

**TO STUDY THE IMPACT OF LEADERSHIP STYLES OF GROUP 'A' OFFICERS IN
RESEARCH COUNCILS IN MINISTRY OF AYUSH ON EMPLOYEE COMMITMENT
AND ORGANIZATIONAL CULTURE**

**A THESIS
SUBMITTED TO THE
TILAK MAHARASHTRA VIDYAPEETH PUNE**

**FOR THE DEGREE OF
DOCTOR OF PHILOSOPHY**

**In Management
Under the Board of Management Studies**



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Year (2021)**

CERTIFICATE

This is to certify that the thesis entitled “**TO STUDY THE IMPACT OF LEADERSHIP STYLES OF GROUP ‘A’ OFFICERS IN RESEARCH COUNCILS IN MINISTRY OF AYUSH ON EMPLOYEE COMMITMENT AND ORGANIZATIONAL CULTURE**” being submitted herewith for the award of the Degree of Doctor of Philosophy in Management under the faculty of Management, **Tilak Maharashtra Vidyapeeth, Gultekdi, Pune**, is the result of the original research work completed by **Mr. Hari Om Kaushik** under my supervision and guidance and to the best of my knowledge and belief, the work embodied in this has not formed earlier the basis for the award of any degree or similar title of this or any other university or examining body.

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ACKNOWLEDGMENT

The work presented in this thesis would not have been possible without my close association with many people. I take this opportunity to extend my sincere gratitude and appreciation to all those who made this Ph.D. thesis possible.

First and foremost, I would like to extend my sincere gratitude to my research guide, **(Prof.) Dr. Nitin Vaidya**, for his dedicated help, advice, inspiration, encouragement, and continuous support throughout my Ph.D. journey. A person with an amicable and positive disposition, he has always made himself available to clarify my doubts, and I consider it as an excellent opportunity to do my doctoral research under her guidance and to learn from her research expertise.

I owe a debt of gratitude to **Dr. Sunanda Yadav (Head Ph.D.) and Dr. Amber Behrey** for their valuable guidance, scholarly inputs, and unstinted support I received throughout the research work, their discussions, ideas, and feedback have been invaluable.

I am humbled by the timely advice of **Dr. Pranati Tilak (Dean-Management)** which helps me to remained focused on my research journey and proceed steadily time to time.

I am grateful to the entire staff of the **Department of Management** from Tilak Maharashtra Vidyapeeth for helping me and assisting me in many ways. I am thankful to the library staff and administrative staff of Tilak Maharashtra Vidyapeeth for cooperation.

Lastly, I'm grateful to my family for their regular motivation, coupled with the blessings of my parents who encouraged a tenacity in me to complete the thesis.

Mr. Hari Om Kaushik

Abstract

Introduction

Public sector organizations in developing countries are often seeking to boost their results. These non-governmental organizations are continually searching for innovative ways and methods of implementation to help achieve efficacy and productivity.

Throughout history, developing and developed countries have done whatever to achieve growth, to improve their respective GDPs.

However, little is understood about organizational change in a public sector sense. The techniques of managing public enterprises have been embraced in both developed and developing countries. The theory of managing public organizations is that public authorities should benefit from the private sector's practices.

Organizations were initially set up to achieve predetermined goals and targets. The role of the human elements (employees) will play a significant role in the process. This is precise because corporations cannot accomplish what they expect without the human capital affecting all other resources.

Many factors, such as employee compensation, access to career development opportunities, recognition, and benefits, contribute to its overall success. Leadership plays a significant role in employees' overall job satisfaction.

Today, leadership scholars have accused some government leaders, especially in the Western democracies, of being too autocratic in the way they operate their organizations. The presence of these leadership styles would provoke negative interactions in life for employees and weaken employee engagement. This is typically evident when such employees have no immediate opportunity to leave their job, and they become disconnected from the organization.

The value of leadership and its influence on organizational culture and employee commitment to achieving organizational and work-related goals becomes evident. Leadership is the most

important quality of management, which helps enhance employees' commitment to the organization and helps achieve organizational objectives.

Problem Statement

Prior research primarily focused on the influence of leadership and organizational culture in non-governmental organizations (NGOs). This study focused on the effectiveness of organizational leadership in maintaining employee commitment in government organizations.

There is no research regarding such context in a government organization. Government organizations need the passionate commitment of employees to realize their ideal missions. The organization's performance would positively influence the policies, procedures, practices, and regulations affecting human resources regarding recruitment, funding, motivation, and employee training.

Poor performance and low commitment rates harm a given company. Leadership and organizational culture influence employee discipline and the levels of output that can be accomplished at work. Constant reorganizing is costly for the business and the organization's employees. Leadership style and company culture affect turnover rates and the level of employee commitment. When employees no longer feel recognized, rewarded, and trusted at work, they become less motivated and creative.

Fundamental analysis of employee commitment in government organizations helped fill the knowledge gap about for-profit companies regarding organizational culture and leadership styles.

In administering public organizations, it is advantageous to utilize sound judgment when making decisions and policies that will affect the organization's current and future status.

The fact that the public organization's organizational culture has such a massive influence on the people running the organizations and if the care has not been taken, the leadership style, employees' commitment, and culture can hinder the administration policy-making.

Scope of the Research Study

The research scope is limited to the Ministry of AYUSH -Group A officers of India's Research Council. The research aims to understand these officers' leadership styles and how they can affect the organization's employee commitment and culture. All infrastructure required to conduct research is available with the researcher.

Research Design

The research study has adopted the descriptive approach, with quantitative style of data collection and analysis. To conduct a simple random sample of subjects from a larger population, we choose individuals at random from that group. Everyone is selected completely at random, and everyone in the population has an equal chance of being partaking in the sample. Regardless of the total number of samples to be tested, each individual sample has the same chances of being selected. The total sample collected was 105 and reliability has been tested in pilot testing. After the data collection and analysis researcher has used various statistical test to prove or disprove the mentioned hypotheses.

Conclusions

To understand leadership and culture, the researcher correlated both and understood that to achieve the goals and be change-ready, officers need to practice more authoritarian and laissez-faire leadership. This will help respond to the dynamism of teams and have more orientated towards patients' officers, need to practice the democratic leadership.

The officers having age above 42 are more authoritarian and laissez-faire than the younger age group; here, democratic leadership was statistically not significant with the age group.

The bachelor qualification officers perceived the organisation's culture very high, whereas the master and PhD level officers are lower on organisational culture perception. The components of organisational culture such as Goal attainment, team dynamics, patient orientation and organisational climate strength all get varied perception.

Recommendations

Based on the analysis and findings, and conclusions, the researcher has the following recommendations:

1. The organisation should focus on building leadership capacities. Mainly, the organisation should focus on developing the democratic leadership capacities among AYUSH officers since we have seen it has helped enhance the junior officers commitment.
2. The officers must have to learn the art of training; training will help develop the teams and individuals to develop their true potential.
3. The organisation is process and procedure driven. Hence, to manage such a larger government autonomous organisation, the technology enablement can enhance its productivity and help keep a tab on competition and be more research-oriented with technology.
4. The organisation could be benefited from the usage of online learning platforms such as edx, Coursera and likewise to develop the skills of the officers and junior officers. The organisation can incentivise the junior officers and officers to utilise such platforms to keep abreast of the world's know-how.
5. The organisation should arrange the learning and development activities around the concept of junior officers confidence and courage-building to take up the task and execute them; this way, they will instill the spark within them to interact with the stakeholders appropriately.
6. There is a need to sensitise the 40 plus years old officers towards the organisational culture aspect since it will help the organisation build a climate that will favour the requisite actions from the officers and junior officers.
7. Since the organisation is very active in research and development activities, the organisation should build a framework to leverage the existing resource more intellectually and optimally. It will help expose the officers in practice to understand the latest happening in the world of research, particularly from Ayurveda, homoeopathy, Unani and Siddha.
8. There is a scope for developing better policies than the existing one, particularly for junior officers development professionally considering the other organisations.

9. The cross-functional departments and the communication channel should be using appropriate communication media such as zoom, Webex and other messaging tools to collaborate. This will also help them be well informed and get an opportunity for the know-how of the organisation.
10. There is a need to develop an organisational development function within the organisation that will focus on diagnosing the need for development at organisation, teams, and individual levels.
11. The best way to use a more autocratic leadership style for work-related to high stakes and deadline since we have seen in our findings helps deliver the results as and when needed.
12. Since the organisation's junior officers are sincere in their efforts, as mentioned by the officers, it is the organisation's responsibility to devise a growth or individual development plan where professional development will be achieved for them, and they should also get rewarded appropriately for the same.

Limitations of Study

Like any other research projects in this research project also the researcher has come across different limitations; the limitations experienced by the researcher are mentioned below:

1. Much literature is available in commercial, corporate organisations in terms of leadership, culture, and commitment, but such literature was minimal in government autonomous.
2. Since the research was focusing on AYUSH officers, the sample respondents had geographically dispersed across India. Hence, it was not easy to coordinate to collect the responses by taking the respective samples' follow-up call.
3. The responses collected were from AYUSH only; hence the results would only be generalisable for the current organisation, but at the same time, this research can be the pioneer in terms of being a torchbearer for other organisations.

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Chapter-1: Introduction

Introduction

Public sector organizations in developing countries are often seeking to boost their results. These non-governmental organizations are continually searching for innovative ways and methods of implementation to help achieve efficacy and productivity.

Throughout history, developing and developed countries have done whatever to achieve growth, to improve their respective GDPs.

However, little is understood about organizational change in a public sector sense. The techniques of managing public enterprises have been embraced in both developed and developing countries. The theory of managing public organizations is that public authorities should benefit from the private sector's practices.

Organizations were initially set up to achieve predetermined goals and targets. The role of the human elements (employees) will play a significant role in the process. This is precise because corporations cannot accomplish what they expect without the human capital affecting all other resources.

Many factors, such as employee compensation, access to career development opportunities, recognition, and benefits, contribute to its overall success. Leadership plays a significant role in employees' overall job satisfaction.

Today, leadership scholars have accused some government leaders, especially in the Western democracies, of being too autocratic in the way they operate their organizations. The presence of these leadership styles would provoke negative interactions in life for employees and weaken employee engagement. This is typically evident when such employees have no immediate opportunity to leave their job, and they become disconnected from the organization.

The value of leadership and its influence on organizational culture and employee commitment to achieving organizational and work-related goals becomes evident. Leadership is the most important quality of management, which helps enhance employees' commitment to the organization and helps achieve organizational objectives.

The outcome of this particular research will aid in a greater understanding of the Indian work context and provide new knowledge in public administration, human resource management, organizational behaviour/culture, and organizational leadership.

Background of the Study

Leadership requires a complex collection of acts and attitudes, and techniques used to manipulate a person or group of individuals to accomplish a goal.¹

All leaders of an organization, including the board of directors, are required to direct and influence the organization's different members towards the attainment of the organization's goals.²

It is the obligation of the leadership of any given institution or organization that is to be responsible for setting up the policies and administrative procedures.

The leadership system and administrative employees determine the efficiency and performance of an organization. Over the last several years, philanthropy and non-profit fields have focused on challenges of accountability, transparency, and service delivery. Advances in management techniques are continuing, thus putting a heavy burden of management issues on board and employees. Leadership skills include coaching, pacing, commanding, affiliating, and participating in group activities with employees.³

Leadership skills play a major role in developing the commitment of employees in any given organization. Various leadership styles contribute to improving productivity, performance, and the capacity to overcome organizations' challenges. The integration of the different leadership styles allows the leader to connect the organization's performance with its purpose and expectations. Leadership has both a human component and the traditional management role. The human element of leadership involves the leader's communication skills and the ability to encourage and motivate. The conventional management component consists of organizational and employees development, leadership practice and theory, time management, and effective planning.

As an ideal leader, you must display the behaviour that comes from optimism, which creates a positive, less hostile work environment, practical measures that build on the organization's foundations, and the lack of a closed framework to enhance the internal and external environment of the business.⁴

Transformational leadership is becoming more popular these days. Leaders that get results in this way are transformational. Regardless of styles or characteristics, leaders must be influential. Leadership must involve expert guidance to motivate employees to strive for the goals of the organization. Northouse suggested that managers have the skill to understand and apply the leadership behaviours necessary to boost employee engagement and satisfy stakeholders. Healthy leadership development is essential to organizational culture and performance.⁵

The workplace culture is how the employees look at things like attitudes, behaviours, beliefs, and perceptions. The most influential component of an organization's cultural environment is the unconscious, implicit, and informal component. Culture refers to the standard, understanding, and consistency that a group maintains. When an organization's culture feels strong and confident, the result is that the employees work harder and are happy with their jobs.⁶

Previous studies on culture are generally centred around motivating employees to engage in continuous improvement and deliver strong performance. Sometimes, the organization's change will make managerial problem solvers a bit more proactive in their work roles. Leaders should understand how (or, more importantly, why) culture affects organizational decision making. An organization's culture is the organization's culture recognized as essential and vital to the organization's development and leadership.⁶

Within an organization, there is a correlation between culture and employees performance. Altaf proposes that culture plays a more significant role in employee commitment than its declared mission or vision. Studying the leadership styles in different organizations, Altaf found that top leaders who inspired and worked well with their colleagues, subordinates, and management had a higher level of productivity and outcomes in their organizations. Like many business and political leaders, these people believed in collective action for achieving progress.⁷

Organizations that possess explicit ethical norms, values, beliefs, and professionalism produce more successful leaders. Without strong leadership and a positive organizational culture, progress

in organizations will be difficult to achieve. Leaders must be familiar with their organization's culture and ensure they have the appropriate fit between themselves and the organization. An individual's cultural background is vital for becoming a leader.⁸

A leader's leadership style has a positive impact on an organization's culture. Leaders developed their leadership styles from a variety of models. Leaders with effective styles can improve positive culture in the organization.

Leaders with high expectations for employees can naturally raise performance. Leaders must be exemplary role models, and they must integrate excellence to build organizational success. Collaboration is essential if the culture of the organizations is going to change. Development of employees can promote change in organizational culture, which will be reinforced by leadership qualities that improve the organizational culture.⁹

Leaders should promote the values of support, productivity, commitment, learning, and growth in their organization. The best way to maintain an excellent culture is to recognize and cultivate lasting and essential cultural values and beliefs. More research is needed to explore useful leadership traits to know what is essential for employees commitment. Organizational culture has been linked to employee commitment, but the mechanisms through which leaders modify organizational culture is unknown.

The policies and administrative issues are developed with the knowledge and hard work. The commitment of employees members in non-profit organizations determines the organization's policy. The research generates insights on how culture and leadership can influence the commitment of non-profit organization employees.¹⁰

Problem Statement

Prior research primarily focused on the influence of leadership and organizational culture in non-governmental organizations (NGOs). This study focused on the effectiveness of organizational leadership in maintaining employee commitment in government organizations. There is no research regarding such context in a government organization.

Government organizations need the passionate commitment of employees to realize their ideal missions. The organization's performance would positively influence the policies, procedures, practices, and regulations affecting human resources regarding recruitment, funding, motivation, and employee training.

Poor performance and low commitment rates harm a given company. Leadership and organizational culture influence employee discipline and the levels of output that can be accomplished at work. Constant reorganizing is costly for the business and the organization's employees. Leadership style and company culture affect turnover rates and the level of employee commitment. When employees no longer feel recognized, rewarded, and trusted at work, they become less motivated and creative.¹¹

Fundamental analysis of employee commitment in government organizations helped fill the knowledge gap about for-profit companies regarding organizational culture and leadership styles.

In administering public organizations, it is advantageous to utilize sound judgment when making decisions and policies that will affect the organization's current and future status.

The fact that the public organization's organizational culture has such a massive influence on the people running the organizations and if the care has not been taken, the leadership style, employees' commitment, and culture can hinder the administration policy-making.

Scope of the Research Study

The research scope is limited to the Ministry of AYUSH -Group A officers of India's Research Council. The research aims to understand these officers' leadership styles and how they can affect the organization's employee commitment and culture. All infrastructure required to conduct research is available with the researcher.

Rational & Significance of the Study

This research's sole objective is to gain insight into leadership styles that are important to develop the required commitment expected from the employees. The Ministry of AYUSH is a crucial organization for uplifting the health of all the citizens of India, especially with its knowledge about India's most prominent and traditional wisdom of Ayurveda, Unani, Siddha and Homeopathy's science. This research would significantly help this public sector undertaking organization because if appropriate leadership is executed, employees' commitment can go high. The supportive culture will be there to achieve this and perform well in the long run.

Although there is various evidence suggesting that leadership styles impact or influence the commitment of the employees and the organization's culture, this will be the first and foremost research, especially considering the public sector organization, which is one of the most crucial arms of the Indian government.

Drawing on the upper echelon's perspective, we argue that adopting the right set of leadership styles may help this public organization perform well and help make the restructuring process more comfortable to create a culture of performance and commitment.

Chapter-2: Literature Review

2.1 Introduction

The research will focus on developing the literature review around the concepts of leadership and its styles, employee commitment, and organizational culture. This research aims to establish a linking between these concepts under the context of AYUSH (Government of India Undertaking organization). The researcher has tried to go through the various academic databases to find the relevant literature about the current study.

2.2 Leadership Background

Leadership can be traced to the early days of civilization. Leadership is an unknown phenomenon that is not entirely correct if anything. The definitions and thoughts of leadership have been being researched for a long time by academic communities. The field of leadership has been a subject that has been widely studied. Overall, these years the leadership is considered as leaders characteristics, skill, attitude, and power.

Leadership is not merely an action of a leader, but it involves a thorough process by which leaders achieve their objectives. According to the Northouse, leadership is a process by which one can influence a group of individuals to accomplish a common goal.

Management and leadership are both valuable aspects of an organization. Domnica distinguished between leaders and managers with clear insight.

Generally, it is seen that leaders used to be self-directed while the role of a manager is to organize and coordinate. The manager takes care of day-to-day running of the organization. A manager also organizes, plans, oversees, and motivates, but managers do not usually affect, either. The most important difference between leaders and managers is that leaders affect the people they lead, while managers merely preside. According to Domnica an organization would continue to sustain and grow if they were having a good leadership as well as management. However, if the

management was weak and the leadership was poor, then the organization would bound to fail. Even in the absence of qualified management and leadership, chaos will result inside an organization.¹²

Leaders expect to act as a leader rather than a follower. Leaders need to be aware and take into consideration other needs of their team which is a critical thing for leaders. According to Raelin, leadership as practice is more interested in the direction, core objectives and expectations, and more what and how managers do the job instead of "who". The main advantages of leadership as practice are that leaders who wish to be effective leaders are in a better position to reflect and understand.¹³

Leadership is a longstanding subject of interest for people around the world. The term indicates the imagery of ego driven, futuristic characters who operate with large firms and corporate empires or decide the course of nations. Leadership is one of the most observed and misunderstood concepts on the planet. Leadership remains an area of active interest in history. Leadership is a crucial contributing factor in the rise and fall of organizations.¹⁴

Leadership as a process has been recognized by Machiavelli. In a systematic way, there has been a study on leadership by others. Weber's social theory has developed this since 1910s. Leadership for Max Weber rested in the three possible kinds of authority: charismatic, rational authority, and legal duty. Since Weber, there have been more refined theories and methodological approaches to leadership.¹⁵

Leadership studies at the outset were largely concerned with leadership effectiveness. Researchers have defined leadership as diverse as the individuals attempting to define the concept.

Leadership has been defined in terms of traits, behaviors, influence, role relationships, and various other fields. Below mentioned figure indicates how leadership definitions have been evolute over all these years.

No.	Leadership Definition
1.	Leadership is “the influence increment over and above mechanical compliance with the routine directives of the organization”. (Katz & Kahn, 1978, p. 528).
2.	Leadership is exercised when persons mobilize institutional, political, psychological, and other resources so as to arouse, engage, and satisfy the motives of followers. (Burns, 1978, p. 18).
3.	Leadership is the process of giving purpose (meaningful direction) to collective effort, and causing willing effort to be expended to achieve purpose” (Jacobs & Jaques, 1990, p. 281).
4.	Leadership is the process of influencing others to achieve organizational goals. (Bartol & Martin, 1998, p. 415).
5.	Leadership is the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organization. (House et al, 1999: p.184).
6.	Leadership is a special case of interpersonal influence that gets an individual or group to do what the leader or manager wants to be done. (Schermerhorn, 2000, p287).
7.	Leadership can be defined as the nature of the influencing process – and its resultant outcomes – that occurs between a leader and followers and how this influencing process is explained by the leader’s dispositional characteristics, and behaviours, follower perceptions and attributions of the leader, and the context in which the influencing process occurs. (Antonakis, et al 2004, p.5)
8.	Leadership is a dynamic process, where leaders mobilize others to get extraordinary things done. To do so, leaders engage five practices: model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart. (Kouzes and Posner, 2007, p.14)

Figure 1- Leadership Definitions

Although there are numerous definitions of leadership, a critical component is the concept of influence. Several researchers identify the idea of influence where the leaders can engage into achieving their goals by means of various power they have.

Reviewing the listed items in above mentioned figure, it showed that the definitions are for predicting and understanding the influence factor; while the emphasis on arousing, engaging and stratifying followers. Jacobs in 1990, suggest that leaders need to take meaningful actions for progress in organizations. In addition, leadership style and followers character in general can also influence the leader-follower interaction. According to Kouzes and Posner, excluded the perceptual process of followers as the core of organizational learning.

Many people perceive of leadership as a dyadic relationship, where two parties gather to attain a common goal. Although certainly, this leads to healthier groups, leaders and followers alike can still demonstrate selfishness. To define a competent and rewarding system, a leader must develop a vision, then motivate people to accomplish this vision. The leader must encourage people to support this vision and should implement a system so the leader can be rewarded. Finally, the leader must provide the proper support for subordinates, as well as establish a competent reward system.

Most organizations now accept the position of leaders as a necessary for success, which results in widespread investments in leadership programmes and training. It is crucial for the study to chart the origins of the theory's development.

The most important component of leadership is what distinguishes the leader from everyone else. This method dominated the field of scientific inquiry until the late 1940s. As further research showed, however, traits are not always a good indicators of leadership ability. Instead, it is more important to assess leadership and personality style.

This is something Fisher explains how much difficulty there is in understanding leadership due to the enormous range of social and cultural factors.

Leading Indian corporations are moving their focus is mainly on growing their potential leadership pipelines. They are investing in executives who can exert a significant influence on the workforce, through both guidance and instruction.

As of 2010, nearly all the top Indian companies listed “gaps in leadership” as their greatest challenge in the years ahead. According to the 2012 Manpower Group study, 48% of Indian firms found their senior management to be a problem. This investigation called for leaders to beefing up their abilities and training leaders to exhibit appropriate styles of leadership.

A rigorous examination of leadership styles is vital because of how their effects on commitment and motivation plays an important role in current business operations. It's built to offer suggestions on the saying “If there are no new leaders, simply improve existing ones.” The size of the supply-demand discrepancy in leadership is apparent in the following graphic from Booz & Company in 2012.

India's top 500 companies will experience a significant leadership shortfall over the next five years. Although supply will eventually catch up, a gap will remain unless companies take action.

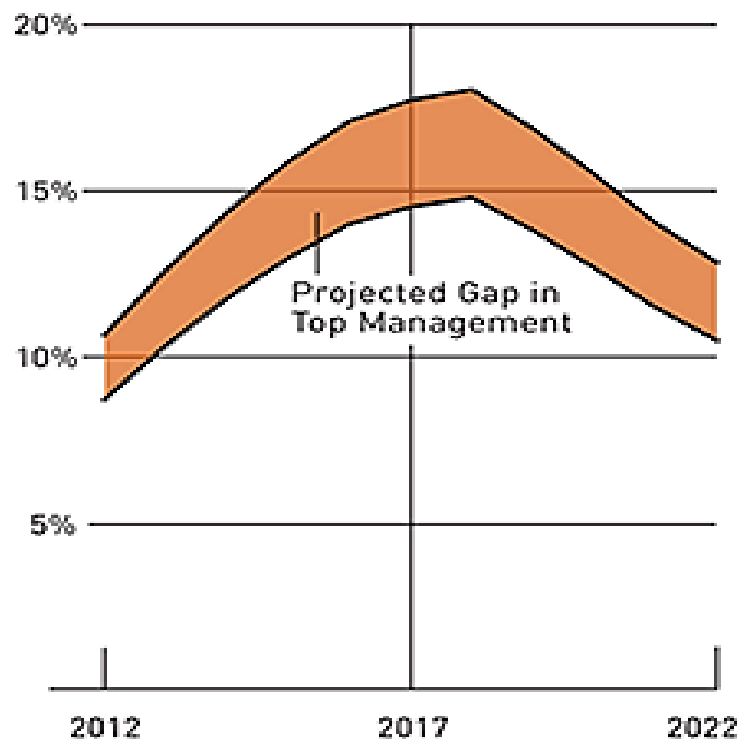


Figure 2- Supply vs Demand for Top Management: Booz and Company Analysis 2012

2.3 Leaders vis-à-vis Managers

Controversy surrounds whether leadership and management are fundamentally different or they are the same; one argument claims that the function of management is to promote stability or to enable an organization to run smoothly, whereas the function of leadership is to promote adaptive or useful changes. Leadership is often the key determinant in a business's success or failure. Leaders must understand ways they affect employees, and the long-term outcomes of their decisions.¹⁶

Antonakis classify "Leadership" and "Management" as follows: "purpose driven" and "objectives driven". This goes to contrast how management and leadership are identical in principle, but how they are somewhat distinct in practice. What exactly is this change about? If your notion is...

Leadership-driven change is defined as a procedural change that is managerial in nature and not subjective and directed for the sake of social stability. Leadership driven change can be classified into such as amalgamation of ideas and attitudes change.

The differentiating factor of Leaders vis-à-vis Managers are mentioned in below figure.

Leaders	Managers
Leaders are the heart of an organization.	Managers are the brain of an organization.
Motivate, encourage, and work with people	Establish systems
Create a vision and set a direction, and sharing with followers	Create rules and operational procedures.
Align people based on their knowledge, abilities and personality.	Are a task-oriented and often not people-oriented.
Ask how and when	Asks what and why
Take you to a new place	Take care of where you are
Wonder that if the problem set in a new environment might require a different solution.	Think that a successful solution to a management problem can be used again.
They write business plans, set budgets and monitor progress.	They get organizations and people to change.
Do things right	Do the right thing

Figure 3- Difference between Leaders vs Managers

Organizations do benefit from having both leaders and managers. Both have an important role to play within an organization's success. Leaders create the vision; managers implement the vision. Managers should acknowledge the importance of their positions, should act as leaders, and should achieve their goals.¹⁷

2.4 Leadership Styles

Leadership is an important factor in any activities that involve members from various groups that work together.

1. Democratic Leadership

Democratic leaders make sure they share decision making and work responsibilities among employees so that they would feel empowered and valued. The leader is the coach who

dictates the orientation but the input from the employees are not ignored in the decision making. Such high productivity (output) can be sustained for long periods of time. The employees will be happy, and it gives high job satisfaction.¹⁸

According to Herson and Rositer, the democratic leader's confidence depends on his/her organizational orientation. Employees are encouraged to develop their abilities to their maximum limits. Accomplishment is rewarded.¹⁹

Democratic leadership is not a perfect leadership style. It may be most effective with highly skilled professionals, team members, employees, clients, and customers. Leadership Styles indicated the types of leadership and the conditions under which each leadership style can be used to its full. This can be effective strategy when the leader wants to disclose crucial information and has staff's involvement in major policy-making. One effect of team building in middle-management environment is that it has a significant impact on the work engagement, organizational climate, job satisfaction, and participation. Political leadership shouldn't be needed when a campaign or problem requires swift actions; it is better to make decisions without proper consultation and the business can't afford blunders.

Democratic leaders demonstrate insight about people and understanding of values Democratic leadership can use skills to reform organizations. Leaders using this style create an environment where employees are satisfied with their job responsibilities, they are raised from being mute spectators to active participants, and they work as a productive member of the organization.²⁰

Democratic leaders will serve employees by creating and capitalizing vision for organization. They bring a sense of empowerment and inner peace by uplifting the spirit and enhancing the mental health. It incorporates motivational leadership, servant leadership, and self-transformation leadership. Leadership is based on dignity and respect for the rights of others in an organization. Rather than following an arbitrariness of rules, moral leadership is a covenant to practice being good to others and live the covenant for each other. A major part of strong leadership is leading with love. Love, honor, sacrifice - these are the overriding values which distinguish great leaders.²¹

Democratic leadership is experienced by more positive emotions by employees, while autocratic leadership is experienced by more negative emotions. Democratic leaders inspire and motivate their employees by clearly outlining a successful future for their organization.

Leaders believe that if a organization be fair and responsible to its employees, the employees will appreciate them more and they will have a favorable attitude towards the organization. A dictatorship is authoritarian, which can control individual behavior. The use of this leadership model may be effective in some situations but is unlikely to build mutual trust and commitment in the workplace.²²

A democratic system of leadership requires team participation. Issues are discussed to see how they can be resolved.

In Lewin's research, children in democratic communities were found to be the least productive. They were the least likely to have attitude in cooperative activities, but produced the highest quality contributions. Democratic leaders encourage group members to participate, but the democratic process has to determine all final decisions. Group members are motivated and creative in meeting team goals because they are part of the organization.²³

Kai mentioned that when communication is top-down and coordinated by a chain of command, teams become free-floating weapons for management. These missiles are programmed to fly in a specific manner, how to fire, and where. The team's failed mission is blamed on how the team did the mission. Democratic leadership, however, leads to widespread delegation and communication about goals, processes of goal accomplishment, respect for diversity among team members, and a collective effort to seek quality in each task and final product. The collaborative process results in a harmonious workplace which creates mutual respect for shared responsibilities and common goals.²⁴

The "fair treatment" of your employees will always produce positive outcome. They discuss procedural and interactional justice, but employees tend to be most concerned with distributive justice. Democratic leadership allows wide cooperation and freedom of action from team members.²⁵

2. Autocratic Leadership

The leader will not allow employee decisions and wants to oversee all decisions. It is a coercive form of leadership which is strong leadership that comes from outside the group. It is the autocratic system which makes decision making difficult; however, inputs from employees are not taken into consideration. They are good, benevolent rulers.²⁶

Autocratic leadership style is "known" for having leaders who exert a great amount of individual control over all decisions and little input from employees. An autocratic leader makes decisions based on his or her own ideas and choices with minimal input from followers. As an autocratic leader, you force staff to do your dirty work. An autocratic leadership feature is a leader who acts independently, makes a decision, and the people below him are rarely in charge of important tasks.²⁷

This is good in some cases because in some problems "autocratic leadership can be helpful in solving problems but in other cases it has negative implications." Innovative ideas may escape organizations because of the use of autocratic leadership style and this stems from the fact that decision-making can be cut off because employees do not want to discuss their work. A number of researchers have found that creative approaches are insufficient in autocratic environments.

"Autocratic leadership style" is often referred to as the "contemporary style." This is a situation where there is no opposition because the leader has all the power in the governance. The leader does not consult employees, nor are they permitted to explain and are expected to act automatically and without questioning. The cause is that motivation environment is produced by reward and punishment and not by the emphasis of positive factors.

Many recent studies have shown that autocratic leaders are often more costly to the organizations in contrast to other style leadership. Autocratic leaders tend to use threats and violence against their employees, ignore their advice, do not trust their wisdom, and fail to listen to their input in decision making.

This is an autocratic style of leadership in which a leader demands absolute loyalty but doesn't trust employees to making important decisions. Sometimes they come off as being self-centered and manipulative. Some leaders will disregard agreements made with employees in the past.²⁸

With autocratic rule, the leader has the final say on everything. The leader decides alone, gives orders to subordinates and expects them to follow, based on only the leader's top-down way of communicating. Leaders can reward their friends or employees in order to motivate them.

In authoritarian cultures, authority always indicates what kind of activities, tasks, etc., should be performed. The authority relationships as well as informal communication, exchanges, and partnerships are clearly defined. The decision-making process is often not participatory and not inclusive. Decisions become less creative under authoritarian leadership, and hence the transition from authoritarian to democratic style is much more difficult than the transition from democracy to autocracy. One main managerial characteristic that is always put to use by an autocratic ruler is control.

Since the power within an autocratic system stems from one's actions, individuals within it are motivated to accomplish tasks because of contingent reinforcement of their actions. Job security would encourage job-seekers to work for the company more efficiently. Because of bureaucratic organization, policy decisions and power, they are able to control and increase the status quo of them. This is a reason why previous leadership scholars claimed that making agreements that are able to provide compensation to employees is a productive factor for service quality. This is most notable leadership model because it captures the exchange suggestion deeply set in dictatorial leaders perform. The reward may take the form of material or intangible material goods.²⁹

A dictatorial leader will use coercive tactics to enforce a leader's rule and play with people's perception and desires. Douglas McGregor's Theory X is the standard belief that people need to be "forced" to work, "closely supervised" by "despotic managers", and rewarded or punished "depending on the individuals performance." Autocratic leadership are concerned about clear organisation structure and processes. Fiedler suggested that authoritarian leaders are acceptable to both extreme ends of the business spectrum in certain situation.

