Effect of Organizational Culture and Leadership behavior on job satisfaction – A study of small and middle-sized enterprises in Odisha

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ABSTRACT

The small and medium - sized enterprises have emerged over as a highly competitive Indian economy field for decades. Every enterprise for its success needs to know the effect of organization culture and leadership behavior. There are two aspects that all organizations have in common i.e they must have leadership and culture, which in combination take the organization ahead. Organizational culture has a huge effect on the understanding and execution of employees ' organizational roles. Leaders actively and implicitly influence their subordinates in their relationships through the culture of the company. The paper explained specific employee behaviors associated with transformational and transactional leadership and how they both have affected the organizational culture and job satisfaction.

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Introduction

Small and medium-sized companies form the bulk of Indian industry. But there is inadequate performance seen in these companies, which is heavily dependent upon the professional managers in general and employees in particular. Review of the effectiveness of the management and performance has become a regular feature of all those concerned about the growth of small and medium-sized companies. Management of small and medium-sized firms is complex. It requires proper orientation and to be enriched with right organization culture and leadership behaviour, as it would affect job satisfaction and job performance among the employees.To enable small-scale and medium-scale enterprises to succeed and excel, it is necessary to have proper organization culture and right type of leadership behaviour apart from providing them with the basic tools and techniques of modern management. The development of these firms would be valuable to the emerging republics and assist them in improving their economic and social well-being.

Culture is a powerful tools as it is seen to have changed the way in which business was done in both service and manufacturing sectors. An organization's environment shapes the overall culture. In some cases, employees want to work as a family in a professionally, managed atmosphere. Then the organization must create harmony through correct culture for better coordination between individuals and departments. Only a strong organizational culture can retain talent. This is possible provided employees are satisfied with their jobs. An increase in salary is only one of the motivations for staff to remain with an organization. There is normally (hurt / disrespect / or lack or reorganizations or) some underlying change which triggers off a mechanism of seeking change of employment, but study of organization culture recognizes this well in advance, to retain good talent from leaving and thereby increasing job satisfaction among the employees. Here, it may be noted that by employing staff who create negative vibrations in an organization, the efficiency levels come down and the same is reflected through inadequate job performance. A disgruntled employee neither works nor allows other people to work. The estimated rupee value of such a loss is not easily measurable as it includes time, money and damage to the positive culture of the organization. Therefore it is proper in the other way around to study organization culture and its impact on job satisfaction and job performance among the employees. Aside from issues of efficiency and employee satisfaction, the customer experience will be heavily impacted by the culture of the organization. Because, dealing with an organization having blame culture, one may have to fight hard to get problems acknowledged as the initial reaction to issue might be defensive. Therefore, the study of organization culture might recommend to convert blame culture to trust culture, which will have positive impact on loyalty, job satisfaction and performance of employees.

Organizational culture is the exchange of expectations and principles that govern the actions of the employee, which represents work satisfaction and employment efficiency. People of different experiences or at various levels of the organization, have no clear definition of the organizational culture. As a consequence, both a dominant culture and subcultures in a traditional organization can exist. Many successful businesses have noticed that most subcultures allow individual community members to cope with the unique challenges they face every day. Organizational cultures can also be characterized as hierarchical, creative and welcoming. It is hierarchical and divided into a bureaucratic society. The roles and authority are simple. Innovative means a innovative, result-orientated and demanding workplace. Community emphasizes teamwork and a work environment that focuses on individuals, fellowship, motivation and confidence. Impact of culture on organization's effectiveness is both functional as well as dysfunctional as barrier to change, diversity, mergers and

acquisitions. The organization 's evaluation can be carried out using flexibility, structure , management support, reputation, accomplishment, reward, tolerance of disputes, risk perception, patterns of contact, result orientation and orientation of people. Organizational culture has a huge influence on workers' perceptions and satisfaction with their organizational roles. Leaders affect their subordinates through their relationships as well as through the atmosphere of the company. More information about the role of these variables can be useful to evaluate the effectiveness of practitioners and decision makers through increasing globalization.

The leaders today are faced with many complex issues in their attempts to generate organizational achievements. The success of a leader can be traced to his ability to analyze and implement strategies, keeping in tune with the organization culture. This would better ensure job satisfaction followed by adequate job performance. Today's economic leaders face many unpredictable challenges, requiring a high level of flexibility. The recent organizational crisis has stressed that organizational decision makers need leadership and personal commitment, which are more important for the organizational success. It has been seen that leaders have a strong influence on employee and on organizational outcomes. The influence a leader exerts in altering moods, evoking images and expectations and in establishing specific desires and objectives determines the direction a business takes. There are two types of leadership behaviors which are addressed in this study. These behaviors are transformative and transactional. The leader 's impact on supporters, workers feel trust, gratitude, loyalty and appreciation for the boss and are inspired more than they initially intended to do are usually transformative leadership. Transactional leadership, on the other hand, illustrates the transaction or trade between members, colleagues and supporters. The exchange is based on a conversation between the leader and others about what is expected and on the requirements and incentives obtained if the subordinates meet certain conditions.

