# STUDY OF ORGANISATIONAL CULTURE UNDER EFFECTIVE LEADERSHIP

Subhransu Sekhar Jena

Pursuing Ph.D In HRM
MBA (HRM)
MA (Psychology),
MS (Psychotherapy & Counselling)
LLB

jena.suprava@gmail.com

***ABSTRACT—****The present study investigated the nature of organizational culture in higher, middle and lower occupational groups of employees in public and private sectors.* A *sample of 180 (30 for each group) employees from public and private sectors were administered for organizational culture under effective leadership. The differences were significant for support, structure, performance reward, individual autonomy, belief, group norms and exercise of autonomy in public and private sectors.*

**KEYWORDS — Organisational culture, effective leadership, performance, group norms, autonomy, goal**

## 1, INTRODUCTION

The word culture has been increasingly used from 1970 because of the growing realization among organisation scientists and management consultants that the culture of an organization influences an organizational effectiveness. Redfield's (1941) operational definition of culture is: shared network of common understanding". Some of these understandings are overt, physical and observable, but not all of them. Marguties (1969) opened that there are two types of culture. Observable culture is "the way in which work was organised, the degree to which tasks were integrated and interchangeable and the resulting interactions from such arrangements. Second, there are certain inferable cultural element associated with a particular observable culture certain values and certain attitudinal and behavioural norms.

Some of the definitions of the organizational culture are as follows:

Values, heroes, rites, rituals and communication-"a system of informal rules that spells out how people are to behave most of the time" (Deal and Kennedy, 1982).

"A pattern of stored basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered solid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems. (Schein,1992).

Organizational culture is a group or aggregate level phenomenon that influences many persons and so is a robust organizational force. Thus far it has been shown that the specific work related attitudes that organizational members form are strongly influenced by people.

Bate (1990) studied the culture concept in an organisation elopement setting. He thought that culture provided the conceptual strategy for change.

Elizan et. al (1991) made a cross cultural comparison in relative importance of work values and analyzed the structure of the domains for samples from various cultural environment. The results of the study indicated the presence of the cultural difference in the rating of a limited number of specific values.

## 2, OBJECTIVES

1.The objective of the present study is to find out the nature of the organisational culture and conflict that exist in two types of organisations namely public sector and private sector under effective leadership.

2.To compare the organisational culture and conflict in different levels of employees in public and private sectors under effective leadership.

## 3, HYPOTHESES

Considering the above objectives the following hypothesis have been formulated:

1.There is no significant difference in the organisational culture and conflict among the different levels of employees under effective leadership.

2.There is no significant difference in the organisational culture and conflict in public sector and private sector under effective leadership.

## 4, METHODOLOGY

### 4.1 Sample

The sample for the present study consists of 180 males 90 each from public and private sector in Delhi and NCR. Equal number of subjects from higher, middle and lower occupational level were selected for the study.

### 4.2 Procedure

The employees from higher, middle and lower occupational levels were approached individually in their work-place for data collection. After establishing proper rapport with the. subjects the purpose of the study was explained to them. They were assured about the confidentiality of their responses. After giving brief introduction about the questionnaires and making sure that the subjects were feeling comfortable they were asked to go through the instructions and they were directed to start their work. The subjects had taken around an hour for the completion of the questionnaire.

### 4.3 Tool

The organisation culture was measured by using the Organisational Culture

Questionnaire (Farida, Mathur and Khurana, 1990) and the conflict was measured by using a check list for tension and conflict (Verma, 1990). The data was scored with the help of scoring key.

## 5, RESULTS AND DISCUSSION

In order to verify the hypotheses mentioned earlier the mean values and SDs for different levels in different factors were calculated. From analysis of data it is evident that there is much variation in the mean values. In order to verify the significance of difference two ways ANOVA was applied for the data.

Two ways (2 x 3) ANOVA was calculated with organisation and employees level as independent variable and culture as dependent variable. Separate analysis of variance was calculated for eight measures of observable culture (7 factors score and 1 total score) and five measures of inferable culture (four factors score and one total score).

