

ROLE OF ORGANIZATIONAL CULTURE AND LEADERSHIP ON EMPLOYEE MOTIVATION AT TECHMAHINDRA

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ABSTRACT

Organizational culture is the collective behaviour of people that are part of an organization, it is also formed by the organization values, visions, norms, working language, systems, and symbols, it includes beliefs and habits. It's also the pattern of such collective behaviours and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling. Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders. Organizational culture is defined as a pattern of basic assumptions invented, discovered or developed by a given group, as it learns to cope with the problems of external adaptation and internal investigation that has worked well enough to be considered valid and therefore is to be taught to the new members as the correct way to perceive, think, and feel in relation to those problems. Organizational culture is a set of shared understandings, norms, values, attitudes and beliefs of an organization which can foster or impede change. When people join an organization, they bring with them the values and beliefs that they have been taught. Quite Often, however, these values and beliefs are insufficient for helping the individual succeed in the organization. The person needs to learn how the particular enterprise does things.

Keywords: Organizational Culture, Leadership

1. INTRODUCTION

A common misconception is that an organization has a uniform culture. However, at least as anthropology uses the concept; it is probably more accurate to treat organizations "as if" they had a uniform culture. "All Organizations have culture, in the sense that they are embedded in specific societal cultures and are part of them. "According to this view, organizational culture is a common perception held by the organization's members. Everyone in the organization would have to share this perception.

However, all may not do so to the same degree. As a result, there can be a dominant culture as well as subcultures throughout a typical organization. A dominant culture is a set of core values shared by a majority of the organization's members. The values that create dominant cultures in organizations help guide the day-to-day behaviour of the employees.

Important, but often overlooked, are the subcultures in an organization. A subculture is a set of values shared by a minority, usually a small minority of the organization's members. Subcultures typically are a result of problems or experiences that are shared by members of a department or unit. Subcultures can weaken and undermine an organization if they are in conflict with the dominant culture and overall objectives. Successful firms, however, find that this is not always the case. Most subcultures are formed to help the members of a particular group deal with the specific day-to-day problems with which they are confronted.

The members may also support many, if not all, of the core values of the dominant culture. Changing the attitudes about the organization is one of the basic changes of today's world. Today the world belongs to these organizations. Human beings are the founder of all organizations.

This means that humans are the most valuable source of the organization. Organizational culture means all common beliefs in an organization. Then more and deeper common beliefs may result in more powerful culture and more different beliefs may result in little common aspects and weaker organizational culture.

Organizational personnel: Any election of non-compatible persons with organizational culture, primary methods Created by the founder and /or any persons who may not accept the primary culture of the organization especially master people and/or managers may finally result in changing of the organizational culture. For this purpose, it is necessary to appoint any people for the organization and its activities who are incompatible with it.

2. REVIEW OF LITERATURE

ARTICLE: 1

Title: the effect of organisational culture and leadership style on job satisfaction and organisational commitment: A cross-national comparison

Author: Peter Lok

Source Journal of Management Development

Abstract

Small businesses are vital for employment and job creation in South Africa. The implementation of sound cash management practices is essential to ensure the profitability and sustainability of any successful business. The purpose of this paper is to identify the cash management challenges faced by small businesses in a developing community. This research targeted small retail businesses in the Tongaat area in KwaZulu-Natal, South Africa. The research design for this paper was descriptive, quantitative and cross-sectional. The data instrument was a questionnaire. These findings indicate a significant relationship between cash management knowledge and managing cash flow. The findings also indicate a correlation between profitability in the business and implementation of cash management practices as well as a correlation between the challenges of cash management practices and their ability to ensure profitability in their business. This paper recommends that businesses should implement cash management procedures to eliminate cash management difficulties.

Forecasting is supposed to be one of the oldest management activities. In biblical times there were frequent allusions to clairvoyants and prophets. Nowadays it is becoming increasingly necessary for companies to make forecasts; those that do not give the prospect to their competitors a clear advantage. No forecasting is a main cause of most of today's business failures. In the past, goods could be sold on company reputation alone and forecasting was not too important. In today's more competitive times, sentiment does not apply, and firms that do not challenge their selves to make an accurate forecast on which to base their future production will find it increasingly difficult to survive (Lancaster G.A. & Lomas R.A., 1985).