Owing to the significant changes many organizations and the vital role of transformational leaders in the transition or change of organization, transformative leadership is attracting more attention these days. The position of leaders must be changed to allow the transition to full quality and customer focused framework. Leaders in these organisations, instead of being professional decision makers for them, must demonstrate better ties of work and listen efficiently to their workers.

Job satisfaction is a crucial factor in the relationship between management and workers. It is a good emotional state when a person's work tends to satisfy significant employment values, as long as these values relate to the needs of the individual. Work satisfaction is the emotional response of an person to the job. People spend a sizable amount of their time in work environment**.** So they expect that portion of their lives to be more pleasant, agreeable, satisfying and fulfilling. Job satisfaction is seen as function of perceived relationship between what one wants from one job and what one perceives it as offering**.** Employment satisfaction is a collection of favorable or negative feelings with which people perceive their work, in particular the essence of their work, the supervision level they get, the compensation and benefits of workers and promotional pathways. Employment satisfaction affects employment performance, staff turnover, absenteeism, and advertising. However, high work satisfaction results in better performance, lower turnover of staff, decreased absenteeism and positive publicity. Many factors influence job satisfaction of employees such as supervision, the work group, job content, occupational level, specialization, age, race & sex and educational level etc. In the company, work satisfaction plays an important role. Managers will also take clear steps to boost the happiness of the workers. Such steps may be in the form of job redesigning in order to make the work more exciting and rewarding, enhance the quality of working life and integrate incentives with achievement.

Therefore, all aspects of the culture and leadership in SMEs are relevant and contribute to employee impacts, job satisfaction and work efficiency.

Objectives And Methodology

- To determine the different types of culture profile of small & middle-sized firms in Orissa.
- To establish the leadership style of managers as a multidimensional construct.
- To find out level of job satisfaction of the employees.

For examining the effect of organization culture and leadership behaviour in small and medium – sized firms, it was decided to carry out the study through questionnaire combining different instruments, which was followed by structured interview schedules, administered among the respondent. The sample size is 150 selected randomly which covers employees from entry level to upper level drawn from various small and middle-sized firms located at Bhubaneswar and Cuttack. The data were analyzed through using different statistical tools & techniques such as cross tabulation, Chi-square test, Factor Analysis and descriptive analysis.

Review Of Literature

Leadership makes a major difference to an organization's success and failure. The qualities of transformation, including confidence and clear vision, are often seen as important for the happiness and dedication of employees (Iverson and Roy, 1994, Corbally and Sergiovanni, 1984,Smith & Peterson, 1988). This kind of leadership also requires a flatter organizational structure and a low power gap. Instead, organizations that tend to be more centralized, hierarchical, take central policy and decision-making. Leadership is typically based on position, influence and seniority. Satisfaction is often very much related to loyalty to the top boss. Redding (1990) suggested that Personal relationship could command a high employee’s commitment and satisfaction. Also empirical evidence has been produced whose demographic variables such as years in organization, age, level of education and the duration of leadership can have significant impact on organizational commitment and followed by job satisfaction (Chen and Fran Cesco, 2000, Mathieu and Zajac, 1990, Salancik, 1977).

Wallach (1983) proposed that three main forms of managerial, welcoming and creative organizational cultures exist. Since people carry their personal values, behaviors and beliefs to the workplace, they may adjust their level of satisfaction in the organization. This is because how personal values fit into current corporate culture and culture affect personal values may create significant differences when managing businesses based on differences in power, control, decision-making and management between cultures. Culture is expected to affect leadership style, followed by work satisfaction and engagement.

There is typically a sense of mission and a feeling of family in a transformational society. Superiors have a personal duty to assimilate new participants of society. Assumptions, expectations and principles do not prohibit people from following their own interests and opportunities. Long-term commitments. Leaders and followers share a sense of common values and interdependence (Bass & Avolio, 1993 , 1994). Many scholars have accepted culture's contribution to work satisfaction. Brewer (1993) indicated that hierarchical working conditions frequently contribute to negative employee satisfaction, while a friendly working atmosphere contributes to positive satisfaction and engagement of employees. Bass & Avolio (1993) also points out that creativity and risk-taking in transactional leaders can be significantly reduced whereas transformation leaders can develop highly creative and rewarding organizational cultures. This can be seen by growing satisfaction with the workforce.The leaders of change will infuse the workers with a greater degree of organizational engagement while simultaneously preventing adverse reactions, which are typically triggered by bureaucratic management (Nystrom 1993).

