is very challenging. It's the leader who develops healthy organization culture where all the stakeholders work in an effective way to create a positive organizational culture (Yücel et al., 2013). Roytman & Shah (2020) opined that it is not one singular action that facilitates positivity, but rather the culture. Culture building is in the hands of good leaders as recommended by Kaul et al., (2020) where great leaders engage purposefully with those around them to harness the energy of the broader workforce. Faith (2013) suggested that a culture of caring invites the human spirit back in the workplace, provided the institution is in the hands of a strong leader. The successful leaders have the capability to prioritise and address the issues while

shaping the organisational culture as per the dynamic environmental needs (*Kaul et al., 2020*). Culturally intelligent leaders will be able to align strategically in dynamic conditions promoting the culture of belongingness, empathy, support, and teamwork in the organisation. The leader's effectiveness could be evaluated from the group's performance for the assigned tasks. Behavioural theories contend that there is no best way of leading an organisation and no leadership style is effective in all situations (*Fiedler, 1964*). Leadership can be created by highly skilled leaders possessing social competencies who accept challenges as an opportunity and devise strategies to gain competitive advantage (*D. Kargas & Varoutas, 2015*). Consequently, it is vital to focus on the role of leaders to be deliberate in building a work culture where the employees can thrive and contribute significantly to attain competitive advantage for the organisation (*Mohelska & Sokolova, 2015*). *Martinez et al., (2023)* emphasised the alignment of organizational culture with effective leadership and highlighted the significance of adaptive culture to navigate crises; introduce adaptive changes to enhance coordination and empower people.

Culture and leadership are the socio-behavioural aspects (*Fiedler, 1964*). Within this framework, Tweets being a reservoir of information is an important resource to provide outlook via public conversations (*Krishnamurthy et al., 2008*). According to *Antil & Verma (2019)* social media is an important platform and a vital tool accepted worldwide for opinion expression. According to *Senthil & Goswami, (2020)* sentiments of people are vital resource to understand a problem where twitter acts as a recognised platform. *Sreeja et al., (2020)* in his study illustrated that micro blogging nature, small tweets and supports from different natural languages makes twitter as the best source for the qualitative data analysis. *Zhang et al., (2011)* in his article comprehends that twitter is a

flexible mode of communication and is a mass platform to share the opinion. Due to lack of barrier on writing the comments and sharing the ideas, anyone can post on the twitter platform (*Waters & Jamal, 2011*). *Reyes-Menendez et al., (2018)* highlighted the usage of twitter in qualitative research where the comments of the people are grouped together to form a common opinion about the problem. The information provided on twitter is reliable and useful as it provides the complete details of the account holder related to the name, age, number of followers and other user related information. *Krishnamurthy et al., (2008)* reflected that twitter analysis helps to understand the behaviour of the individuals through public conversations and allow users to send short messages for information sharing on social basis. According to *Li et al., (2013)*, people use twitter mainly because they want to be engaged in conversations with other users and organisations to understand the business environment. However, analysing social media data is challenging due to the vast usage of social media platforms and the tremendous increase in data availability (*He et al., 2017*). *Aladhadh et al., (2014)* proved that twitter analysis is the best technique to study the sentiments of people and the credibility of perception rather than any other social media platforms.

Research Gap- The paper is among the few studies that examined how a good culture in an organisation is developed and what qualities should be possessed by a leader through twitter qualitative analysis. Leadership and culture involves multiple levels of phenomena and dynamic character of personalities which by quantitative methods are insufficient to investigate. Also, quantitative methods measure only static moments of time whereas qualitative research is a flexible mode of communications and is a mass platform to share the sentiments. Henceforth, the present study is a modest attempt

to understand the views of people who use twitter to share their real time thoughts and ideas.

Research Objectives

The present paper aims to study the tweets over culture and leadership. This article seeks to answer following questions:

Q1 What are the main themes, textual features, and other characteristics of tweets on culture and leadership.

