

# Impact of Organization culture and Leadership Behaviors on Organizational commitment and Job Satisfaction at Small and Middle – Sized Firms of Orissa

Prof. (Dr.) Ayasa kanta Mohanty<sup>1</sup>, Dr. Manoranjan Dash<sup>2</sup>, Dr. Amitabh Nanda<sup>3</sup>, Dr. Biswo Ranjan Mishra<sup>4</sup>

<sup>1</sup>Professor, Siksha O Anusandhan (Deemed to be University), Bhubaneswar

<sup>2</sup>Associate Professor, Siksha O Anusandhan (Deemed to be University), Bhubaneswar

<sup>3</sup>Assistant Professor, College of IT and Management Education (CIME), BPUT University, Bhubaneswar.

<sup>4</sup>Assistant Professor(Commerce), DDCE,Utkal University, Bhubaneswar.

## ABSTRACT

The small and middle-sized firms have surfaced over years as a deeply challenging and competitive field including its Indian market. It has rendered important contribution for creating a sound and safe country's economy. This paper focused on to determine the different types of leadership style of managers and to explore the factors affecting the job satisfaction. Random data processing technology has been used to from 150 employees ranging from entry level to upper level working in different small and medium sized firms in Bhubaneswar and Cuttack. Multivariate analysis technique analyses was used in exploring the factors affecting the job satisfaction and further the impact of Structure of the company and governance on employee and employment satisfaction was carried out. Organizational culture and leadership behavior was found to be important in contributing in impact of strategic outcomes by which the organization efficiency will be enhanced.

## Keywords

Organizational culture, Leadership behavior, Job satisfaction, Organizational Commitment

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## Introduction

The small and middle-sized firms have the extremely vibrant and competitive Indian economy market has evolved over years. It has played an important role in developing a sound and safe national economy. The leaders of today's companies face numerous complex obstacles. Corporate turmoil has highlighted the need to direct the organizational decision creators and their commitment to make them more important for organizational progress. There are two features that all organizations have in common i.e. they must have leadership and culture, which in combination take the organization to a greater height. Every organization for its success needs to study the impact on employee participation and work satisfaction of organizational culture as well as leadership actions.

The group's corporate culture is a series of universal principles that have been developed through addressing the external transition and internal incorporation challenges, performed enough to still be accepted and thereby trained new participants to understand, to interpret and also to sound correctly in link to these challenges.. Creating an organization culture, largely depends on the leader and his people and the approach to the industry they work in. This facilitates change at various stages of growth in organization and allows for better growth and productivity. 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 organizational commitment and Job satisfaction. Leaders can evaluate the existing culture and show a proactive part

in manipulating the culture of organizations. An analysis of organization culture and leadership behavior would strengthen employee's engagement and happiness of work in organizations.

Small & 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 Small & medium-sized businesses development. Small & medium-sized businesses administration is dynamic. It requires proper orientation and to be enriched with right organization culture and leadership behavior, as it would affect corporate contribution and employee loyalty. In the industrialization of developed countries, small factories play a vital role. It's because a smaller circle cycle is required. Lower investments that provide large-scale employment and facilitate an effective mobilization of resources of capital and skill which might otherwise remain unutilized. The proposed research is an attempt to better understand the ethos as well as leadership role among business throughout the global context with small and medium-sized firms. With increasing globalization the proposed study can provide greater knowledge of the interaction between different organization culture and practicing leaders and its impact on corporate engagement and work satisfaction and workplace results. 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 behavior apart from providing them with the basic tools and techniques of modern management. The construction of these enterprises would

allow developed countries to boost their financial and cultural health-being. This will build improved work, promote creativity and the creation of expertise, and ensure that sufficient technology and services are best used. The study ensured the impact of leadership behavior, which is distinct from corporate behavior, on organizational trust and retention. Leaders should appreciate and control staff in achieving their organizational goals through its adequate job performance. However, with the economic reforms and globalization a number of challenges and opportunities have emerged for small-scale and medium-sized firms. This has necessitated new development strategies to put the Indian economy on a sustainable growth track. An analysis of leadership behavior can influence employees in developing loyalty and in achieving their organizational goals through adequate job performance.

### Objectives And Methodology

The present paper attempts to study the following objectives -

- To determine the different types of culture profile of small & middle-sized firms in Orissa.
- To determine the leadership style of managers as a multidimensional construct.
- To find out Employees' corporate contribution and career satisfaction.