Leadership in every area of life has gained significance. Leaders need to brace themselves to tackle the changes that are due to market globalization. Business markets are competitive, client expectations and wishes change and the flow of knowledge is diversifying and complicating. Such changes call for leadership and organizational culture that can adapt to constant capital , technology, marketing strategies and delivery systems changes. Organizational variables such as size, organizational environment, type of strategy, technology and organizational forms are likely to impose different demands on leaders and thus require specific leader behaviour.

The department's contribution to quality was noticed by Price and Mueller (1981), Bateman and Strasser (1984), Vanderbersburg and Lance (1992). Employees are therefore usually pleased with their employment and loyal to their employer if they are satisfied with the quality of the work itself and if they are satisfied with their boss and co-workers and if they believe that their business has acceptable established pay policies and prospective prospects for advancement (Reed Kratclunan & Strawser, 1994). Researchers have often paid close attention to work results as a result of organisational engagement.Meyer, Paunonen, Gellatly, Goffin, and Jackson (1989) have found a positive relationship with job satisfaction and work success between affective motivation, emotional connection and identity and interaction with the organization.

Studies have shown that organizational engagement is positively linked to employee outcomes (for example, satisfaction at work (Bateman & Strausser) and career success (Meyer, Allen, & Smith 1993). Backer, Billing, Eveleth and Gilbert (1996) concluded that the commitment to supervision is more constructive than the corporate commitments with regard to job results.Similarly , the findings from Hunt and Morgan's research indicate that organizational dedication is closer to outcomes than supervisory involvement. The theory of consistency is believed to provide a clearer structure for understanding the relationship between corporate commitment, supervisory commitment and staff performance. Moreover, it is pointed out that both organizational commitment and supervisory commitment have relatively unique strengths associated with job satisfaction and turnover intention. Consequently, if the organization would like to increase employees' job performance and job satisfaction, then improving the relationship between supervisors and employees is the key. Unfortunately the employee-supervisor relationship is an important but often overlooked factor. Therefore one should not merely emphasize improving employees' attachment to organization and neglecting the value of increasing employees' supervisory commitment. Through promoting attachment to the supervisor one would effectively improve employees' job satisfaction, decrease turnover intention, and significantly enhance their job performance and extra efforts.

Organizational culture and leadership behavior have tremendous impact on job satisfaction as it is evident from most managers in recent years struggling to achieve a reasonable level of satisfaction with job security for their employees. Majority of studies have concentrated largely on developing the ties of work satisfaction and company engagement (Shore and Martin, 1989; Smith and Hoy, 1992; Wong et al , 1995); Baugh and Roberts, 1994; Elliott and Hall, 1994; Fletcher and Williams, 1996. In addition, significant emphasis has been given to correlations between overall work satisfaction and job performance (Birnbaum and Somers, 1993; Dart,1988; Igbaria, 1991; Meyer et al, 1989, Shore and Martin, 1989)Consequently, when determining to increase employee satisfaction with the protection of their employees , managers should take into account the effect of other factors in such a relationship to boost the organizational engagement and work efficiency.

The administrative complexity of the work environment does not enhance or detract from employee happiness or dedication Odom, Boxx and Dunn (1990) find that this work environment improves. It also found that an organisational culture that displays creative qualities enhances workers' attitudes and behaviours. They also found that workers who work in a positive atmosphere are more happy and more committed. They also suggest that eliminating bureaucratic obstacles may lead to engagement and satisfaction.However, only if constructive steps are taken to increase the funding and creative aspects can substantial changes take place.

If workers are unhappy at work, they are less involved and will look for other ways to leave. If there are no incentives they can 'delete' from the company emotionally or psychologically. Corporate loyalty and happiness are also critical behaviours for evaluating the employee 's willingness to leave and the employee's general contribution to the company.In previous research studies, several predecessors were suggested for work satisfaction and

corporate engagement (Chen and Francesco, 2000; Mathieu and Zajac, 1990; Williams and Hazer, 1986). It has been shown that organizational culture (Trice and Beyer, 1993) has a substantial effect in terms of both employee satisfaction and corporate engagement (Lok and Crawford, 1999 and 2001). With different cultures employees' standards, behaviour and results can be different (Redding 1990). Cultural influence is well known and the disparity between cultures is very substantial (Hofstede, 1980; Trompenaars and Hampden – Turner, 1998). Managers have shown that constructive and positive cultural interventions and work satisfaction and organisational engagement are higher. Thus it confirms that organizational culture is one of the important organizational antecedents of job satisfaction and commitment.