When faced with a difficult situation, an autocratic leader will try to provide his or her own solutions to the problems. Autocratic leaders would make decisions on behalf of a group, as they would individually watch over the behavior of the other group members. In case the group members were faced with any problems during the expedition, they would confer with the hired leaders and other employees on their expedition.³⁰

Authoritarian leadership is a powerful technique when individuals cannot co-ordinate effectively. An autocratic leader imparts many tasks and hard timelines to his team so that he could reach his objective.

An autocratic leadership style hinders innovation in problem solving. Therefore, you should make use of relaxed, inconspicuous style in running ones organizations. Autocratic style of management is totally acceptable in the workplace. It won't totally trigger failure in organizations. Extremal leadership style of authoritarian autocracy has been presented here. There are problems and strengths with the style. There can be a high productivity because of autocratic leadership but occasionally autocratic leadership will lack innovation and the long-term result is organizational squabble. Leaders may achieve a raise in productivity by using awards and praise. Autocratic leadership style used in the workplace was used to build vast railroad systems, run giant steel mills and produced a dynamic rise in US power that made America so rich.

3. Laissez-Faire Leadership

It refers to a style of leadership where leaders refuse to make decisions and take no responsibility for the lack of leadership ability. Laissez-faire presidents tend to be non-confrontational and inactive in their governance.³¹

This is not conducive to proper productivity, cohesiveness, or quality of work. Laissez-faire leaders are characterized as being disengaged with their followers, and therefore, laissez-faire leaders don't have real leadership styles. This leader does not participate in

any policy-making or group decisions. Group members are responsible for every assignment, decision and problem solving in the group. Laissez-faire style leaders have little influence in their organizations.³²

For example, the functions of laissez-faire leadership would be to trust and rely upon their group members to make their own wise decisions and to appoint the brightest and most reliable persons into their organization or group. Although economics of laissez-faire followers do not involve a particular design, they include self-control, problem solving, and good results. Laissez-faire leaders are successful when dealing with skilled and autonomous members. Laissez-faire leadership is a fine approach in scientific workplaces. It is not suitable for societies or companies in which information, direction, interactions, flexibilities and praise are required.³³

Laissez-faire leadership is when leaders let others complete tasks without supervision or control. Research has shown that this is the way of leadership that results in the lowest productivities among group members. It is very important to understand that a leadership style like this can have both advantages and drawbacks. There are certain situation wherein a laissez-faire approach in governing will fit well.

Laissez-faire leadership is characterized by:

- There was practically little support from leaders.
- Complete freedom to make decisions.
- Leaders provide necessary resources.
- Group members must solve their own problems.
- Leaders are responsible for the action of the group, but they still hand responsibility to their followers.

Well-known people from history who have a laissez-faire style of leadership have been spectacular. Steve Jobs was known for leaving his team alone to figure out how to deliver on his

vision. President Herbert Hoover was the one time elected United States President. He was also a large proponent of the laissez-faire policies. Laissez-Faire Leadership has both positive benefits and negative drawbacks. Sometimes this style of delivery can be effective in the right environment and by groups with good responses.

Some examples of when this style of leadership works well:

- This will allow team members to develop their skills and abilities. Laissez-faire leadership is applicable in situations where group members are highly skilled, creative, productive, and able to work on their own. Because they possess specialist skills and knowledge, individuals within this group are able to perform tasks independently.
- When members are experienced. Delegative style can work well in situations where the leader of a group actually knows less than other group members. The laissez-faire style for teams allows members to display their expertise in each area.
- Independence matters Some people will feel more satisfied at work due to the autonomy. The laissez-faire style can work well in situations when people have a strong intrinsic motivation.

Additionally, some leaders still hold open meetings with partners and suppliers on a regular basis for reviews and development. They might guide and follow group members on their projects but then allow each group member to do their jobs independently. Leadership based on trust requires a great deal of trust. Leaders need to feel secure about their members capability to complete tasks by themselves. In situations where people lack sufficient knowledge or ability, Laissez-faire leaders are not helpful. This leadership style is linked to poor employee job performance and less employee satisfaction. There are some people who have difficulty establishing deadlines, administering projects and solving problems on their own. It is important for leaders to provide clear direction to all the team members, so they don't drift off.

Some possible negative sides of the laissez-faire style:

- Role confusion- In the situation where the laissez-faire style prevails, group roles may not be clearly outlined. Team members might not really know about their role within the team. Also, they might not know what to do with their free time.

- Poor participation- Laissez-faire leaders often appear uninvolved and withdrawn, which can lead to group fragmentation. Since the leader appears unconcerned with what is happening, at times it becomes easier for followers to not care about the project.
- Accountability is low- Some leaders may take advantage of this as a way to avoid personal accountability for group failures. When ambitious goals are not met, the leader may start criticizing the team for non-performance and failure.
- Passive Avoidance- At its worst, laissez-faire leadership represents apathy or inaction, causing a passive or even accepting style of governance. These leaders act selfishly and take the initiative by themselves.

If the people involved are not well-educated on how to participate in the particular task, the leader should be more involved himself. As group members are given more autonomy to think, plan and act for the group, leaders will increasingly delegate some tasks to the subordinates. The Laissez-faire leaders typically excel at establishing information and background on the first phase of projects. Having all the members of a team having enough information is critical to their ability to complete the assigned task. It is always worth to have several approaches to guide various work processes. During the initial formation stages, laissez-faire leadership may be most appropriate and effective but at later phases it's not, this style may make it hard for a leader to deliver.

2.5 Employee Commitment

It is of the great significance of organizational theory and management practice nowadays that more and more people are involved in the study of employee commitment. There are several theories about employee commitment which have been proven to be related to employee's characteristics such as age, gender, education, achievement needs, and the duration of service.³⁴

With the arrival of globalization, employee's commitment becomes increasingly important for the enterprise. In nowadays world, enterprises cannot ignore interaction among employees and managers. International human resource experts are concerned about the development of employee commitment within business. Commitment has been an important topic in the field of HR studies.

The researcher will go into detail about commitment types, commitment stages and others important aspects.³⁵

There is a lot of research attention on the role of commitment in organizations. Commitment has repeatedly been recognized as a significant factor that impacts employee work performance in organizations. Once you have committed to your resources, you are linked to the organization. Researchers believe that people committed to their organizations tend to do better in their jobs, enjoy being there more work, and have a lower turnover rate.

It appears that there are a great many definitions of commitment. The lack of consistency in definitions of the findings caused problems in interpreting the results.

However, Porters definition is common in current non-western countries of commitment in organizations: It involves dedicating time, resources, enthusiasm, and effort to a task, cause, plus a desire to see it through to the end.

Porter classified organizational commitment as three dimensions: first, it is believing and accepting of organizational goals and values, second a willingness to work hard toward them and third is loyalty.

It seems that the various definitions of commitment employ attitudes and behavior. Mowday recommends that there is only one overall process, though: Attitudes and behaviors merge into each other, but remain distinct until we have implemented them. The snapshot is given in below figure:

References	Definition
Becker (1960)	"Commitment comes into being when a person, by making a side bet, links extraneous interests with a consistent line of activity" (p. 32)
Kanter (1968)	Commitment is "the attachment of an individual's fund of affectivity and emotion to the group" (p. 507)
Hrebiniak and Alutto (1972)	Commitment is "a structural phenomenon which occurs as a result of individual-organizational transactions and alteration in side bets or investment over time" (p. 556)
Porter <i>et al.</i> (1974)	Commitment is "the strength of an individual's identification with and involvement in a particular organization" (p. 604)
Marsh and Mannari (1977)	"Committed employee considers it morally right to stay in the company, regardless of how much status enhancement or satisfaction the firm gives him or her over the years" (p. 59)
Salancik (1977)	Commitment is "a state of being in which an individual becomes bound by his actions" (p. 62)
Meyer and Allen (1991)	Commitment is "a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization" (p. 67)
Meyer and Herscovitch (2001)	"Commitment is a force that binds an individual to a course of action of relevance to one or more targets" (p. 301)
Pool and Pool (2007)	"Organizational commitment reflects the extent an individual identifies with an organization and committed to its organizational goals" (p. 353)
Aydin <i>et al.</i> (2011)	"Organizational commitment is a definite desire to maintain organizational membership, identification with the purposes, successes of organization, the loyalty of an employee, and a willingness to exert considerable effort on behalf of the organization" (p. 628)

Figure 4- Definitions of Commitment

In today's competitive marketplace, to do so many organisations at their best, each employee must also be dedicated to the team' It's no longer enough to have employees who show up on time and do their jobs regardless of how great their effort is. Because of this, employees need to think like entrepreneurs, and must show their value while working in teams. They want to contribute to a successful organisation that provides a steady income and the chance for growth, along with being part of it, but also want to remain a valuable and active and employed.

Work in today's workplace is more complicated, and employees have less of a need for certainty of job security than in order to thrive. When you don't have a job, you can't even afford to have aspirations for anything else. for instance, workers hope to see commitment in terms of job satisfaction, reasonable working conditions, and fairness in advancement.

As organisations grow and have to respond to new challenges, it is critical that they maintain and improve their ability to use human resources. On Katz's thinking, an effective employee includes fulfilling role requirements, such as (1) entering the organisation, and (2) doing something

additional, such as finding out and participating in a lot of original ideas, and (3) becoming creative and inventive. Great employees must be hired, but a workforce that is motivated and committed is even more important.

Prior research into the relationship between commitment and job satisfaction has identified a possible connection with trust in a leader and perceived fairness is also helps highlight the importance of commitment within the workplace. Behavioral scientists think it's critical. It has to do with employee/employer relationships.

Employee commitment is assumed to be connected to important variables such as employee turnover and productivity. Employees are expected to see the company as a mission, a priority, identify with the organization's values, and feel a sense of duty.

Having a high level of organisational commitment is associated with being productive and loyal, while employees who don't have it often experience stress-induced and mental problems. Committed employees are additionally perceived to act without consideration of their investment too.

Those who are highly committed to the organization's values are also believe that their dedication will lead to personal satisfaction. Commitment is absolutely essential to effective social organisation. It is generally accepted that an employee's dedication to their work is both an asset and a disadvantage.

Most authors believe organisational commitment is directly affected by the person, the characteristics of the organisation, and the job itself. attainment, occupation, years, marital status, length of service, and educational attainment Demographic information has included leadership and management style in the research. When it comes to understanding organisational commitment, we must understand how these various factors help to bring about organisational commitment, we must also understand how it manifests.

There is no consistent word in the literature to describe organisational commitment in the same way that all employees interpret it. according to a variety of different theoretical assumptions, conceptual models, the concept of employee commitment has been defined. Most scholars agree that commitment is difficult to define, but relatively easy to measure.

This literature review since 1965 has reviewed over 25 different commitment concepts and measures, and has found over 25 contributions. After arranging these concepts and measures, Morrow concluded that he found five groups: commitment to work, to his or her organisation, his or her career, and both of sorts, as well as his or her own union. This investigation examined only the issue of whether people have a commitment to the organisation.

Most organisational researchers agree that no consensus has yet been reached on the definition of organisational commitment. It is either a state of mind, or it holds an employee in place by means of either compulsion or coercion. Organizational commitment can be characterised in four main ways: Suliman and Isles describe these approaches as being: Behavioral, normative as well as multi-dimensional.

People tend to use behavioural or personal meanings for the concept of organisational commitment.

Alpandr said, 'There are two basic approaches to commitment: an attitudinal approach, which looks at commitment from the outside in terms of beliefs and feelings, and a behavioural, which assesses it based on deeds and accomplishments.' In the case of the former, commitment, one sees it as a condition internal, but the latter regards it as tied to a personal level of investment. Mond suggested that a cycle of behaviour consisting of intentions and their repercussions. One conclusion to be drawn from the literature is that commitment is viewed from two vantage points as being a "enthusiastic" and a positive" attitudes.

When an attitude towards commitment is evaluated, such as attitudes or behaviour patterns are looked at, it is viewed as being established as an employee attitude. According to the most widely accepted conceptualization of organisational commitment, it is individual identification and involvement with a specific organisation. Three characteristics of employee commitment:

1. commitment to working hard,
2. possessing a strong belief in the organization's objectives and one's personal involvement, and
3. a strong will to stay In this strategy, commitment strategy, things like having a rewarding experiences on the job are connected to positive performance and decreased absenteeism, as well as better performance, decreased turnover.

According to this concept, employees' behaviour is affected by their organisational affiliation with the organisation, not by extrinsic motivation, as the first theory. According to the manifestation approach, researchers seek to discover exactly what people show they are committed to when doing their research. The Behavioural approach puts emphasis on investments such as time invested in the organisation, such as friendships, and such as pensions, retain their employees. Thus, a person becomes dedicated to the workforce because of previously invested funds. Our approach is built on Becker's side bet theory. According to him, employee loyalty is due to an employee's choice to remain with an organisation after considering the financial costs of exit. Once he has recognised the cost of severing ties with the organisation, he emphasises that commitment takes place. Kanter also mentioned organizationally, "attachment" as profits. "They may benefit or suffer depending on whether they stay with the company" Whereas the attitudinal school views an individual's commitment as a motivator of performance and membership, the behavioural theory looks at investments as a motivational device.

According to the normative approach, employees feel an obligation to their organization's goals and values make for them to be congruent. In this context, we can define organisational commitment as a combination of those pressures which are intended to achieve the organization's objectives, along with values and interests that are held within the organisation itself.

Multidimensional is an approach that has recently come to the market. It believes that employees' sense of commitment is more complicated than their attachment to the company or their perceived costs. According to this theory, organisational commitment has three components. These studies contributed to a new understanding of organisational commitment, according to Dr. Suliman and Dr. Isles. Kelman is a pioneer in the concept of multiple aspects to each work compliance, identification, followed by attitudinal change, provided the necessary foundation for the multidimensional method According to Zangaro, Etzioni suggested that organisational involvement could be conceptualised in three dimensions: moral, calculative, and material, with each of these representing an individual's power to be constructive. Organizational involvement is defined as positive when employees internalise and identify with the company's mission and interests. In the negative inducement context, involvement is known as loss of creativity. At the opposite end of the spectrum from addiction is alienation from the organisation. This occurs when individuals feel they lack control in their environment, which increases their desire to stay within

the company. Etzioni's three dimensions combine an employee's personal, behavioral, and societal commitments into a whole approach to organizational culture. Of course, O'Reilly and Chatman's theory about commitment in organizations suggests that it is multi-dimensional. Their multi-dimensional approach was built on the premise that commitment was a firm organization commitment to the organization. These three points are all used to describe Kelman's approach to motivation: compliance, identification, and internalization. When attitudes and corresponding behaviors are adopted, compliance will be obtained.

When we permit ourselves to be impacted by those around us, we identify and solidify existing relationships or find new ones. One would finally realize their potential as a creative person when their attitudes and behavior are in line with their values.

Meyer and Allen, in 1984, based on Becker's side bet theory, created the concept of continuance commitment. In other words, employees could be seen as being split into two halves, one attitude and one behavioral. Allen and Meyer began to put third on their two dimensions of commitment, normative commitment, and achievement, in the late 1990s. The researchers proposed that commitment could take one of three possible forms: affective, continuance and normative forms.

Within this subcategory are those who believe that organizational commitment is simply as an attitude, and those who believe it is actual behavior. From Meyer and Allen's point of view, an organization's commitment is represented by how individuals feel and think about the company. The organization's most important commitment is attitudinal, while behavioral is more accurately described as a common lock-in point. The attitudinal approach focuses on the relationship between the individual and the business.

The concept of employee's commitment towards organizations:

The concept of employee's organizational commitment has received a lot of attention in the past few years. Porter had interpreted employee's commitment as feeling and emotion of the employees toward their organizations. Reicher's argued that employee commitment referred to how employees are involved with the operations of the organization. Kohli found that employees with a high level of commitment are the employees that cooperate with each other to achieve collective goals.³⁶

Becker argued that employee's commitment to the company is determined by the notion of their tenure and cost associated if that employee leaves, hence more the tenure greater the cost of leaving. Employees get into comfort zone and hence couldn't make the decision to leave or continue which likely to impacts their productivity.

While the theory of Porter suggested that the employees stay longer in the organization, they believe in the philosophy, mission, values, standards, and objectives of the organization and they believe that they have a major importance to the organization and will commit all in order to achieve the goals of the organization.

It is evident that an employee's organization commitment might be established based on an employee's goals achieved. Since Darwish held an opposing point of view, it demonstrates that the company has the conviction to make changes in the organization. Herold and Darwish also believe that commitment comes from the attitude of employees of an organization. In terms of this perspective, the most important quality of employees is their commitment to work.³⁷

Fu believes that this is not merely acceptance of change but commitment to the change. Similarly, Kim defined employee's organizational commitment as the employee's developed relationships with their employers which lasted throughout their work stay.³⁸

Vakola believed that when individual enter the organization, he/she expect from them something and when the organization give what the individual need, then the individual will be committed in the organization. They define commitment by describing the strong desire of employees to belong to the organization as well as the employee's willingness to accept or understand organizational values.³⁹

3 Stages of Commitment:

1. **Compliance stage:** In the first stage of compliance, organizations give employees rewards to encourage them to act in a way the organization wants, rather than in a way they feel is right. When employees enter the second stage of compliance, they commit their time, effort and mental energy to the organization because they benefit from doing so. In the final stage

of compliance, employees are committed to the organization because they feel he or she should be.⁴⁰

2. **Identification Stage:** The individual is aware that he belongs to a company and he takes pride in it because he recognizes that he has strong relationship with his employer. We found that the stages in which employees can identify themselves with is related to the stage of commitment when they want to stay in the organization, because employees in this stage have strong identification on their organisation.⁴¹
3. **Internalization Stage:** When we talk about engagement level at this stage, it is the final stage of commitment because the employee values are aligned with the organizations. Employees often stay at an organization because they feel that they have become part of an important family and lastly, they stay for bonding that exist because they share values with their organization.

The model of Commitment

The previous researches on employee's commitment has three things in common: an emotional relationship with the organization, financial consequences related to ending the relationship with the organization and responsibilities to shoulder if one has to stay with the current organization. The first aspect of emotional relationship focuses on employee's attitude and orientation towards organizations vision and values. The second aspect focuses on materialistic part which is if an employee's leaves the organization how it can impact them in terms of finance and their status quo. Finally, the third aspect focuses on if employees decide to stay with current organization for long term how their loyalty and ethics will remain over time to be committed to the organizations.

According to various aspects of employee's organizational commitment, affective Commitment, normative commitment, and continuance commitment, can be interpreted. These three commitments all express an attitude and affect the interaction between the employee and their organizations.⁴²

- Affective Commitment

Affective commitment also includes four constructs: personal variables, structural variables, job characteristics, and work involvement. From personal perspectives, employees are willing to make promises due to their personal principles, personal responsibilities, and personal interests. This can be used to prove that employees differ in their ability to keep their promises. Both environmental and personal considerations have played important roles in the individual commitments. The more we are able to join with the natural environment, the better we will be able to react.

Secondly, Structural features are linked to employee commitment to achieve specific goals. Research into the relationship between organizational structure and individual commitment is indirect. Therefore, the organization has an influence on employee feelings and affective commitment.

Third, job-related features also have an effect on individual commitment. Support from supervisors and colleagues is an element of job commitment. Research found that employee commitment is strongly influenced by the organizational support. Employees loyal to the company will have a strong commitment to the company.

Resources can directly affect employees' job performance and satisfaction. Resources can have a significant impact on employees' performance. Job-related resources include office space, computer use, photocopying, and administrative services. It will be easier for employees to finish their work if they are given resources they need.

The gap between research on work experience and effective commitment is very wide. There are two types of work experience that affect effective commitment, namely work attractiveness, and work competitiveness.

- Continuance Commitment

Continuance commitments are generally what individuals require to maintain long-term job. The individual's perception of the cost of leaving the organization plays a crucial role in continuance commitment decision and anything that will raise the costs can stimulate continuance commitment. If the individual spends more time in an organization, more resources will be availed. Having longer work period will lead to more specific training,

higher levels of skill and personal relationship development, and higher job levels within a particular organization. When a staff member leaves, they eliminate all of their current resources and continue to work for the company.

According to Baker, it will be rewarded if you work for a long time at your current job. Younger employees have less work experience and thus are more likely to quit when they graduate from college than older employees with much experience. The size of organization's investment will be considered as the reason of keeping on the continued activity. When organizations increase the level of investments, the attractiveness of other investments decreases and the organization's attractiveness to employee increases. Staff involvement, and employee commitment will be enhanced. Also, job satisfaction affects employee commitment. If employees are more satisfied with their job because of their work, then it means that the employees will stay in the organization longer by committing themselves.

- Normative Commitment

There is less research on the normative commitment aspect, and there are more theoretical developments than empirical studies. The normative commitment is the connection between the organization and the employee. Employees are subject to regulatory pressure before they join an organization or organization. When employees believe that they will be rewarded when they fulfil social norms, they are more willing to make social commitments. In the 1980s, staying in the organization was a matter of commitment. some scholars now assert that employees and organizations should be mutually beneficial.

The several factors which can influence employee's commitment towards organization:

Several researchers have talked about importance of commitment to employees for organizational performance. Due to this, Meyer and Allen advocate that organizational commitment is a significant determinant of individual job performance. For example, salesperson in the organization, there is a strong positive relationship between her personal performance and her organizational commitment. Organization acceptance plays a major role in enhancing effective performance.

Hersey and Blanchard addressed several factors that influence organizational commitment based on commitment to the task, coworkers, family, self, employer and customer.⁴⁴ These reasons are discussed by scholars as follows:

1. Employees Commitment Towards Their Job

Employee satisfaction is of great importance in providing a healthy workplace for businesses. This is employee's perspective toward job. As a result, few organizations have made job satisfaction as a top priority. Organizations has not yet perceived that employees are more willing to migrate when the salary is higher. Employees who think that employers would be happy with themselves as well as feel good at work will be more committed.

Factors which affect employees can affect satisfaction, commitment, and turnover ratio. As they argue, the employees who are feeling satisfied at work is more productive than those who are not satisfied with their jobs. Therefore, the Employee Turnover ratio is negative and down.

2. Employees Commitment Towards People

It is obvious that the interpersonal and environmental factors will affect the positive motivation, meaning that they will be committed to the organization's efforts. Such a promise is a promise to the people.

According to the research conducted by Manríquez and colleagues, the more educated individuals are, the less committed they are in working for an organization.⁴⁵

Environmental factors will also bring about commitment of organizational leaders. Another important environmental factor is communication. Non-verbal communication causes an employee's emotions to change, makes them overly emotional, and causes them to suffer from burnout.

3. Employee's Commitment to themselves

Employees go to the organization to find places where they could do the work that they can do well. In this way, the morale of employees will improve. It does not mean that the organization will encourage the exploitation of its employees, but employees accept the

goals and values of the company, voluntarily join the company, and want to stay in the company. And if the company satisfy the needs of its employees, then its employees will devote themselves to their development. Human resource managers play a major role in meeting employee needs by implementing such practices as training program, performance appraisal, and bonus package.⁴⁶

4. Employee's Commitment Towards Organization

In many studies, people believe that organizational commitments are induced by the identity of the organization and employees will continue to work for an organization with high social recognition. Knowing the identity of the organization will help employees understand their experience, organize their ideas, develop strategies, and gain an individual sense of achievement. According to Wan-Huggins' research, the intention to remain with an organization causes organizational identification. Job satisfaction is positively related to work commitment, work input and job motivation.⁴⁷

5. Employee's Commitment Towards Stakeholders

This is an important aspect of organizational commitment. However, there are still things that need to be added in the stakeholder theories, and these theories are focused on organizational identification and commitment. Understanding of all the possible stakeholders can influence organizational decision-making process.

Different stakeholders have different interest in employees, so employees' commitment to the organization will be varied. Different stakeholder groups can have different perspective of the organization and can affect employees' commitment to continue to work. For example, salespeople who have good relationships with customers will want to continue working for an organization, and these relationships with suppliers will affect the customers' views of the company.⁴⁸

Successful leadership is a process of motivating and directing those people who follow. Leaders use these two characteristics to carry out this procedure: knowledge and capabilities.

It has been researched from a multitude of viewpoints, including leaders' personal characteristics, organizational contexts, and peers and colleagues.

2.6 Organization Culture

Culture has a long and murky history in organizational research. The reasons for this research are American companies who wanted to learn the secrets of Japanese companies. In the late 1960s, scholars began examining organizational culture and began to have substantial effects on leaders and managers. Among these discussions, there was debate about what the typical organizational culture is, how to measure its components, and what goes into an organization's culture.

The two major themes which consistently come out are norms and assumptions. These norms and assumptions are learned by employees through socialization or training. During this socialization, employees learn their own work habits that are and are not congenial to their workplace environment. For instance, if a new employee shows up several minutes late to an already-held meeting, the employer signals the employees in the meeting that the employee has broken a rule. Coming late is not part of this organization's business culture. Employees in a company learn the organizational culture by experience and observation.

Within higher education, there is a specific definition of organizational culture. According to Kuh, organizational culture is defined as a series of repeated expressions of a variety of values, norms, assumptions, beliefs, and rules.⁴⁹

Research has been done since the 1960s, investigating cultures' and climates' interdependence. Much of the research has tried to distinguish between these two through selection of various types of data collection. Historical quantitative data collection method has been utilized in gathering data

about the local culture whereas historical qualitative data gathering method has been in usage for studying the social climate.

Denison studied how climate and culture are similar and different. To understand culture, Denison believes that a decent and clear understanding of both process and people that are involved in this process are necessary. Climate refers to how people act and react within an organization. Leaders can manipulate people by leading them to conclusions based on individuals' beliefs.

However, there is a need to study a deeper level of comparison and see that these two phenomena have more similarities than differences. There are many differences in peoples' perception of the social-cultural context of organizations than the actual phenomenon. He recommended leaders and managers to adopt appropriate and catchiest phrasing of explaining their current situation and their future actions. This study has a need for both quantitative and qualitative methods.

Regardless of how we decide to collect data, the project of uncovering social truths can become subordinate to the debate over which of these multiple data collection techniques and forms (data mining, surveys, regression, etc.) best capture the truth.⁵⁰

Schein identified three processes for creating and embedding culture. These are beliefs and assumptions of organization's founders. The second element is organizational experience. Third is new beliefs, values, and assumptions, such as assumptions and ideas brought in the organization by newly recruited members or leaders of the group. Out of all three of these factors, founders are the most important in establishing a culture.

Founders and leaders use a variety of methods to inspire organizational culture such as exhibits, ceremonies, and speeches. One of the ways that new members can be socialized is via the culture-sharing process. Leaders will use conscious and unconscious mechanisms of communication to share their beliefs, values, and assumptions with the members of the organization.

Schein provides six principal ways of fostering culture. The first important thing is the foremost things leaders pay attention to, including how they measure, control, reward, and drill down on to achieve goals. Paying attention to how leaders set agendas is one way to identify what is important to them.

Secondly, how a leader reacts to crisis when disaster strikes. People look for their leader to act and how leaders respond shows how important they are.

Also, thirdly, there are criteria for allocation of resources included how budgets are created and what to support. A series of projects contribute to an organization that helps shape culture. Fourthly, playing leadership role, teaching, coaching, and modelling. This includes how a leader communicates his/her understanding of political values and social context to others.

Fifth, individuals will compete for awards and rewards, there will be a positive correlation between recognition and status. This refers to how and what practices really take place.

Sixthly, to make culture able to be embedded and transmitted includes selection procedure for hiring, promotion procedures, retirement procedures, and important communication procedures within the company. This is more hidden form of influence because it works within organization structures. When new people join an organization, they will have a wealth of data so they can decipher the leader's goals. Most of the socialization processes are embedded within the normal working routines of the organization.⁵¹

Transitioning an organization into the new culture requires careful planning. It stated that several variables had influence on the low involvement of part-time faculty members in the college and suggested a way for improving their socialization process. Besides the statistical analysis of the questionnaire survey, the mixed method research design included open ended questions to gauge the state of mind in this population. This survey was conducted using mail, online surveys, and focus groups.

The findings of this study reveal that there are significant differences between those who viewed associate faculty as being part of a collective organizational culture and those who did not. This study also revealed that the regular university faculty do not have clearly defined responsibilities in the college.

Tinker's study suggests that part-time faculty members are extremely important in raising instruction quality, as they bring their outside life experience to classroom environment. The study utilized Schein's definition of socialization and shows how organizational culture has been influenced by teaching people to think as one.⁵²

Cultural Dimensions

There are various research papers and dialogues on culture. Some people think that organizational culture must be classified in categorically predetermined categories. A simplifying theory is always risky because one might lack the right variables. Type and dimensions provide a framework for organizing the complexity of organizational culture.

Schein's research indicated six different sub-dimensions of typology: (1) the organizations relationship to its environment, (2) the nature of human activity, (3) the nature of reality and truth, (4) the nature of time, (5) the nature of human nature, (6) the nature of human relationships, and (7) the nature of heterogeneity versus homogeneity. According to Deal and Kennedy, you need a high level of risk and slow feedback to fully describe culture.

The competition values framework is used to identify culture types to improve organizational effectiveness. This framework was originally developed through research on organizational effectiveness, using the concept of "culture" to indicate a continuum of "flexibility" and "discretion" on one side of the continuum and "control" and "stability" on the other side of the continuum. Each quadrant defines who the organization values the most.⁵³

Hierarchy culture emphasizes the stability and controlling the environment within an organization. This organization places a high priority on following rules and processes. Decisions are made by the top management, and anyone who disagrees is in the minority. Reputation for fiscal responsibility or thriftiness is highly beneficial. Through researching McDonalds and Wal-Mart, there are strong hierarchical cultures within the companies.

The Market culture, on the contrary, is internally-focused but stable and technologically advanced. Organizations in this culture will seek to ensure profitability, market dominance, and advancement

of their strategy. The culture in company is quite competitive. The attainment of individuals is rewarded. Companies like Hewlett Packard and General Electric are inclined to cultivate a “results-or-else leave type of work ethic.

There are both advantages and drawbacks associated with the Clan culture. Cross-functional teams are abundant; participation is encouraged, and value-based decisions are that of consensus. These organizations are focused on team building, individual dynamics, and employee commitment.

The Adhocracy culture is like the Clan culture in that it emphasizes adaptability and flexibility, but also focuses on the outside. The term "ad hoc" means "on the spot" or "for the immediate occasion". These large companies are innovative because they are always seeking the next product to meet the constantly changing needs of their customers. Taking risks is encouraged and people tend to wear many hats. Decisions are decentralized, allowing flexibility for quick response to external demands.

New and agile cultures are now becoming a trend within large-scale companies. The knowledge about organization's culture is important to increase the chances of organization's business success. This mismatch between culture and the environment can pose challenges for the survival of any organization. This profiling also can be used to find which leadership and management styles are naturally successful in specific cultures. There are many studies examining organizational culture which uses the "Competing Values" model as a framework, the image has shown below:

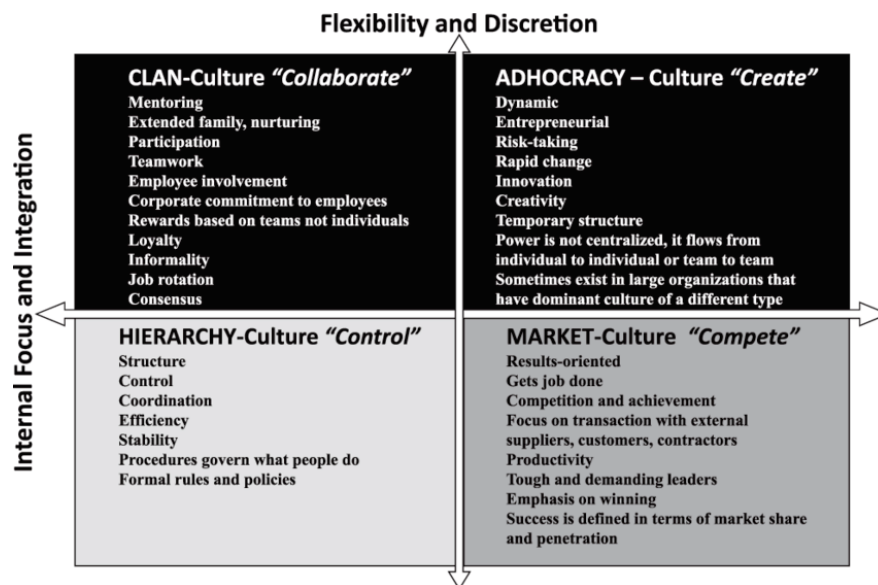


Figure 5- The Competing Values of Leadership, Effectiveness, and Organizational

The characteristics of the four organizational types represent a blend of various types of organizations however, “most organizations incorporate aspects of multiple quadrants.