Forecasting is important for many aspects of the modern business. Organisations make plans which become effective at some point in the future so they need information about prevailing circumstances (Waters, 2003). This information must be forecast; but unfortunately forecasting is a difficult situation and despite its importance, progress in many areas has been limited (Waters, 2003).

According to literature forecasting can be defined:

"Forecasting is predicting, projecting, or estimating some future event or condition which is outside an organization's control and provides a basis for managerial planning" (Golden J. et.al, 1994, p.33)

"Forecasting is generally used to predict or describe what will happen (for example to sales demand, cash flow, or employment levels) given a set of circumstances or assumptions" (Waddell D., et.al, 1994, p.41) Small businesses are vital for employment and job creation in South Africa. The implementation of sound cash management

practices is essential to ensure the profitability and sustainability of any successful business. The purpose of this paper is to identify the cash management challenges faced by small businesses in a developing community. This research targeted small

retail businesses in the Tongaat area in KwaZulu-Natal, South Africa. The research design for this paper was descriptive, quantitative and cross-sectional. The data instrument was a questionnaire. These findings indicate a significant relationship between cash management knowledge and managing cash flow. The findings also indicate a correlation between profitability in the business and implementation of cash management practices as well as a correlation between the challenges of cash management practices and their ability to ensure profitability in their business. This paper recommends that businesses should implement cash management procedures to eliminate cash management difficulties. This study examined the effects of organisational culture and leadership styles on job satisfaction and organisational commitment in samples of Hong Kong and Australian managers. Statistically significant differences between the two samples were found for measures of innovative and supportive organizational cultures, job satisfaction and organizational commitment, with the Australian sample having higher mean scores on all these variables. However, differences between the two samples for job satisfaction and commitment were removed after statistically controlling for organizational culture, leadership and respondents' demographic characteristics. For the combined samples, innovative and supportive cultures, and a consideration leadership style, had positive effects on both job satisfaction and commitment, with the effects of an innovative culture on satisfaction and commitment, and the effect of a consideration leadership style on commitment, being stronger in the Australian sample. Also, an

“initiating Structure” leadership style had a negative effect on job satisfaction for the combined sample. Participants' level of education was found to have a slight negative effect on satisfaction, and a slight positive effect on commitment. National culture was found to moderate the effect of respondents' age on satisfaction, with the effect being more positive amongst Hong Kong managers.

ARTICLE: 2

Title: The influence of organisational culture on leadership style in higher education institutions

Source: International Journal for Quality Research

Author: Babatunde Akanji,

Abstract:

The purpose of this paper is to explore the impact of organisational culture (OC) on leadership styles in Nigerian universities. The study utilises the cultural dimensions theory (Hofstede's insights) and the social exchange concept as theoretical lenses to examine the phenomena.

Design/methodology/approach

Using an exploratory qualitative approach, 40 interviews were conducted with senior academics and non-teaching staff working in Nigerian universities.

Findings

The findings reveal hierarchical, patriarchal, servile, and interdependent values as the underlying characteristics of organisation culture, shaping the choice of leadership styles in the management of Nigerian universities. As a result, it emerged from the study that positional, formalised exchanges, paternalism, relational approach and gendered reactions to leadership were typically adopted in university administration in this context.

Research limitations/implications

The study relies on a small qualitative sample size, which makes the generalisation of findings difficult. However, the study provides a good understanding of cultural hegemony, framing leadership styles different from those of western cultures

ARTICLE: 3

Title: The influence of organisational culture on leadership style in higher education institutions

Author: Neena P.C

Source: Journal of Emerging Technologies and Innovative Research

Abstract

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Originality/value

The findings of this study help to bridge the research gap concerning the implications of OC, and its influence on leadership behaviours in the Sub-Saharan African context. Research within this subfield in Africa is rare. Specifically, the study also enriches our understanding of cultural dimensions, informing the leadership methods adopted in higher education institutions.