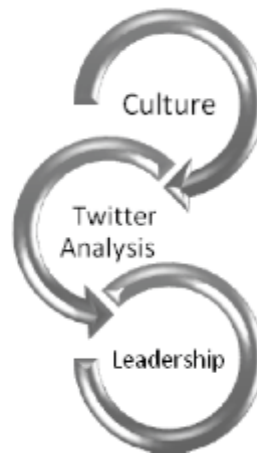
Q2 How a culture is developed in an organisation and what is the role of a leader in culture building.

Research Model and Methodology

The present paper attempts to study and analyse different kind of tweets posted on culture and leadership. The study has chosen twitter as a means to express the views of the people as an electronic word of mouth (e-WOM) and people are more likely to share their experiences online in the digital world (Trusov et al., 2009; Serra-cantallops et al., 2018). The emergence of digital technologies has changed the way humans interact with a changed perception of online communication and division of the personal and public online space (Statista 2022). The company's involvement on social media is twenty times more effective than any other media appearance (Trusov et al., 2009; Li et al., 2013). No doubt, corporate communications are also considered as a good platform to get the ideas of the people but the communication made on twitter has a far reaching impact on the employers, employees and business organisations as a whole because it connects the entire world with diverse professional and cultural background without actually disclosing the identity of the individual expressing (Senthil & Goswami, 2020). Twitter has become a relevant tool globally to promote policies and interactions and is a platform with the presence of

206 million daily active users worldwide (Statista, 2022). We analysed tweeter comments to logically extract, codify and systematically study about leadership and its impact on culture in the organisation. Ample studies have been conducted on leadership style and culture using quantitative data, but this study is unique due to three reasons. Firstly, leadership and culture involves multiple levels of phenomena and dynamic character of personalities which by quantitative methods are insufficient to investigate (Conger, 1998). Secondly, quantitative method is poor at measuring interactions further, narrowing the scope of quantitative methods (Lantis, 1987). Thirdly, quantitative methods measure only static moments of time whereas qualitative research is a flexible mode of communications and is a mass platform to share the sentiments (Zhang et al., 2011). Qualitative studies are undertaken to study the things in natural settings as an attempt to interpret the concepts or phenomena as per the public opinion. A total of 5265 tweets were found on culture and leadership by using culture# leadership# option in the advanced search tab. All the tweets with its text, images, and interviews were saved using N Capture, and NVivo plugin. Firstly, the main themes of the tweets have been identified manually and further analysed with auto coding. Thereafter, word frequency analysis (WFA) was performed; to understand how many times a word is used in the entire sample set of tweets. A word of minimum five alphabets was used to get sensible tweet word cloud. Cluster analysis is performed to search username clustered by word similarity to write the suggestions and recommendations for the study. The study aims to provide deep insights to analyse the emotions of people aiming to understand the development of culture and the role of a leader in culture building indicating the interplay of leadership style and culture for a viable organisation future.

Figure 1- Conceptual Framework



Source: Authors Construct

Data Analysis and Findings

The N-Vivo software is used for qualitative data analysis where total 5265 tweets were analysed on culture# and leadership# in the time frame of July 2021 to December 2021. Table 1 shows different words with and without hash-tags used by users where maximum number of counts is for #leadership (2275), #culture (1366), culture (1066), #management (422), leadership (384), people (371) and business (290). Figure 2 reveals

that maximum number of tweets posted on culture and leadership are related to jobs, innovation, employee engagement, technology, and leadership development. Figure 3 signifies number of hash tag references where the word culture and leadership has been referred. Figure 4 represents the auto code theme results categorised into Bad leadership, Company, Culture, Leadership, Real, Resources and Teamwork. Table 2 represents about the themes and sub-Themes of Culture# leadership# thoughts