Results And Discussions

Background of employees plays a major role in examining the effect of organization culture and leadership behaviour in small and medium-sized farms. It is therefore important to collect the information of all respondents relating to their gender, age, job level, experience, qualification etc. Table 1 indicates that most (86 percent) of respondents are masculine, with just 14.0 percent women. In addition, 60% of those under 40 years old, 30% from (40 to 50) years, shows the same table. Only 6 percent of the respondents are in between (50-60) years and 4 percent are above 60 years. It is observed that most of the respondents are with long years of experience in the organization. As observed, 44 percent respondents are having (10-15) years of experience, 34 percent respondents are having (5-10) years of experience and 14 percent respondents are having below 5 years of experience . Only 4 percent of respondents are having (15-20) years and above 20 years of experience in the organization. The same table shows that 44 percent of the respondents belong to upper level management which is followed by upper middle level (28 percent) .Also 28 percent of the respondents belong up to middle level management.

Majority of female employees of the studied organizations felt that their leader was putting effort in arousing expectation & aspirations among their followers through inspiration and this would improve the level of job satisfaction of employees through transformational leadership. Also majority of male and all the female employees in the studied organizations expressed that people should care and it is highly desirable to focus on the total organization and not about their own team. This was a clear indication of supportive culture which would further enhance the organizational commitment paving way to higher job satisfaction. Therefore the leader's transformational behaviour supports job satisfaction in supportive organization culture.

Maximum no of upper level employees of the studied organizations expressed that in their organizations leadership was putting much effort in arousing hopes, expectation and aspiration through his inspiration among his subordinates. This would further increase job satisfaction among the employees through transformational leadership. Maximum no of male employees and lowest no of female employees of the studied organizations viewed that solving problems in different ways was encouraged in their organization. This marked the presence of innovative culture in the organization, which would also be helpful to improve job satisfaction and thereby leading to adequate job performance. Thus the leader's transformational behaviour supports job satisfaction and job performance in innovative culture.

Highest no of upper level employees in the studied organizations were of the view that leadership was for facilitating events in their organization for betterment. This was a clear indication of transformational behaviour of leader which would secure higher near of job consummation. Majority of female and male employees of the studied organizations viewed that fairly employees were treated according to their work assignment and not by cast, language etc. Also maximum no of male and female employees of the studied organizations viewed that work responsibility was given more importance than family demands. This indicated the presence of bureaucratic culture in the organization which would witness not only better job satisfaction but also improve job performance of the employees. Thus transformational behavior of leaders provide supports to job satisfaction and job performance in bureaucratic organization culture. Therefore transformational behaviour provide platform for job satisfaction in innovative, Supportive and bureaucratic organization culture.

Highest no of upper level employees of the studied organizations were of the view that leadership was much concerned about their follower's want in life. This transactional behaviour showed that upper level employees were subordinate oriented and as a result that improved job satisfaction and job performance. Also highest no of male and female employees of the studied organizations were of the opinion that it was highly desirable for their organizations to nurture and to be helpful to their subordinates. This would provide a supportive platform for the employees to have better job satisfaction and thereby leading to adequate job performance. From this it is observed that leader's transactional behaviour was helpful to have increased Satisfaction with work in community of helping organisations.

Maximum no of upper level employees of the studied organizations were of the view that as a leader they very much preferred to think short-range provided that was realistic. From this it is seen that this transactional behaviour of leaders increased job satisfaction of employees. Also highest no of male and lowest no of female employees of the studied organizations were of the opinion that assertive behaviour was highly desirable in their organization, which indicated the recommendation of bureaucratic culture. This would secure the employees to be satisfied in their work and thereby reflecting better job performance. Therefore the leader's transactional behaviour supported job satisfaction and job performance in bureaucratic organization culture.

If not maximum, but substantial no of upper level employees of the organizations under study, expressed that their leadership was motivational, which was a clear indication of leader's transactional behaviour, where leaders encouraged rewarding their subordinates for a good job. This would have positive impact on job satisfaction and job performance. Majority of employees of the studied

organizations in the age group of (below 40 yrs) felt that solving problems in different ways were encouraged in their organizations. This was a clear indication of having innovative culture, which would improve organizational commitment and job satisfaction level among the young employees leading to adequate job performance.

This has helped to increase the satisfaction of workers and work efficiency in a creative, welcoming, and orderly community of the leading transactional actions. The transactional conduct of the leader thus encourages employee satisfaction in the creative, promoting and bureaucratic culture of organization.

