



# STUDY OF JOB MOTIVATION AND ORGANISATIONAL CULTURE OVER LEADERSHIP PRACTICES

---

**Mohammed Iqbal Basha**

Research Scholar

Dept of Management

Himalayan University

**Dr. Prashant Madan**

Research Guide

Dept of Management

Himalayan University

---

## ABSTRACT

The study of leadership practices and their impact on organizations has been a topic of interest in organizational behavior for more than sixty years. Leadership practices are often associated with the effective management of people, resources, time and organizational resources. Many studies have linked leadership practices and organizational effectiveness to organizational culture. This study attempts to understand the influence of leadership behavior on organizational culture, organizational commitment, and job motivation in reference to service organizations, especially business processes and organizational management organizations. Leaders are often the most important influencers of employee behavior and attitudes, and can play an important role in developing work culture, engagement, and motivation. In some cases, good leadership practices have resulted in more collaborative employees and better workplaces for employees and even improved the level of talent retention in the organization.

**Keywords:- Motivation, Leadership, Organization Culture, Job Satisfaction.**

## 1. INTRODUCTION

Many studies, books and research projects have addressed leaders and their influence on companies and employees in the past. Since leadership is about leading people to unknown places, leaders believe that they have a great influence on the morale and motivation of their members (Derkey, Kouzes, & Posner, 2013). Lack of skilled and competent workforce is a major concern in this era of rapid globalization and growth in India's logistics, business process management and service industries. For Indian SMEs (Small and Medium Enterprises), a NASSCOM report from 2013–14 titled “Building Sustainable Business Models Around Next Gen Solutions” provided a four-pronged strategy framework to aid in the development of capabilities across the four crucial dimensions of talent management and leadership, branding and recognition, customer engagement, and the emerging business. Naturally, the organization's skill and human capital continue to be its most crucial assets. The next step is to find, develop, manage and retain these talents within the organization. For employees to be successful, they must not only be motivated, but also dedicated to the company and its goals. Experts have proposed various ways in which

India can increase its BPM-IT opportunity size due to India's business transformation, technology revolution and business transformation opportunities in business process management and IT-enabled services. It has been advised to review the workforce and service model in addition to improving service options, delivery and pricing (BPM 2020: A Roadmap for India, NASSCOM Report 2013-14). Beyond Hyper Growth: What's Next for Global In-house Center (GIC) Talent in India? (NASSCOM Report 2013-14), for example, defined the "human" challenges faced by the industry and provided a course of action, for all key players to effectively establish a leadership pipeline. Other ideas from NASSCOM are transforming businesses into CIS (customer relationship services) and raising them above the call centers. India has leveraged its position as a service provider in the world and suggests ways in which the region can continue to grow and develop. It is recommended to create a strong talent pool in addition to technological development.

## **2. REVIEW OF LITERATURE**

The literature analysis made it clear that the study's variables — leadership practices, organizational culture, organizational commitment, and job motivation — had not previously been examined in great detail or in this combination in Indian studies, which is why this study was necessary.

A United States study found that a relationship-based leadership approach led to greater organizational commitment. Leadership is a quality that has long been prized in all walks of life, whether it is on the battlefield during conflict or in the boardroom of a corporation during negotiations. An organization's culture is its life blood and frequently influences the philosophies, values, and behaviors that its employees exhibit.

There is significant speculation about the effects of a more devoted workforce, and this topic has been extensively studied both outside and in India. Job motivation has been connected to a variety of factors, including leadership styles, corporate dedication and culture, job security and satisfaction, and psychological empowerment.

## **3. RESEARCH METHODOLOGY**

The purpose of the study was to examine how leadership practices affect organizational culture, job motivation, and organizational commitment, with a focus on the Indian business process management and IT service sector. The main purpose of this study is to find out whether five effective leadership styles have an effect on organizational culture, job motivation and organizational commitment of employees. The research project also examines the relationship between four main variables: leadership behavior, an independent variable; organizational culture, organizational commitment and job motivation, three dependent variables.

