



## The Influence of Organizational Values on the Behavior of Leaders, Managerial Efficacy, and Employee Motivation: An Analysis Across Public, Private, and Foreign Sectors

Mr. K.K. Bajaj\*

\*RNB Global University-Bikaner

ABSTRACT	
<p>Received: 12<sup>th</sup> Mar 2022 Revised: 16<sup>th</sup> April 2022 Accepted: 16<sup>th</sup> May 2022</p>	<p>Given the evolving landscape, it is imperative for work cultures, organizational ethos, and human resources to adjust to the swiftly changing environment. This transformation in global dynamics compels corporate leaders, CEOs, and managers across different levels to reconsider their approaches to governing and managing the workforce. This necessity is particularly pronounced for organizations catering to customers who may not be technologically savvy or literate. The present study explores the organizational values of public, private, and foreign sector organizations in light of these considerations.</p>
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### Introduction

Today's business landscape is undergoing unprecedented shifts, with globalization and rapid technological advancement leading the way. The pace of innovation, coupled with the emergence of Artificial Intelligence, is advancing so rapidly that even experts struggle to keep up. To cultivate a high-performance culture, it's essential to implement managerial changes that align with the evolving reality. This involves developing beliefs, norms, values, attitudes, and behaviors that resonate with the new paradigm. A dynamic and high-performance culture within an organization arises from the interplay between organizational characteristics and those of individuals and groups within it.

This paper aims to explore organizational culture in relation to leadership behavior, managerial effectiveness, and work motivation among middle and lower managerial staff within the Ex-Servicemen Contributory Health Scheme (ECHS). It is hoped that this research will benefit the ECHS by facilitating comprehensive changes in their administrative and managerial functions. Additionally, the study seeks to offer insights into and compare organizational ethos across the public, private, and foreign sectors.

### Methods Sample Characteristics

Table 1: Inclusion and Exclusion criteria

Inclusion Criteria	Exclusion Criteria
Only Service Sector	Agricultural sector, manufacturing sector.
Employees' willingness to respond to the Questionnaires.	
Employees from middle & Lower	Employees from the non-executive

senior management

Or clerical cadre.

The inclusion and exclusion criteria for the selection of sample organizations.

### Sources of Data Collection

Data was collected from both primary and secondary sources.

#### Primary Sources

The primary source of data collection was the questionnaire method by adopting the relevant and valid tools for collecting the required information from the respondents. Further details like the existing Human Resource practices, and the current trend of work culture prevailing in the organization were gathered by the researcher in the form of unstructured interviews with the senior managers of the Human Resource department concerned.

#### Secondary Sources

Details like the core values of organizations were collected from the brochures annual reports and websites of the relevant sample organizations. Earlier research in the area could be accessed in the form of articles and studies from various books, magazines journals, dissertations and websites.

#### Collection of data

Permission to collect data from the sample organizations was obtained from the competent authorities. A person in senior managerial capacity acted as a co-ordinator and assisted in data collection from each organization. Co-ordinators of the sample organizations were oriented about the nature and purpose of the study. Willingness to participate in the survey was a main criterion for data collection thus ensuring the ethical consideration for the study. Therefore, Non-probability sampling method was adopted to collect the data from the respondents. The sample respondents were selected representing all management levels and the questionnaires were distributed to them by the coordinators during lunch time or after office hours with an instruction that the questionnaire could be filled and returned in two days' time and in case of any query or clarification in the questionnaire the researcher could be contacted on the mobile. A total of 785 questionnaires (response rate 68%) were received from the sample organizations out of which 72 questionnaires were found to be invalid and remaining 713 questionnaires (response rate 62%) were subject to data processing and data analysis. Given below are the tables that show organization-wise details of responses received and response rate.

**Table 2:** Response rate of the sample

	No. of responses	Percentage
Total responses	785	68%
Invalid responses	72	6%
Good responses	713	62%

**Table 3:** Demographic Characteristics

N=713	Frequency	%
Gender		
Male	553	77.56
Female	160	22.44
Marital Status		
Single	173	24.26
Married	540	75.74
Age		
< Or = 30	244	34.22
31-40	196	27.49
41-50	160	22.44
> 50	113	15.85
Educational Qualification		
UG	331	46.42
PG	288	40.39
Professional	54	7.57
Others	40	5.61
Total Work Experience		
< 10	256	35.90