To investigate the impact of strategy and organizational in small & medium-sized companies, it was decided to carry out the study through questionnaire combining different instruments suggested by Udai Pareek from Indians Institute of Health Management Research, Jaipur, for Organization Culture, Prof.K.Shridhar Bhatt, Prof. and Head, Department of Management Studies, East point College of Engineering and Technology, Bangalore for Leadership Behavior, Darwish A. Yousef, Prof. of Management Department of Business Administration, College of Business and Economics, United Arab Emirates University for Organizational Commitment and Self designed for job satisfaction and further validated, which was followed by structured interview. The sample size was 150 selected randomly covering 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 such as cross tabulation, Chi-square test, Factor Analysis and descriptive analysis.

### Review Of Literature

Leadership Behavior and organizational commitment in workforce research, substantial interest was received. This is because the key determinants regarding organizational success may be these factors (Angle, 1981, Ricketta, 2002)<sup>1</sup>. Several change and transactional ideas were used for the study. Some research have shown the rise in leadership style Lead to increase corporate engagement, some have shown the increased organizational commitment of workers (Dubinsky, Yammarino, Spangler, 1995) by transition leadership<sup>2</sup>. (Spangler, 1995). Since there have been no analyses from both variables of organizational

engagement, transition and leadership style conduct, Chen's (2002)<sup>2</sup> This difference was supported by research. He observed that transactional and transformational activity has a very favorable relation to the corporate engagement.

Leadership makes a major difference to an organization's progress and loss. Transformation management attires, including empowers and strong vision (Iverson and Roy 1994, Sergiovanni and Corbally 1984, Smith and Peterson 1988) are also seen as crucial to employee retention and dedication.<sup>1</sup>. This form of management also has a flatter organization, low-power scope, related structure. In the opposite, organizations that tend to be more centralized and authoritarian are guided by a single agenda and decision-creation. Leadership is generally based on position, ability and qualifications. Engagement is also closely linked to the overall boss satisfaction. Redding (1990)<sup>1</sup> It proposed that high degree of dedication of workers can be seen in personal relationships, which can have major impacts on organizational loyalty on demographic factors like years in the organization, gender, employment and leadership period (Chen and Fran Cesco, 2000, Mathieu and Zajac, 1990, Salancik, 1977)<sup>1</sup>.

Wallach (1983)<sup>1</sup> There have been three primary forms of organization, hierarchical, cooperative and creative. It was proposed. Because people carry their personal ideals, attitudes and opinions to the workforce, their degree of participation in the organization can vary. This is because the manner in which personal values integrate into current corporate culture and cultural impact on personal beliefs will produce substantial gaps in running businesses on the strength of the disparities between communities in performance orientation, regulation, decision taking and governance. Community is likely to impact the leadership style including their sense of happiness and dedication.

On the added influence, Bass (1985)<sup>3</sup> It also asks transformational leaders to shift the nature of their organization through a new approach and a study of their traditional beliefs, values and norms. There is typically a spirit of mission as well as a sense of self in a transforming society. Superiors have a moral responsibility to integrate new entrants into the society. Assumptions, expectations and principles do not prohibit people from following their own interests and incentives. Long-term obligations. Members and backers have a similar sense of common purpose and interdependence (Bass & Avolio, 1993, 1994)<sup>2</sup>. For organizational participation, several researchers advocated the value of culture. Brewer (1993)<sup>2</sup> It indicated that a hierarchical work atmosphere also led to detrimental employee participation and increased motivation through a positive work climate. Additional, Bass & Avolio (1993)<sup>2</sup> Note that transformational leadership can significantly reduce the degree of creativity and risk taking whereas transition leaders can create extremely creative and satisfactory corporate cultures. Transformational leadership should instill more organizational engagement in their workers yet at the similar time removing the negative responses which are normally triggered through bureaucratic organizational structures (Nystrom 1993)<sup>2</sup>.

Price and Mueller (1981)<sup>2</sup>, Bateman and Strasser (1984)<sup>2</sup>, and vanderberg and Lance (1992)<sup>2</sup> have observed that dedication to happiness was causally precedent.

Employees are thus usually pleased with their jobs and loyal to their employers when they are satisfied with the quality of employment, when they are pleased also with boss and peers and when they believe that existing compensation plans and potential advancement within their firms are sufficient (Reed, Kratclunan & Strawser, 1994)<sup>2</sup>. Researchers have paid careful attention to work results as a result of corporate engagement. Gellatly, Jackson, and Meyer, Paunonen (1989) (1987)<sup>2</sup> the emotional contribution to and identity and engagement with the organization have been found positively connected to job satisfaction. The contributor related to the company's abandonment were strongly correlated adversely with work experience.

Harris and Mossholder (1996)<sup>2</sup> It should be remembered that the core of the corporate culture is the people management control above all other influences. Attitudes towards results, such as dedication, inspiration, morals and happiness are assumed to affect individuals. Wallach (1983)<sup>2</sup> It proposed to focus on a relationship between aspects of the employee as well as the culture of the company and the positive results, including employee satisfaction, the resistant to being coordinated, and work participation.