The study aims to determine whether the relationships between leadership practices, the independent variable, and organizational culture, organizational commitment, and job motivation are moderated or

mediated by these three dependent variables (organizational culture, organizational commitment, and job motivation).

### Sampling technique

The sampling method is hybrid. In this study, qualitative sampling was used and divided into levels. This method was chosen to ensure the best and most reliable research. This sample was selected to demonstrate expertise in sample selection. The sample was drawn from a service provider that provides business process management and information technology services to entrepreneurs. The survey was randomly distributed to a large group of approximately 1000 respondents to collect multiple data across grade levels.

### Tools for data collection

- a) The instrument for collecting data on Leadership Practice Instrument- The Leadership Practices Inventory (1997)
- b) The instrument for collecting data on Organizational Culture Instrument- OCTAPACE Profile (2003)
- c) The instrument for collecting data on Organizational Commitment Instrument- The Organizational Commitment Scale (2005)
- d) The instrument for collecting data on Job Motivation Instrument- The Job Motivation Questionnaire (2005)

### Tools for data analysis

A variety of instruments are used in the study to examine important variables and analyze actual data. The application of a wide range of statistical methods those are better suited for data analysis has been an effort. ANOVA, descriptive statistics, Pearson multiple correlations, regression, and multiple classification methods with t-test are among the tools used to examine the gathered data. Other statistical techniques include Chi-Square, One-Way ANOVA, Cross-tabulation, Frequency Distribution, Confirmatory Factor Analysis, Hierarchical Multiple Regression, Structural Equation Modeling/Mediation and Moderation, and Cronbach Alpha.

In particular, the sum of squares of a T-Test and the F Test of ANOVA were employed to analyze the six main experiments ratios for different components and their dimensions. It's possible that additional tools that were required for a thorough study of the data were also used. The SPSS 21.0 version has been used extensively for the analysis. The SPSS Andrew Hayes model for mediation and moderation was employed. In the (table 3.1), a summary of the data analysis methods applied throughout the study is provided.

**Table 3.1:- Data analysis techniques used in the study**

Analysis	Reason	Technique	Tool	Ref. Value
----------	--------	-----------	------	------------

<b>Normality</b>	To ensure data is linear and normal	Shapiro Wilk Test, Q-Q Plots	SPSS	$P > 0.05$
<b>Homoscedasticity (Assumption of Normality)</b>	To check if dependent variables display equal variance across independent variables	Levene's Test	SPSS	$P > 0.05$
<b>Multicollinearity</b>	Independent variable should be elated weakly ( $<0.90$ )	Pearson's correlation, VIF and Tolerance effect using linear regression	SPSS	$<0.8$ VIF $<10$ , and tolerance $>0.1$
<b>Reliability and Validity</b>	Measures are free from error	Cronbach's $\alpha$ Item-to- total correlation	SPSS	$\alpha > 0.6$ Value $>0.3$
<b>Association</b>	Establish association between variables	Spearman's and Pearson's Correlation	SPSS	$p < 0.05$
<b>Predictive Model Measurement</b>	Establish predictive relationship by way of Mediation/Moderation	Regression Multiple- regression	SPSS	$p < 0.05$ R <sup>2</sup> t-test, F and $\beta$
<b>Difference in means</b>	Measure/check for differences within and between groups	ANOVA and T and F- Tests	SPSS/MS-Excel	$p < .05$

### Organizational Culture

Cultural virtues can provide an organization with the necessary resources to innovate. Innovation and culture are closely related (West, 2000). Culture is very important to the success of organizations; as long as all the employees of the group are involved in this. Every organization has its own vision and purpose to be a kind of leader in the way to achieve great organization.