10-20	230	33.38
20 - 30	164	23.00
> 30	55	7.71
Work Experience in Present Organization		
< or = 5	267	37.45
6-15	171	23.98
16 - 25	168	23.56
> 25	107	15.01
Experience in Current Job		
< or = 5	164	23.00
1 -3	191	26.79
3-5	195	27.35
6-10	97	13.60
> 10	66	9.26
Level of Occupation		
Junior	290	40.67
Middle	356	49.93
Senior	67	9.40
Monthly Income		
< or = 15000	214	30.01
15001 - 25000	323	45.30
25001 - 35000	108	15.15
>35000	68	9.54
Type of Organization		
Government Sector	118	16.55
Public Sector	218	30.58
Private Sector	316	44.32
Foreign Sector	61	8.56

## Results and Discussion

The final sample included subjects from ten selected service sector organizations a combination of three banking service organizations (one each from public sector, private sector and foreign sector) two insurance service organizations (one each from public sector and private sector) two telecom service organizations (one each from public sector and private sector) one financial service organization (from the private sector) one public utility organization (from the government sector) one communication service organization (from the government sector). Out of the total 785 filled in questionnaires received, 72 were found to be invalid, for want of missing entries and the remaining questionnaires from 713 were valid employees split in to 118 from the government sector, 218 from the public sector, 316 from the private sector and 61 from the foreign sector. About 78% of the sample was male and 75% of the total respondents were married. 34% of the respondents were from the age group of less than or equal to 30, 27% were from 31-40 years category, 22% belonged to 41-50 years and 16% of the total sample were more than 50 years of age. A higher percentage of respondents with less than or equal to 30 years of age imply that most of the youth in the sample are employed in the private sector which also constitutes the largest proportion of the total sample (44%).

Most of the respondents were qualified at the graduate level (46%) and post graduate level (40%). The professionally qualified constituted 8% and 6% of the total sample was less qualified. This shows that the service sector organizations prefer graduation as the minimum qualification for recruiting to the various positions in the organization.

With reference to the total work experience, 36% of the respondents had less than 10 years' experience, 33% had work experience of 10 to 20 years, 23% had an experience of 20-30 years and 8% had over 30 years of experience. The experience in the current organization was lower for a majority of respondents (< or = 5 years = 37% and 6-15 years = 24%). Those employees who had an experience of 1-3 years and between 3-5 years in the current job was 191 and 195 respectively. The reason for more number of respondents with less experience in the current organization may be attributed to the good selection practices and better placement opportunities in the private sector. The recruitment drive in the public sector and the government sector has

stagnated for the past few years due to changes in government policies. Of the three occupational levels, about 49% of the sample was from the middle management level while the junior management and the senior management could represent 41% and 9% respectively. Those drawing a monthly income of more than 15000 but less than 25000 formed the majority (45%) followed by respondents earning a monthly income of 15000 or less (30%). Respondents with an income level of 25001 to 35000 as well as more than 35000 compared of 15% and 10% of the total sample respectively.

### Processing and Analysis of Data Quantitative Analysis

Descriptive statistics was used to determine the profile of fit across sectors of the sample P-O fit- was calculated by the difference score method, IDI that is finding out the difference between the personal values rating and the Perceived organizational values rating for each statement and summing the absolute value of difference regardless of the direction of the sign. The collected data was tabulated and statistically analyzed by using SPSS. The following statistical techniques were used to analyse the data.

1) 't' test and ANOVA (Nhungal, 2002) — were used to compare the significant difference in person organization fit at individual. Level and cross level, in organizational commitment and in organizational citizenship behavior due to demographic variables.

Tukey-HSD test was used to test the comparison within the groups.

1. Karl Pearson's Correlation Analysis (Mangal, 2002) — to establish the significant relationship between the independent variables of personal values, perceived organizational values, person organization fit at individual level and cross level and the dependent variables like organisational culture and leadership behaviour.
2. Multiple regression analysis (Hair *et al*, 1998) — was applied to find out the 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) from different service sectors like, government sector, public sector, private sector and foreign sector.
3. Hierarchical regression analysis (Hair *et al*, 1998) — was used to examine the level of variance in organizational commitment and organizational citizenship behavior as explained by the, person organization fit of individual level and cross level beyond that explained by perceived organizational value and personal value and demographic variables for the entire sample.

### Qualitative analysis

The fundamental values of each organization, constituting its organizational culture, were gathered from brochures, annual reports, and websites. These values were articulated as statements and needed to be categorized according to the value dimensions utilized in the study. Consequently, a content validity assessment of the core value statements was conducted by eight experts—four from academia and four from the service sector. These experts associated the core value statements with the inferred values.

In the results, the author discovered that these core values were then juxtaposed with the values perceived by employees within their respective organizations. This comparison aimed to ascertain the degree of similarity between the core values and the perceived organizational values profile.

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