



## Research on the Impact of Organizational Ethos on Leader Behavior, Managerial Effectiveness, and Work Motivation

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<p>Received: 12<sup>th</sup> Sept 2022 Revised: 17<sup>th</sup> Oct 2022 Accepted: 21<sup>st</sup> Nov 2022</p> <p><b>CC License</b> CC-BY-NC-SA 4.0</p>	<p style="text-align: center;"><b>Abstract</b></p> <p>Today's business paradigms are experiencing unprecedented shifts, with globalization and rapid technological advancement leading the way. Innovation, coupled with the development of Artificial Intelligence, is advancing at such a rapid pace that even experts struggle to keep up. Additionally, the core values of organizations are seemingly diminishing over time. In this study, we aim to explore organizational culture concerning leadership behavior, managerial effectiveness, and work motivation among the middle and lower managerial ranks of the Ex-Servicemen Contributory Health Scheme (ECHS).</p> <p><b>Keywords:</b> ECHS, artificial intelligence, organisational culture, core values</p>
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### Introduction

In these changing scenarios there is a need that the work culture, ethos and the Human Resource must adapt to this rapidly changing environment. This shift in changing global scenarios is forcing the top corporate leaders, CEO's and managers at various levels to have a relook at the way how to govern and manage the work force. It even becomes more pertinent to the organisations which deal with the customers who are not technology - savvy or technologically literate.

It is therefore imperative for the service providing industries that rely more on the technological interface than the direct human interaction to have different working norms, ethos, work culture and above all a self-propelled manpower that is ever willing to work for a cause. The service industry thrives on the customer satisfaction and cannot afford the annoyance of the customers at any cost, so the service etiquettes have to be of the paramount importance.

To develop a high-performance culture, necessitates bringing about managerial changes, more specifically, developing beliefs, norms, values, attitudes and behaviour that are in sync with the new reality. A dynamic and high-performance culture in an organisation may be brought about through a profound interaction of the characteristics of an organisation with those of individuals and groups within the organisation. The organisational and managerial practices like, "Team work, trust, leadership, communication, rewards and cooperation / partnerships" among the various groups within the organisation would go a long way in developing positive attitudes and commitment which will in turn, are likely to exert positive influence on performance and productivity.

In this present study, an effort is made to investigate organisational culture in relation to leadership behaviour, managerial effectiveness and work motivation among the middle and lower managerial cadre of ECHS (Ex –

Servicemen Contributory Health Scheme), It is hoped that present study may prove beneficial for the ECHS, in bringing about the holistic change in their routine administrative and managerial functions.

The study may also provide an insight for effective role enactment for the management (middle and lower groups).

## Methods

The present research focuses on the fast changing organisational working environments which are taking place due to the Globalisation and advent of Artificial Intelligence in relation to the organisational ethos versus the Human Resource Development to include the interpersonal relation between the leader's behaviour giving way to his Managerial prominence affecting the work motivation in an organisation.

Organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace (Schein, 2011). Organizational culture has four functions: gives members a sense of identity, increases their commitment, reinforces organizational values, and serves as a control mechanism for shaping behaviour (Nelson & Quick, 2011) [2].

Organizational culture has the potential to enhance organizational performance, employee job satisfaction, and the sense of certainty about problem solving (Kotter, 2012) [3]. If an organizational culture becomes incongruent with the changing expectations of internal and/or external stakeholders, the organization's effectiveness can decline as has occurred with some organizations. Evidences also show that there is relation between employee engagement and organization performance, whereby, the better the employee is engaged and committed, the better the performance of the organization. Employee engagement influence positively the non-attendance, continuation, advancement, facilitate client's services and encouragement to staff towards organization performance (Macleod, D. and Clarke, N. (2012) & Insync Surveys Pty Ltd.

(n.d.).