If not maximum, but some of the upper and middle upper level employees were of the view that their leadership was very much inspirational. This would improve job satisfaction and job satisfaction among the employees provided the culture is supportive, innovative and bureaucratic. Maximum no of male employees and lowest no of female employees felt that solving problems in different ways was encouraged in their organizations, which indicated the prevailing of innovative culture in the organizations. This would bring further improvement in the level of job satisfaction through its belongingness followed by an increase in the job performance among the employees. Similarly maximum no of employees of the studied organizations in the age group of (40-50 yrs) were of the opinion that it was highly desirable to have rules applied uniformly without any consideration to special cases. This marked the desire of employees to have bureaucratic culture in their organization which would witness higher job satisfaction through organizational compatibility followed by job performance among the employees. Maximum no of employees of the studied organizations in the age group of (below 40 yrs) expressed that nurturing and helping subordinates were very much encouraged in their organizations. From this, it was clear that supportive culture prevailed in those organizations and thereby paving way for better job satisfaction through organizational likingness and the same is witnessed by adequate job performance.

From this, the connexion between transition leadership conduct and job performance in a creative, supportive and bureaucratic organisation's culture is seen as mediating satisfaction with jobs.

Majority of female employees were of the opinion that leaders in their organization was concerned about what their followers wanted in life. This marked the transactional leadership behaviour, which would have positive impact on organizational commitment and job satisfaction. Majority of employees of the studied organizations in the age group of (below 40yrs) felt that learning from seniors was the most characteristics of their organizations, which would indicate the presence of innovative culture. This would increase job satisfaction with young workers and then work efficiency. This mediates the connexion between transactional leadership conduct and work success in the company's creative culture. Similarly maximum no of employees of the studied organizations in the age group of (below 40yrs) were of the opinion that hard work and perseverance was the most characteristic of their organization. From this, it is observed that the young employees were committed in the bureaucratic culture prevailing in their organization, Which would increase job satisfaction among the employees and thereby leading to adequate job performance . Also majority of employees of the studied organization in the age group of (below 40 yrs) were of the view that effective communication was a characteristic of their organization, which made it clear the presence of supportive culture. This would have positive impact on the job satisfaction and followed by job performance of young employees. The correlation between transactional conduct and job performance is thus mediated by job satisfaction.

Majority of upper middle level employees of the studied organizations expressed that leadership was that of a facilitator. This marked the presence of transformational leadership at the upper level, which would improve the job satisfaction and followed by job performance among the subordinates, provided there was innovative, supportive and bureaucratic organization culture. Therefore, work satisfaction is seen in the relationship of transformative leadership and work success in the creative, supportive and orderly culture of the company.

In the mean table 2, it is seen that the employees were happy with the organization culture because of future orientation aspect. However, this aspect was not significant and hence there was no definite relationship between happiness of employees and future orientation of organization. It is also seen that the employees are happy with the organization culture due to individualistic aspect. Also, the ‘t‘ test for the aspect was significant which indicates that the employees are happy with organization culture due to the fact that they have a preference for a loosely knit frame-work where in individuals are supposed to take care of themselves and immediate surroundings and the same would ensure higher level of job satisfaction among the employees.

Also it is seen that employees were happy with the organization culture due to the inner directed aspect. The ‘ t’ test for the aspect is significant and hence there is a relationship between inner-directed aspect and happiness of employees. This is shown by the behaviour of employees which is directed by internal standards. As a result of which employees were happy with the organization culture. Further, it is seen that employees were happy with prevailing Organization culture due to the role bound aspect. But the ‘t’ test for the aspect is not significant and hence there is no definite relationship between role bound and employees becoming happy. Further it is found that employees were happy with the organization culture due to the androgynous aspect. The ‘t’ test for the aspect is significant. Hence there is a relationship between androgynous aspect and employees becoming happy. This is visible through interpersonal trust, which is highly valued. Also harmony and friendship are seen as desirable and there is high concern for the weak.

In the table 3, the mean score for working environment factor is high and the standard deviation is lowest**.** It is indicated that working environment is less dispersed across the sample size and as a result of which maintained consistency. The factor accounted for job satisfaction more. It is because the work will be more attractive if working environment are congenial to the task an employee proposes to accomplish. It is proper to mention over here that supportive organization culture will permit congenial

working environment, and this in turn will be helpful to have increased job satisfaction.

Similarly factors like health provisions, safety provisions, Job Security, target setting & performance appraisal, career development opportunities, reward & recognition schemes, leadership style, employment conditions , improvement process , and work culture have high mean score and relatively less variance from the means, as a result of which maintain more consistency. All the above mentioned factors are added to have better job satisfaction.