Organizational culture is what unites employees' goals to achieve the next level of excellence and reflects the image of the organization. On the other hand, as research shows, innovation does not succeed in organizations (and individuals) if the environment and organizational culture are not suitable for the development of these capabilities. Organizational culture that supports innovation will be based on the ability to cope with uncertainty, the improvement of communication and decision-making processes, the

perception of information that comes from the environment and not as a threat but rather as an opportunity that can be used, the introduction of a management system that will support the freedom of employees and will be good for collaboration, their creativity and their new activities.

Characteristics of an organizational culture that promotes innovation include: creating a climate conducive to organizational change, spreading knowledge and improving skills and sharing knowledge and information, developing tolerance for risk, uncertainty and research, building respect for negative attitudes, implementing democratic principles of decision-making and conflict resolution, supporting team work, creating an atmosphere of respect and respect for creators, supporting the way creative thinking and problem solving, developing awareness of change and promoting direct contact.

### **Job Motivation**

The degree to which an employee goes above the call of duty and uses discretionary effort is frequently referred to as the employee's motivation. High performance and job happiness are both correlated with motivation, which in turn is influenced by an individual's inner drive. Inner desire is what motivates people (Locke and Baum, 2006). Theories of motivation focus on what "moves" individuals to act or what persuades them to behave a specific way (Armstrong, 2012). Need Hierarchy (Maslow, 1943), Theory of Human Needs (Alderfer, 1972), Two-Factor Theory (Herzberg, 1968), Intrinsic Motivation (Deci, 1975), Equity Theory (Adams, 1965), Theory of Cognitive Dissonance (Festinger, 1957), and Value-Instrumentality-Expectancy (VIE) Model are just a few of the many theories of motivation that have been propagated (Vroom, 1964).

In the second half of the 20th century, a number of theories of motivation were developed, and they have served as the core framework for further research in the field of job motivation (Table 3.2).

**Table 3.2:- Definitions of Job Motivation**

1987	"Motivation is an action"- Potter & Ware.
1996	"Motivation is the process whereby goal- directed activity is instigated and sustained"- Pintrich & Schunk.
1999	"Motivation is defined as the performance of an activity because it is perceived to be instrumental in achieving valued outcomes"- Teo, Lim & Lai.
2001	"Motivation can be defined as the desire to achieve some goal"- Hays & Hill.
2003	"Motivation may be defined as the degree to which individuals commit effort to achieve goals that they perceive as being meaningful and worthwhile"- Johnson

2007	"Motivation is what moves us to act"- McDonough.
2009	"Motivation is generally more internally or more extrinsically oriented"- Mata, Silva, Vieira, Carraca, Andrade, Coutinho, et al.
2010	"Motivation is dependent on four dynamic perceptual components: attention, relevance, confidence and satisfaction"- Huang & Tschopp.
2011	"Motivation is generally considered to be an internal state that initiates and maintains goal directed behaviour"- Mayer.
2011	"Motivation is dependent on the fulfillment of fundamental, innate psychological needs for competence, relatedness and autonomy"- Thijs.
2012	"Motivation is defined as the power that triggers action that follows"- Cheng & Cheng.

#### 4. ANALYSIS OF DATA

It includes information on how the research goals were attained through a variety of degrees of experimentation and analysis of the information gathered from survey respondents.

##### **Preliminary examination of data**

Before using the raw data for testing or any type of analysis, we must clean and screen them. It is first examined for data entry accuracy before being screened and cleaned for normalcy. Inappropriate or missing numbers were either corrected or discarded after checking the accuracy of the data entry, coding, and missing fields of data. Descriptive statistics and frequency distributions are employed to test the normality of the data. Overall initial review and screening of the data reduces the likelihood of issues in the latter phases of data processing.

When survey participants return filled-out questionnaires, we frequently encounter the issue of missing data. Respondents in the current study were given access to both manual and online questionnaires. A response rate of 44% was achieved with 439 correctly completed and returned survey forms out of a total of 1000. Due to our regular and prompt data entry for hand returned surveys and the coding of the online replies to ensure there could be no missing information or blank spaces, out of the total number of responses received, all were accurate.