Instruments like the Competing Values Framework help leaders distinguish between current-perceived organizational culture of an institution and that which the prospective organization should have. Leaders can better manage change by maintaining focus and behaving appropriately to make sure that their work is efficient.⁵⁴

Culture Strength

It is often said that culture is a powerful thing, with some cultures being stronger than others. Research reveals that strong culture is related to the collective efforts of employees, consistent results and vision with purpose.

Culture Congruence

A way to address the organization's culture is through cultural congruence. Congruence can be assessed in the culture at the organization as well as among the profession. Cultural incongruence can arise within an organization when different perceptions, strategies, and goals are flourishing. Overall, incongruence curtails an organization's effectiveness.⁵⁵

Culture Effectiveness

According to Quinn, good performance is important for organizations. However, organizational effectiveness is still challenging to describe in words. The value of an organization comes from what it considers success. Organization's core value is critical factor in their organizational culture.⁵⁶

Culture and Leadership

According to scholarly literature, organizational culture, and leadership, productivity and results are closely related. There have been several investigations into the association between leadership styles and culture and performance. In addition, other considerations such as behavioral patterns and actual results are both taken into account in research. More typically, 'creating' is used to describe a position like 'leading' or 'maintaining' in an organization. Additionally, leaders should appreciate and respect cultural differences.

Although culture and leadership are linked, few attempts have been made to identify how they relate to performance. And, because it is so frequently discussed, it is a pleasant that there is little study about the correlation between culture and leadership.

To succeed in an organization, the essence of leadership is persuasion and effort. The quality of one's leadership is significant in deciding success in resolving conflict. A leader must be capable of motivating others with a desire to do more than he/she receives. Also, they serve as a role model for the success of the organization, they help to set an example for others to follow. A different sort of leadership can make a different impression on the effectiveness of the organization as well.

Tolerance for creativity, consistency, long-term commitment, and loyalty are not the only aspects of OC that have a profound impact on team performance. The OC is used by new employees to solve problems, or guide the means of doing things, how a certain dress code is enforced, etc. both employees who are ready to be creative, and the overall performance of the organisation. the leader's interactions with his employees and colleagues have an impact on how the culture is laid out.

Many of the things you learn about leaders don't apply in a leadership development context don't apply outside of it. Management is preoccupied with their own culture at the expense of allowing a employee to see what is going on around them, but in many cases, this can be overcome. Among other things, an organization's culture is the unique mix of values, stories, beliefs, principles, and traditions. These policies and processes are frequently shaped and established by business leaders, and these include qualities such as agility, quality, and innovation.

As we discussed many times, however, those who believe there is a connection between leadership and culture believe it to be rare.

To appreciate exactly how culture relates to leadership, it is necessary to examine what it is doing in an organization. There are two approaches to looking at a culture as a variable in an organization: one views it as mutable and the other as malleable. a transformational approach to organizational culture. Some people think of culture as the molding the leader's mindset, thought process, and feelings, while others believe it to be the leader's motivation.

There are many reports that the role of OC and leadership are interrelated, taking the organization's life cycle into consideration. The leader shapes the values and beliefs of the organization, and, as the organization evolves, it also shapes leaders.

Leaders influences the development of the overall culture of the organization, but is, in part, a product of it. Most researchers agree that leaders influence their organizations and causes organizational change to follow.

Change of organizational culture is possible but depends on where the organization is at in the organizational history. Schein explores in detail the methodologies for organizations related to internal and change management techniques. To get diversity to emerge, it is better for leadership to establish diversity.

A leader failing on an external job may be forgiven or voted out but an internal leader's failure on his job cannot be tolerated. The fundamental understanding of culture includes an analysis of how an organization communicates with the outside world.

While Wilkin's asserts that a distinctive culture in an organization makes change impossible. He suggests that the organization's cultural nuances are not as profound as the anthropological analogy suggests and organizational culture is malleable and easily changed. Leaders should focus on what changes can be made and to what extent changes need to be made. Utilizing OCAI and Competing Values Framework is one way to understand the culture of employees and understanding their willingness to change.⁵⁷

Culture also appears to have a major influence on the leadership of organizations. To date, however, there is a considerable discussion as to whether a culture has the ability to form and influence a business leader. Some people argue that the culture is part of the organization and

considered to be a resource to be exploited. Leaders are generally requiring the skill to manage and influence the culture as well as to use it to their advantage.

On the other hand, the action of the organizational founders and their leaders will likely has the capacity to produce and exert a lasting impact on the culture.

The purpose and vision of a leader must be established, as well as the values they want to reinforce, are crucial in defining and sustaining their position. There is a lot of potential for the current role of leaders to guide a new direction that is ordered by a change in a company's vision and to keep and to influence its organization. So, it can be concluded that leaders can only think and respond in terms of ideas and feelings if everyone around them has certain thoughts and feelings in common.

Leadership and culture relationships with commitment

Mowday, Porter, and Steers state that employee commitment has been linked to behavior in the workplace that is advantageous for the company, as well as to an individual's identity and involvement. There have been numerous instances of transformational leadership proving to have a significant impact on employee commitment in both private- and public-sector organizations around the world. Controlled environments have been shown to have a negative effect on commitment, while unstable environments have been shown to have a positive influence on commitment.

The existence of these leadership and culture-based influence on employee commitment has been demonstrated, however, many managers and leadership theorists still assume that it is directly tied to the organization itself, rather than company policies and the latter having an impact on the former. People say that a leader should inspire hope, be a challenge, and offer an opportunity for people to commit, which leads to increased levels of dedication. The organization is projecting an identity that is meeting the needs and personality or is inconsistent with the employees.

Leaders who provide greater control and encourage people to act have a significant impact on their group's level of empowerment. Research has found a correlation between employee involvement and higher levels of commitment.

2.7 Background of the Organization (AYUSH)

In 2014 the AYUSH Ministry was formed to make it easier for people to get access to more effective health care systems. According to an earlier reference, the Department of Indian Medicine and Homoeopathy (ISM&H) was first formed in March 1995 and renamed in November 2003 to focus on Education and Research.

Objectives of AYUSH:

1. To improve the system of traditional medicine and homoeopathic colleges in India.
2. As part of a holistic reforms, to increase the power of existing research institutions and allow time-bound projects on diseases where existing treatment systems have an effective solution.
3. To develop long-term ideas for developing plants used in medication administration, growth, and production.
4. Changes in India's systems of pharmacology and homoeopathy (traditional Indian systems of medicine)

The list of organizations under AYUSH:

1. Central Council for Research in Ayurvedic Sciences
2. Central Council for Research in Yoga and Naturopathy
3. Central Council for Research in Unani Medicine
4. Central Council for Research in Siddha
5. Central Council for Research in Homoeopathy
6. Central Council for Indian Medicine
7. Central Council for Homoeopathy

Chapter-3: Methodology of Research

Sampling Design

This research was conducted in the Ministry of AYUSH. The study's focus on Group-A officers in research councils who are being exposed to organizational management and administration.

Sample size

The size of the sample population is 105. The margin of error has been considered as 10% and the desired confidence interval is 95%.

$$\text{Sample size} = \frac{\frac{z^2 \times p(1-p)}{e^2}}{1 + \left(\frac{z^2 \times p(1-p)}{e^2 N} \right)}$$

- $N = 2500 =$ population size
- $e = 10\% =$ Margin of error (percentage in decimal form)
- $z = 1.96 =$ z-score

Total sample population required is 93 for the targeted group. Researcher was able to collect total number of samples 105.

For the final study, reliability tests were performed to assess the internal consistency of each measure.

Based on the sample population, 105 questionnaires were distributed through the Administrative department and responses were collected.

Source of Primary Data

Primary data sources were mainly form the basis of the data collection. The primary information was collected from group-A officers which has helped the researcher to perform the required analysis and focused on findings thereby leading to conclusions.

Descriptive Survey

The survey was descriptive in nature and yields quantitative information that was summarized through statistical analyses. The research in particular uses the cross-sectional way of data collection.

Field Research Survey

One of the most popular data collection techniques in research was the questionnaire, which was used to collect the primary data. questionnaires were designed to be followed to allow final results to be obtained as quickly as possible To get an accurate idea of their attitudes, opinions, interests, and behaviors, research questionnaires were utilized.

A pilot test was carried out at the end of the final step, where the reliability of the questionnaire was verified. the term "random error" refers to the unpredictability of measurement. The word 'precision' has two meanings: 'accuracy' means a measurement, and 'precision' is the precision of the measuring instrument. To find out if the questionnaire measures what it claims to measure, the pilot study went through and discovered the answers.

For studies which assess the reliability of fact finding, reliability test alpha Cronbach are adequate. Results derived from pilot testing were compiled and analyzed using SPSS. A Cronbach coefficient (alpha) was given the go-ahead if alpha is .6 and above.

A questionnaire with four sections was used for different variables of the study which are mentioned below and hence there respective alpha's will be mentioned there:

1. Section A for Demographics
2. Section B for Leadership Styles
3. Section C for Employee Commitment
4. Section D for Organizational Culture

Section A Demographics

Here you will find answers to frequently asked questions about the participant, as well as information that is helpful in characterizing the survey respondents. The questionnaire is asking about age, educational background, tenure of service, and gender to discover their persona in terms of demographic characteristics.

Section B Leadership Styles

The initial part of this questionnaire asks the respondents about their background to obtain basic information about the demographics. The second section consists of questions that help to describe the group-A officers of research councils of AYUSH who uses various leadership styles. The instrument has been adopted from sage publication.

Leadership Style – 18 items	
	Cronbach's α
scale	0.644

Section C Employee Commitment

This section of the questionnaire is geared towards figuring out the employee's mindset, and the degree to which they feel aligned with their respective job and or the company. The employee commitment instrument has been adopted from The Institute for Employment Studies by Sue Hayday, who was IES Research Fellow.

Employee Commitment-27 items	
	Cronbach's α
scale	0.815

Section D Organizational Culture

This section of the questionnaire focusses on critical issues in business administration is that a business should have a cohesive, broadly held belief-based culture supported by well-considered strategies and a strong internal structure. When an organization has a vibrant organizational climate, three things happen: There are situations where employees know how their superiors want them to respond, and times where they believe the expected response is appropriate, and times when they expect to be rewarded. The organizational culture instrument is adapted from OCAQ by Marshall Sashkin, and William E. Rosenbach.

Organizational Culture – 30 items	
	Cronbach's α
scale	0.833

Pilot Study

There was a total of 25 questionnaires sent to the list of Group-A officers of research council of AYUSH and were asked to also fill them out the questionnaires. The group of officers who worked for AYUSH had the capacity to be surveyed was under consideration. Pilot testing had finished, so the final questionnaire was not modified according to the findings, since it was reliable enough to continue with the research work.

Reliability tests were done on the internal consistency of each measure to assess the truth of the findings of the pilot study. Alpha coefficients were given for the measuring instruments above.

Sampling Technique

To conduct a simple random sample of subjects from a larger population, we choose individuals at random from that group. Everyone is selected completely at random, and everyone in the population has an equal chance of being partaking in the sample. Regardless of the total number of samples to be tested, each individual sample has the same chances of being selected.

Limitations of the Study

This study has some potential limitations.

1. Future investigators should focus on studying the respondents for longer durations again and again which will be able to deliver the more consistent results.
2. Since most of the officers were from scientific domain it was difficult for them to understand the relevance of leadership, commitment, and culture.
3. The other limitation is about the time since most of the officers were from scientific background as compared to administration.
4. A longer duration would have given the researcher time to study a broader cross-section of officers in AYUSH organization.
5. The limitation of the relevant literature particularly considering the government organization was limited.

Data Processing

This research approach involved having the respondents complete a survey to collect relevant data, and additionally targeting those surveyed based on the topics of their inquiries to gather deeper insights. There has been a sample from a bigger group chosen to provide a statistical basis for estimating or predicting the information, the case of the occurrence or presence of an unknown condition, or an outcome with a larger population.

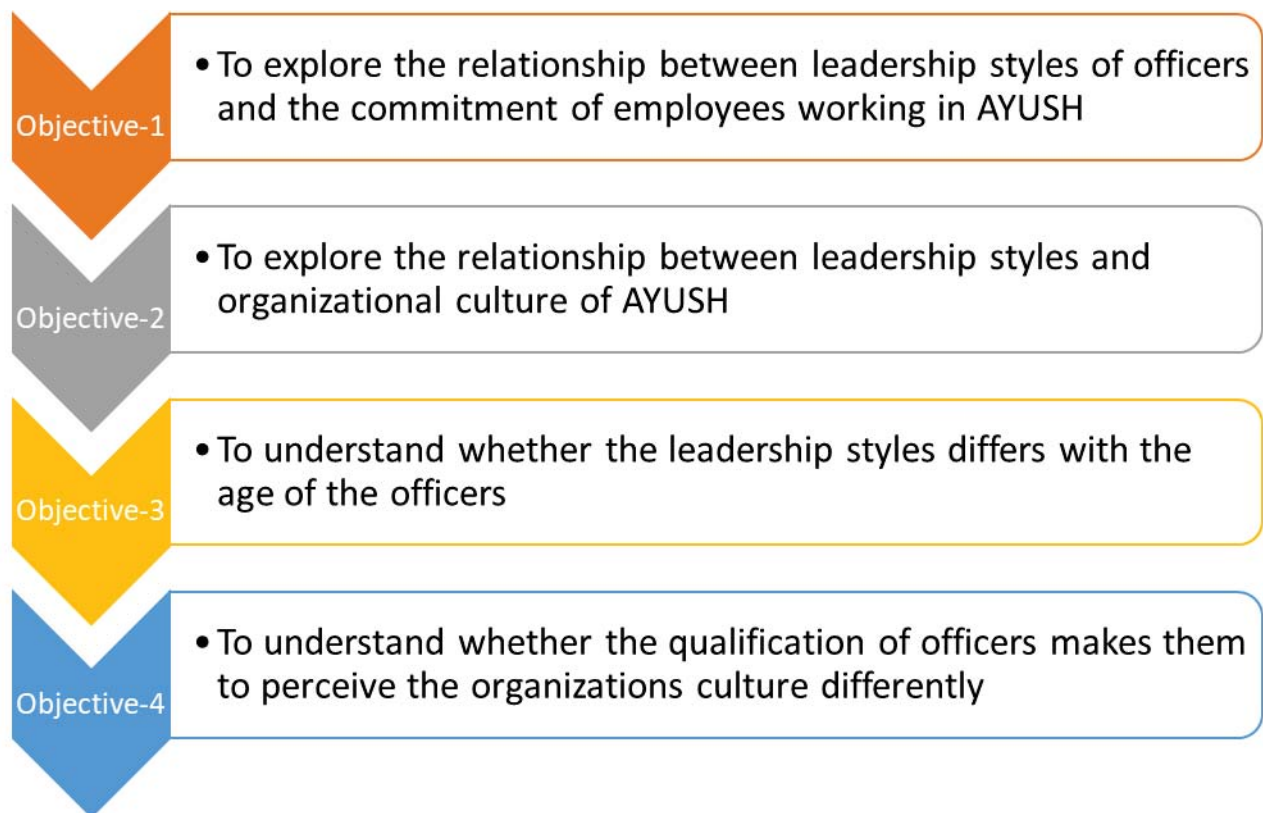
There were four section questionnaires, created to obtain data. The researcher secured permission from the respective organization before conducting the data collection by distributing the

questionnaire among the officers of group-A from AYUSH. At the start of every questionnaire was a cover letter saying that each participant will remain anonymous and is assured of confidentiality. the letter went into specific detail on the way to increase the study's effectiveness by increasing the number of study participants.

The researcher sent the entire questionnaire out to everyone and then made every effort to ensure management did not get it, including personally delivering it to potential respondents. The organizations supplied the information he needed to conduct the research. Thus, the purpose and use of the questionnaire was explained and the respondents were encouraged to complete it.

For statistical analysis, the researcher has coded the collected data and also labelled them appropriately. To analyze the data researcher has used SPSS and derived various insight by generating statistical inferences as well as by doing hypotheses testing to reach the objectives of the study.

Research Objectives



Chapter-4: Analysis of Data and Findings

This chapter focuses on understanding the data gathered by researcher for this study purpose. The researcher has tried to understand how the respondent's opinions about different questions asked by the researcher and also an attempt was made by researcher to put across his claims of research study in the manner of hypotheses testing. This chapter has three parts first is demographics, second is descriptive analysis and the last which is third one is hypotheses testing.

First Part- Demographic Analysis and Findings

D1: Which age group you belong to?

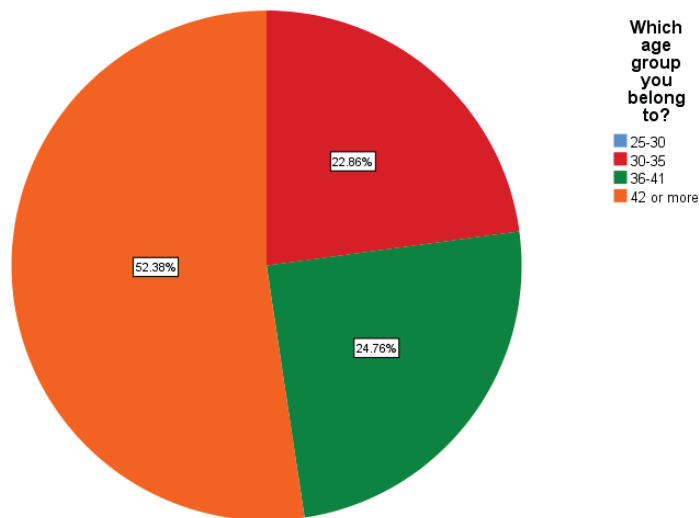


Figure 6: Age Group

Findings: From the above pie chart we can see that most of the Group A officers belong to the age category of 42 or more almost 50% are above 42 age group and rest are below it, still the youngsters in the group are from the age group of 30-35 years old category.

D2: What is your gender?

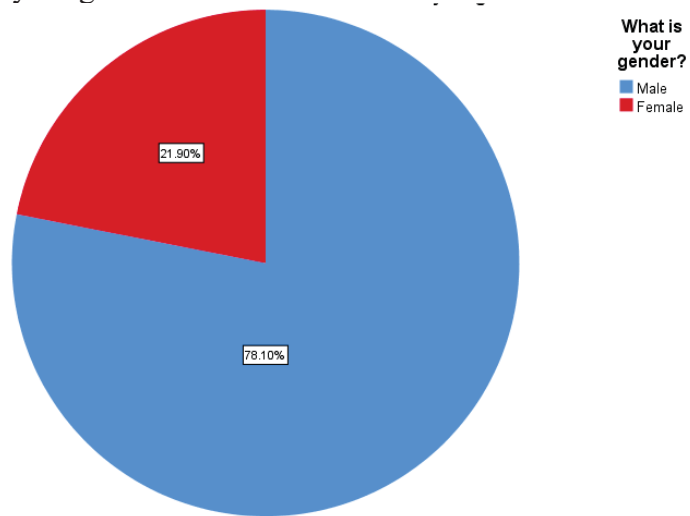


Figure 7: Gender

Findings: From the above pie chart we can say that male officers presentation were more as compare to the female officers, almost 80% are male officers while 20% are female officers working in the AYUSH.

D3: What is your highest level of education?

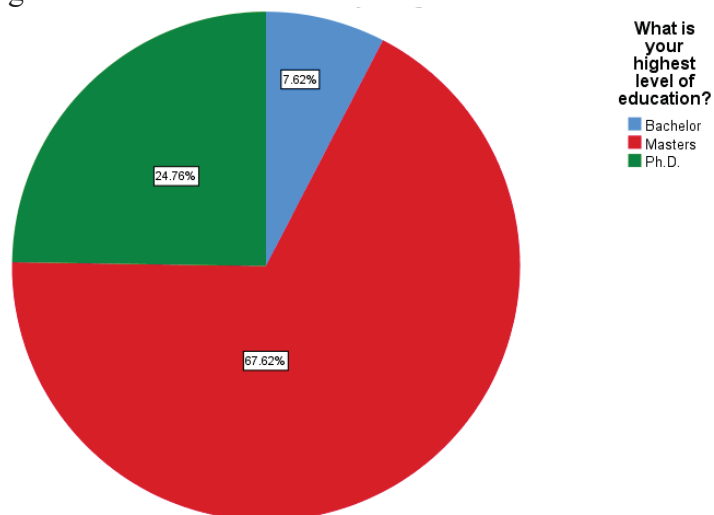


Figure 8: Education

Findings: From the above pie chart it is evident that most of the officers working in the AYUSH are having master's degree level education, at the same time we can say that officers with PhD are also significant in numbers whereas officers with bachelor level degree education are the least.

D4: How many years have you been working?

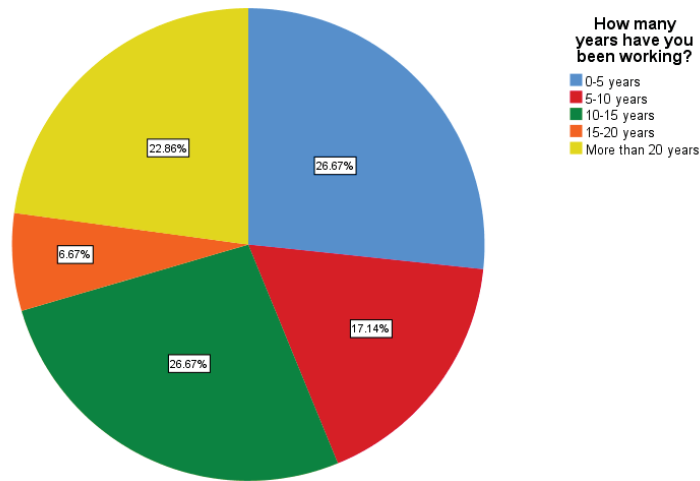


Figure 9: Work-experience

Findings: From the above pie chart we can say that officer working for 0-5 years or for that matter 10-15 years are the same one while the lowest number of officers are from the 15-20 years of experience, the highest years of experience was more than 20 years.

Second Part- Descriptive Analysis and Findings

L1: I think employees will perform their work if their superiors have monitored them.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	7	6.7	3.13	1.193	1.424
Disagree	34	32.4			
Neutral	15	14.3			
Agree	36	34.3			
Strongly Agree	13	12.4			
Total	105	100.0			

Table 1:Employee perform-superiors monitored

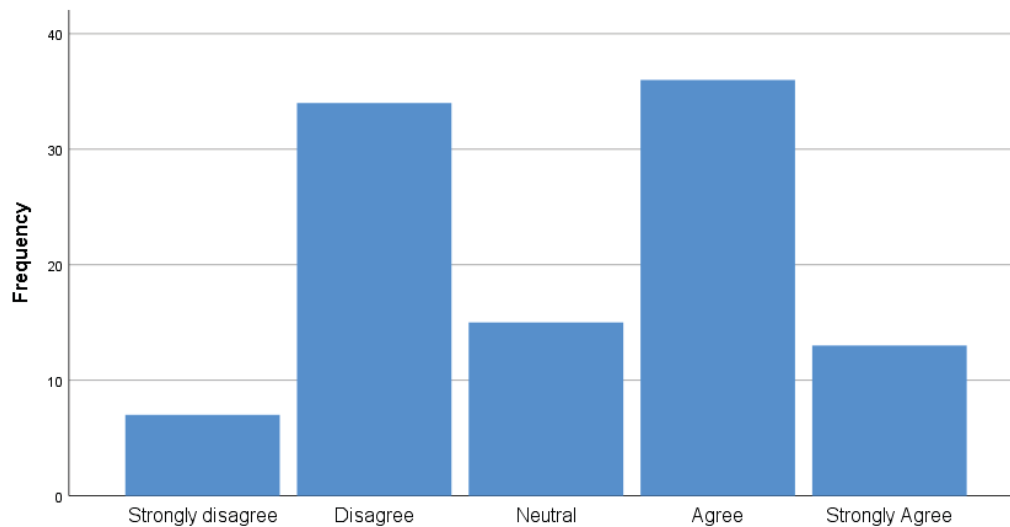


Figure 10:Employee perform-superiors monitored

Findings: The above statistics table and chart suggests that around 53% of the total samples are saying that it's not necessary to monitor the employees, employees can perform on their own whereas 47% believes that the employees need monitoring by their superiors. The data spread and concentration is given as are mean=3.13, std. dev. = 1.193 and Var=1.424.

L2: I believe that officers should be considered an integral part of the decision-making process.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	7	6.7	3.93	1.250	1.563
Disagree	13	12.4			
Neutral	4	3.8			
Agree	37	35.2			
Strongly Agree	44	41.9			
Total	105	100.0			

Table 2:Officers- Decision Making process

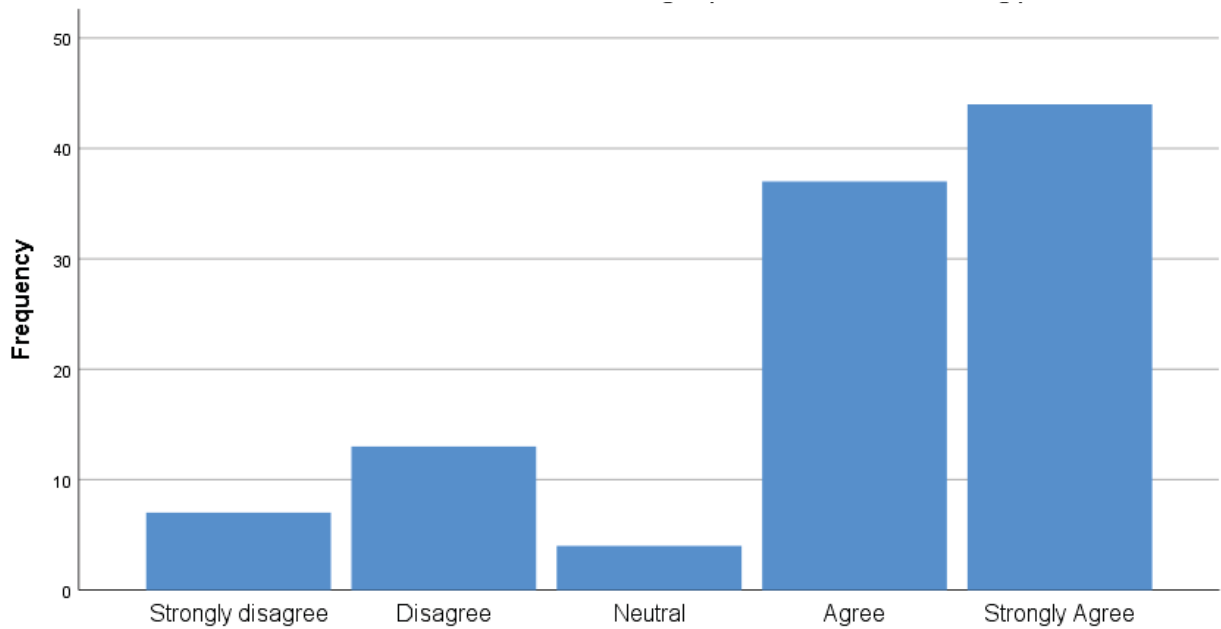


Figure 11:Officers- Decision Making process

Findings: The above statistics table and chart suggests that around 77% of the total samples are saying that organization should consider the officers as their integral part of decision making. The data spread and concentration is given as mean=3.93, std. dev. = 1.250 and Var=1.563.

L3: I think officers should empower their employees to perform on their own in case of critical situations.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	3	2.9	3.12	1.016	1.033
Disagree	33	31.4			
Neutral	23	21.9			
Agree	40	38.1			
Strongly Agree	6	5.7			
Total	105	100.0			

Table 3:Officers empower their Employees-Critical situation

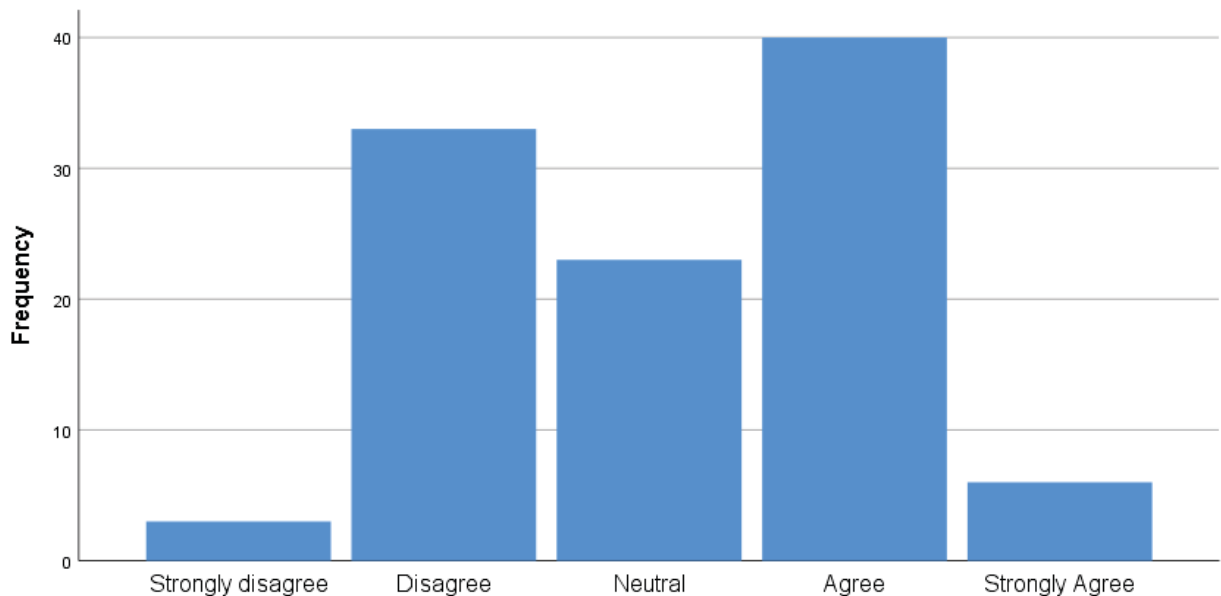


Figure 12:Officers empower their Employees-Critical situation.

Findings: The above statistics table and chart suggests that around 56% of the total samples are saying that officers should not empower their employees to perform in their own in critical situation whereas 44% says opposite that employees should be empowered one to perform on their own in critical situations. The data spread and concentration is given as mean=3.12, std. dev. = 1.016 and Var=1.033.

L4: I can say that most workforce in this organization is not so energetic.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	29	27.6	1.94	0.770	0.593
Disagree	58	55.2			
Neutral	13	12.4			
Agree	5	4.8			
Strongly Agree	0	0			
Total	105	100.0			

Table 4: Workforce is not so energetic

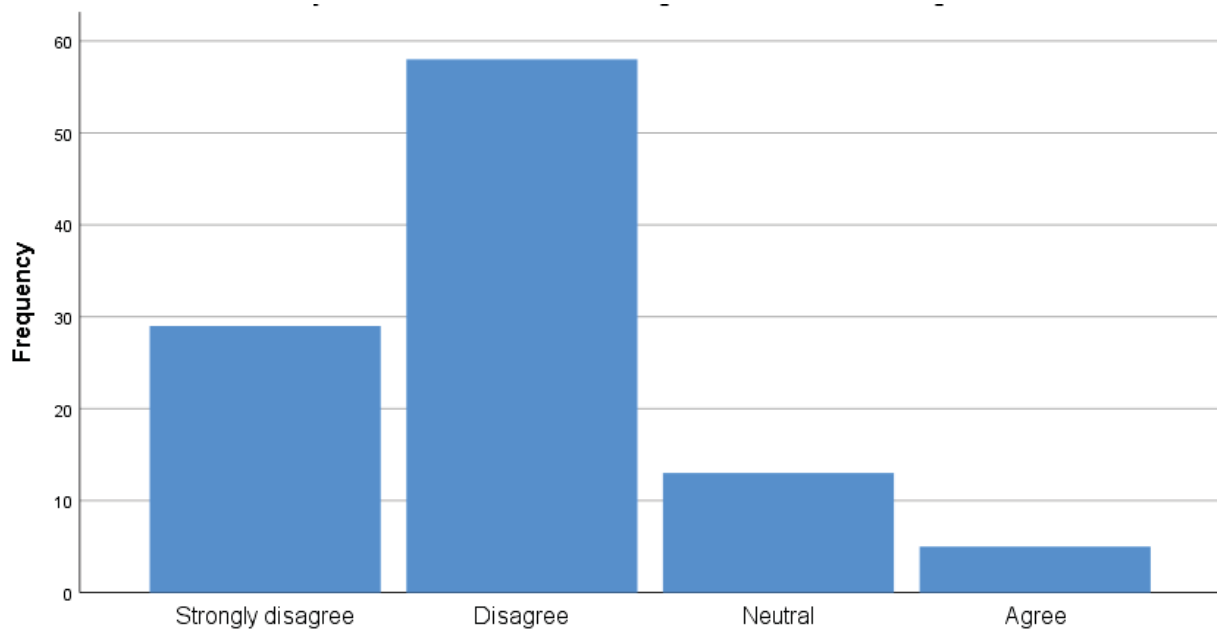


Figure 13: Workforce is not so energetic

Findings: The above statistics table and chart suggests that almost all samples are saying that officers believe that their workforce is energetic one. The data spread and concentration is given as mean=3.12, std. dev. = 1.016 and Var=1.033.