However, employee empowerment factor has the lowest mean score and highest variance from the mean**.** From which, it is evident that employee empowerment factor do not have any bearing on the job satisfaction of studied employees of different small and medium sized firms**.** Similarly environmental policy factor has got highest mean score (4.35), where as the standard deviation is second highest (0.867)**.** This indicates that the factor's variance from the mean is too high and it does not maintain consistency across the sample in the studied organizations**.**

The table 4 depicts the total variance by all the respondents. Here it is observed that 5 component or factors have eigen values more then one. The first factor i.e. working environment explains almost 26.466, second factor i.e. health provisions explains 22.592, third , fourth & fifth factor i.e. safety provisions, job security & level of communications explain 17.773, 17.151 and 9.148 respectively of the total variance explained.

The figures of factor loading after rotating the orthogonally in varimax method have been shown **in the table 5.** For the 1st factor loadings of items F 13 (work culture), F6 (Target setting & performance Appraisal), F9 (Reward and Recognition schemes) F18 (Employee satisfaction survey) and F4 (Job security) are taken into consideration. Therefore, the dimension depicted in the 1st factor is **professional culture**. Similarly for the 2nd factor loadings of items F3 (Safety provisions), F2 (Health provisions), F15 (Community & Society development), F5 (Level of Communication) and F17 (vision, Mission, values & strategy driven objectives) are taken into consideration. Therefore, the dimension depicted in the 2nd factor is **organizational climate**.

The 3rd factor loadings of items F16 (Employee empowerment), F 11 (Employment Conditions) and F12 (Improvement Process) are taken into consideration. Therefore, the dimension depicted in the 3rd factor is **organization policy**. The 4th factor loadings of items F8 (Career development opportunities) F7 (Training / Re-training system) F10 (Leadership style) and F14 (Environmental policy) are taken into consideration. Therefore, the dimension depicted in the 4th factor is **employee advancement**.

The 5th factor loadings of items F1 (working environment) is taken into considerations. Therefore, the dimension depicted in the 5th factor is **physical environment**.

In the mean table-6, the instrument was used to assess one's leadership orientation. The higher score will indicate that one agrees more with and see oneself more like either a transformational leader or a transactional leader. In the mean Table-6, the score for transformational leadership is 31.14 and for transactional leadership is 32.28. Since the maximum total score for each type of leadership is 50. Hence the higher score is 32.38 and will indicate transactional leadership which prevailed in the studied organization.

Findings

The small and Middle-Sized firms play an important role in the Indian economy. In the recent time business leaders & managers are facing with uncertainty There is a need to study leadership behaviour and organization culture and its effect on Job Satisfaction and Job performance, which leads to organizational success. Various kinds of culture and leadership behaviour are found in organization. Cross tabulation of organization culture has been made to find whether there is any relationship between gender, age & job level with organization culture. The mean table suggests whether employees are happy with the organization culture or not. The mean table for Job Satisfaction indicates the consistency of the factor accounting for Job satisfaction. The Factor analysis of Job Satisfaction attempts to identify underlying variables that explain the pattern of relationship within a set of observed variables. It is used in data reduction to identify a small no of factors that explain most of the variance observed in a much. larger no of variables.

It is found from the study that female employees in the small and middle sized firms favoured transformational behaviours of leaders to increase job satisfaction provided the culture is supportive. The upper level employees of the selected organizations looked for transformotional behaviours of leaders, and maximum no. of male employees wanted innovative culture to prevail in their organizations to increase job satisfaction which was followed by adequate job performance. Also the upper level employees in the selected organizations wanted transformational behaviours of leaders and majority of male and female employee, were of the version that presence of bureaucratic culture provided fuel to the job satisfaction and followed by improved job performance. It is also found from the study that in the organization, transformational behaviours of the leaders supported job satisfaction provided the culture is innovative, supportive, and bureaucratic. The upper and upper-middle level employees favoured inspirational leadership and maximum no of male employees looked for innovative culture, which further increased their job satisfaction level. The middle-age employees in the age group of (40-50yrs) looked for bureaucratic culture in their organization whereas young employees (below 40 years) wanted nurturing culture and both helped the employees to have more job satisfaction. This was followed by high job Performance. It is found from the study that in the organization age of the employees favoured job satisfaction in a bureaucratic and nurturing culture.It was also found that job satisfaction mediated the relationship between transformational behaviours of leaders and job performance in the innovative, nurturing and bureaucratic organization culture.

