## Impact of Organisational ethos on leader's behaviour, managerial effectiveness and work motivation: A comparative study in public, private and foreign sector

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### Abstract
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. In the Present study author discussed about the public, private & foreign organisation sector and their organisation values.

**Keywords:** CEO, organisation ethos, human resource, core values

### Introduction
The business paradigms of today are undergoing shifts like never before. Businesses are going global and technology is improving at a very rapid pace. Innovation along with the development of Artificial Intelligence is growing in such leaps and bounds that even the experts can't keep pace with it.

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.

In this present paper, 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 work 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 and compare the organization ethos in Public, Private and foreign sector.

### Methods
#### Sample Characteristics
The inclusion and exclusion criteria for the selection of sample organizations.

**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. |

### 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 ci 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 co-ordinators 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 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 | 3338 |
| 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 1 18 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 3140 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.

l)'t' test and ANOVA (Nhngal, 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 core (Organisational culture) values of each organization were collected from brochures, annual reports and websites. As they were spelt out in the form of Statements, they had to be identified in terms of the value · dimensions used in the study. Therefore, a content validity of the core value statement was carried out by eight experts — four from the academics and four from the service sector organizations. The experts related the core value statements with the inferred values.

In results author found about the these core values were then compared with the values perceived by the employees as existing in their respective organizations to determine the extent of similarity between core values and the perceived organizational values profile.

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