Odom, Boxx, and Dunn (1990)<sup>2</sup> Find that either enhances or diverts attention from employee engagement and productivity the organizational essence of the working climate. They find that an inclusive atmosphere that incorporates creative elements improves workers' behaviors and behaviors. They also found that workers who operate in a positive atmosphere are happier and dedicated to the organization. They also say that eliminating institutional obstacles will somehow lead to participation and fulfilment. However, only constructive steps should be taken to improve the supporting and creative aspects.

In the relationship between the boss and the delegate, culture serves an essential role and cultural disparity that also influence the activities of supervision engagement of the respondents. Decision makers will also encourage, attract and increase the organizational engagement of their workforce by concentrating on cultural factors, which positively impact employment rights satisfaction.

## Results And Discussions

Background of employees plays a major role in examining the effect of History of organization and administration at small & medium-sized businesses. It is therefore important to collect the information of all respondents relating to their gender, age, job level, experience, qualification etc. This majority is seen in Table 1. of the respondents (86 percent) are male where as only 14.0 percent are female respondents. The same table also reveals that 60 percent of the respondents are below 40 yrs, 30 percent are in between (40-50) years. Only six percent of the Respondents was 50-60 years old whereas 4 percent were only 60 years old. 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) 34 percent of participants have years of work experience (5-10) although 14 percent have fewer than five years of expertise. Only four 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 organizational commitment 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. Therefore the leader's transformational behavior supports organizational commitment 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 organizational commitment 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 increase corporate engagement and thus boost employee satisfaction and followed by adequate job performance. Thus the leader's transformational behavior supports Innovative society, business engagement and work success.

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 behavior of leader which would secure higher degree of business involvement. Most workers are men and women 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 organizational commitment but also Boost workplace satisfaction rates and job results. This reflects the leaders' changing actions for workplace participation and work fulfilment in the world of bureaucracy. Transformative activity thus offers an internal forum for corporate participation in the philosophy of creativity, assistance and administration.

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 people should take care about themselves and their external people of people. The major point in this regard is the point difference between entities preserved by an organization. It affects the self-conception of people i.e. I.

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 behavior 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 appreciated. There are significant questions concerning peace and cooperation as well as the poor.

From the table 3, it is observed that the 1st factor called 'Belongingness' consists of five variables such as Loyalty to the Organization, Agreement with the Organisation policies, Right decision to serve the Organization, Acceptance of any Job assignment and Best Organization to work with. This is the most important factor of organizational commitment. It indicates long-term employees. However supportive organization culture and proper leadership styles have such a strong effect on improving employee participation. From the same table, it is observed that the 2nd factor is called 'Organizational likingness' which consists of six variables such as Organization reputation, Belongingness, Putting more effort than normally expected, Not leaving the Organization with present circumstances, Caring for Organization and Much gained by continuing with the Organization. It explains better identification with the organization. From the table-3, it is observed that the 3rd factor is called 'Organizational Compatibility' which consists of four variables such as Glad to select the Organization, Inspiring Organization, Values alignment and Diversified job. It indicates the employees thinking is consistent with the organizational interest. Therefore, all these three factors explain better organizational commitment of employees.

The figures of factor loading after rotating the orthogonally in varimax method have been shown in the table 4. For the 1<sup>st</sup> 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 1<sup>st</sup> factor is professional culture. Similarly for the 2<sup>nd</sup> 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 2<sup>nd</sup> factor is organizational climate. The 3<sup>rd</sup> 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 3<sup>rd</sup> factor is organization policy. The 4<sup>th</sup> 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 4<sup>th</sup> factor is employee advancement. The 5<sup>th</sup> factor loadings of items F1 (working environment) is taken into considerations. Therefore, the dimension depicted in the 5<sup>th</sup> factor is physical environment.

In the mean table-5, 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-5, 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 Throughout the Indian market, play a significant role. In the recent time business leaders & managers are facing with uncertainty There is a need to study leadership behavior and Culture as well as its impact on organizational and job performance, which leads to organizational success. Various kinds of culture and leadership behavior 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. Factor Analysis of Engagement and happiness in the work was achieved to recognize causes that explain for the total variance in the responses. Also the mean table depicts the prevalence of leadership behavior in the studied organization.