##### **Interaction between and within groups**

Its goal is to determine how the three dependent variables, which are affected to varying degrees by the independent variable, leadership practices, interact with each other and within groups of respondents. This study is based on an exploratory study of the factorial design of multi factorial research experiments, with

leadership practices as the independent variable and organizational culture, organizational commitment, and job motivation as dependent variables. To examine differences between groups, each dependent variable had two levels of high or low scores.

## 5. RESULTS AND DISCUSSION

- a. Job motivation can lessen direct dependence by having a strong indirect impact on the relationship between leadership practices and organizational commitment as well as on the interaction between leadership practices and organizational culture.
- b. The groups of managers with high responses to organizational culture, low responses to organizational commitment, and high responses to job motivation did not differ significantly from the groups of managers with low organizational culture, high organizational commitment, and low job motivation under the impact of each dimension of leadership practices.
- c. When compared to the relationship between organizational commitment and organizational culture, the relationship between leadership practices and motivation at work is seen to be significantly less significant.
- d. Under the influence of or as a result of the interaction between leadership practices and organizational commitment, neither the degree of impact nor the type of the relationship between leadership practices and organizational culture nor between leadership practices and job motivation alter.

### Leadership practices and positive culture

Organizational commitment, job motivation and leadership skills all have a significant positive relationship. The generally significant relationship between the factors is similar to other studies showing that organizational culture, particularly employee practices, enhances organizational effectiveness and is relatively consistent with these previous studies.

### Organizational climate and high job motivation

The relationship between leadership behaviors and low and medium job motivation affects the degree of influence and type of relationship between leadership behaviors and organizational culture. For high performance motivation responses, this is false. Transformational leadership has an impact on the creativity of employees and motivates performance at each organizational level.

The relationship between transformational leadership and employee productivity encourages better thinking and is strongly influenced by the organizational climate.

## 6. CONCLUSION

Organizational culture can be a positive factor for the development of new projects. Values, principles and beliefs that participate in creativity and innovation in organizations can support or hinder creativity and innovation depending on how they affect the behavior of individuals. In general, leaders can also be a

source of influence on the work behavior of employees. These findings are consistent with extending existing research and provide evidence for the power of vision as a culture builder in organizations.

It is assumed that colleagues and leaders influence individual innovation, and it has recently been identified as a multi-step process between these employees and organizational structures such as culture and climate. This study showed that many dependent variables have an important role in influencing performance and job satisfaction.

This study also includes a focus on management research and motivational aspects of leadership and its practical value in organizations. This study also validates the results of previous studies relevant to this study. The combination of motivation as a determining factor that improves employee performance and satisfaction is inseparable from the role of leadership in changing the organizational atmosphere so that it is good and professional.

## REFERENCES

- Van Muijen, J. J., Den Hartog, D. N., and Koopman, P. L. (1996). linking organizational culture and transformational leadership. 3(4), 68-84, the Journal of Leadership Studies.
- S. Abaan and S. Duygulu (2008). Among staff nurses, perceptions of leadership behavior and their associations with organizational commitment, job satisfaction, and intention to leave On October 13, 2008, a paper was given at the 4th International Nursing Management Conference (Turkey).
- M. Abalaesei, M. Tanase, and A. Cuza (2014). A Cross-Cultural Analysis of the Effects of Leadership Practices on Job Motivation. Iulian Boldea, editor.
- M. Alimohammadi and A. Neyshabor (2013). Iranian Employees' Job Motivation and Organizational Commitment.
- R. Clark (2003). Enhancing team and individual motivation at work. Published as: R. E. Clark (2003) encouraging team and individual job motivation 42(3):21–29 in Performance Improvement.
- Dennis R. Denison (1990). Effectiveness of the organization and corporate culture. Wiley, New York.