RESEARCH GAP:

However, statistically significant differences between the two samples were found for measures of innovative and supportive organizational cultures, job satisfaction and organizational commitment, with the Australian sample having higher mean scores on all these variables

OBJECTIVES:

- ❖ To assess the organizational culture and leadership among employees in Tech Mahindra.
- ❖ To understand the working environment of Tech Mahindra.
- ❖ To assess various attitudes of employees towards their welfare measures and towards the climate of the organization.
- ❖ To identify problems of employees regarding the working environment.
- ❖ To find at what level the employees in the organization are satisfied with the opportunities towards career growth, employee relations and security policy.
- ❖ To know about how the leadership in the organization will affect the employee's motivation.

3. RESEARCH METHODOLOGY

Need For the Study

- ❖ People are affected by the culture in which they live. Similarly, an individual working for any organization with a firmly established culture will be taught the values, beliefs, and expected behaviors of that organization.
- ❖ There is at least some sound evidence that variations in cultural values may have a significant impact on employee turnover and possibly employees job performance.
- ❖ Hence the study of organizational culture is important for the understanding and practice of organizational behaviour. Leadership is also important because it sets a clear vision and communicates effectively to subordinates or colleagues.
- ❖ The clear vision gives them a better understanding of organizational direction and makes them realize their roles and responsibilities.

Scope Of The Study:

Employability means what it says—it's about having the skills needed to perform well at work. The main problem that faces many graduates is that they are not aware of employability skills that employers demand. This report tried to find level of employability skills among employees. These skills and attitudes are fundamental to improving young people's employability as well as their learning. Employers all around the world are prominently looking for hiring the best talents. But still the gap between academic knowledge and the skills which are required professionally is widening because there is the lack of necessary skills which are required to meet the growing demands

Methodology

Research methodology is the specific procedures or techniques used to identify, select, process, and analyse information about a topic. In a research paper, the methodology section allows the reader to critically evaluate a study's overall validity and reliability. The methodology section answers two main questions: How was the data collected or generated? How was it analysed?

The research is conducted to understand the significance of the organizational culture and leadership in Tech Mahindra.

The research methodology which is adopted in this study has been discussed under the following heads:

1. Research type
2. Sampling technique
3. Sample size
4. Tools for data analysis and interpretation

The type of research I used for this study is the Descriptive Study.

DESCRIPTIVE RESEARCH -

It is defined as a research method that describes the characteristics of the population or phenomenon studied. This methodology focuses more on the "what" of the research subject than the "why" of the research subject.

The descriptive research method primarily focuses on describing the nature of a demographic segment, without focusing on "why" a particular phenomenon occurs. In other words, it "describes" the subject of the research, without

covering “why” it happens. The sampling technique that helped me to analysis the study is Simple Random Sampling Technique.