It is also found that job satisfaction mediated the relationship between transactional leadership behavior and job performance. It is found that working environment accounted for job satisfaction the most. Similarly employee empowerment and environmental policies did not have any bearing on the job satisfaction of the employees. The

reveling of various dimensions as depicted in five different factors such as – professional culture, organizational clement, organization policy, employee advancement and physical environment would be helpful to have higher level of job satisfaction among employees.

Conclusions

All the aspects of the organization culture are important and contribute in impacting strategic outcomes. Organization culture is a unique set of attributes that makes a organization to have its own brand / image in the small and middle sized firms to improve organizational commitment, job satisfaction and job performance. While there are organizations that provide similar services, it is the organization culture and leadership behaviour prevailing in the organization which would differentiate each service being offered, employees being committed to the organization, employees being satisfied and employees being productive. The results from this study will help all leaders and academics, especially small and medium-sized companies, to distinguish the impact of leadership on employee satisfaction from the organizational culture. Leaders must understand this because workers are motivated and organizational goals are accomplished. This study credibly indicates that idealized leaders with a creative, welcoming and bureaucratic atmosphere can contribute to more happy workers.

Table 1 : Respondent Profile

Dimensions		Frequency (f)	Percentage (%)
Gender :	Male	129	86.0
	Female	21	14.0
Age :	Below 40Yrs	90	60.0
	40-50Yrs	45	30.0
	50-60Yrs	9	6.0
	60 >	6	4.0
Education :	up to Graduation	9	6.0
	Post-Graduate	72	48.0
	Professional	69	46.0
Occupation :	Salaried	81	54.0
	Self Employed	24	16.0
	Professional	9	6.0
	Business	36	24.0
Tenure in the Present Organization :	Below 5Yrs	21	14.0
	5-10 Yrs	51	34.0
	10-15 Yrs	66	44.0
	15-20 Yrs	6	4.0
	20Yrs >	6	4.0
Annual Income :	Below Rs 2,00,000	24	16.0
	Rs. 2,00,000-Rs3,00,000	72	48.0
	Rs3,00,000 >	54	36.0
Job Level :	Upto Middle Level	42	28.0
	Upper Middle Level	42	28.0
	Upper Level	66	44.0

Mean Table 2: Organization Culture - Total Sample

Sl No	Aspect	Total P	Total D	Mean P	Mean D	Mean P X 8.3	Mean D X 8.3	Gap Analysis (P-D)	t test significance
1	Internal	1647	1671	10.98	11.14	91.134	92.462	-1.328	-1.577 (0.117)
2	Ambiguity Tolerent	1275	1518	8.5	10.12	70.55	83.996	-13.446	-13.345 (0.000)
3	Context Sensitive	1056	1266	7.04	8.44	58.432	70.052	-11.62	-10.333 (0.000)
4	Narcissistic	1473	1572	9.82	10.48	81.506	86.984	-5.478	-3.756 (0.000)
5	Future Orientaed	1479	1437	9.86	9.58	81.838	79.514	2.324	1.525 (0.129)
6	Indvidualstic	825	768	5.5	5.12	45.65	42.496	3.154	5.551 (0.000)
7	Inner - Directed	1554	1398	10.36	9.32	85.988	77.356	8.632	5.484 (0.000)
8	Universal	1218	1371	8.12	9.14	67.396	75.862	-8.466	-5.375 (0.000)
9	Role Bound	1845	1818	12.3	12.12	102.09	100.596	1.494	1.585 (0.115)
10	Androgynous	1563	1476	10.42	9.84	86.486	81.672	4.814	4.952 (0.000)
11	Power Parity	1242	1287	8.28	8.58	68.724	71.214	-2.49	-3.119 (0.002)
12	Expressive	1674	1416	11.16	9.44	123.876	104.784	-19.092	-20.978 (0.000)
13	Conserving	1689	1410	11.26	9.4	124.986	104.34	-20.646	-18.176 (0.000)
14	Assertive	1602	1353	10.68	9.02	118.548	100.122	-18.426	-22.317 (0.000)
15	Expanding	1800	1530	12	10.2	133.2	113.22	-19.98	-17.592 (0.000)