L5: I think someone who mentor/coach their employees at ease is an example of a good leader.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	4.39	0.753	0.567
Disagree	2	1.9			
Neutral	5	4.8			
Agree	44	41.9			
Strongly Agree	53	50.5			
Total	105	100.0			

Table 5:Who mentor employees- a good leader.

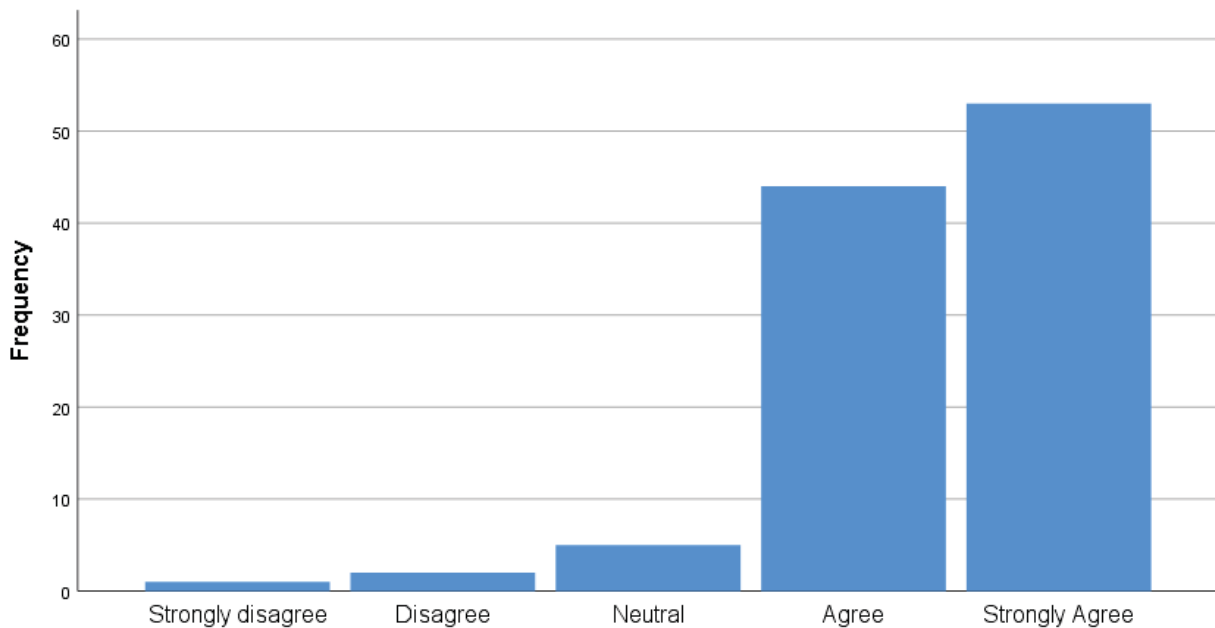


Figure 14:Who mentor employees- a good leader.

Findings: The above statistics table and chart suggests that around 92% of the total samples are saying that officers who coach and mentor their respective employees are the example of good leader. The data spread and concentration is given as mean=4.39, std. dev. = 0.753 and Var=0.567.

L6: I think, sometimes, the leader should not intervene in how employees perform their task.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	5	4.8	3.03	1.060	1.124
Disagree	36	34.3			
Neutral	21	20.0			
Agree	37	35.2			
Strongly Agree	6	5.7			
Total	105	100.0			

Table 6: Leader should not intervene

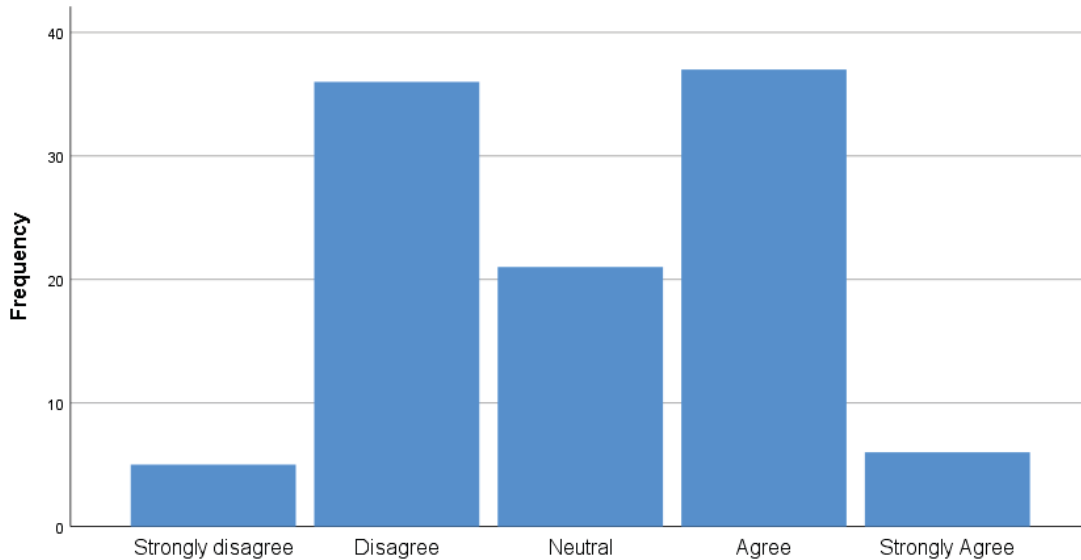


Figure 15: Leader should not intervene

Findings: The above statistics table and chart suggests that around 59% of the total samples are saying that officers should intervene about how their employees are working while on the other hand 41% officers believe they should not intervene in employees working affairs. The data spread and concentration is given as mean=3.03, std. dev. = 1.060 and Var=1.124.

L7: I think rewards and recognition, or fines should be placed according to the work of the employee.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	2	1.9	3.70	0.919	0.845
Disagree	11	10.5			
Neutral	19	18.1			
Agree	57	54.3			
Strongly Agree	16	15.2			
Total	105	100.0			

Table 7: Rewards, recognition or fines should be placed.

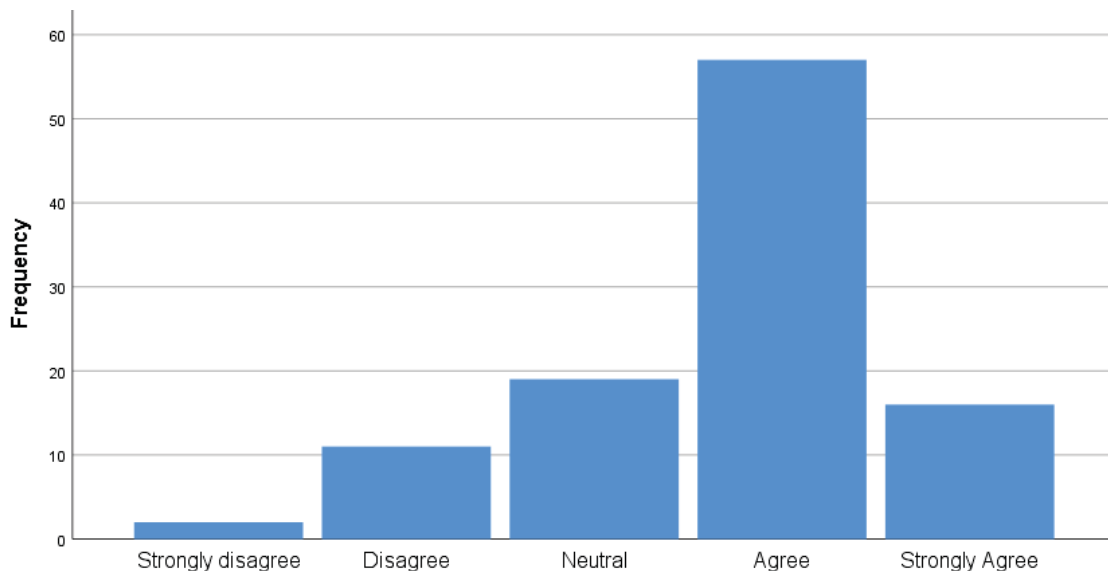


Figure 16: Rewards, recognition or fines should be placed.

Findings: The above statistics table and chart suggests that around 70% of the total samples are saying that officers believe that the employees should imposed with fines when the work is not done appropriately and when the work is done appropriately they should also get rewards and recognition. The data spread and concentration is given as mean=3.70, std. dev. = 0.919 and Var=0.845.

L8: In completing any work, leaders must ensure that they should provide clear communication to their employee and offer them support if needed.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	4.18	0.731	0.534
Disagree	4	3.8			
Neutral	2	1.9			
Agree	66	62.9			
Strongly Agree	32	30.5			
Total	105	100.0			

Table 8:Leaders - provide clear communication.

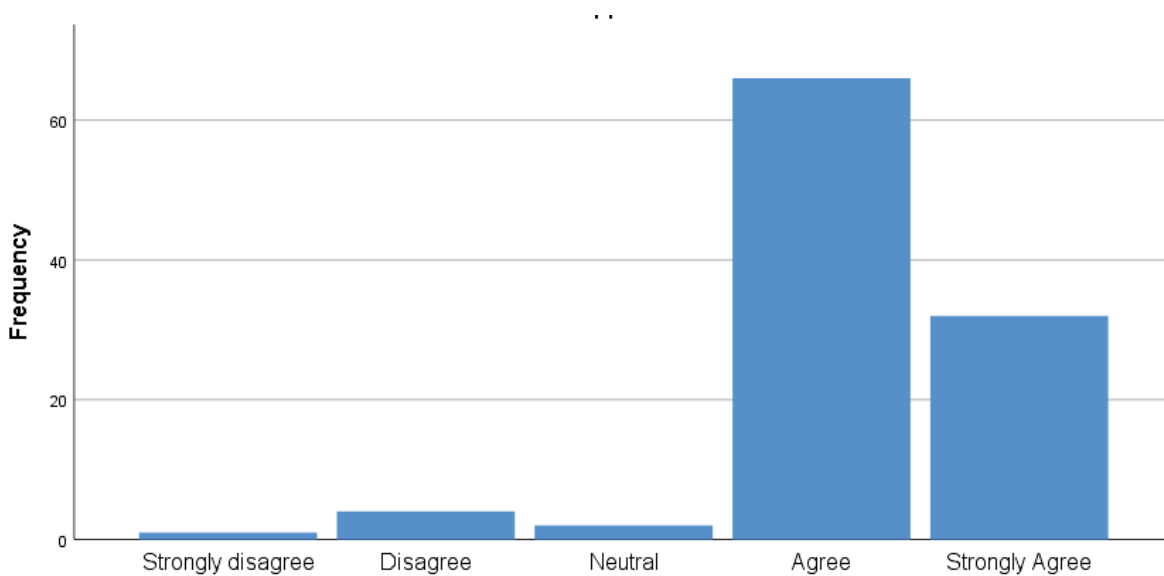


Figure 17:Leaders - provide clear communication.

Findings: The above statistics table and chart suggests that around 93% of the total samples are saying that officers should be able to communicate the employees their expectations or work-related outlines and officers should also extend their support to the employees if there is a need. The data spread and concentration is given as mean=4.18, std. dev. = 0.731 and Var=0.534.

L9: I believe that self-appraisal should be practice diligently.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	3.86	0.802	0.643
Disagree	8	7.6			
Neutral	12	11.4			
Agree	68	64.8			
Strongly Agree	16	15.2			
Total	105	100.0			

Table 9:Self-appraisal – practice diligently.

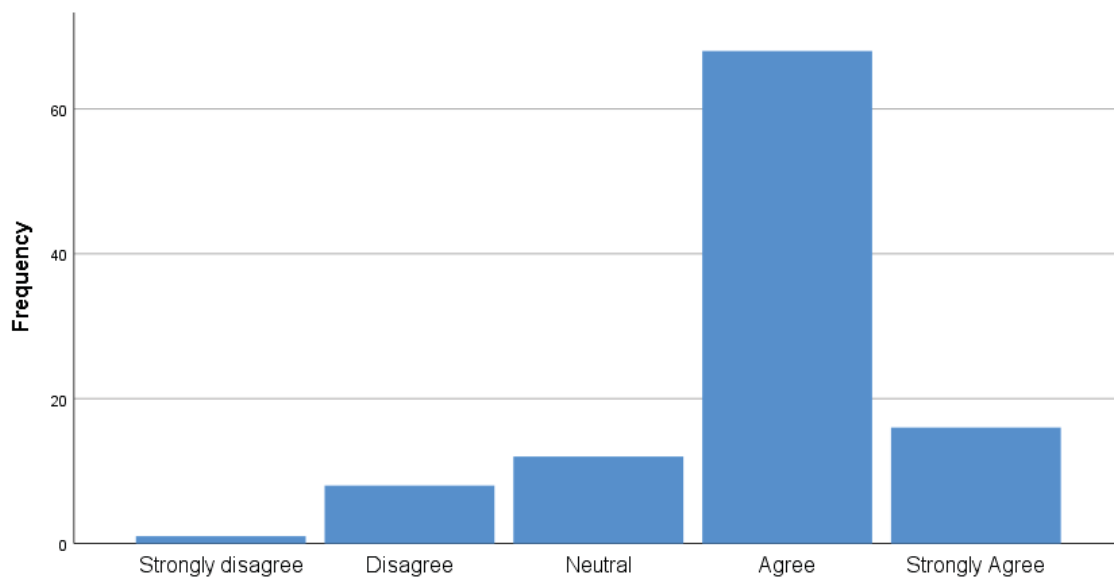


Figure 18:Self-appraisal – practice diligently.

Findings: The above statistics table and chart suggests that around 80% of the total samples are saying that officers believe that everyone in the organization should practice the self-appraisal, where they will be in a right position to evaluate themselves in correct manner. The data spread and concentration is given as mean=3.86, std. dev. = 0.802 and Var=0.643.

L10: Coaching and mentoring can play a significant role in making employees more confident and courageous in their actions.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	3	2.9	3.09	1.020	1.041
Disagree	36	34.3			
Neutral	20	19.0			
Agree	41	39.0			
Strongly Agree	5	4.8			
Total	105	100.0			

Table 10: Coaching and mentoring role making more confident

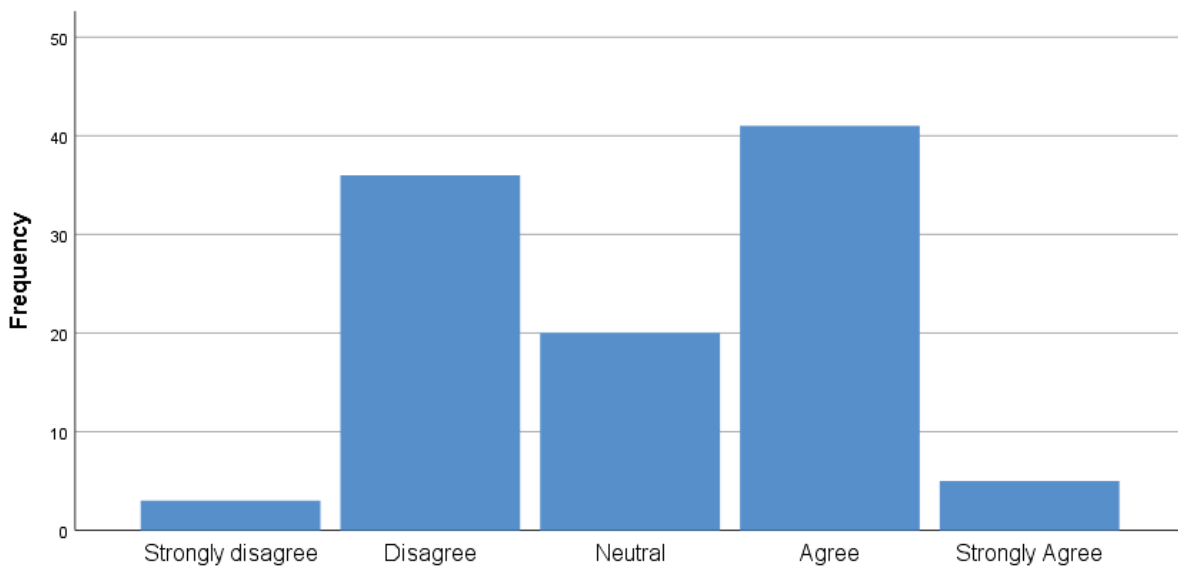


Figure 19: Coaching and mentoring role making more confident

Findings: The above statistics table and chart suggests that almost 44% officers believe that coaching and mentoring employees will make employees feel more confident and courageous while around 56% of the total samples are saying that coaching and mentoring the employees will not serve much purpose in making them confident and courageous. The data spread and concentration is given as mean=3.09, std. dev. = 1.020 and Var=1.041.

L11: I believe that a true leader always ensures that they do their employees' handholding to complete their work efficiently and effectively.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	4.08	0.567	.0321
Disagree	2	1.9			
Neutral	7	6.7			
Agree	77	73.3			
Strongly Agree	19	18.1			
Total	105	100.0			

Table 11: True leader do handholding

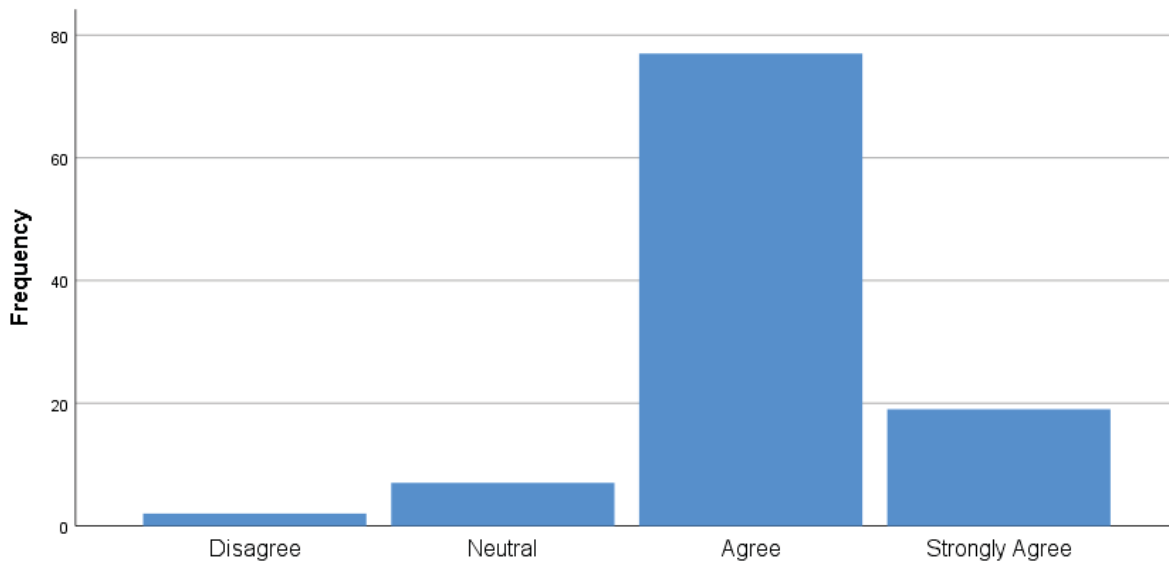


Figure 20: True leader do handholding

Findings: The above statistics table and chart suggests that around 92% of the total samples are saying that officers should handhold their employees so that they can complete their respective work more efficiently and effectively. The data spread and concentration is given as mean=3.03, std. dev. = 1.060 and Var=1.124.

L12: For the growth of any organization, autonomy to their employees plays the most significant role.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	2	1.9	3.61	0.872	0.760
Disagree	13	12.4			
Neutral	17	16.2			
Agree	65	61.9			
Strongly Agree	8	7.6			
Total	105	100.0			

Table 12: 12Organization growth – Autonomy of employees

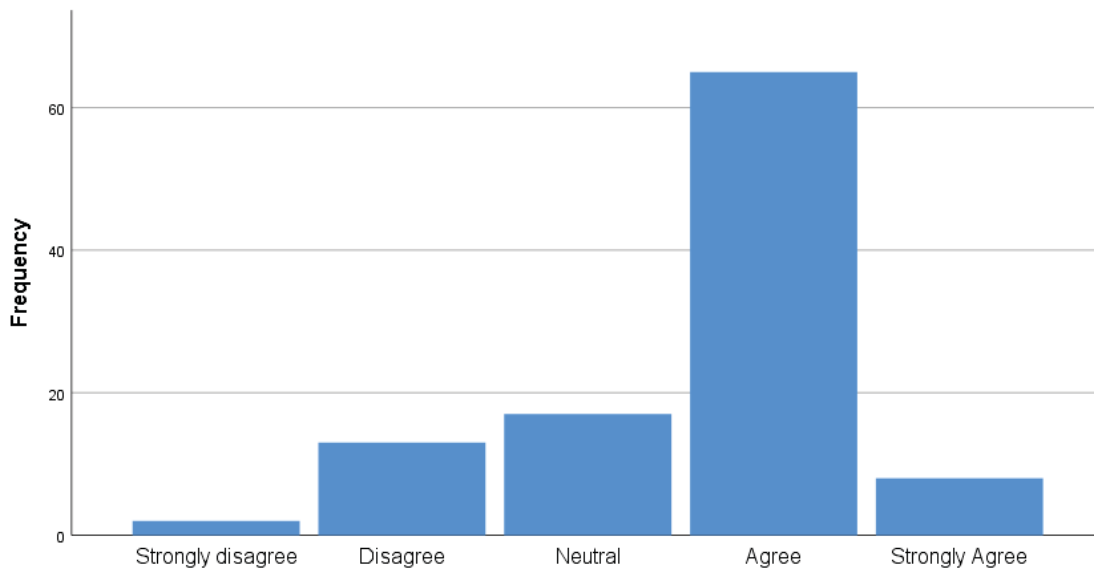


Figure 21: Organization growth – Autonomy of employees

Findings: The above statistics table and chart suggests that around 70% of the total samples are saying that officers believe that to grow leaps and bounds in terms of organization one should give autonomy to their employees. The data spread and concentration is given as mean=3.61, std. dev. = 0.872 and Var=0.760.

L13: I believe that people working in the leadership position have the onus on themselves to decide the team or individual employee's accomplishment.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	3	2.9	3.55	0.930	0.865
Disagree	16	15.2			
Neutral	13	12.4			
Agree	66	62.9			
Strongly Agree	7	6.7			
Total	105	100.0			

Table 13: People in leadership position –onus on accomplishment

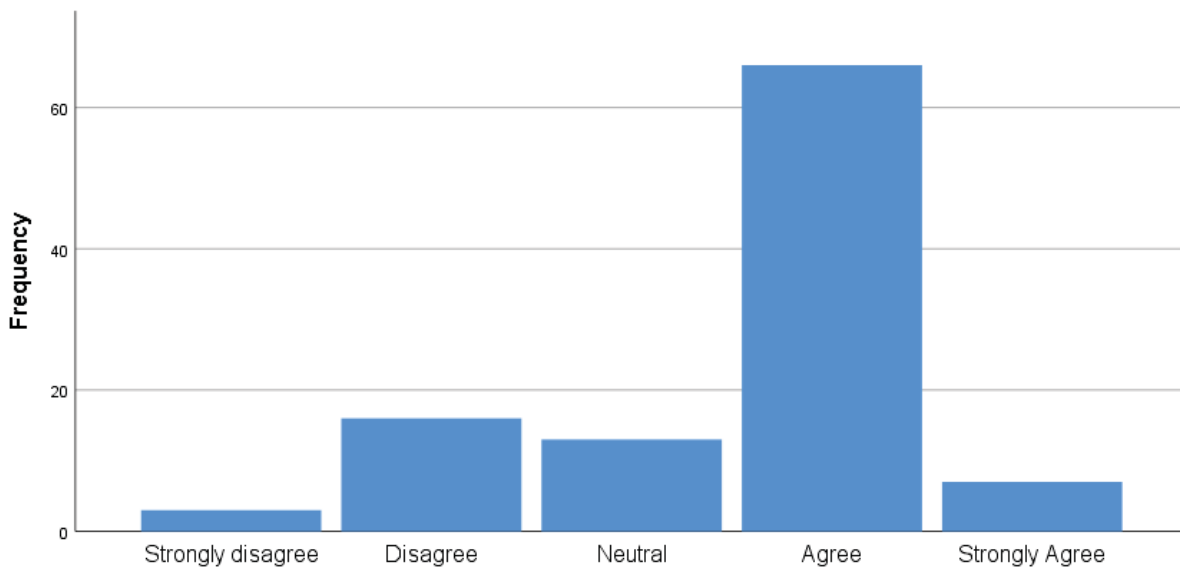


Figure 22: People in leadership position –onus on accomplishment

Findings: The above statistics table and chart suggests that around 70% of the total samples are saying that officers believe that organization operates in top-down fashion and also they are in a position to decide the employees accomplishment as an individuals as well as teams. The data spread and concentration is given as mean=3.55, std. dev. = 0.930 and Var=0.865.

L14: I think sometimes leaders should help their employees discover themselves to realize their true potential at work.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	2	1.9	3.81	0.878	0.771
Disagree	9	8.6			
Neutral	13	12.4			
Agree	64	61.0			
Strongly Agree	17	16.2			
Total	105	100.0			

Table 14: Leaders discover employee's potential.

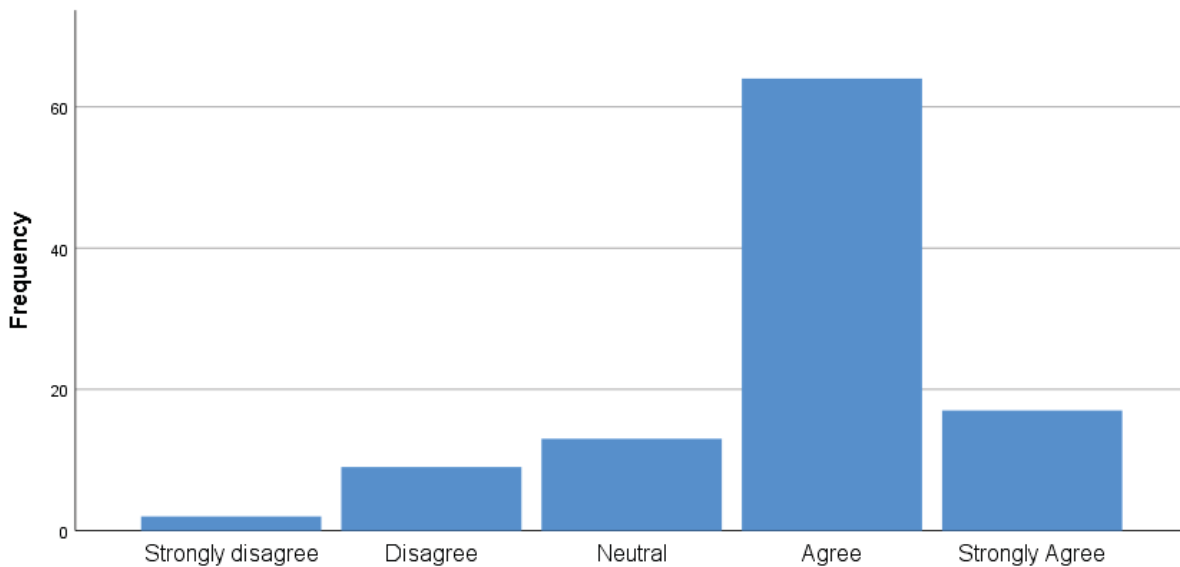


Figure 23: Leaders discover employee's potential.

Findings: The above statistics table and chart suggests that around 78% of the total samples are saying that officers believe that they should help the employees to realize their true potential so that they can perform at their peak of abilities. The data spread and concentration is given as mean=3.81, std. dev. = 0.878 and Var=0.771.

L15: I believe that sometimes leaders should allow their employees to be on their own whether it is context of decision-making or work execution.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	4	3.8	3.39	1.024	1.048
Disagree	22	21.0			
Neutral	16	15.2			
Agree	55	52.4			
Strongly Agree	8	7.6			
Total	105	100.0			

Table 15: Leaders allow decision-making or work execution

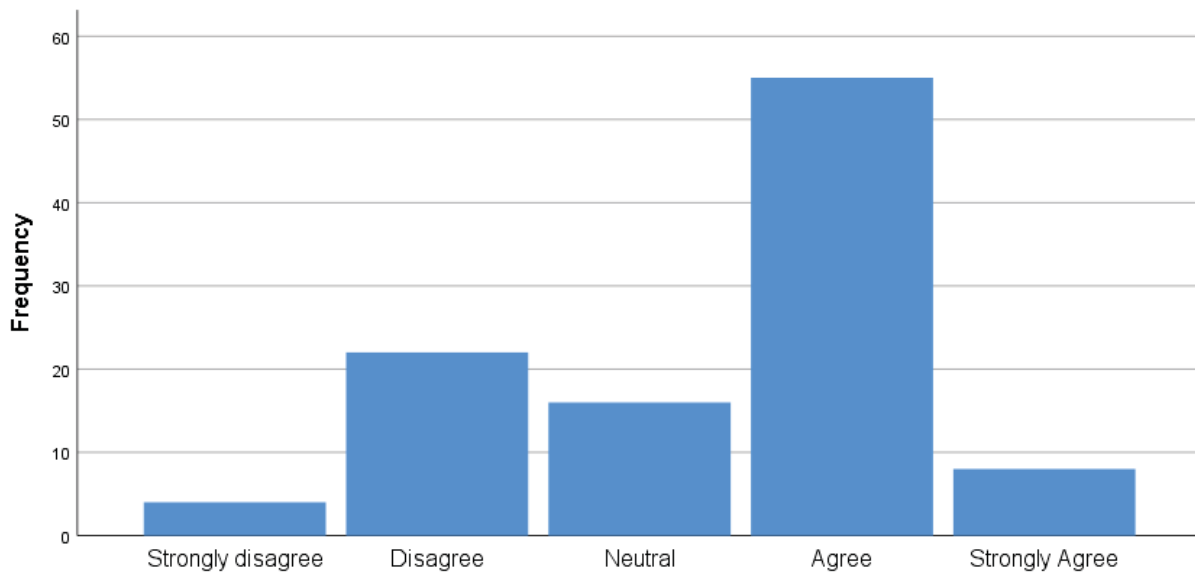


Figure 24: Leaders allow decision-making or work execution

Findings: The above statistics table and chart suggests that around 60% of the total samples are saying that officers should allow their respective employees to be on their own while performing or executing their work and also in case of decision making whereas 40% of officers doesn't feel the same way they are in oppose of this. The data spread and concentration is given as mean=3.39, std. dev. = 1.024 and Var=1.048.

L16: I think a leader who follows the feedback mechanism is more effective and efficient in their performances.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	3.94	0.745	0.554
Disagree	4	3.8			
Neutral	14	13.3			
Agree	67	63.8			
Strongly Agree	19	18.1			
Total	105	100.0			

Table 16: Leader follows feedback mechanism

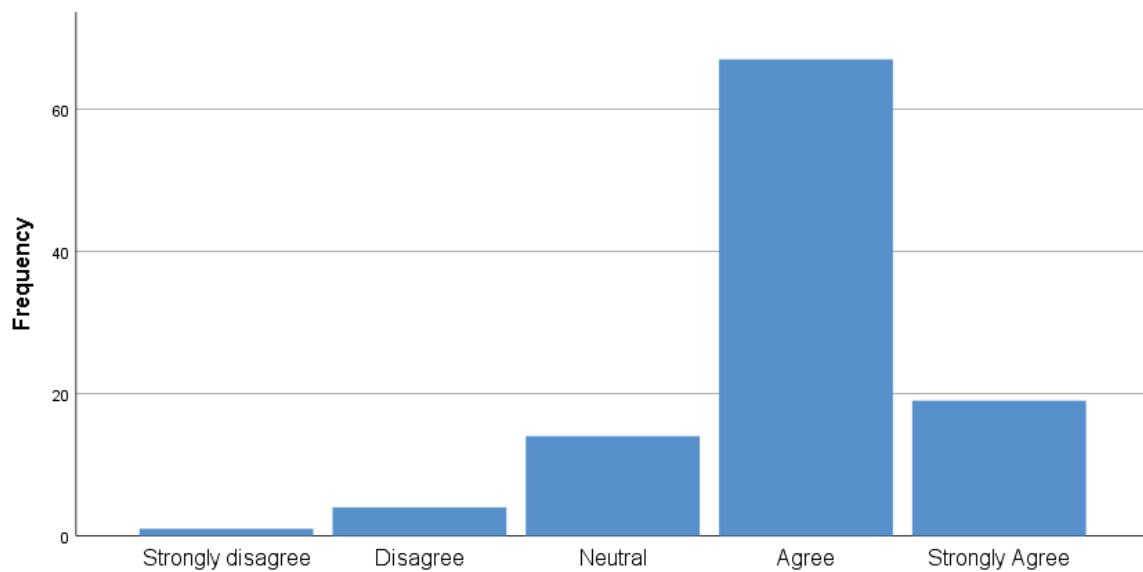


Table 17: Leader follows feedback mechanism

Findings: The above statistics table and chart suggests that around 82% of the total samples are saying that officers who follow the method of feedback mechanism constructively they come out as a leader who is able to deliver the performance with efficiency and effectiveness. The data spread and concentration is given as mean=3.94, std. dev. = 0.745 and Var=0.554.