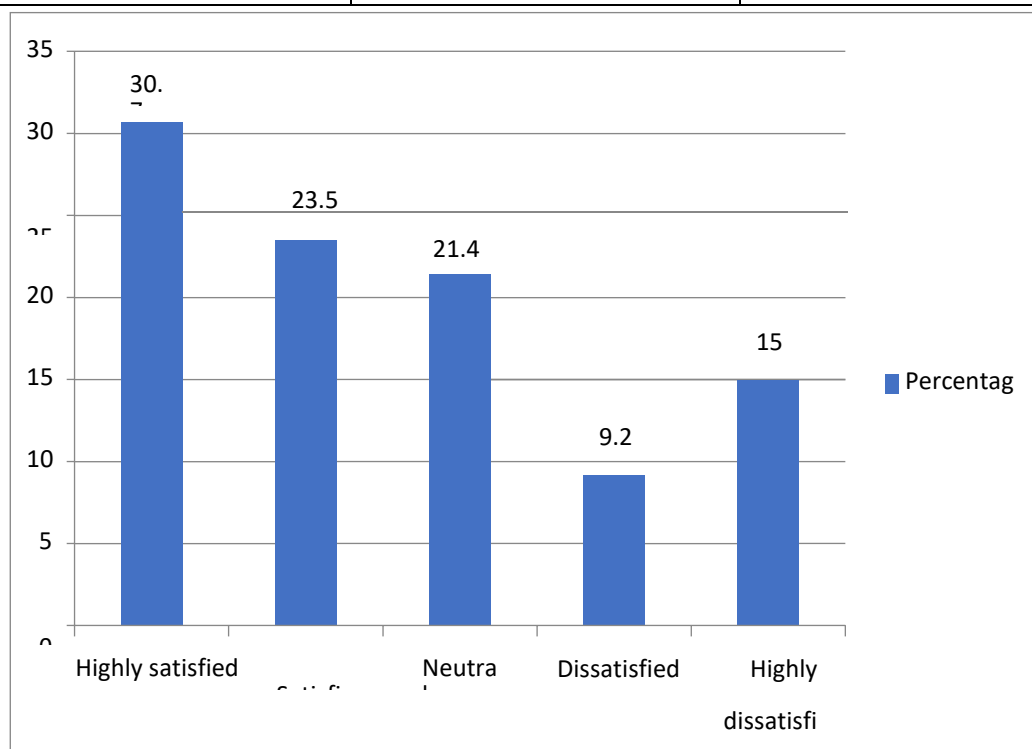
SIMPLE RANDOM SAMPLING TECHNIQUE -

Simple random sampling is a type of probability sampling in which the researcher randomly selects a subset of participants from a population. Each member of the population has an equal chance of being selected. Data is then collected from as large a percentage as possible of this random subset.

4. DATA ANALYSIS & INTERPRETATION

Satisfied With Your Workplace Is Safe And Workplace Is Safe And Motivation

Scale	No. of respondents	Percentage
Highly satisfied	43	30.7
Satisfied	33	23.5
Neutral	30	21.4
Dissatisfied	13	9.2
Highly dissatisfied	21	15

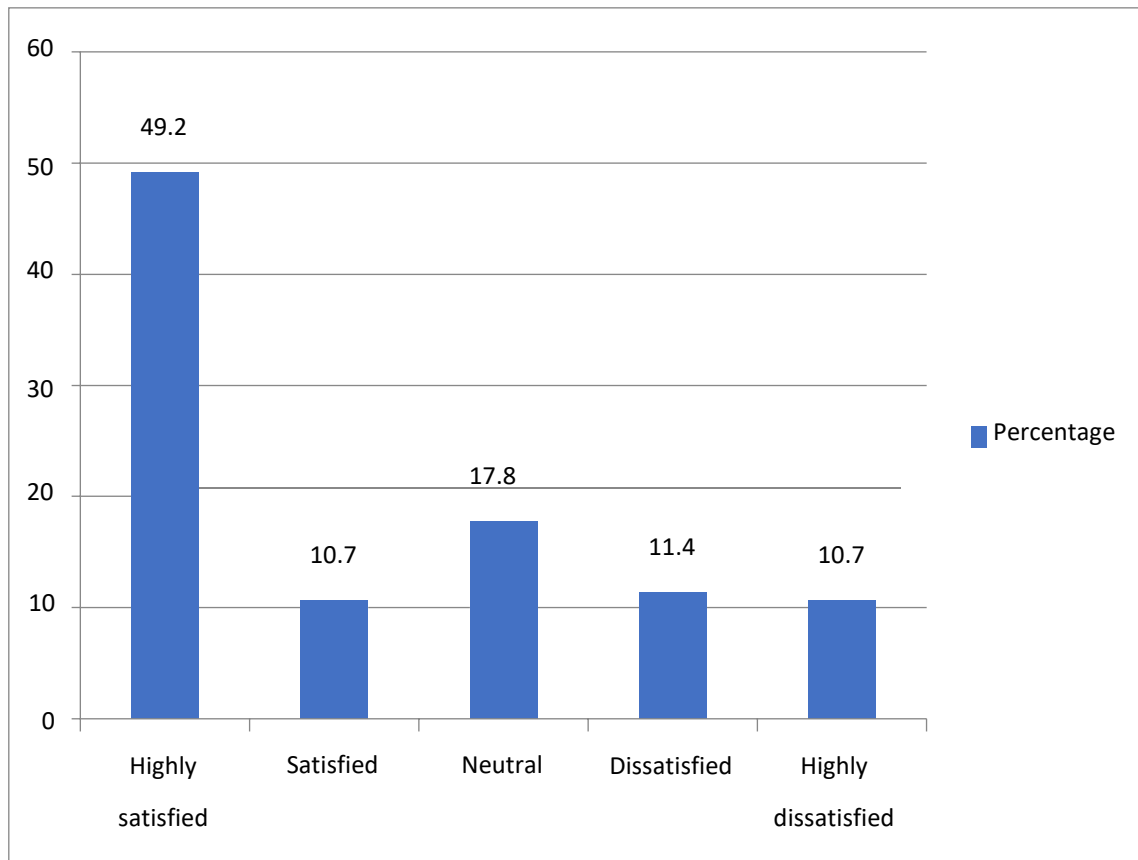


Interpretation:

From the above data chart it is inferred that, out of 140 respondents, 30.7% are highly satisfied that workplace is safe and motivation given by the organization, 23.5% are satisfied that workplace is safe and motivation, 21.4% are neither satisfied nor dissatisfied their having workplace is safe and motivation, 15% are highly dissatisfied that workplace is safe and motivation, 9.2% are dissatisfied.

Satisfied With Your Work

Scale	No. of respondents	Percentage
Highly satisfied	69	49.2
Satisfied	15	10.7
Neutral	25	17.8
Dissatisfied	16	11.4
Highly dissatisfied	15	10.7



Interpretation:

From the above data chart it is inferred that, out of 140 respondents, 49.2% are highly satisfied with their work, 17.8% are neither satisfied nor dissatisfied with their work, 11.4% are dissatisfied, 10.7% are satisfied with their work, 10.7% are highly dissatisfied with their work.

S.NO	QUESTIONS	MEAN	SD
1	Organization giving opportunities towards career growth	3.7	3.4
2	Organization having safe working environment	3.4	3.1
3	Organization security policy is good	3.4	3.1
4	Relationship with other employee is good	3.2	2.9
5	Leader gives the opportunity to express your opinion	3.1	2.9
6	Organization having problem solving committee	4.3	3.9
7	Reward/recognition you got	3.4	3.0
8	Rewards improve your performance	4.2	3.9
9	Values are similar to the management philosophy	4.2	3.9
10	Organization having opportunities to practice	4.3	4.0

Interpretation:

From the above analysis shows 4.3 which means that employees strongly agree that organization having problem solving committee, opportunities to practice and the mean shows 4.2 which means employees agree that values are similar to the organization management philosophy, rewards improves their performance, opportunities towards career growth.

As the mean shows 3.4 which means employees neither agree nor disagree that reward and recognition they got for their work, leader gives the opportunity express their opinion, relationship with other employee is good, security policy is good, safe working environment.

Analysis of satisfactory questions

S.NO	QUESTIONS	MEAN	SD
1	Leader accepts your opinion and uses your opinion	3.5	3.2
2	Organization providing medical facilities	3.8	3.3
3	lunch breaks, rest breaks, and leaves given in the organization	3.9	3.5
4	Good working relationship with co-worker's	3.3	3.0
5	Workplace is safe and motivation given in the organization	3.4	3.1
6	Employee satisfied with work	3.8	3.5

Interpretation:

From the above analysis shows 3.9 which means employees satisfied that lunch breaks, rest breaks and leaves given in the organization, medical facilities, employee satisfied with work, leader accepts their opinion and uses their opinion. As the mean shows 3.4 which means employees neither satisfy or dissatisfy that good working relationship with co-worker's, workplace is safe and motivation given in the organization.

5. CONCLUSION

This chapter describes the research summary, findings and conclusion drawn based on convenient scaling technique. Based on the results, suggestions are given for improvement of organizational culture and leadership in the Tech Mahindra company. The resultant study results also paved way for identification of areas for future research. The study was aimed to understand the need of the organizational culture and leadership of employees working in the Tech Mahindra company. While doing so, an attempt was made to find out the preferred factors by collecting the opinions to improve the organizational culture and leadership. The study was aimed to find out the objectives, to compare the organizational culture and leadership of the employees in Tech Mahindra company and suggest approximate measures to improve the organizational culture and leadership of employees in Tech Mahindra company based on the findings of the present study. The study was conducted in the Tech Mahindra company by selecting a total of 140 employees. The data collected in google form into suitable bar charts. Research study is descriptive study and the tools that are used in this study are mean, standard deviation.

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