Table 3: Job Satisfaction Score

Sl. No	Factors	1	2	3	4	5	Mean	Standard Deviation
1	Working Environment (F62)	0	0	6	138	6	4.00	0.284
2	Health Provisions (F63)	0	0	54	82	14	3.73	0.62
3	Safety Provisions (F64)	0	15	33	96	6	3.62	0.72
4	Job Security (F65)	0	0	24	105	21	3.98	0.549
5	Level of Communications (F66)	0	0	38	24	88	4.33	0.857
6	Target setting & Performance Appraisal (F67)	0	0	18	132	0	3.88	0.326
7	Training / Re-training System (F68)	15	0	96	33	6	3.10	0.88
8	Career Development Opportunities (F69)	0	0	21	108	21	4.00	0.531
9	Reward and Recognition Schemes (F70)	0	0	26	106	18	3.95	0.541
10	Leadership Style (F71)	0	0	41	94	15	3.83	0.588
11	Employment Conditions (F72)	0	0	109	35	6	3.31	0.545
12	Improvement Process (F73)	0	8	24	118	0	3.73	0.552
13	Work Culture (F74)	0	0	18	120	12	3.96	0.447
14	Environmental Policy (F75)	0	0	39	20	91	4.35	0.867
15	Community & Society Development (F76)	0	15	6	53	76	4.27	0.939
16	Employee Empowerment (F77)	0	76	54	0	20	2.76	0.994
17	Vision, Mission, Values & Strategy driven objectives (F78)	0	0	33	35	82	4.33	0.815
18	Employees Satisfaction Survey (F79)	0	18	15	111	6	3.70	0.73

Table 4: Factor Analysis (Job Satisfaction)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.285	34.918	34.918	6.285	34.918	34.918	4.764	26.466	26.466
2	3.646	20.258	55.177	3.646	20.258	55.177	4.066	22.592	49.058
3	2.957	16.426	71.603	2.957	16.426	71.603	3.199	17.773	66.831
4	2.393	13.293	84.896	2.393	13.293	84.896	3.087	17.151	83.982
5	1.482	8.235	93.131	1.482	8.235	93.131	1.647	9.148	93.131
6	.911	5.061	98.192						
7	.325	1.808	100.000						
8	1.058E-15	5.878E-15	100.000						
9	7.032E-16	3.906E-15	100.000						
10	5.492E-16	3.051E-15	100.000						
11	3.976E-16	2.209E-15	100.000						
12	1.141E-16	6.339E-16	100.000						
13	1.022E-16	5.680E-16	100.000						
14	-4.931E-17	-2.740E-16	100.000						
15	-3.329E-16	-1.850E-15	100.000						
16	-6.307E-16	-3.504E-15	100.000						
17	-7.113E-16	-3.952E-15	100.000						
18	-1.237E-15	-6.871E-15	100.000						

Table 5: Rotated Component Matrixa (Job Satisfaction

	Component				
	1	2	3	4	5
WE	-.099	.120	.101	.080	.937
HP	.236	.849	.347	-.184	.191
SP	.257	.907	.176	.209	-.158
JS	.646	-.107	.012	-.543	.441
LOC	.065	.815	-.376	.042	-.014
TS & PA	.895	.206	-.129	-.067	.173
T & RTS	-.236	.127	.211	.787	-.505
CDO	-.026	.009	.008	.954	.217
RRS	.853	.070	-.041	.055	-.072
LS	.598	.103	-.212	.729	.023
EC	.459	-.090	.829	.267	-.075
IP	.513	-.118	-.794	.159	.065
WC	.916	.178	.185	-.104	-.282
EP	.362	.484	-.495	.510	.091
CSD	-.095	.824	-.295	.430	.068
EE	.054	-.165	.945	-.071	.194
VMVSDO	.365	.713	-.451	-.230	.181
ESS	.824	.507	.091	.169	.044

Working Environment (F1) WE
Health Provisions (F2) HP
Safety Provisions (F3) SP
Job Security (F4) JS
Level of Communications (F5) LOC
Target setting & Performance Appraisal (F6) TS & PA
Training / Re-training System (F7) T & RTS
Career Development Opportunities (F8) CDO
Reward and Recognition Schemes (F9) RRS
Leadership Style (F10) LS
Employment Conditions (F11) EC
Improvement Process (F12) IP
Work Culture (F13) WC
Environmental Policy (F14) EP
Community & Society Development (F15) CSD
Employee Empowerment (F16) EE
Vision, Mission, Values & Strategy driven objectives (F17) VMVSDO
Employees Satisfaction Survey (F18) ESS

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 8 iterations.

Mean Table 6: Leader Behaviour - Total Sample

Transformational Leadership Scores		
Q No		Your Score
1	B	1.78
2	A	3.96
3	B	2.38
4	A	4.6
5	B	1.94
6	A	3.34
7	B	2.16
8	A	4.6
9	B	1.88
10	A	4.5
Total		31.14

Transactional Leadership Scores		
Q No		Your Score
1	A	4.72
2	B	1.98
3	A	4.42
4	B	2.24
5	A	4.00
6	B	1.86
7	A	4.26
8	B	1.9
9	A	4.7
10	B	2.3
Total		32.38

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