L17: I believe that leaders should be aware of their employees' competencies and capacities and be mindful of their limitations.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	4.06	0.633	0.401
Disagree	2	1.9			
Neutral	12	11.4			
Agree	69	65.7			
Strongly Agree	22	21.0			
Total	105	100.0			

Table 18: Leaders aware of employees' competencies and capacities

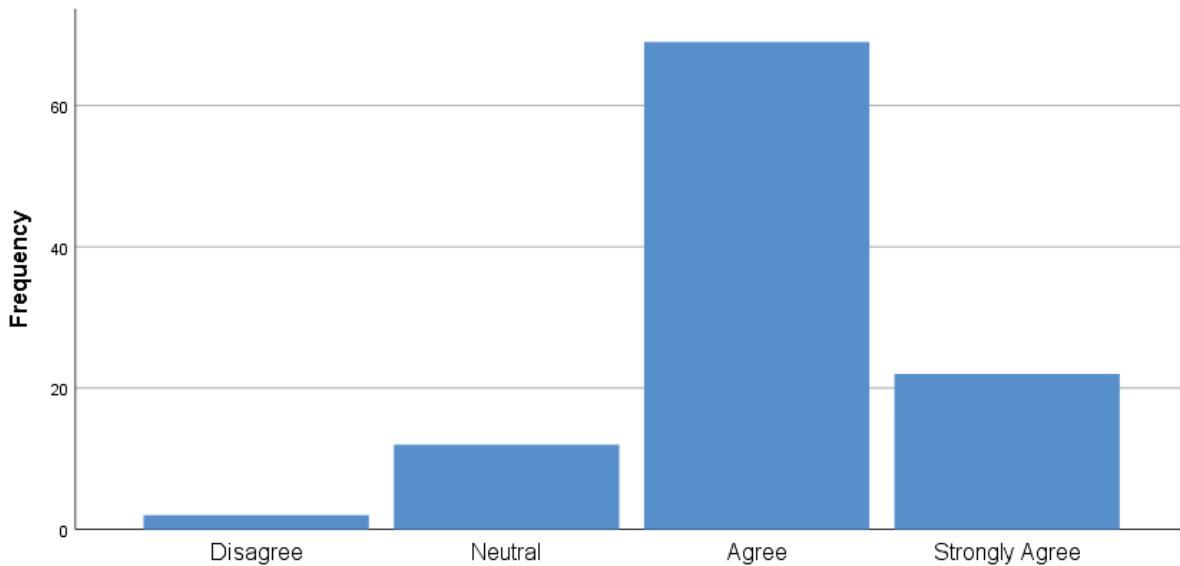


Figure 25: Leaders aware of employees' competencies and capacities

Findings: The above statistics table and chart suggests that around 87% of the total samples are saying that officers should have complete awareness of the competencies as well as capacities of their respective employees and, they should be well informed and aware about their limitations. The data spread and concentration is given as mean=4.06, std. dev. = 0.633 and Var=0.401.

L18: Most of the time, employees work independently without any support from their superior, peer or colleague.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	4	3.8	2.63	0.943	0.890
Disagree	58	55.2			
Neutral	19	18.1			
Agree	21	20.0			
Strongly Agree	3	2.9			
Total	105	100.0			

Table 19: Employees work independently

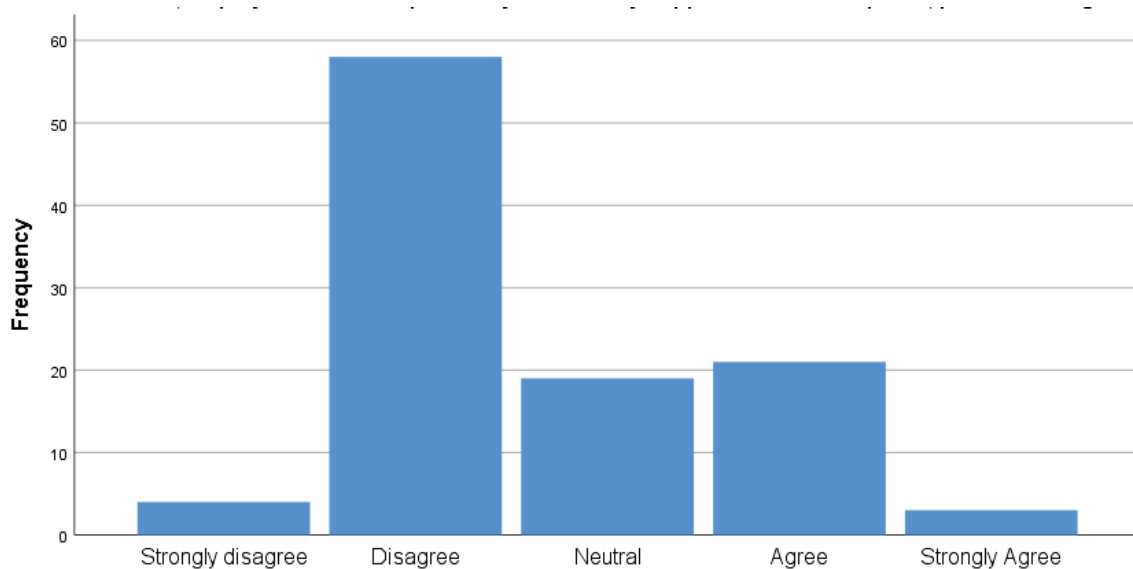


Figure 26: Employees work independently

Findings: The above statistics table and chart suggests that around 77% of the total samples are saying that officers believe that most of the time their employees work on their own that means without the support of their peers, superiors, and leaders. The data spread and concentration is given as mean=2.63, std. dev. = 0.943 and Var=0.890.

E1: I believe that working in this organization is a good idea.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	4.07	0.724	0.524
Disagree	0	0			
Neutral	24	22.9			
Agree	50	47.6			
Strongly Agree	31	29.5			
Total	105	100.0			

Table 20: Working in this organization a good idea

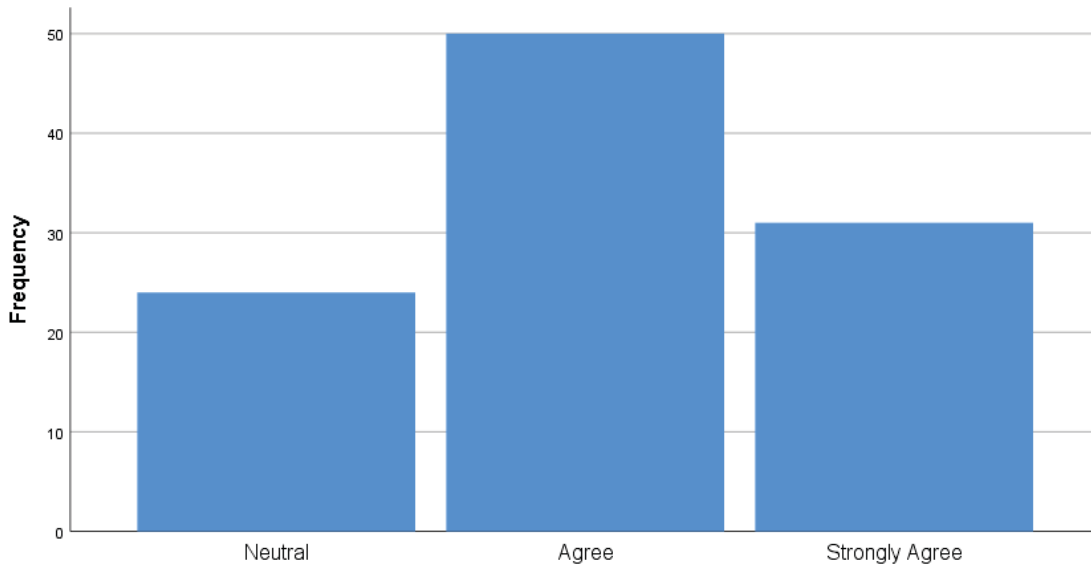


Figure 27: Working in this organization a good idea

Findings: The above statistics table and chart suggests that around 77% of the total samples are saying that officers believe that working for this organization is a good idea. The data spread and concentration is given as mean=4.07, std. dev. = 0.724 and Var=0.524.

E2: I think employees working in this organization are sincere in their efforts.(R)

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	3	2.9	2.02	0.990	0.980
Disagree	7	6.7			
Neutral	13	12.4			
Agree	48	45.7			
Strongly Agree	34	32.4			
Total	105	100.0			

Table 21: Employees are sincere in efforts

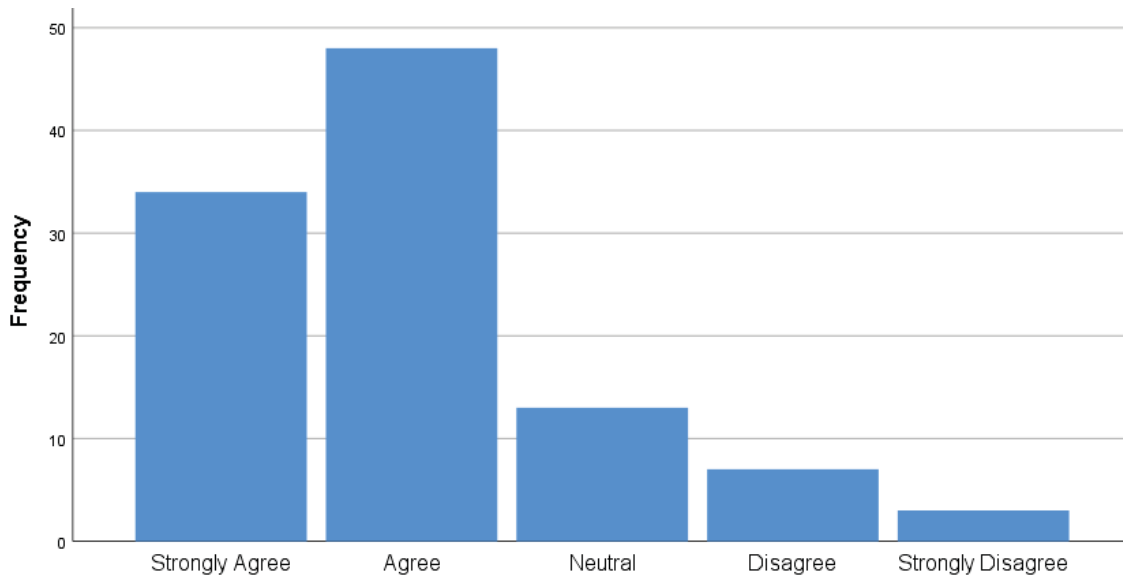


Figure 28: Employees are sincere in efforts

Findings: The above statistics table and chart suggests that around 78% of the total samples are saying that officers believe that employees who work in this organization are sincere in their efforts towards their work. The data spread and concentration is given as mean=2.02, std. dev. = 0.990 and Var=0.980.

E3: I think employees do not mind taking up any tasks to remain relevant in the organization.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	3	2.9	3.81	1.039	1.079
Disagree	9	8.6			
Neutral	23	21.9			
Agree	40	38.1			
Strongly Agree	30	28.6			
Total	105	100.0			

Table 22: Employees take up any task

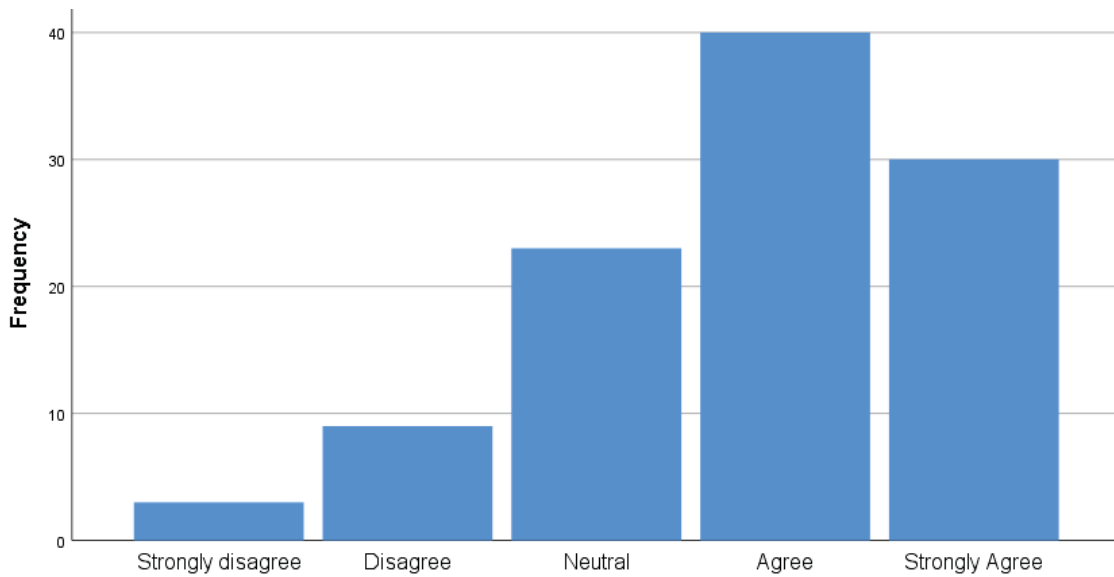


Figure 29: Employees take up any task

Findings: The above statistics table and chart suggests that around 67% of the total samples are saying that officers believe that employees working in this organization are ready to take up any work and do not mind executing it. The data spread and concentration is given as mean=3.81, std. dev. = 1.039 and Var=1.079.

E4: I believe the values of the organization and myself are inline.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	3.85	0.806	0.650
Disagree	6	5.7			
Neutral	25	23.8			
Agree	53	50.5			
Strongly Agree	21	20.0			
Total	105	100.0			

Table 23: Values of the organization and myself are inline

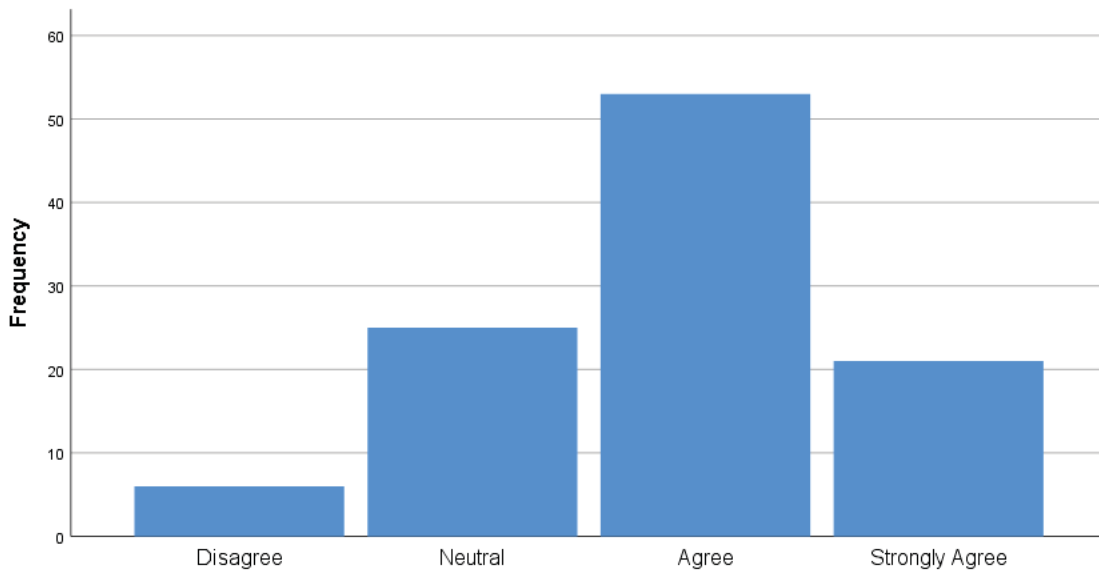


Figure 30: Values of the organization and myself are inline

Findings: The above statistics table and chart suggests that around 71% of the total samples are saying that officers believe that the values of the organization they are working for are very much align to their own values and they value this more as an individual. The data spread and concentration is given as mean=3.85, std. dev. = 0.806 and Var=0.650.

E5: I think employees are ready to adapt themselves so that they can achieve the organization's goal efficiently.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	4.26	0.572	0.327
Disagree	1	1.0			
Neutral	4	3.8			
Agree	67	63.8			
Strongly Agree	33	31.4			
Total	105	100.0			

Table 24: Employees are ready to adapt

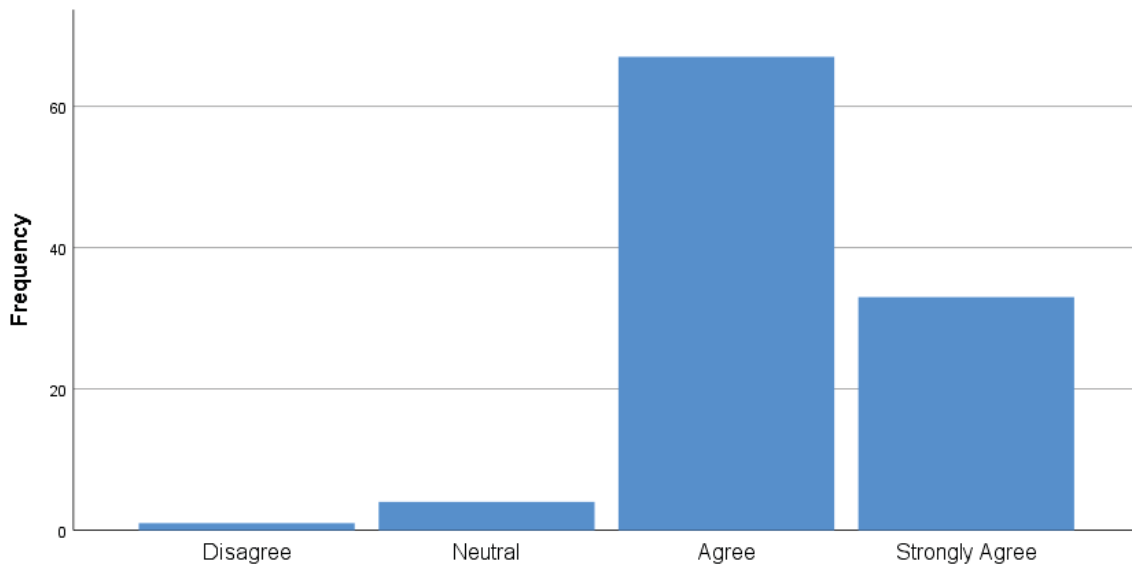


Figure 31: Employees are ready to adapt

Findings: The above statistics table and chart suggests that around 95% of the total samples are saying that officers believe that employees who work for this organization are ready to adapt themselves as per the environment and according to the needs of the work. The data spread and concentration is given as mean=4.26, std. dev. = 0.572 and Var=0.327.

E6: I believe employees working in this organization have complete awareness about where the organization is heading.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	4.03	0.563	0.316
Disagree	1	1.0			
Neutral	12	11.4			
Agree	75	71.4			
Strongly Agree	17	16.2			
Total	105	100.0			

Table 25: Employees are aware about where the organization is heading

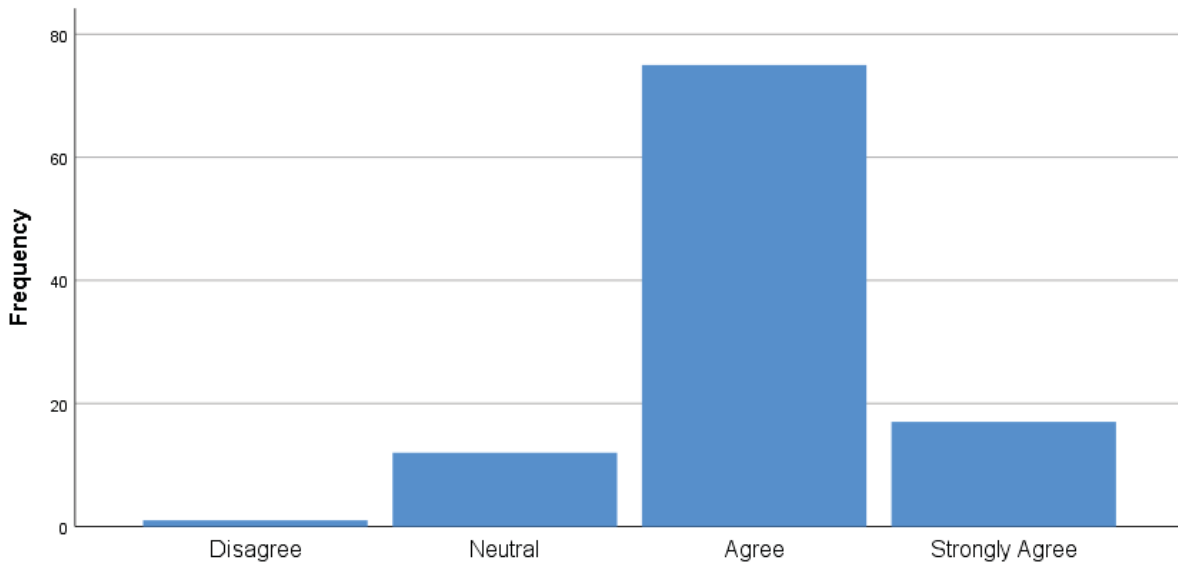


Figure 32: Employees are aware about where the organization is heading

Findings: The above statistics table and chart suggests that around 88% of the total samples are saying that officers believe that employees know how and where the organization heading, and they have complete awareness. The data spread and concentration is given as mean=4.03, std. dev. = 0.563 and Var=0.316.

E7: I think employees feel content by working for this organization.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	4.37	0.683	0.466
Disagree	1	1.0			
Neutral	9	8.6			
Agree	45	42.9			
Strongly Agree	50	47.6			
Total	105	100.0			

Table 26: Employees feel content

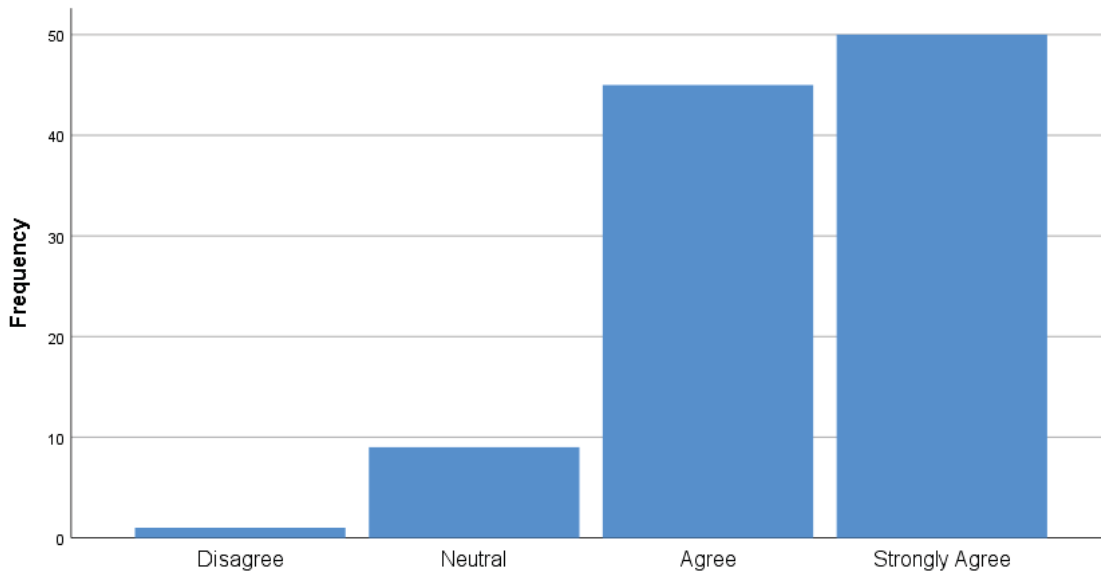


Figure 33: Employees feel content

Findings: The above statistics table and chart suggests that around 90% of the total samples are saying that officers believe that employees who work in this organization are feeling content means satisfied by working in this organization. The data spread and concentration is given as mean=4.37, std. dev. = 0.683 and Var=0.466.

E8: I think employees of this organization feels that this is a good organization that one should work for.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	3.90	0.831	0.691
Disagree	5	4.8			
Neutral	21	20.0			
Agree	55	52.4			
Strongly Agree	23	21.9			
Total	105	100.0			

Table 27: Employees think this is a good organization

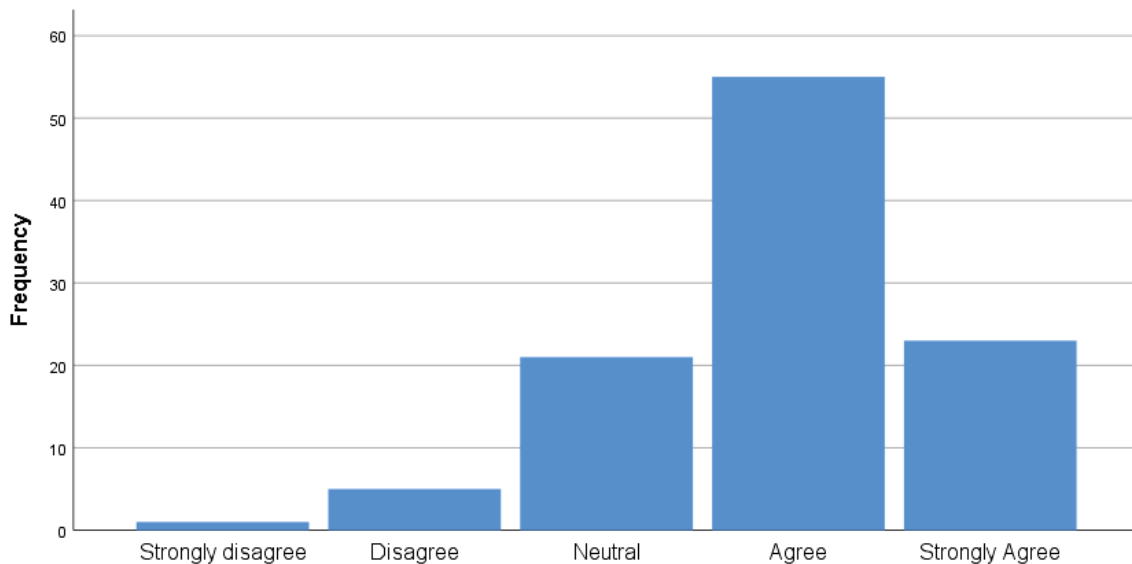


Figure 34: Employees think this is a good organization

Findings: The above statistics table and chart suggests that around 74% of the total samples are saying that officers believe that employees who work for this organization feels that this is a good organization that one should work for. The data spread and concentration is given as mean=3.90, std. dev. = 0.831 and Var=0.691.

E9: I think that employees don't mind to put their extra time and efforts to achieve the organization's goal.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	4.35	0.588	0.346
Disagree	0	0			
Neutral	6	5.7			
Agree	56	53.3			
Strongly Agree	43	41.0			
Total	105	100.0			

Table 28: Employees don't mind putting extra efforts

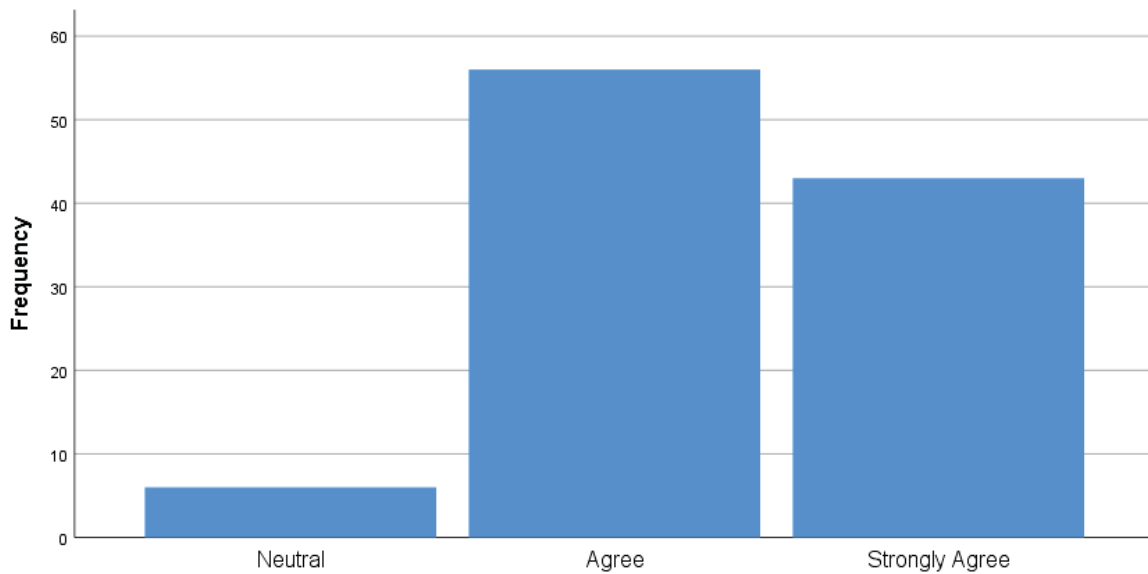


Figure 35: Employees don't mind putting extra efforts

Findings: The above statistics table and chart suggests that around 95% of the total samples are saying that officers believe that employees are willing to put their extra time and efforts in order to achieve their organizations goals. The data spread and concentration is given as mean=4.35, std. dev. = 0.588 and Var=0.346.

E10: I think employees working in this organization are so competent that they will perform at their best even if they work for another organization.(R)

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	3	2.9	3.11	0.836	0.698
Disagree	32	30.5			
Neutral	46	43.8			
Agree	22	21.0			
Strongly Agree	2	1.9			
Total	105	100.0			

Table 29:Employees are competent

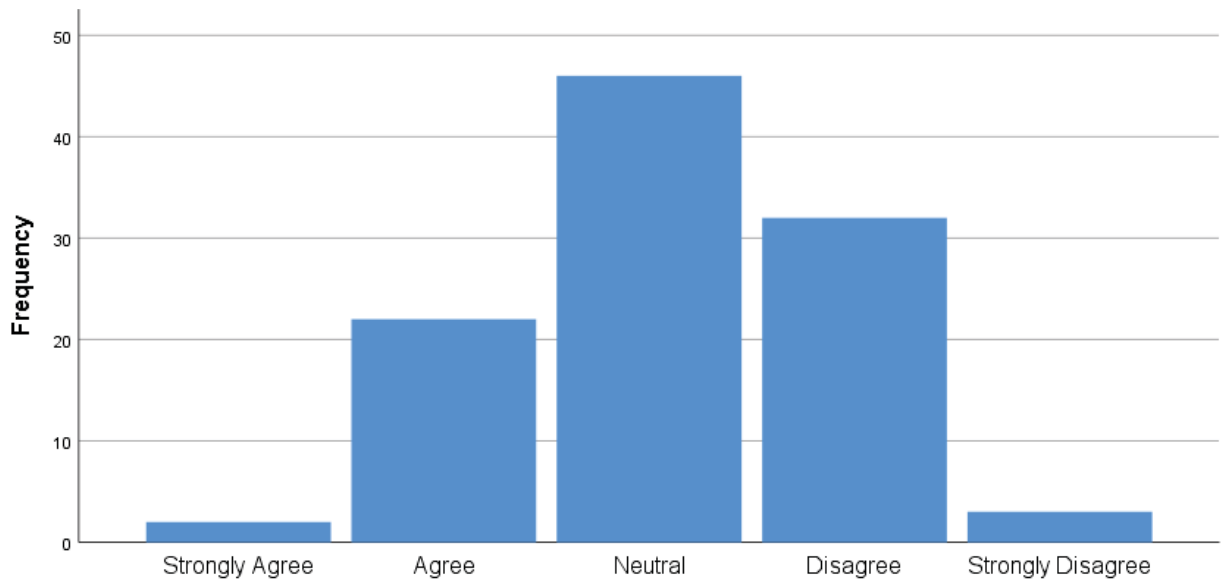


Figure 36:Employees are competent

Findings: The above statistics table and chart suggests that around 23% of the total samples are saying that officers believe that employees who work in this organization are competent enough that even if they work for other organization they will perform best while rest 73% doesn't believe so. The data spread and concentration is given as mean=3.11, std. dev. = 0.836 and Var=0.698.