On the first factor *i.e.* support the public sector employees differed significantly from the private sector employees (F = 13.05, P < .01). The difference levels of employees and the interaction is not significant. The F values for structure indicates that public sector employees and private sector employees differed significantly (F = 7.833, P < .01) and the interaction is also significant (F = 5.29, P < .01).

The main effects and interaction effects are not significant for conflict tolerance and risk tolerance.

For performance reward the main effect between organizations (F = 13.68, P < .01) and the interaction effects (F = 19.58) are significant. The main effect of organization is significant for individual responsibility (F = 3.511, P < .01). For individual autonomy the main effect between organization (F = 32.74) and the interaction (F = 15.29**) are significant. The overall picture shows that public sector employees differed significantly with private sector in support structure, performance reward, individual responsibility, individual autonomy and in total observable culture under effective leadership. The difference is insignificant in conflict tolerance and risk tolerance.

The analysis of variance, F values for beliefs, groups norms exercise of autonomy identity and total inferable culture were calculated. The public sector and private sector employees differed significantly in beliefs, groups norms, and exercise of autonomy. In group norms the higher, middle and lower level employees differed significantly. (F = 13.299, P < .01). For conflict none of the main effects are significant.

The present study was carried out in order to compare the various employees working in private sector and public sector from higher, middle and lower occupational level under effective leadership. The hypothesis pertains to this. The private sector employees obtained higher mean than the public sector employees. There was significant difference between the two groups in support, structure, performance reward, individual autonomy, belief, group norms and exercise of autonomy. The hypothesis is rejected here.

It was found that groups composed of subjects from collective cultural tradition would display more cooperative behaviour than groups composed of

subjects from individualistic cultural traditions. It also argues that organizational culture is influenced by the characteristics of the organization. Byles *et al* (1991) hypothesized that culture can have a positive effect on performance when certain conditions are satisfied. Some of the above studies have explained that culture influences performance under effective leadership.

## REFERENCES

1. S H Schwartz, " Universals in the content and structure of values: The oretical Advances and Emperical Tests in 20 Countries." In *Advances in Experimental Social Psychology,* ed M P Zanna ( New York; Academic Press,1992), p 4.

2. L Smircich, " Concepts of Culture and Organisational Analysis," *Administrative Science Quarterly,* September 1983, pp 339-58.

3. V Gonzalez-Roma, J m Peiro, S Lloret, and A Z oronoza, " The Validity of Collective Climates" *Journal of Organisational Behaviour*, March 1999,pp 25-40; and Schein, *Organisational Culture and Leadership*"

4. H M Trice and J M Beyer, *The Culture of Work Organisations* ( Englewood Cliffs, NJ: Prentice –Hall, 1993)

5. A M Nicotera and D P Cushman, " Organisational Ethics: A Within Organisation View" *Journal of Applied Communication*, November 1992, p 447.

6. A E Tenbrunsel, " Misrepresentation and Expectations of misrepresentation in an Ethical Dilema: The Role of Incentives and Temptation," *Academy of Management Journal*, June 1998, pp 330-39.

7. D S Ones and C Viswesvaran, "Integrity Testing in Organisations," in Dysfunctional Behaviour in Organisation: Violent and Deviant Behaviour, eds R W Griffin et al. (Stamford. CT: JAI Press, 1998), pp 243-76

8. W. F Cascio, "Managing Human Resources" , New Delhi, Tata Mc Grow-Hill,2003

9. G.T. Milkovich, J.M Newman, " Compensation", Hoewood, IL: Irwin,2002

10. Best Employers in India, Annual Summary, 2002,2003,2004, Business Today, Great Places to Work, annual summary, 2003 and 2004, Business World.

## BIOGRAPHY

Subhransu Sekhar Jena, Pursuing Ph.D In HRM, MBA (HRM), MA (Psychology),MS (Psychotherapy & Counselling) LLB