It is found from the study that female employees in the small and middle sized firms favoured transformational behaviors of leaders to increase organizational commitment provided the culture is supportive. The upper level employees of the selected organizations looked for transformational behaviors of leaders, and maximum no. of male employees wanted innovative culture to prevail in their organizations to increase organizational commitment 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 organizational commitment. It is also found from the study that in the organization, transformational behaviours of the leaders supported organizational commitment 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 organizational commitment 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 organizational commitment. This was followed by high job satisfaction. It is found from the study that in the organization age of the employees favoured organizational commitment in a bureaucratic and nurturing culture. It was also found that Organizational participation shaped the connexion between leaders' transition and work satisfaction throughout the world of creative, professional and red tape. It was found that the majority of male employees of the selected organizations felt that their leader was not concerned to reward his subordinates equitably for their work. Also all the female employees observed that leader in their organization was not motivating followers to do more, as a result of which transactional leadership behaviours could not be established. It is found that rewarding equitably and motivating followers are dependent on leadership.

It is found that working environment accounted for job satisfaction the most. Similarly employee empowerment and environmental policies did not have any bearing on employees' work happiness. The prevailing 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 Employee standard of job quality.

### Conclusion

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 an organization to have its own brand / image in the small and middle sized firms to improve organizational commitment and job satisfaction. While there are organizations that provide similar services, it is the organization culture and leadership behavior prevailing in the organization which would differentiate each service being offered, Staff loyal to the company, happy workers and successful employees. This research will contribute to the influence of leadership behavior on organizational loyalty and job satisfaction by both leaders and schooled individuals, particularly those who are interested in small through moderate companies. Leaders should understand this in order to motivate workers to meet their corporate targets. The study argues that idealized leaders via a creative, welcoming and red tape would contribute to more devoted and happy workers.

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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)

The sequence of various columns maintained against the aspects from Sl. No 12 to Sl.No.15 is given as Total D, Total P, Mean D, Mean P, Mean D X 11.1,

Mean P X 11.1, Gap analysis (P – D) and ‘t’ test significance.



**Table 3: Rotated Component Matrix(a) (Organizational Commitment)**

	Component		
	1	2	3
PME	.175	.883	-.193
OR	.314	.922	-.122
LTO	.975	.176	-.095
AJA	.883	.190	-.296
VA	-.417	.212	.805
BEL	-.175	.886	-.184
DJ	.567	.220	.722
IO	-.071	-.179	.877
NLOWPC	.384	.780	.275
GTSO	.365	-.178	.902
MGCWO	.594	.688	.178
AWOP	.895	-.050	.424
CFO	.252	-.775	-.110
BOTWW	.850	-.159	.237
RDTSO	.886	.187	-.026

Putting more effort than normally expected (PME) , Organization reputation (OR) , Loyalty to the Organization(LTO) ,Acceptance of any job assignment (AJA), Values alignment (VA), Belongingness (BEL), Diversified job(DJ), Inspiring Organization (IO), Not leaving the Organization with present circumstances(NLOWPC), Glad to select the Organization (GTSO), Much gained by continuing with the organization(MGCWO), Agreement with the Organization policies(AWOP), caring for Organization (CFO), Best Organization to workwith (BOTWW) and Right decision to serve the Organization (RDTSO).

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a Rotation converged in 5 iterations.

**Table 4: Rotated Component Matrix<sup>a</sup> (Job Satisfaction)**

		Component				
		1	2	3	4	5
Working Environment (F1) WE	WE	-.099	.120	.101	.080	.937
Health Provisions (F2) HP	HP	.236	.849	.347	-.184	.191
Safety Provisions (F3) SP	SP	.257	.907	.176	.209	-.158
Job Security (F4) JS	JS	.646	-.107	.012	-.543	.441
Level of Communications (F5) LOC	LOC	.065	.815	-.376	.042	-.014
Target setting & Performance Appraisal (F5) TS & PA	TS & PA	.895	.206	-.129	-.067	.173
Training / Re-training System (F7) T & RTS	T & RTS	-.236	.127	.211	.787	-.505
Career Development Opportunities (F8) CDO	CDO	-.026	.009	.008	.954	.217
Reward and Recognition Schemes (F9) RRS	RRS	.853	.070	-.041	.055	-.072
Leadership Style (F10) LS	LS	.598	.103	-.212	.729	.023
Employment Conditions (F11) EC	EC	.459	-.090	.829	.267	-.075
Improvement Process (F12) IP	IP	.513	-.118	-.794	.159	.065
Work Culture (F13) WC	WC	.916	.178	.185	-.104	-.282
Environmental Policy (F14) EP	EP	.362	.484	-.495	.510	.091
Community & Society Development (F15) CSD	CSD	-.095	.824	-.295	.430	.068
Employee Empowerment (F16) EE	EE	.054	-.165	.945	-.071	.194
Vision, Mission, Values & Strategy driven objectives (F17) VMVSDO	VMVSDO	.365	.713	-.451	-.230	.181
Employees Satisfaction Survey (F18) ESS	ESS	.824	.507	.091	.169	.044

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

Mean Table 5: 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
<b>Total</b>		<b>31.14</b>

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
<b>Total</b>		<b>32.38</b>