E11: If someone has to leave this organization, they need to change themselves moderately since this is the Govt. undertaking organization.(R)

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	2.58	0.907	0.823
Disagree	16	15.2			
Neutral	37	35.2			
Agree	40	38.1			
Strongly Agree	11	10.5			
Total	105	100.0			

Table 30: Employees need to change moderately to leave organization

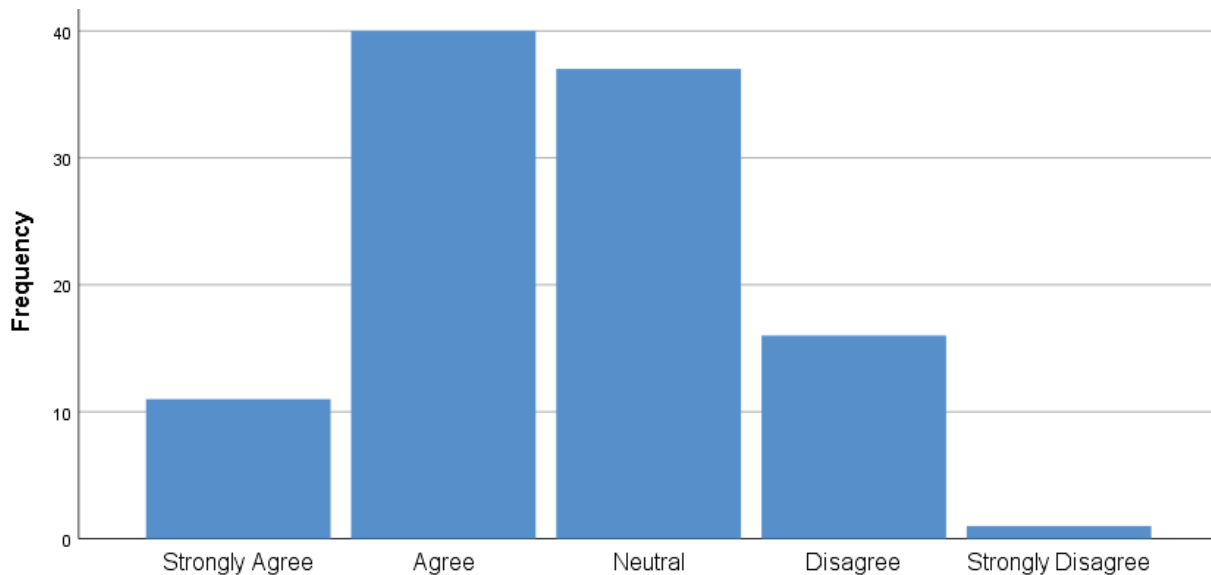


Figure 37: Employees need to change moderately to leave organization

Findings: The above statistics table and chart suggests that around 49% of the total samples are saying that officers believe that employees who work in this organization need to change themselves moderately if they are considering working for another organization while 51% doesn't believe so. The data spread and concentration is given as mean=2.58, std. dev. = 0.907 and Var=0.823.

E12: I feel its fortunate enough for someone who is working for this organization and as considered to work here as first place.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	3.92	0.885	0.783
Disagree	5	4.8			
Neutral	24	22.9			
Agree	46	43.8			
Strongly Agree	29	27.6			
Total	105	100.0			

Table 31:Fortunate to be working for this organization

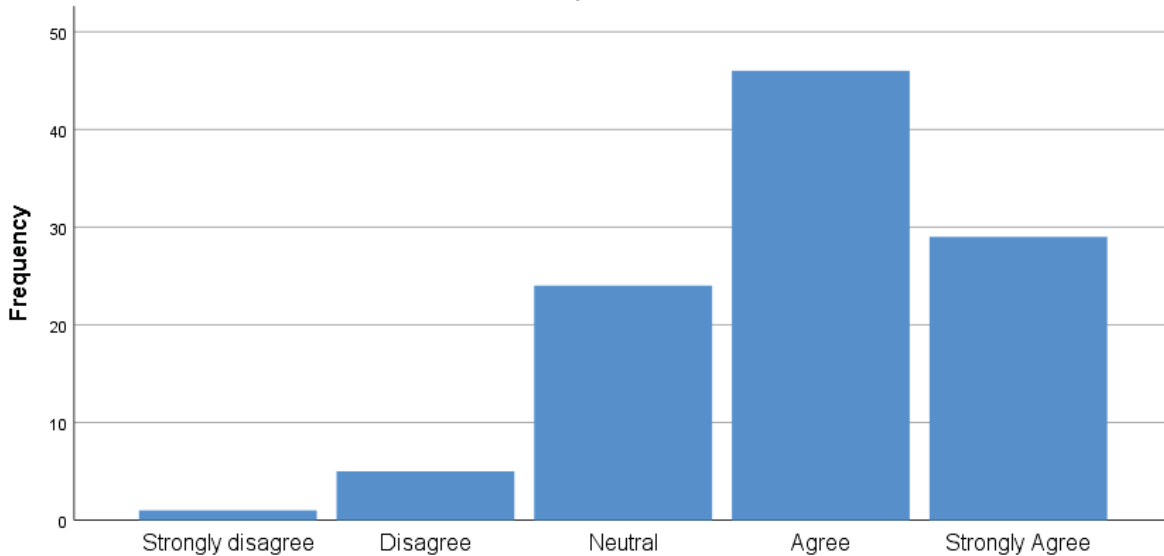


Figure 38:Fortunate to be working for this organization

Findings: The above statistics table and chart suggests that around 71% of the total samples are saying that officers believe that anyone who work for this organization are fortunate one and also fortunate if got the first break of their career with this organization. The data spread and concentration is given as mean=3.92, std. dev. = 0.885 and Var=0.783.

E13: Working for this organization will not help much to someone to achieve something bigger professionally since working for Govt. organization has certain limitations. (R)

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	2.23	0.812	0.659
Disagree	6	5.7			
Neutral	25	23.8			
Agree	57	54.3			
Strongly Agree	16	15.2			
Total	105	100.0			

Table 32: Working for organization does not help to achieve

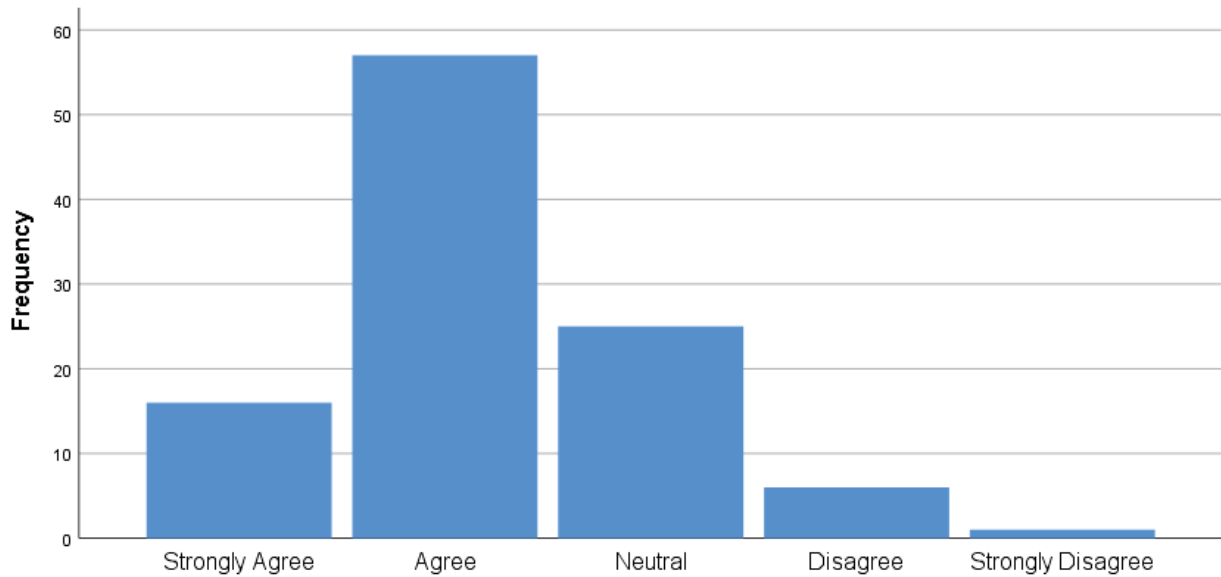


Figure 39: Working for organization does not help to achieve

Findings: The above statistics table and chart suggests that around 70% of the total samples are saying that officers believe that working for this organization will help anyone to achieve lot of things professionally. The data spread and concentration is given as mean=2.23, std. dev. = 0.812 and Var=0.659.

E14: Most of the time, I feel that the employees' policies can become much better than the present one. (R)

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	4	3.8	2.95	0.965	0.930
Disagree	28	26.7			
Neutral	38	36.2			
Agree	29	27.6			
Strongly Agree	6	5.7			
Total	105	100.0			

Table 33: Employees' policies can be better

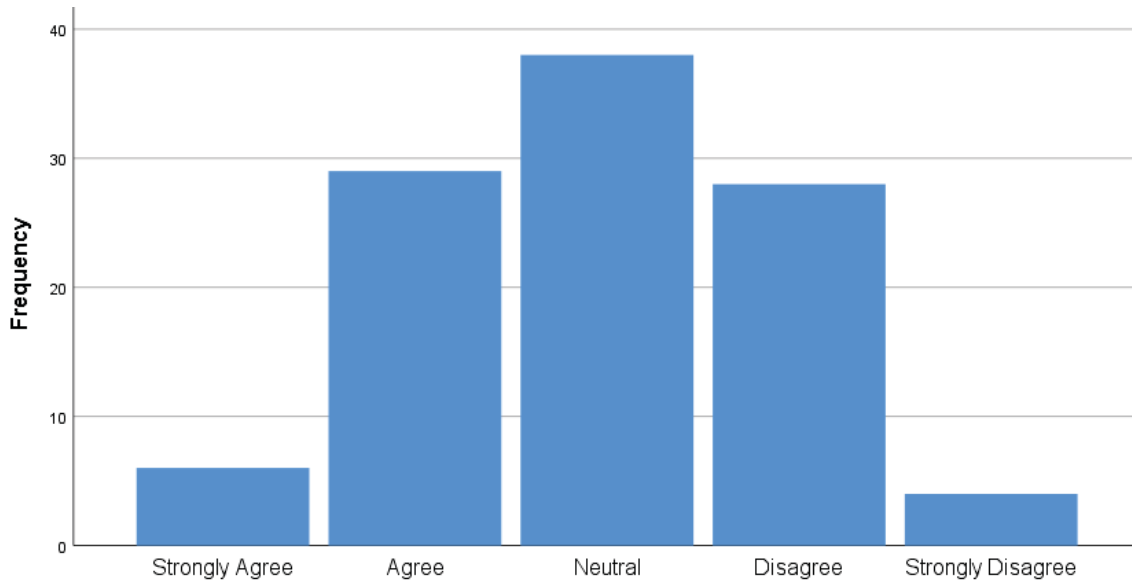


Figure 40: Employees' policies can be better

Findings: The above statistics table and chart suggests that no consensus has been build in terms of opinion about the policies of employee's betterment, almost agreed to disagreement group believes in the same manner that the scope for the improvement is there and not being there considering the present one. The data spread and concentration is given as mean=2.95, std. dev. = 0.965 and Var=0.930.

E15: I am concerned about the growth of this organization.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	3	2.9	4.02	0.899	0.807
Disagree	4	3.8			
Neutral	11	10.5			
Agree	57	54.3			
Strongly Agree	30	28.6			
Total	105	100.0			

Table 34: Concerned about growth of the organization

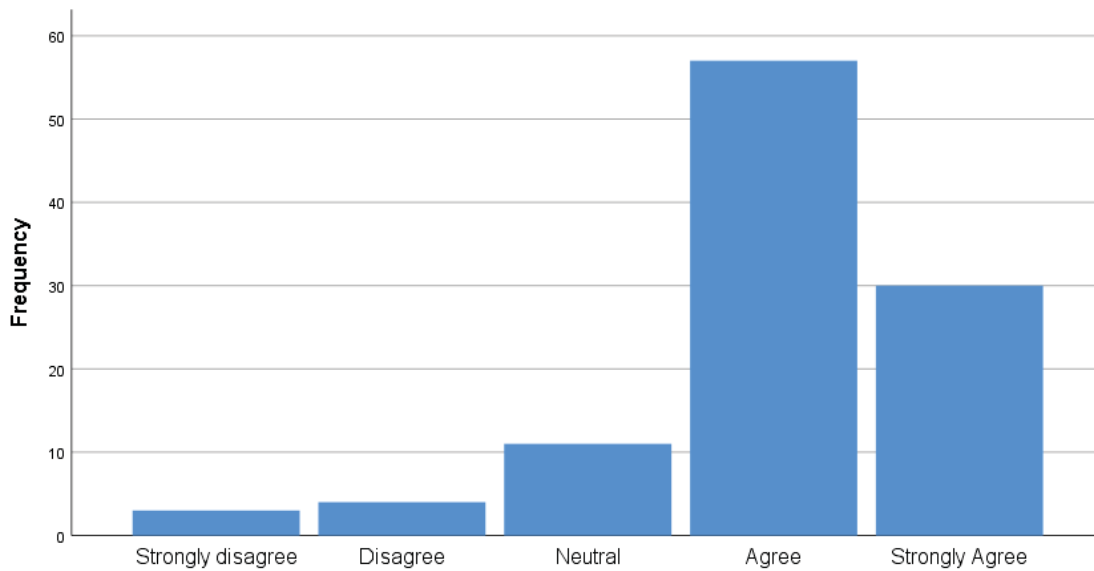


Figure 41: Concerned about growth of the organization

Findings: The above statistics table and chart suggests that around 83% of the total samples are saying that officers are concerned about the growth and development of this organization. The data spread and concentration is given as mean=4.02, std. dev. = 0.899 and Var=0.807.

E16: I think working for this organization is the right choice for anyone.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	3.87	0.867	0.751
Disagree	6	5.7			
Neutral	23	21.9			
Agree	51	48.6			
Strongly Agree	24	22.9			
Total	105	100.0			

Table 35: Concerned about growth of the organization

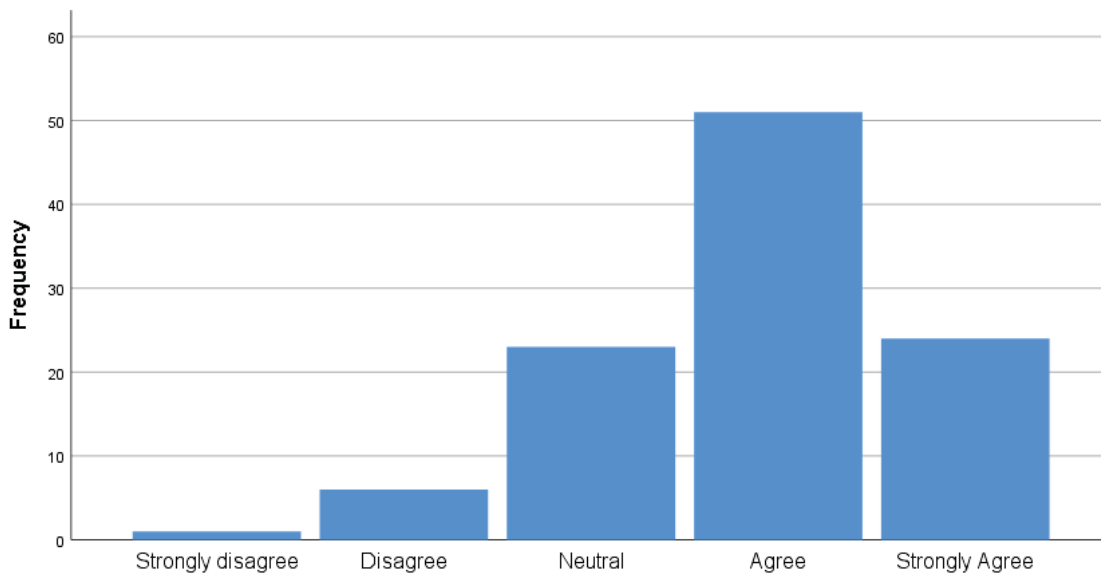


Figure 42: Concerned about growth of the organization

Findings: The above statistics table and chart suggests that around 71% of the total samples are saying that officers believe that anyone who is working for this organization has made the right choice professionally. The data spread and concentration is given as mean=3.87, std. dev. = 0.867 and Var=0.751.

E17: I think working for this organization is often misjudge by people.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	1.77	0.846	0.716
Disagree	4	3.7			
Neutral	10	9.5			
Agree	45	42.9			
Strongly Agree	45	42.9			
Total	105	100.0			

Table 36: Working for organization – misjudge.

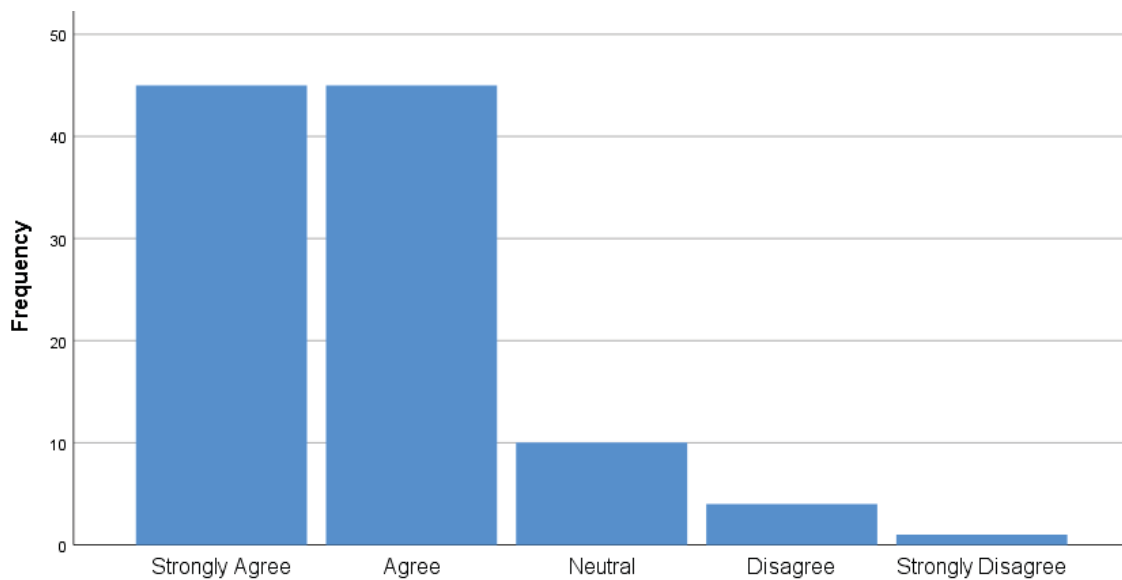


Figure 43: Working for organization – misjudge.

Findings: The above statistics table and chart suggests that around 85% of the total samples are saying that officers believe that most of time people misjudge them since they are working for an government undertaking organization. The data spread and concentration is given as mean=1.77, std. dev. = 0.846 and Var=0.716.

E18: I take pride in taking about this organization's vision, mission and culture.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	4.12	0.768	0.590
Disagree	4	3.8			
Neutral	13	12.4			
Agree	54	51.4			
Strongly Agree	34	32.4			
Total	105	100.0			

Table 37:Pride in organization's Vision, mission and culture

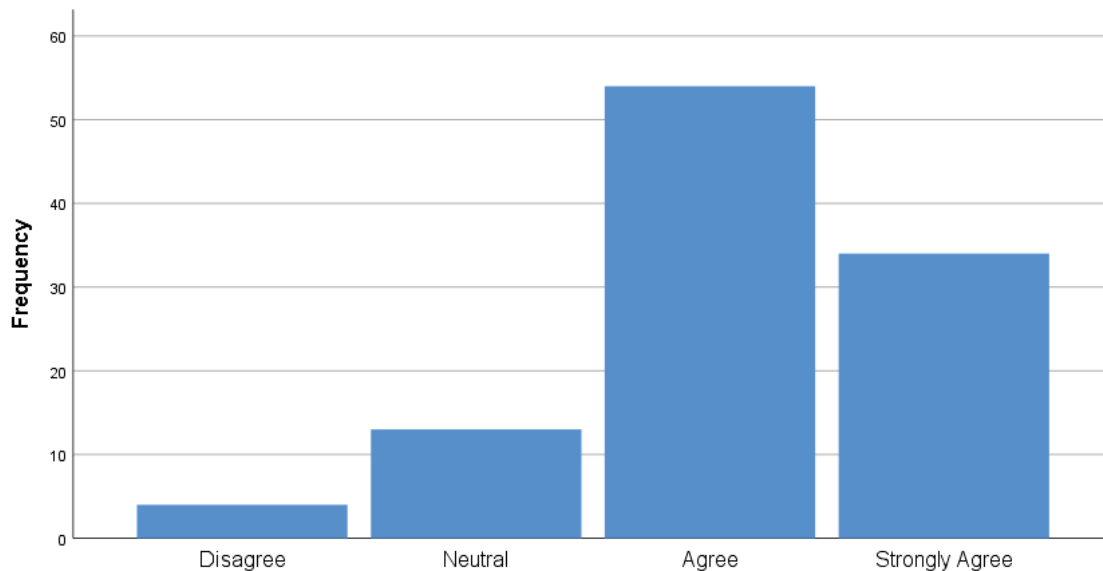


Figure 44:Pride in organization's Vision, mission and culture

Findings: The above statistics table and chart suggests that around 84% of the total samples are saying that officers believe that everyone in this organization are proud and take pride to communicate to others about their organizations vision, mission, and culture to outside population. The data spread and concentration is given as mean=4.12, std. dev. = 0.768 and Var=0.590.

E19: I believe that this organization provides the right working environment.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	4.07	0.697	0.486
Disagree	3	2.9			
Neutral	13	12.4			
Agree	63	60.0			
Strongly Agree	26	24.8			
Total	105	100.0			

Table 38: Organization provide right working environment

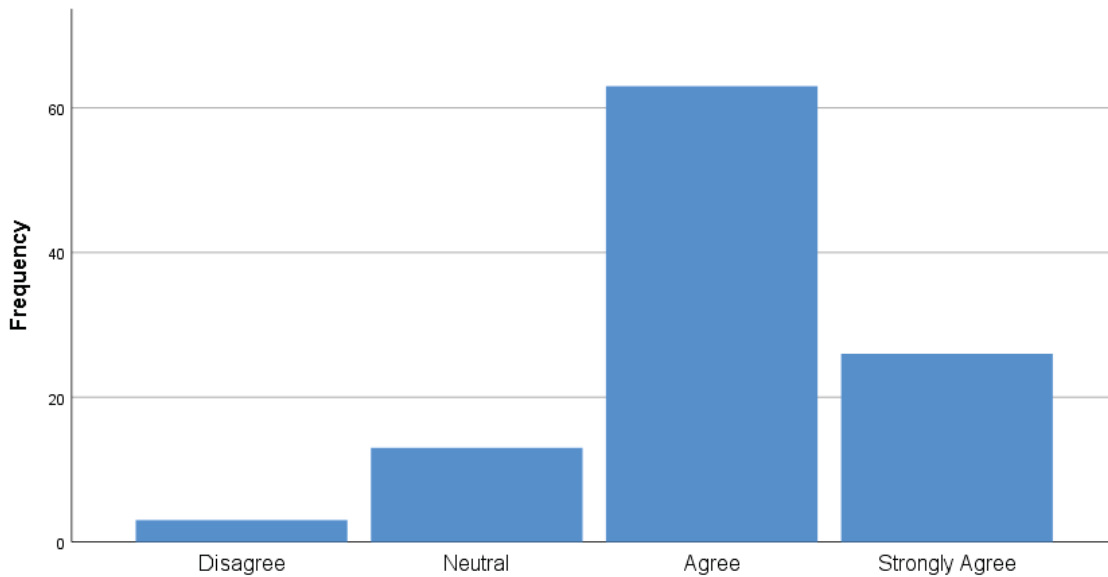


Figure 45: Organization provide right working environment

Findings: The above statistics table and chart suggests that around 84% of the total samples are saying that officers believe that their organization is providing the right working atmosphere for their employees. The data spread and concentration is given as mean=4.07, std. dev. = 0.697 and Var=0.486.

E20: I think this organization inspires its employees to give their best.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	2	1.9	3.93	0.800	0.640
Disagree	3	2.9			
Neutral	16	15.2			
Agree	63	60.0			
Strongly Agree	21	20.0			
Total	105	100.0			

Table 39: Organization inspires its employees

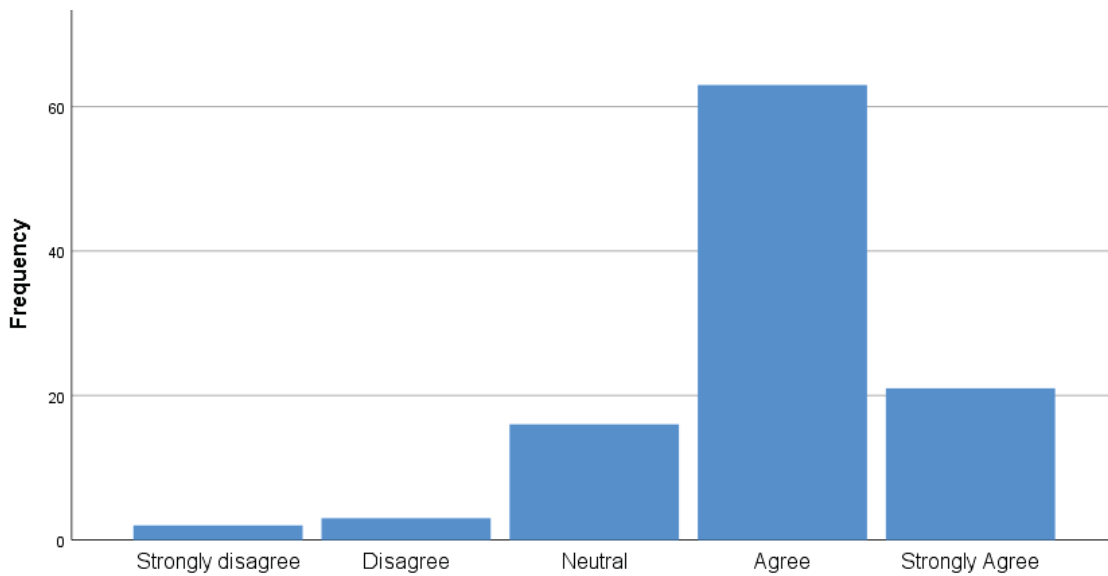


Figure 46: Organization inspires its employees

Findings: The above statistics table and chart suggests that around 80% of the total samples are saying that officers believe that this organization from time to time inspire its employees to deliver their best in terms of their job performances. The data spread and concentration is given as mean=3.93, std. dev. = 0.800 and Var=0.640.

E21: I feel good about the functional department I worked for.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	4.24	0.613	0.375
Disagree	0	0			
Neutral	10	9.5			
Agree	60	57.1			
Strongly Agree	35	33.3			
Total	105	100.0			

Table 40: Feel good about function department

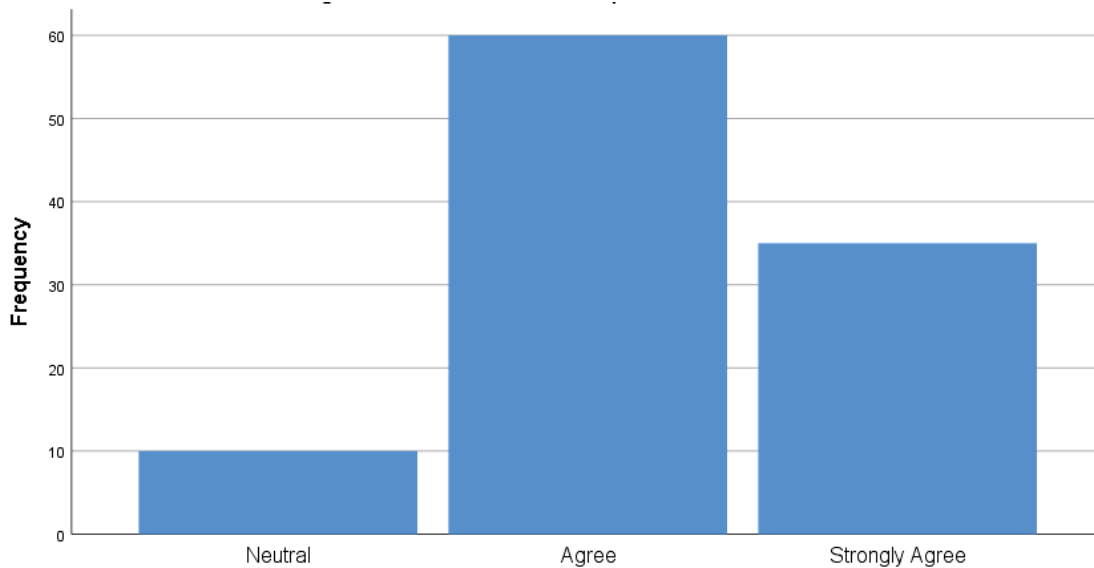


Figure 47: Feel good about function department

Findings: The above statistics table and chart suggests that around 90% of the total samples are saying that officers believe that most of time they feel good about the department they work for and the same case with the other employees also. The data spread and concentration is given as mean=4.24, std. dev. = 0.613 and Var=0.375.

E22: I think everyone working in this organization understand the goals and objectives of this organization working towards.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	4.18	0.585	0.342
Disagree	1	1.0			
Neutral	7	6.7			
Agree	69	65.7			
Strongly Agree	28	26.7			
Total	105	100.0			

Table 41: Feel good about function department

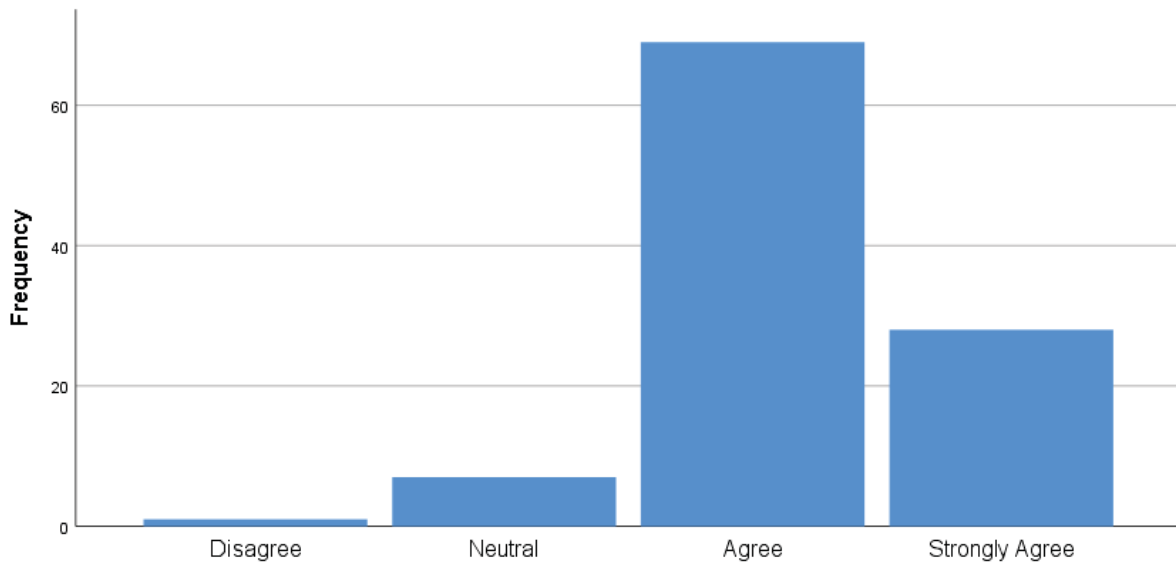


Figure 48: Feel good about function department

Findings: The above statistics table and chart suggests that around 92% of the total samples are saying that officers believe that everyone working for this organization understand the organizations goals and objectives clearly and concisely. The data spread and concentration is given as mean=4.18, std. dev. = 0.585 and Var=0.342.

