



The Study Of Leadership With Reference To Organization Culture & Job Satisfaction In IT/ITES Companies

K.Venkat Rao

Research Scholar

S.J.J.T. University

Kotipatrula_8@yahoo.com

Dr. D.Sucharitha

Associate Professor

Siddhartha Institute of Tech & Science

scharitha@gmail.com

Abstract:

This paper makes an attempt the organizational culture in respect to leadership styles and employee job satisfaction. The best way of expression from employer to employee in an organization is by medium of culture. This medium basically formed by its own values which are invisible but the concept of membership sharing among people takes place even after changes in groups. The norms and shared values focus on attention of employees on priorities of organization, in addition to that they guide their behavior and test ability of decision making. The styles in the leadership are determined in terms of consideration, initiation and most of charismatic variables. Good leadership is necessary for achievement of competitive growth in the firm. There is a positive association between charismatic leadership styles and cultural styles. The key for successful survival of the firm depends on a strong organizational culture, which exhibits the characters of adaptability, alignment, collaboration, leadership and accountability.

Key words: Leadership styles, Initiation, Consideration, Organizational Culture

1.0 INTRODUCTION

An overall understanding of an organizational culture including its impact and nature are the basic needs of a unique leader. This leads to communicate new vision and promise followers who are committed to that particular vision. **Schein (1992)**. Maintenance and shaping of culture in a firm is maintained by leaders. These leaders play a crucial role in all means, in this process of leadership the culture becomes more perceptible **Komin (2000)**. Even though the people and organization are interdependent, the positive results are attained only by impact of ability of both the factors. The leader in the organization must have good understanding of nature and impact of organizational culture in order to communicate new vision and to ensure the followers towards its commitment. The shaping and maintenance of culture depends on the leader. Only in the leadership process culture is more predictable. The dynamic nature of the organization makes



them more complicated. Leaders should always come forward and mobilize the new techniques to confer legitimacy on the vision which is special. **Fombrun, Tichi & Devanna (1984)**

Thus it can be said that leadership and organizational culture are strongly intertwined and players in the organization, and it is through their involvement and commitment that the organization becomes competitive.) job satisfaction is related to self-perception of needs and fulfillment of work. The state of emotion related to both negative and positive appraisal of job experiences is defined as job satisfaction. **Locke (1976)**. There are different ways of defining the organizational culture. From past two decades this is the important theme in both business and management sectors. The main reason for that are the desirable outcomes both individually and organizationally. **Ritchie (2000)**. There are many outcomes from the organizational culture such as self confidence, productivity, ethical behavior, commitment, performance. The innovative technique in organizational culture shows positive impact on employee behavior and towards motivating employees. This in turn leads to the improvement in the productivity of the organization financially. The organizational culture includes innovative techniques in workplace practices, implementation of strategies' and initiating the planning process. The organizational writers always have a notion that the culture prevailing in the organization is a force which is stable, resistant and conservative force which can change only by the intervention of the management. In the year 1999 Hendry stated that due to the complexity nature of the culture in an institution, societal or relating to organization it is always subjected to change. Both the direct and indirect influences of the employees is only because of the organizational culture. Productivity of organization depends on the employee job satisfaction and performance which is in turn is a part of culture. There are also few subcultures in the organizations based on structure, location, division of labor and size. Even the leadership style is adjusted according to the effectiveness of the effectiveness of the organization. Ensuring effectiveness in the organization could be possible only by the adjustment of leadership style. Transformational leaders promote shaping and maintenance of organizational culture. This is linked up to organizational effectiveness. Researches indicate that transformational leadership and organizational culture content.

2.OBJECTIVES

The main objective is to focus on reforms adopted in IT/ITES industries in increasing employee motivation and job performance. The main objectives are:



1. Relationship of job satisfaction with organizational culture along with its components of leadership.
2. Effects of employee job satisfaction.
3. Study of quantitative and qualitative procedures employed.
4. The objective focused on to examine the impact of organizational culture, Job satisfaction on the leadership of the managers in select IT/ITES organizations.

3.METHODOLOGY

Research method is correlation and descriptive survey. The data is collected from field studies. Total statistical population includes physical educational firms in India mainly IT sector .These includes professionals, experts and managers. Total of 151 employees are taken into consideration .The research moved further by sending questionnaires to all the employees. E Among 151 ,only 139 answered the completely.

The two questionnaires used for data collection were standardized, the first One on job satisfaction designed by Wysocki and Kromm, the second one on organizational culture designed by Marshal Sashkin . These two questionnaires are valid and reliable. Inferential and descriptive statistics methods are used for data collection. Parametric tests are used for data analysis and assumptions. The software used in analyzing the performance is Excel software.

4.RESULTS

The results in the table below are :

1. Female staff are 49 in number i.e., 35.3 percent.
2. Male staff are 90 in number i.e., 64.7 percent.
3. Employees in between 20-30 age group are 34 in number i.e., 24.5 percent.
4. Employees in between 31 to 40 age group are 50 in number i.e., 36 percent.
5. Employees in between 41 to 50 age group are 42 in number i.e., 9.4 percent.
6. Employees in between 51 to 60 age group are 13 in number i.e., 25.2 percent.
7. The percentage of employees with 5 years of experience is 25.2.
8. The percentage of employees with 6 to 10 years of experience is 22.3
9. The percentage of employees with 11 to 15 years of experience is 16.5
10. The percentage of employees with more than 15 years is 36.



Table 1. Distribution and frequency percent

	Gender		Age				Experience				Field	
	Female	Male	20-30	31-40	41-50	51-60	1-5	6-10	11-15	16-20	IT	BPO
Frequency	49	90	34	50	42	13	31	20	23	50	67	53
Frequency percent	35.3%	64.7%	24.5%	36%	9.4%	25.2%	25.2%	22.3%	16.5%	36%	51.8%	48.2%

Table shows the average of Job satisfaction is 3.10 and also indicates the average of organizational culture 3.34. The average of components of organizational culture, adapting to changes 3.27, achieving of goals 3.29, coordinating of work groups 3.24, attention to clients 3.64, and power of organizational culture 3.24.

5. DISCUSSION AND CONCLUSION

For increasing of productivity to achieve organizational goals, there are strategies which the managers of organization consider. One of these strategies is creating a favorable organizational culture. Also Job satisfaction emphasizes the specific task environment of the employees. Using this perspective as a springboard, researchers developed a more comprehensive approach to understanding larger work environments, through the study of organizational culture and its impact upon human relations and work conditions. In helping to understand the organizational culture attributes that has significant effect on the prediction of the level of job satisfaction, in the organizations, the current study has derived several important implications for research and practice. The purpose of this study is determine whether there is any relationship between the organizational culture and five components of organizational culture with job satisfaction, adapting to changes, achieving of goals, coordinating of work groups, attention to clients and power of organizational culture. The results of this study revealed those employees' perceptions of organizational culture were not significant related to employees' job satisfaction.



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