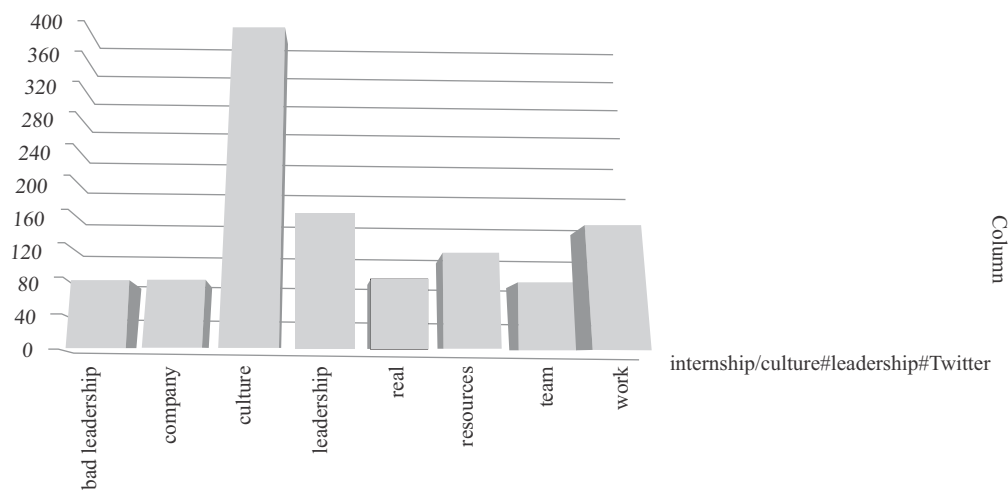
Source: Authors Construct

Figure 2- Word Frequency

Table 1: Word Frequency Analysis

Word	Length	Count	Weighted Percentage (%)
#Leadership	11	2275	4.11
#Culture	8	1366	2.47
culture	7	1098	1.98
#Management	11	422	0.76
leadership	10	384	0.69
people	6	371	0.67
Business	8	290	0.52
create	6	198	0.36
leaders	7	194	0.35
technology	10	185	0.33
company	7	159	0.29
innovation	10	152	0.27

Source: NVivo word Frequency Analysis

**Figure 3- Auto Code Theme Results**

Source: NVivo Auto Code Analysis

Table 2: Themes and Sub Themes of Culture-leadership thoughts

Themes	Sub Themes
Leadership	Inspiring leader, Effective leadership, centralized leadership, decentralized leadership, engaged leadership, good leadership, Powerful Leadership, culturally intelligent leaders, Agile leadership, Core leadership, Bad Leadership, Responsible Leadership, authentic Leadership, Ethical Leadership, Exploitative leadership, Spiritual Leadership, transformational Leadership
Culture	Thriving culture, trusting culture, contended culture, Stupid culture, Company culture, corporate culture, Organizational culture, work from home culture, sycophantic culture, workplace culture, rigid culture, Flexible culture, bad culture, good culture
Company	Company culture, values led company
Work	Real work, hard work
Resource	Enough resources, employee resource, valuable resource, brilliant resource, quick resource, ample resource, individual resource
Team	Supportive team, collaborative team, teamwork, team minded, good team, team-mates, team members, team building

Source- Author construct

Discussion and Results

The results of the research revealed a strong and significant relationship between leadership and culture through twitter analysis. The study gave useful insights to best develop the supportive organisational culture with excellent leadership style. The locus of this paper is to find out the expressions of the people on the nexus between organization culture and kind of leadership style adopted based on tweets that display moods, emotions, and ideas of people. The results of the study signifies that organizational culture and leadership performance can foster employee engagement, talent management, psychological safety, hence, coordinating between leadership and culture which is an unexplored phenomena and the findings are in line with D. Kargas & Varoutas, (2015). The results further indicated the

importance of employee engagement to bring harmony in organizational culture. It is observed from the facts that culture is not of writing on a wall or in a document rather it depends on the intimacy between a leader and its employees. One cannot always change the culture of an organisation but can always improve the culture of the team and reduce the rigidity. The tweets further emphasized that people want others to change first, though it should start from self to develop sustainable organizations. To build a culture which is flexible and congenial, one must cultivate an attitude of appreciation. By prioritizing the wellness of employees and providing adequate flexibility creates a thriving work environment. The views further demonstrate gratitude as the foundation of a thriving culture that can infuse into the workplace to attain prosperity through right talent management. The analysis illustrates that to build a

good corporate culture, there is a need to create psychological safety within teams so that people can trust each other and take personal

responsibility to create an internal oriented culture to work together. This will help the HR leaders and strategic planners to manage talents.