E23: I think everyone working in this organization will vouch for this organization if someone wants to join.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree			4.10	0.658	0.433
Disagree	1	1.0			
Neutral	15	14.3			
Agree	62	59.0			
Strongly Agree	27	25.7			
Total	105	100.0			

Table 42: Everyone will vouch for this organization

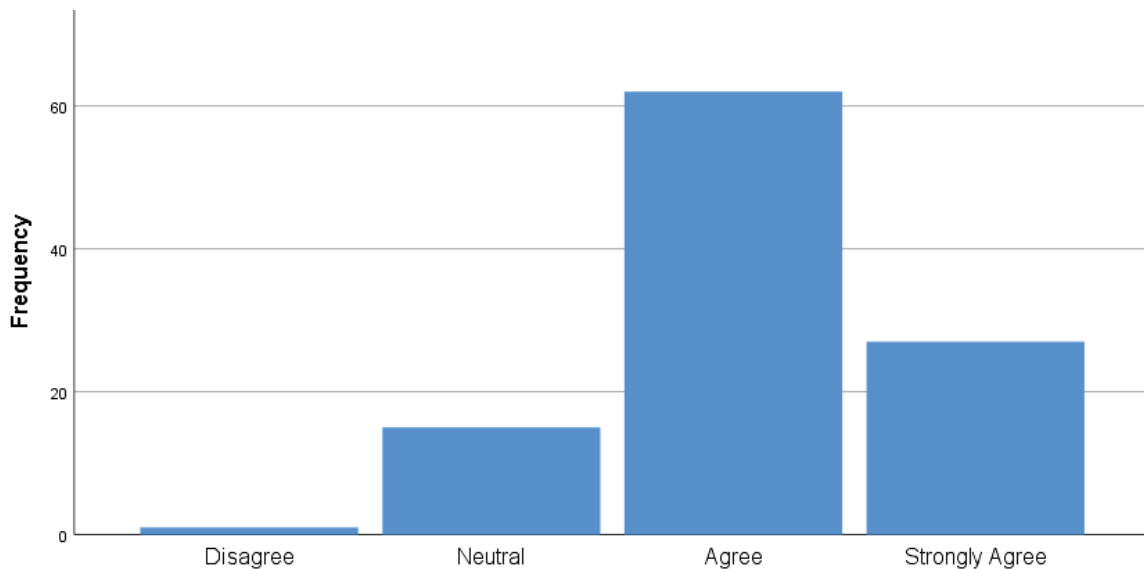


Figure 49: Everyone will vouch for this organization

Findings: The above statistics table and chart suggests that around 85% of the total samples are saying that officers believe that everyone who is working for this organization, if time comes will take ownership of this organization and vouch for this organization as almost the owner of this organization. The data spread and concentration is given as mean=4.10, std. dev. = 0.658 and Var=0.433.

E24: I think this organization has come a long way in terms of its process and procedures of work.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	3.93	0.763	0.582
Disagree	6	5.7			
Neutral	16	15.2			
Agree	62	59.0			
Strongly Agree	21	20.0			
Total	105	100.0			

Table 43: Organization come a long way – Process and procedures

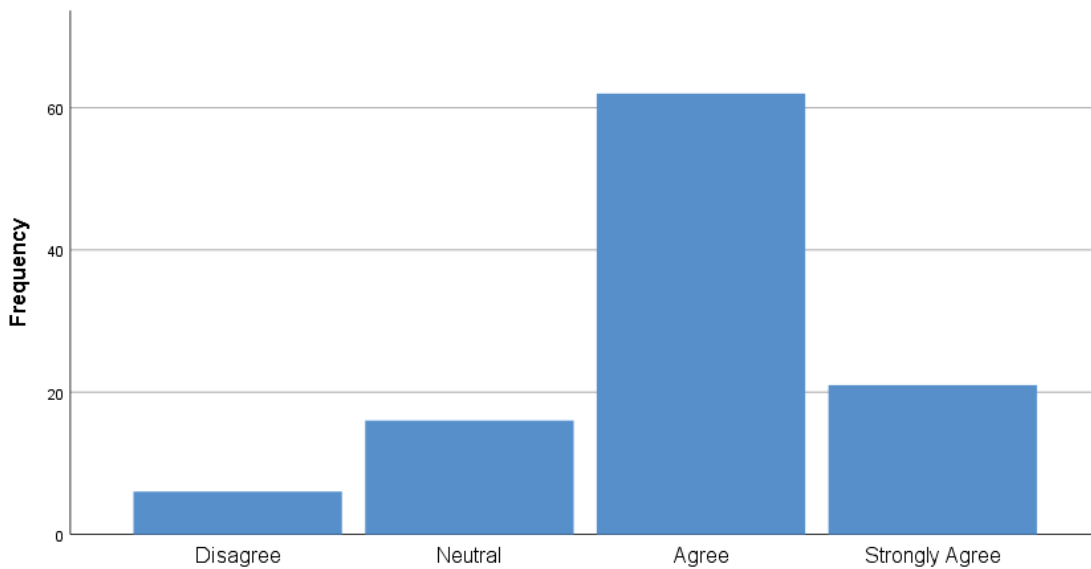


Figure 50: Organization come a long way – Process and procedures

Findings: The above statistics table and chart suggests that around 79% of the total samples are saying that officers believe that this organization since its inception has come a long way to develop its processes and procedures from time to time and has adapted the best practice. The data spread and concentration is given as mean=3.93, std. dev. = 0.763 and Var=0.582.

E25: I believe that the organization development survey's results help the organization to grow.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	3.82	0.704	0.496
Disagree	2	1.9			
Neutral	25	23.8			
Agree	64	61.0			
Strongly Agree	13	12.4			
Total	105	100.0			

Table 44: Survey's help the organization to grow

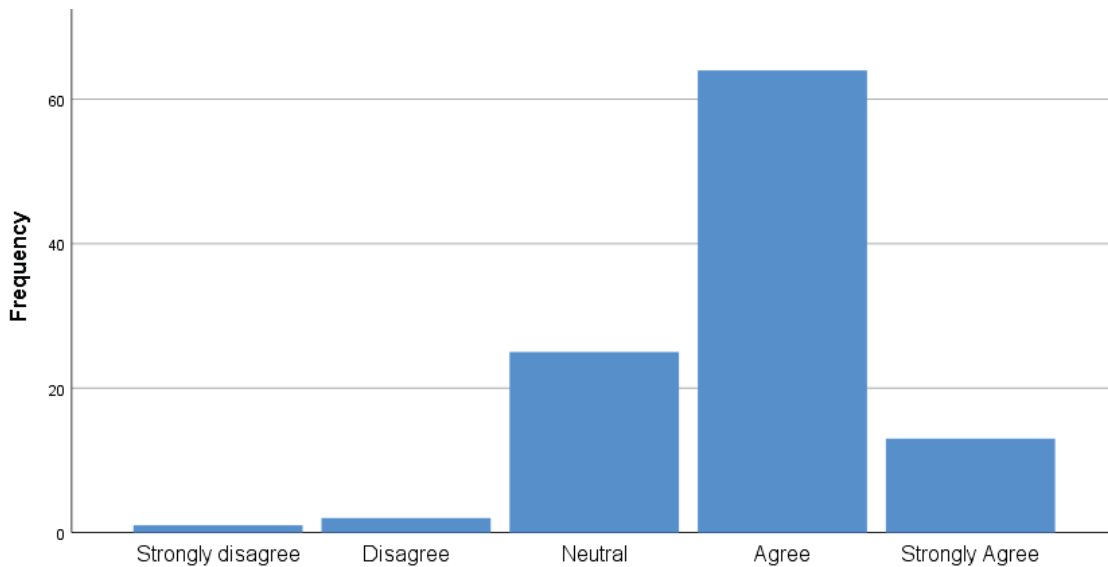


Figure 51: Survey's help the organization to grow

Findings: The above statistics table and chart suggests that around 73% of the total samples are saying that officers believe that the organization wide development survey which organization conducts from time to time are helpful for the organization to grow. The data spread and concentration is given as mean=3.82, std. dev. = 0.704 and Var=0.496.

E26: I think this organization is process-driven.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	3.82	0.769	0.592
Disagree	6	5.7			
Neutral	24	22.9			
Agree	58	55.2			
Strongly Agree	17	16.2			
Total	105	100.0			

Table 45: Organization – process-driven

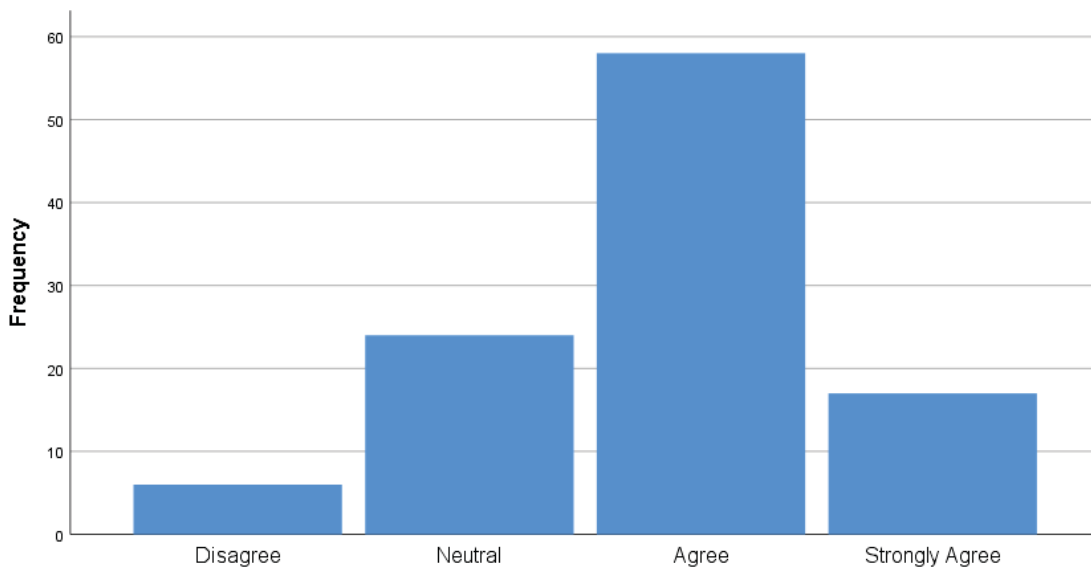


Figure 52: Organization – process-driven

Findings: The above statistics table and chart suggests that around 72% of the total samples are saying that officers believe that this organization is very much process driven. The data spread and concentration is given as mean=3.82, std. dev. = 0.769 and Var=0.592.

E27: Employees working in this organization have a positive orientation towards this organization.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	3.94	0.663	0.439
Disagree	3	2.9			
Neutral	17	16.2			
Agree	68	64.8			
Strongly Agree	17	16.2			
Total	105	100.0			

Table 46: Employees – positive orientation towards organization

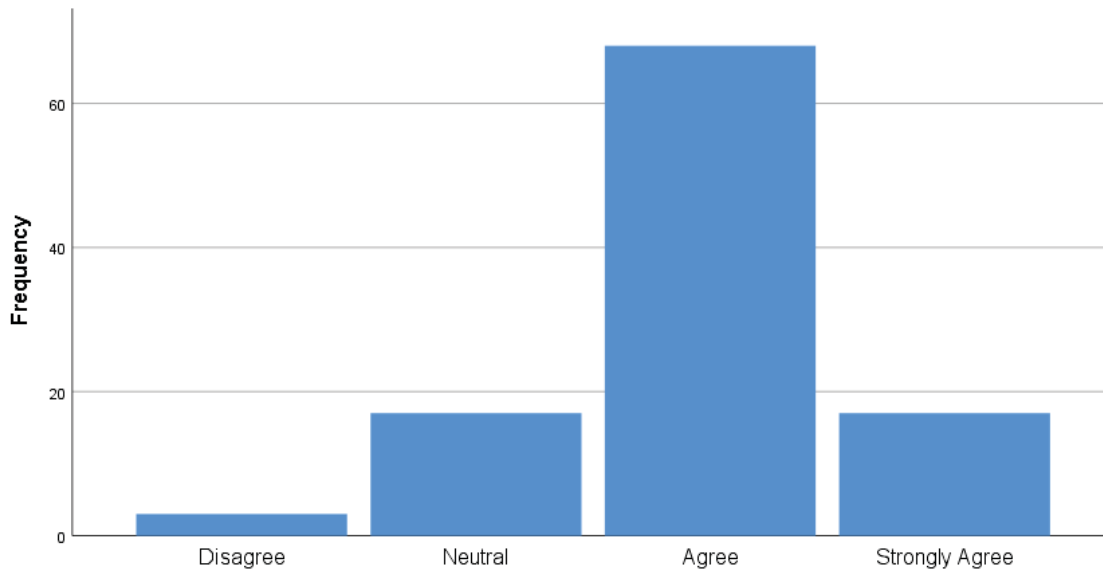


Figure 53: Employees – positive orientation towards organization

Findings: The above statistics table and chart suggests that around 81% of the total samples are saying that officers believe that employees working for this organization has very much positive attitude towards the organization. The data spread and concentration is given as mean=3.94, std. dev. = 0.663 and Var=0.439.

O1: I think officers working for this organization are agile while responding to their environmental circumstances.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	3.88	0.661	0.436
Disagree	3	2.9			
Neutral	21	20.0			
Agree	67	63.8			
Strongly Agree	14	13.3			
Total	105	100.0			

Table 47: Officers are agile – responding

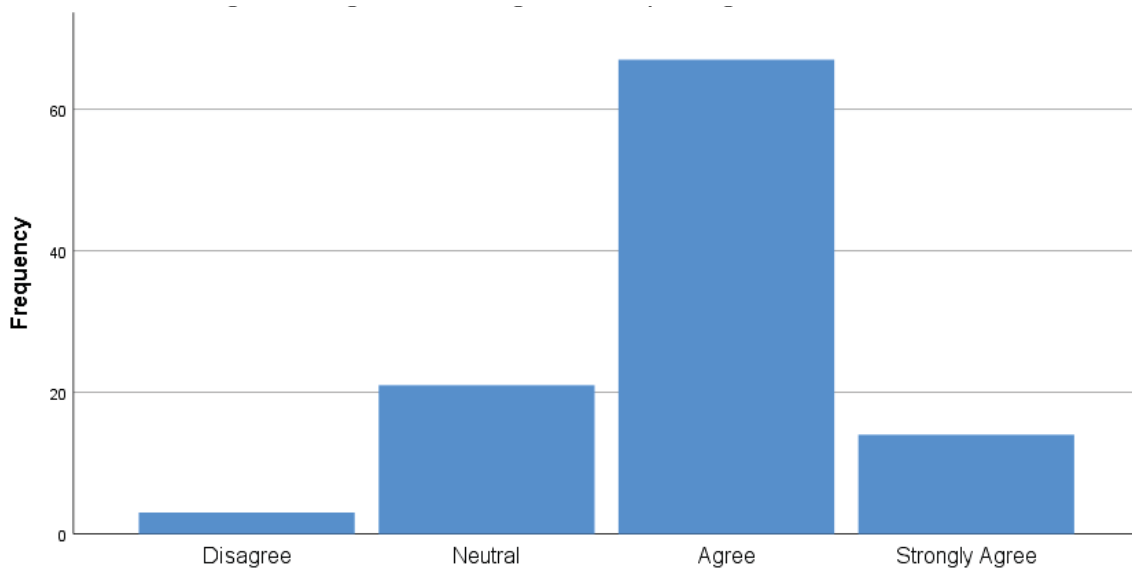


Figure 54: Officers are agile – responding

Findings: The above statistics table and chart suggests that around 77% of the total samples are saying that officers believe that officers working in this organization are agile in their approaches which means adaptability to the environmental circumstance is very good amongst the officers. The data spread and concentration is given as mean=3.88, std. dev. = 0.661 and Var=0.436.

O2: I think the goals of the organizations, which must be achieved are clearly outlined on three strategic levels. 1. Organization 2. Team and 3. Individual.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	3.85	0.794	0.630
Disagree	8	7.6			
Neutral	18	17.1			
Agree	61	58.1			
Strongly Agree	18	17.1			
Total	105	100.0			

Table 48: Organization's goal is clearly outlined

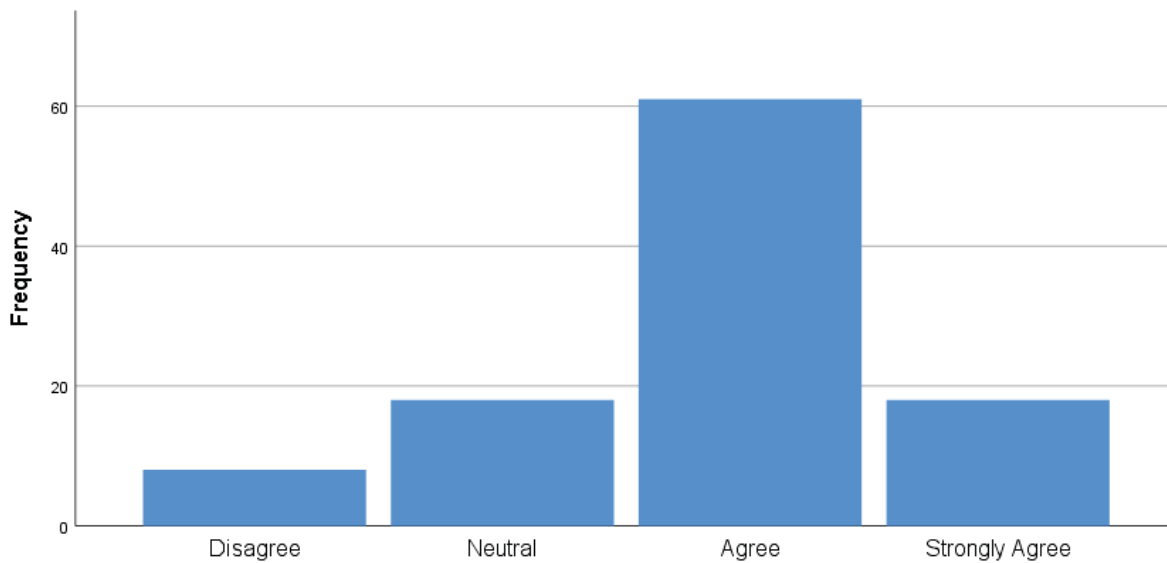


Figure 55: Organization's goal is clearly outlined

Findings: The above statistics table and chart suggests that around 75% of the total samples are saying that officers believe that organization has clearly outlined the goals which must be met on 3 strategic levels which are organization, teams, and individuals. The data spread and concentration is given as mean=3.85, std. dev. = 0.794 and Var=0.630.

O3: I think officers should be equipped with more authority so that they will ensure the work is getting done efficiently and effectively.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	3	2.9	2.96	0.950	0.902
Disagree	38	36.2			
Neutral	26	24.8			
Agree	36	34.3			
Strongly Agree	2	1.9			
Total	105	100.0			

Table 49: Officers equipped with more authority

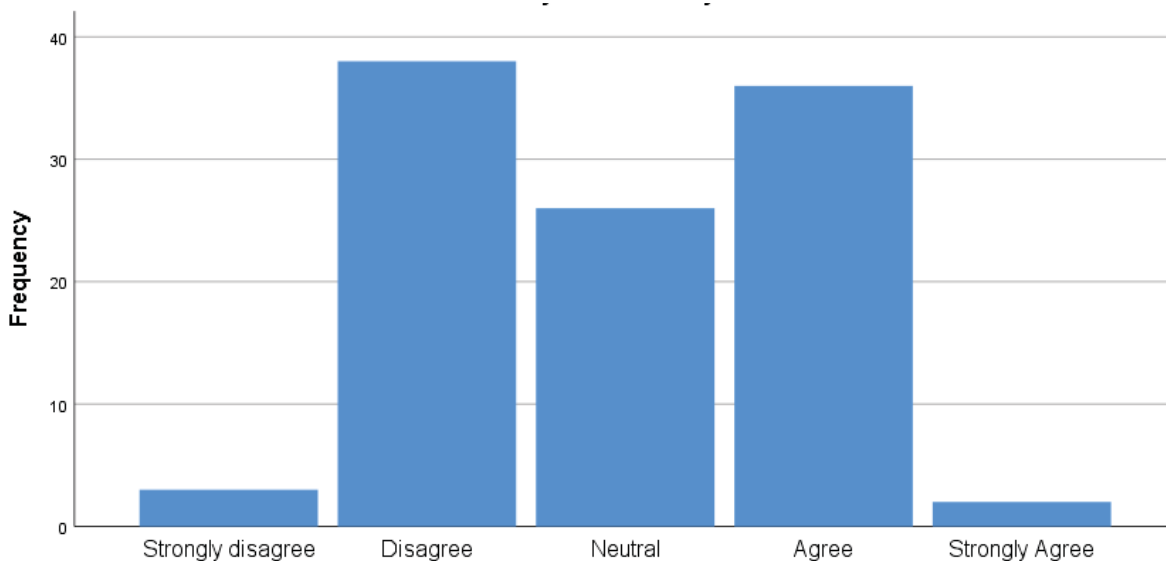


Figure 56: Officers equipped with more authority

Findings: The above statistics table and chart suggests that almost not much skewness has been observed about the discussion about the officers should be equipped with more authority. Disagreement to agreement and being neutral almost more or less the responses are similar hence we can say that officers were not in a position to clearly come out with whether the authority should be vested with officers for getting work done effectively and efficiently is needed. The data spread and concentration is given as mean=2.96, std. dev. = 0.950 and Var=0.902 .

O4: I think the stakeholders who work with this organization are on high priority when it comes to serving them.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	4.02	0.588	0.346
Disagree	1	1.0			
Neutral	14	13.3			
Agree	72	68.6			
Strongly Agree	18	17.1			
Total	105	100.0			

Table 50: Stakeholders on high priority – serving organization

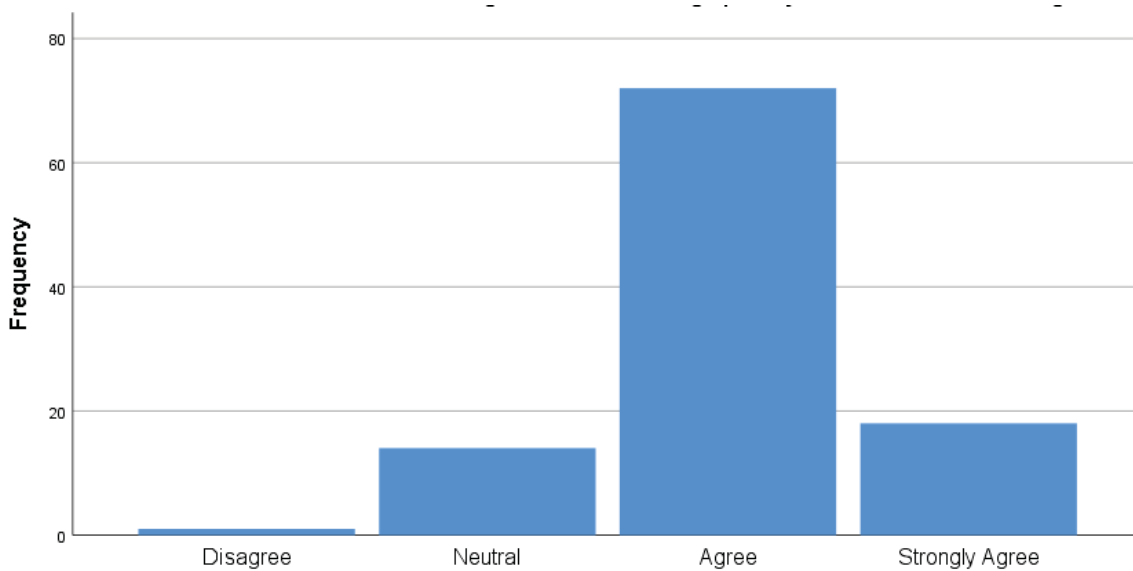


Figure 57: Stakeholders on high priority – serving organization

Findings: The above statistics table and chart suggests that around 86% of the total samples are saying that officers believe that the stakeholders of this organization give high priority when it comes to serve the organization in whatever capacity they can. The data spread and concentration is given as mean=4.02, std. dev. = 0.588 and Var=0.346.

O5: I think officers working in this organization are very open to collaborative learning and appreciate their unique strength.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	3.76	0.701	0.491
Disagree	5	4.8			
Neutral	26	24.8			
Agree	63	60.0			
Strongly Agree	11	10.5			
Total	105	100.0			

Table 51:Officers are open to collaborative learning

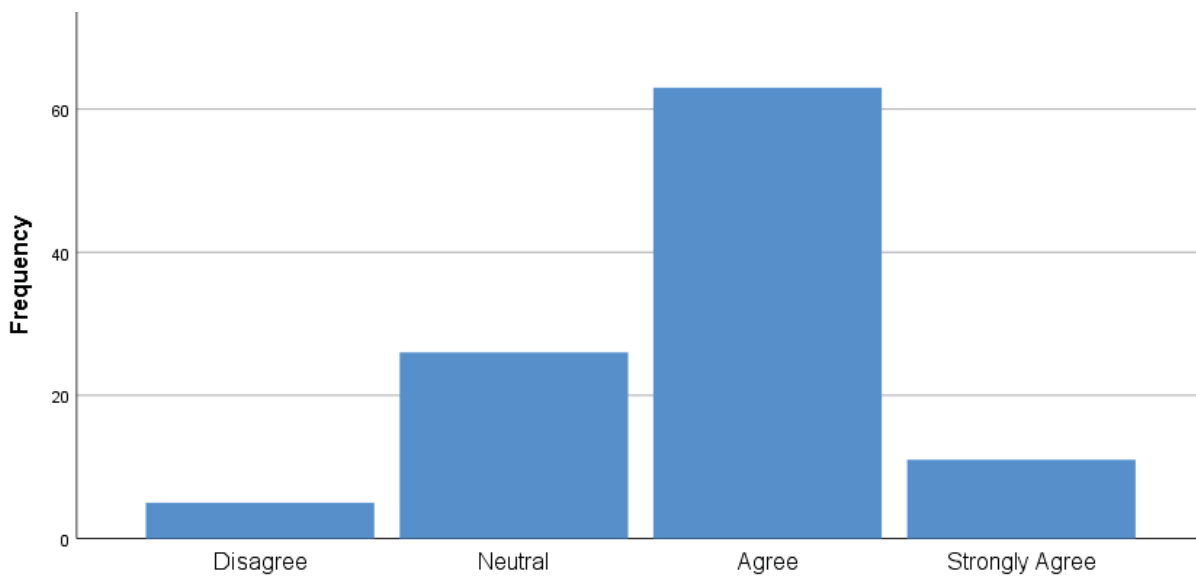


Figure 58:Officers are open to collaborative learning

Findings: The above statistics table and chart suggests that around 71% of the total samples are saying that officers believe that collaborative learning is the best way to learn and, in the midst, appreciate the unique strength they have of each other The data spread and concentration is given as mean=3.76, std. dev. = 0.701 and Var=0.491.

O6: I think officers working in this organization can deliver their best if they experience their superiors' coercive actions.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	5	4.8	3.07	0.953	0.909
Disagree	26	24.8			
Neutral	34	32.4			
Agree	37	35.2			
Strongly Agree	3	2.9			
Total	105	100.0			

Table 52: Officers deliver their best

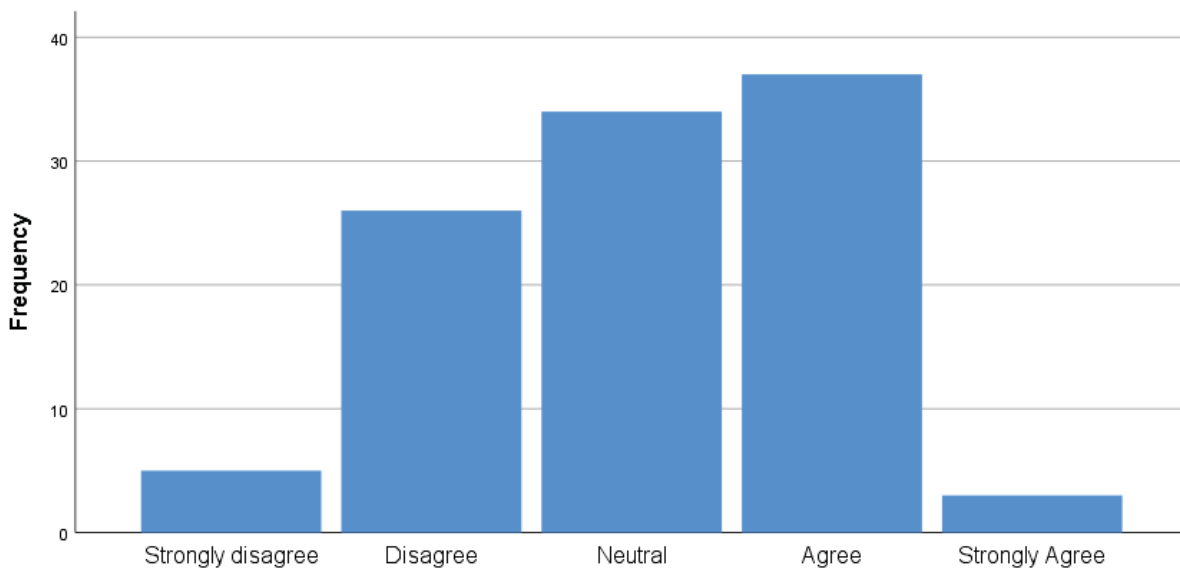


Figure 59: Officers deliver their best

Findings: The above statistics table and chart suggests that almost no officer is coming to the consensus strongly about whether the coercive actions of their superiors will force them to deliver their best, disagreement to agreement and being neutral all are similar. The data spread and concentration is given as mean=3.07, std. dev. = 0.953 and Var=0.909.

O7: Most of the time, the unrealistic expectation was considered from the officers working in this organization.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	3.16	0.911	0.829
Disagree	28	26.7			
Neutral	34	32.4			
Agree	37	35.2			
Strongly Agree	5	4.8			
Total	105	100.0			

Table 53: Unrealistic expectations from the Officers

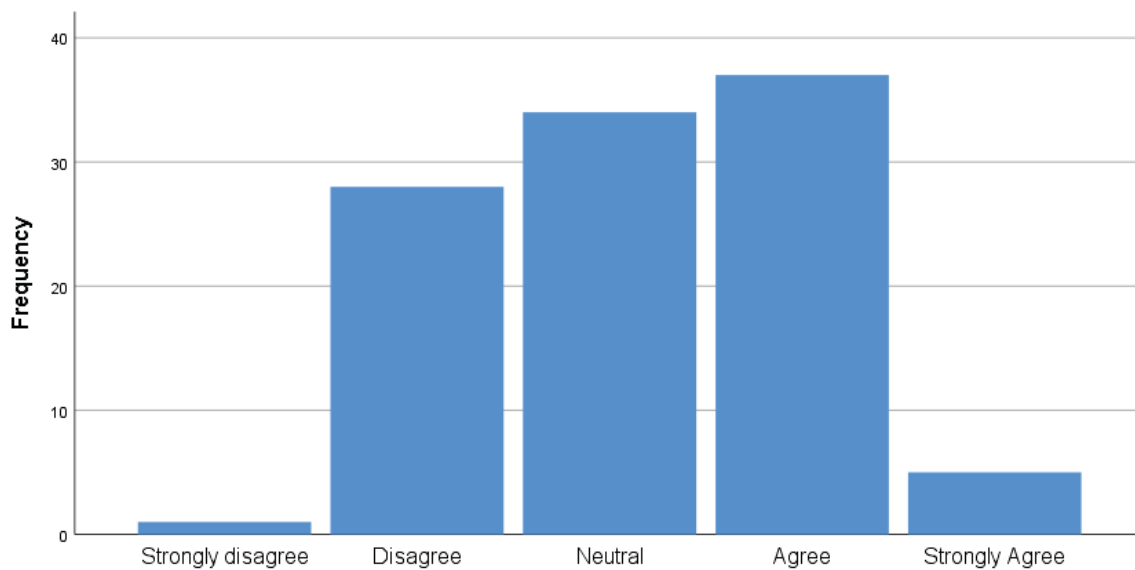


Figure 60: Unrealistic expectations from the Officers

Findings: The above statistics table and chart suggests that around 40% of the total samples are saying that officers believe that most of the time the organization has unrealistic expectation from them while 27% officers don't think so and rest are not sure whether the expectation are unrealistic one and if it is, is it happen frequently with them. The data spread and concentration is given as mean=3.16, std. dev. = 0.911 and Var=0.829.