It was proved that "workplace well-being (WWB) has been defined as "a holistic approach to creating high performance organizations through establishing the right conditions to generate high levels of employee engagement. This approach assumes that achieving high levels of organizational performance depends on employees who are strongly committed to achieving the goals of the organization, and who show this through their actions. This behavioural objective is influenced in turn by levels of employee satisfaction, and by supportive, respectful and healthy work environments. WWB is connected to physical health and wellness but primarily emphasizes the social and psychological dimensions of three inter-related elements – workplace, workforce, and the work people do (Schmidt, F. and Marson, B. (2012)

However, it was found that "measuring employee satisfaction and making changes to increase employee satisfaction will not necessarily lead to increased performance. In fact, the conditions that make many employees "satisfied" with their jobs are likely to frustrate high performing employees. Top performers want to be challenged and to challenge the status quo. They embrace change, seek out ways to improve, and want all employees to be held accountable for delivering results. By contrast, low performing employees often cling to the status quo, resist change, and avoid accountability whenever possible (Custom Insight (2016)

The analysis of the study states that organisational ethos may change with the passage of time and have to keep pace with the global requirements, thereby requiring the readjustments to the working styles of the leaders which will have bearing on the managerial capabilities and the work motivational environment in an organisation (Avery et al. 2001; McVanel - Viney 2008) [4].

5].

Employees are more than the most important asset, they play pivotal role in current operational performance and future competitive advantage. Employees spend their major part of their life in the organization within which they work. When people join, they bring with them the unique values and behaviour's that they have experienced. While every aspect of managing people in organizations is important, when they are all combined, they make up the organizational culture perhaps the major determinant of effectiveness and performance. An effective organizational culture can be recognized as one factor that always seems to be associated with successful companies. There is a dramatic increase in the business and organizations in Sri Lanka, after the post war period. Organisations should be aware about their culture, in order to survive successfully in turbulent business environment. Organisational culture values varied significantly among the firms. The variation in cultural values had a significant effect on employee performance. Therefore the purpose of this study was to investigate relationship between organizational culture and employee performance in apparel sector in Sri Lanka. The independent variable is organizational culture and the dependent variable is employee performance. This study has been completed with an empirical survey which was thoroughly conducted using a self-

administrated questionnaire and the sample consisted of employees in apparel sector. (R.S Weerathna & I. A. P. H Geeganage August-2014)

Leaders are said to be responsible for motivating employees to go beyond ordinary expectations (Hater & Bass, 1988). The organizations that improve engagement during challenging times focus on a number of factors that differentiate them in the marketplace. These factors include focusing on long-term strategies, demanding measurable actions, involving all stakeholders, understanding key employee segments, and broadening the range of assessment tools and analytics. Employee expectations and company responsiveness to internal and external environmental changes have a lot to do with showing improvements, even when the market overall is showing a decline. (Hewitt, A. 2011)

The present study is undertaken with the main objective of exploring the effect of organisations culture on the different variables like work motivation, leader's behaviour and managerial effectiveness and to understand the difference in the opinion of middle management and lower management regarding the following variables

1. To find out relation between organisational culture on managerial effectiveness.
2. To find out relation between organisational culture on leader's behaviour.
3. To find out relation between organisational culture on the work motivation.
4. 4 To find out the difference in the opinion of middle management and lower management regarding leadership behaviour
5. To find out the difference in the opinion of middle management and lower management regarding managerial effectiveness
6. To find out the difference in the opinion of middle management and lower management regarding work motivation

## Conclusion

The aim of this study is to investigate the correlations between organizational ethos and its influence on leader behavior, managerial effectiveness, and work motivation within the context of a Government Organization, specifically the Ex-Servicemen Contributory Health Scheme (ECHS). ECHS functions primarily as a Regional Nodal Agency, providing medical care to retired defense personnel, and falls within the service sector category. The service sector, characterized by its volatility, necessitates continual adjustments to internal working dynamics, which can significantly impact the overall organizational ethos. This is particularly crucial for government-owned or partially-owned organizations, given the multitude of expectations from their dependent consumer base.

Sectors reliant on consumer contributions, whether partial or full, must also remain dynamic due to the diverse clientele they serve. These clients vary not only in demographics, ethnicity, and culture but also in educational backgrounds, which may influence their understanding of the organization's operations and subscribed schemes. The evolving technological landscape and rising expectations further underscore the need for organizations to adapt swiftly to technological changes and realign their ethos to confront new challenges. These changes will set the stage for leaders to adjust their approaches, enabling managerial-level individuals to drive changes in the overall work culture.

Consequently, the study aims to establish the link between changing organizational ethos and its effects on leader behavior, managerial effectiveness, and work motivation.

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