Figure 4- Impact of Enabling Performance Culture

Source: Authors Construct

Effective leadership is fundamental to build great organizational culture. A leader who fails to build a strong culture is damaging to employees and the organisation at large. Before adapting any leadership style, the culture type ought to be examined to reveal the operational framework otherwise change, resistance, frictions may occur. To ponder upon the leadership qualities to create and maintain an adaptable, dynamic organization; leaders must motivate employees to continually acquire new skills and embrace new mindsets preparing for instant change (*D. Kargas & Varoutas, 2015*). A transformational leader always tries to let the people recognize that leadership is not a title, but a sacrifice, service, and accountability to the people. The results are similar as given by *Liu et al., (2021)* that an effective leader

acts as a goal setter that widens the development of skills and capabilities of subordinates. He ensures the accountability to the people needed for effective adjustment of rules and regulations within the organization. The tweets shows that the challenge for a leader is to make the culture real, build healthy teams to transform the employees for handling every crisis with strategic planning (*Kuada, 2010; Martinez et al., (2023)*). However, many organizations face sycophantic culture that promotes bad leadership which distracts organisational harmony, destroy teamwork, dilute corporate culture, and create hindrance in embracing new mindsets. Agile leadership will serve the purpose where the leaders decentralize the work, create accountability and enable others to work acting as facilitators and catalysts thus,

promoting the culture of teamwork (*Canterino et al., 2020; He & Harris, 2020*). It can be apprehended from the twitter analysis that the best leader is the one who provides equal opportunities for talent management aligning the personal values of employees with the organizational values. The tweet results are similar with *Saira et al., (2020)* that a leader who is able to identify the skills of every employee and assign those tasks according to

their core values can maintain a contented culture which in turn increase the transparency of their followers. Organizational culture and leadership performance can foster employees' work engagement, trust, and overall job satisfaction thus, creating a competitive advantage for its organization (*Kuada, 2010; ""Acar, 2012; Popli & Rizvi, 2016; Meng & Berger, 2019; Martinez et al., (2023)*).



Figure 5- Impact of Effective Leadership

Source: Authors Construct

Conclusion

This research highlighted the tweets based on developing a good organizational culture and adapting a good leadership style. We identified mixed perception of expressions which implies that for the growth of any organization; culture and leadership style are two sides of the same coin. The detailed analysis of twitter has provided the public opinion in the current scenario. It is the leader who develops healthy organization culture where all stakeholders work in an effective way to create a positive organizational culture. It is not one singular action that facilitates positivity rather the culture. Culture building is in the hands of good leaders where great leaders engage purposefully

with those around them to harness the energy of their workforce. Working this way promotes the culture of belongingness, empathy, support, and teamwork. The key message of the paper is to exhibit the leadership style that is grounded in existing cultural values. Secondly, the study promotes agile leadership where the leaders act as facilitators and catalysts thus, promoting the culture of teamwork. Thirdly, the study throws light on the nature of leadership that can foster organisational performance through flexible working hours and employee engagement. Lastly, the organisations need to redefine the interaction between its culture and leadership for their sustainable development. The study contributes to both theoretical understanding and practical

implications as a roadmap for organizations to cultivate responsive culture.

Limitations

The study has few limitations. Firstly, we were only able to collect tweets that are publicly available limiting the size of population for which data is available. Secondly, we did not analyze twitter users in any way as to their job profile, so tweets and sentiments were not interpreted in the context of job profile of users. Further, limitation of twitter is the 140-character length of tweet which creates a hindrance for the users to elaborate their opinion.

Scope for future research

Despite of the informal nature of collecting the information based on tweets, social media forms an indispensable part of sharing the true thoughts, ideas, and emotions. So, the future research could focus on how social media platforms like Twitter and Facebook can be used favorably to change the mind set of employers and employees to form a congenial work culture with good governance and leadership style in an organization.

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