O8: I think officers of this organization believes in a more people-centric approach than the self-centric approach.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	3.80	0.739	0.546
Disagree	5	4.8			
Neutral	20	19.0			
Agree	67	63.8			
Strongly Agree	12	11.4			
Total	105	100.0			

Table 54: Officers believes in people-centric approach

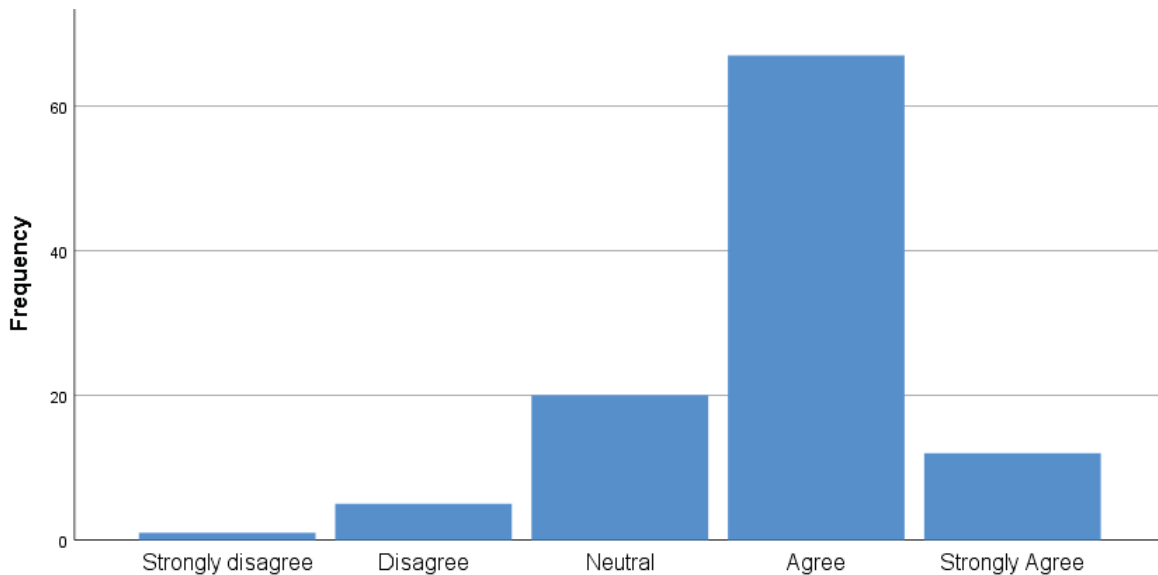


Figure 61: Officers believes in people-centric approach

Findings: The above statistics table and chart suggests that around 75% of the total samples are saying that officers believe that officers focus on people-centric approach rather than self-centric approach, hence the officers will work in good faith for this organization. The data spread and concentration is given as mean=3.80, std. dev. = 0.739 and Var=0.546.

O9: I think the guidelines, policies, protocols set by the organization helps in creating outstanding research opportunities.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	3.88	0.743	0.552
Disagree	5	4.8			
Neutral	15	14.3			
Agree	69	65.7			
Strongly Agree	15	14.3			
Total	105	100.0			

Table 55: Organization helps in creating research opportunities

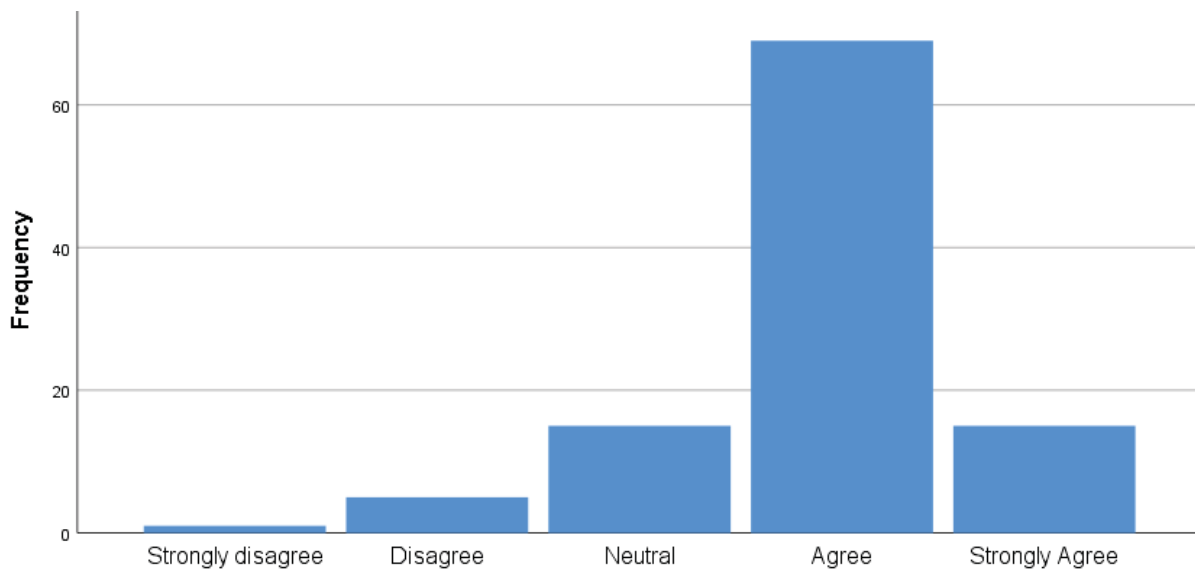


Figure 62: Organization helps in creating research opportunities

Findings: The above statistics table and chart suggests that around 80% of the total samples are saying that officers believe that the organization is very proactive in creating research opportunities. The data spread and concentration is given as mean=3.88, std. dev. = 0.743 and Var=0.552.

O10: I think everyone working in this organization are well aware of the standard operating procedures of this organization.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	3.78	0.866	0.750
Disagree	13	12.4			
Neutral	14	13.3			
Agree	61	58.1			
Strongly Agree	17	16.2			
Total	105	100.0			

Table 56: Employees are aware of the standard operating procedures

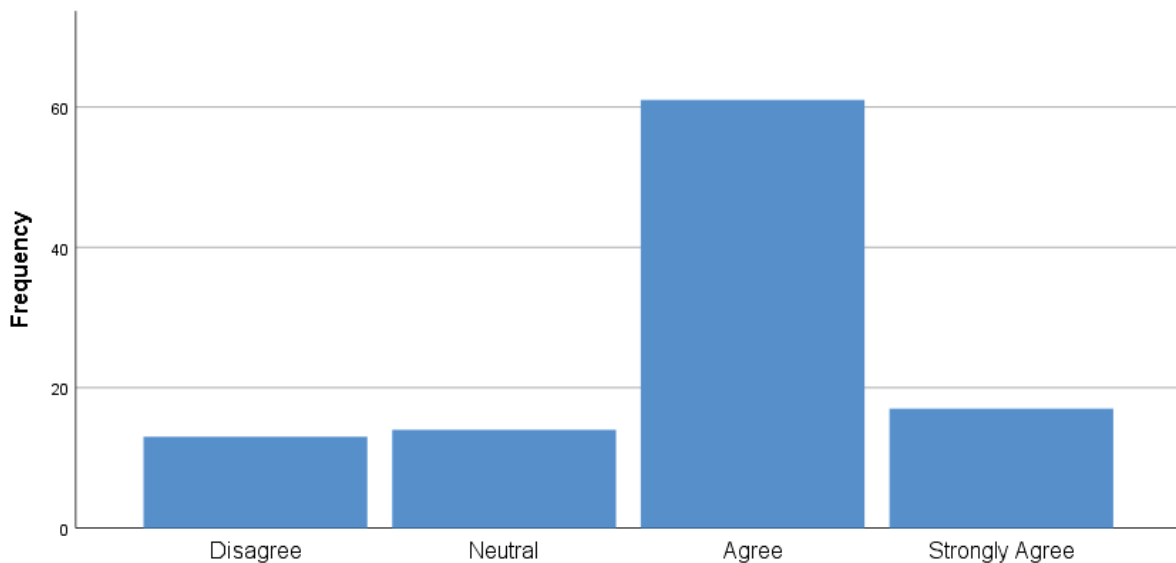


Figure 63: Employees are aware of the standard operating procedures

Findings: The above statistics table and chart suggests that around 74% of the total samples are saying that officers believe that employees working for this organization are very aware of the standard operating procedures of this organization. The data spread and concentration is given as mean=3.78, std. dev. = 0.866 and Var=0.750.

O11: I think officers in this organization know very well how to respond, manage and adapt to change.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	3.60	0.804	0.646
Disagree	15	14.3			
Neutral	18	17.1			
Agree	66	62.9			
Strongly Agree	6	5.7			
Total	105	100.0			

Table 57: Officers know how to respond, manage and adapt to change

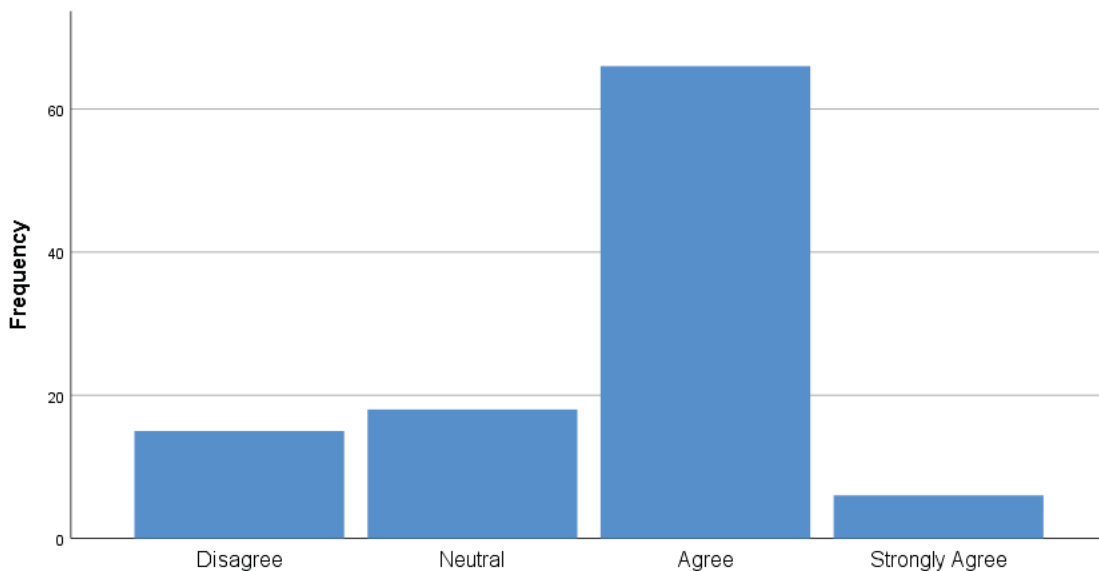


Figure 64: Officers know how to respond, manage and adapt to change

Findings: The above statistics table and chart suggests that around 68% of the total samples are saying that officers believe that they are good at managing themselves as well as good at responding and finally they also feel they are adaptable to the changing needs of the organization. The data spread and concentration is given as mean=3.60, std. dev. = 0.804 and Var=0.646.

O12: I think the rewards and recognition in this organization are given based on the individual and functional team performances.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	2	1.9	3.33	0.906	0.821
Disagree	19	18.1			
Neutral	32	30.5			
Agree	46	43.8			
Strongly Agree	6	5.7			
Total	105	100.0			

Table 58: Rewards and recognition on performances

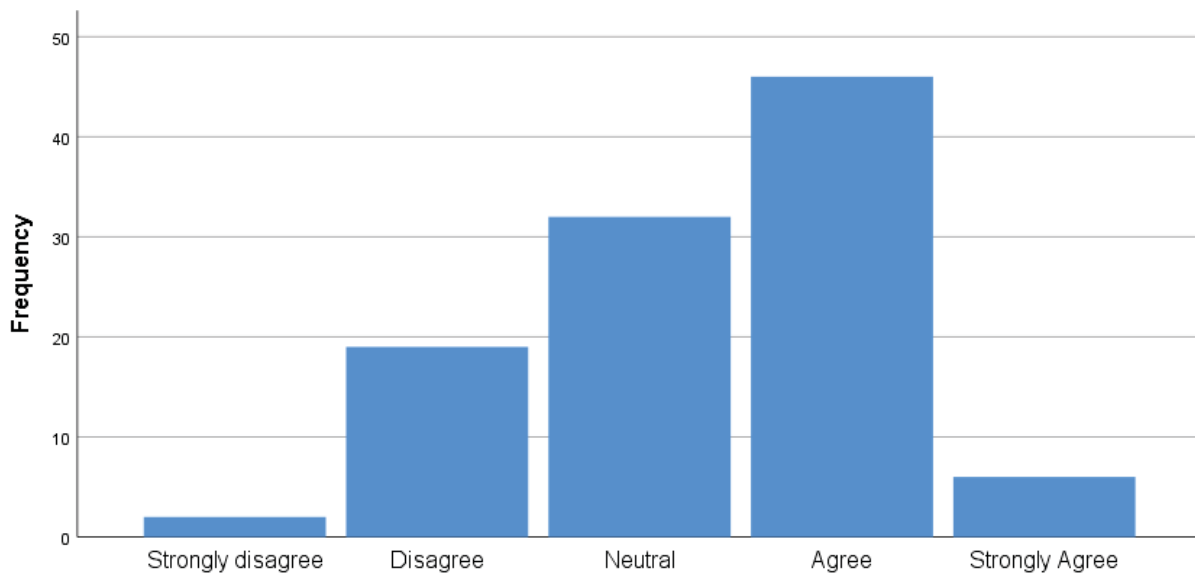


Figure 65: Rewards and recognition on performances

Findings: The above statistics table and chart suggests that around 48% of the total samples are saying that officers believe that the organization provides rewards and recognition based on individual as well as team performance of the functional departments while rest does not believe so. The data spread and concentration is given as mean=3.33, std. dev. = 0.906 and Var=0.821.

O13: I think officers should be provided with opportunities to re-skill or up-skill their technical or functional knowledge.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	2	1.9	3.01	0.976	0.952
Disagree	37	35.2			
Neutral	30	28.6			
Agree	30	28.6			
Strongly Agree	6	5.7			
Total	105	100.0			

Table 59: Officers provided opportunities to re-skill

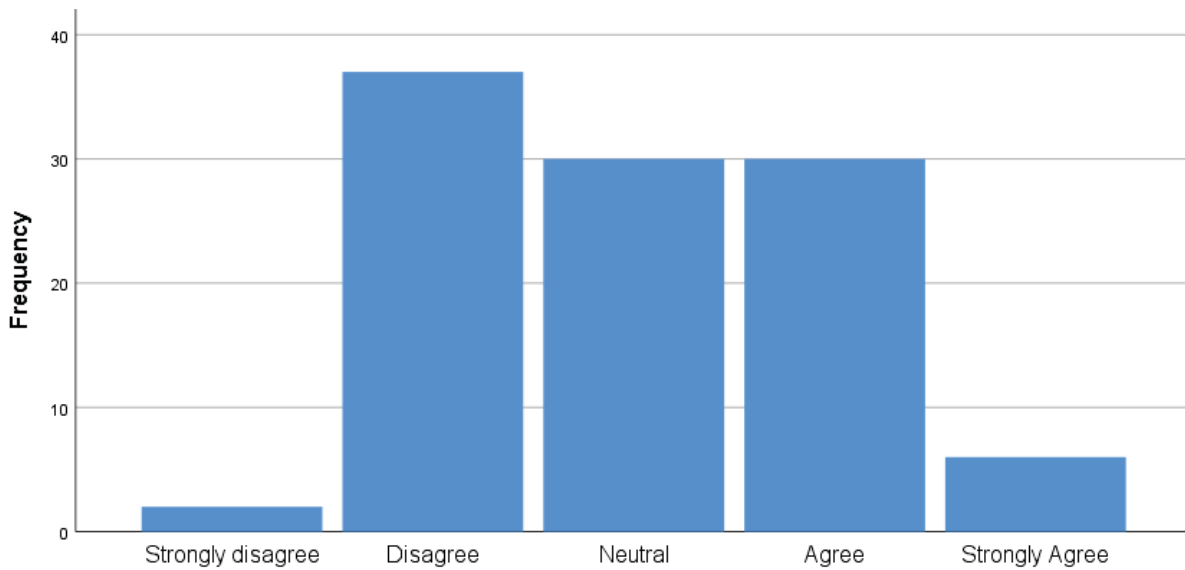


Figure 66: Officers provided opportunities to re-skill

Findings: The above statistics table and chart suggests that around 37% of the total samples are saying that officers believe that organization doesn't provide them with reskilling or upskilling opportunities while 30% believe they do get and rest are neutral, so achieving a consensus about the re or up skilling opportunities is not very much clear. The data spread and concentration is given as mean=3.01, std. dev. = 0.976 and Var=0.952.

O14: I think officers should be provided with the training to impart skills on building sensitivity towards the patient.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	17	16.2	2.26	0.888	0.789
Disagree	56	53.3			
Neutral	22	21.0			
Agree	8	7.6			
Strongly Agree	2	1.9			
Total	105	100.0			

Table 60: Officers provided training to impart skills

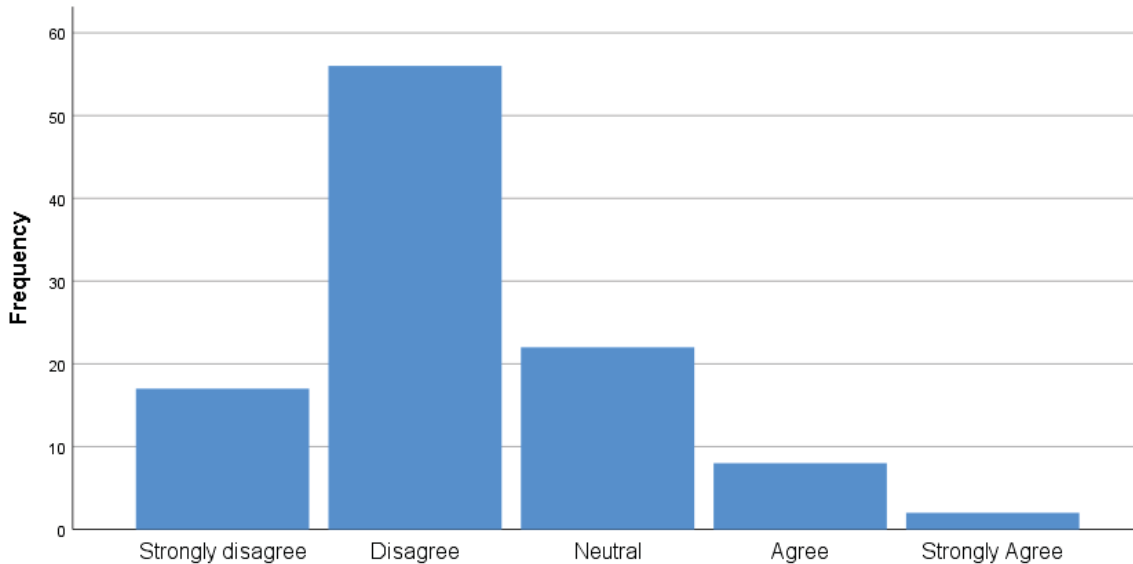


Figure 67: Officers provided training to impart skills

Findings: The above statistics table and chart suggests that around 70% of the total samples are saying that officers believe that there is no necessity to provide training to the officer which are doctor to impart them the skills require to behave in sensitive way towards their patients. The data spread and concentration is given as mean=2.26, std. dev. = 0.888 and Var=0.789.

O15: I think sometimes officers do work out of the rule book to reach their expected goal.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	7	6.7	2.87	1.038	1.078
Disagree	39	37.1			
Neutral	24	22.9			
Agree	31	29.5			
Strongly Agree	4	3.8			
Total	105	100.0			

Table 61: Officers do work out of the rule

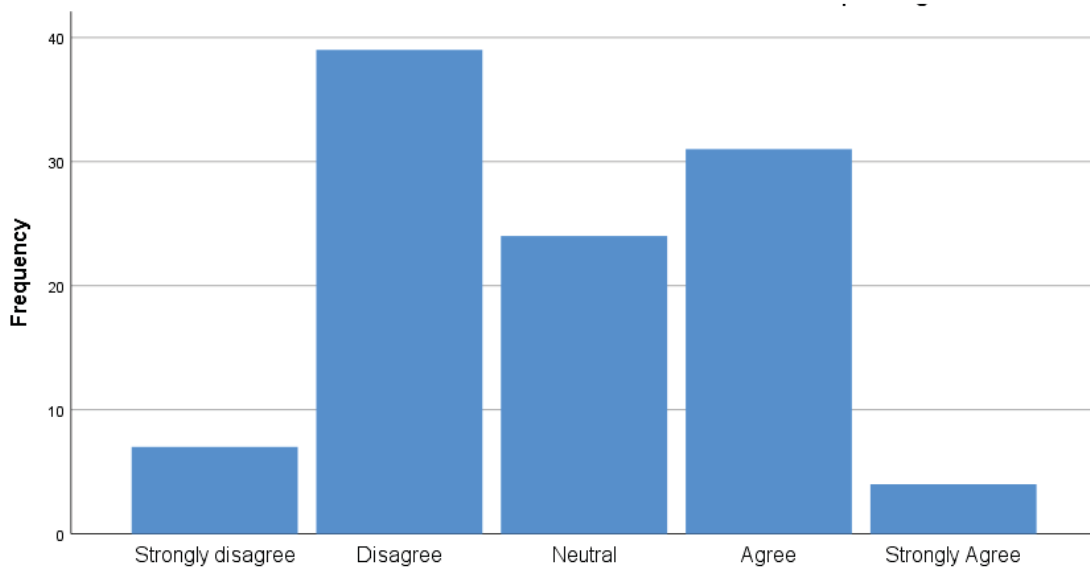


Figure 68: Officers do work out of the rule

Findings: The above statistics table and chart suggests that around 44% of the total samples are saying that officers believe that they don't work out of the rules and regulation laid down by the organization to complete their respective work or assignments. The data spread and concentration is given as mean=2.87, std. dev. = 1.038 and Var=1.078.

O16: I think in such a fast-paced world organization has to keep pace with the world and do that change is needed, but most of the time, these changes disturb the organization's routine operation.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	2.97	0.925	0.855
Disagree	39	37.1			
Neutral	31	29.5			
Agree	30	28.6			
Strongly Agree	4	3.8			
Total	105	100.0			

Table 62: Fast-paced changes disturb Organization's routine operation

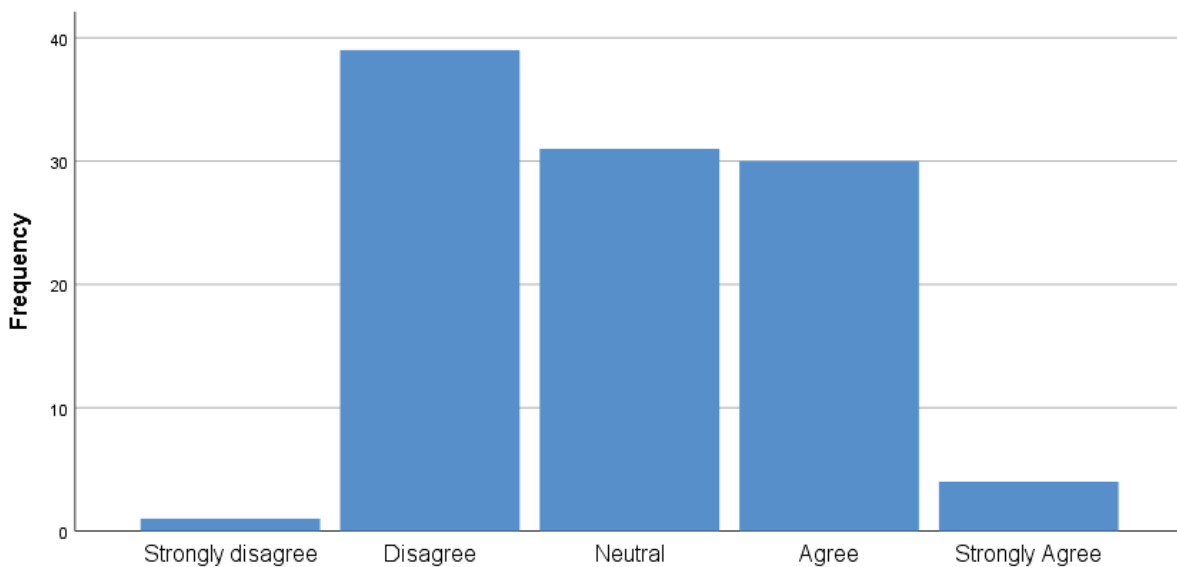


Figure 69: Fast-paced changes disturb Organization's routine operation

Findings: The above statistics table and chart suggests that around 38% of the total samples are saying that officers don't believe that organization should keep a tab on the latest happening around the world and incorporate the necessary changes required in the organizations operation, because these changes leads to disturbance in their routine operations. The data spread and concentration is given as mean=2.97, std. dev. = 0.925 and Var=0.855.

O17: I believe this organization believes in a collective way of goal setting.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	3.74	0.721	0.520
Disagree	7	6.7			
Neutral	17	16.2			
Agree	73	69.5			
Strongly Agree	7	6.7			
Total	105	100.0			

Table 63: Organization believes in a collective goal setting

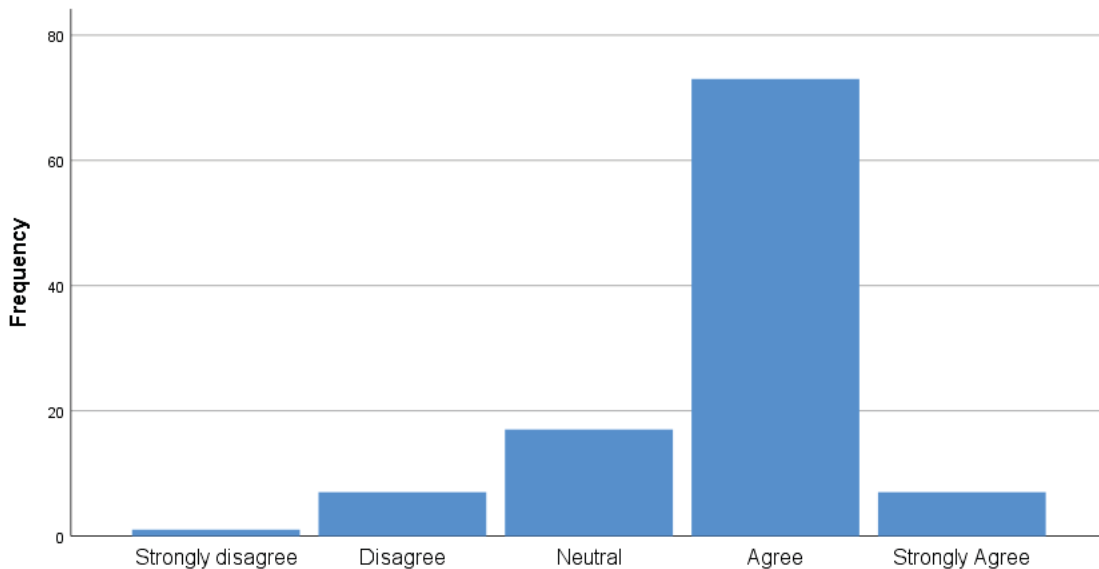


Figure 70: Organization believes in a collective goal setting

Findings: The above statistics table and chart suggests that around 76% of the total samples are saying that officers believe that organization is very much into setting the goals of the organization through a participative mode, hence a environment of collaboration is very much clear in the organization. The data spread and concentration is given as mean=3.74, std. dev. = 0.721 and Var=0.520.

O18: This organization's officers are the responsible ones and know how their actions can affect the respective employees, teams, and functions.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	3.89	0.625	0.391
Disagree	5	4.8			
Neutral	12	11.4			
Agree	78	74.3			
Strongly Agree	10	9.5			
Total	105	100.0			

Table 64:Officers are the responsible and know their action

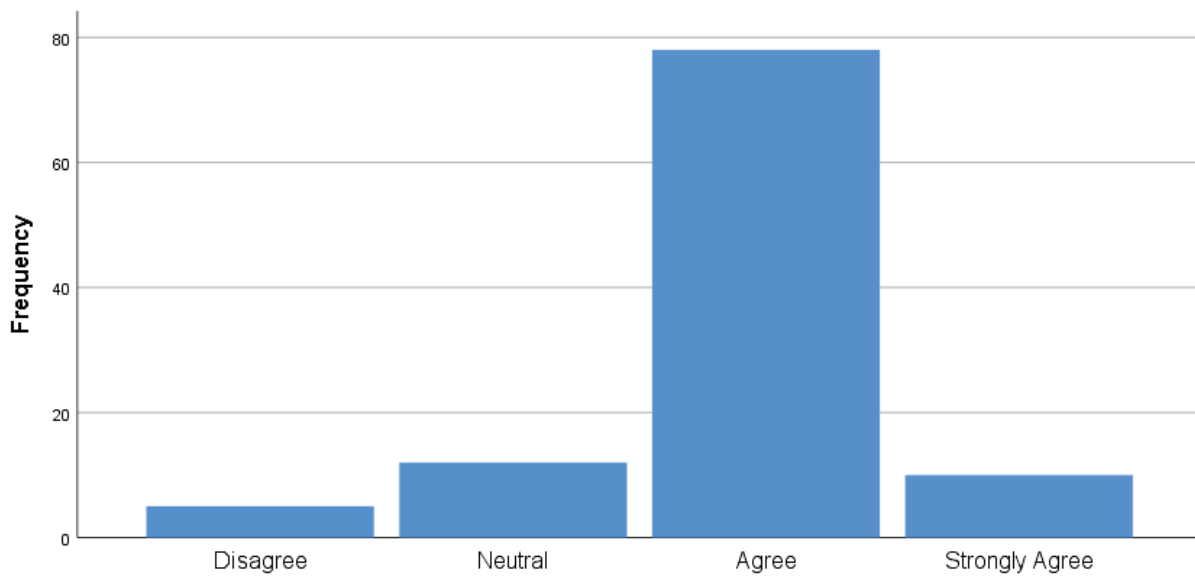


Figure 71:Officers are the responsible and know their actions

Findings: The above statistics table and chart suggests that around 84% of the total samples are saying that officers believe that they are responsible officers and they are very well aware of the repercussion of their actions on the respective employees working for this organization. The data spread and concentration is given as mean=3.89, std. dev. = 0.625 and Var=0.391.

O19: I think officers of this organization are curious and continuously look for the new frontier of research opportunities.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	3.99	0.814	0.663
Disagree	7	6.7			
Neutral	8	7.6			
Agree	65	61.9			
Strongly Agree	24	22.9			
Total	105	100.0			

Table 65: Officers are curious and look for research opportunities

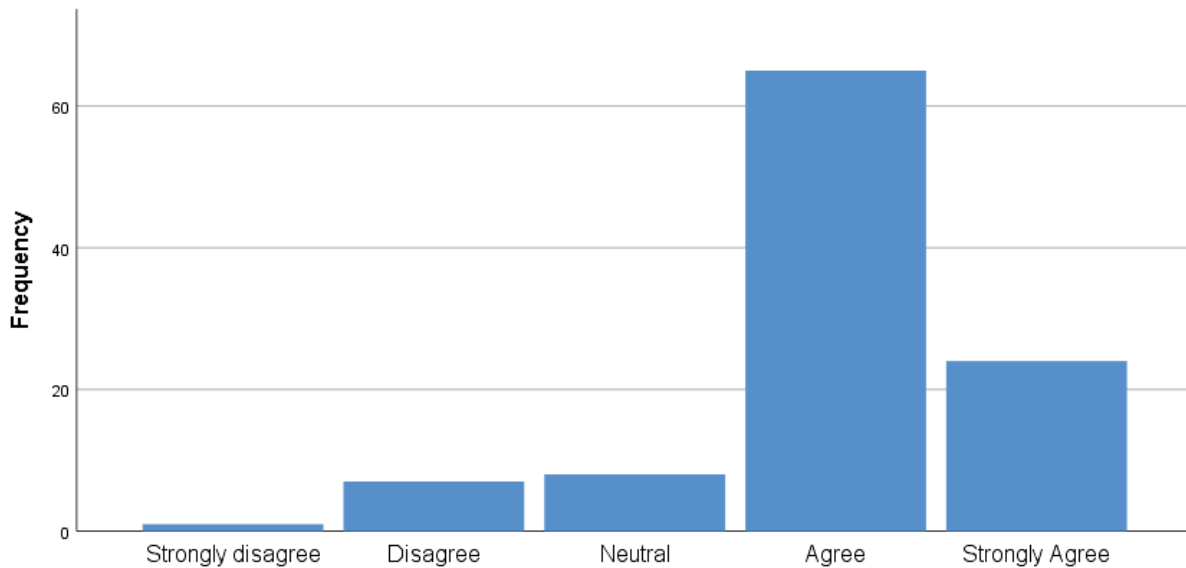


Figure 72: Officers are curious and look for research opportunities

Findings: The above statistics table and chart suggests that around 85% of the total samples are saying that officers believe that they are proactive in their efforts to figure out the new frontiers of research opportunities. The data spread and concentration is given as mean=3.99, std. dev. = 0.814 and Var=0.663.

O20: I believe that the decision making of this organization of more evidence-based.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	3.75	0.841	0.707
Disagree	8	7.6			
Neutral	23	21.9			
Agree	57	54.3			
Strongly Agree	16	15.2			
Total	105	100.0			

Table 66: Decision making is of more evidence-based

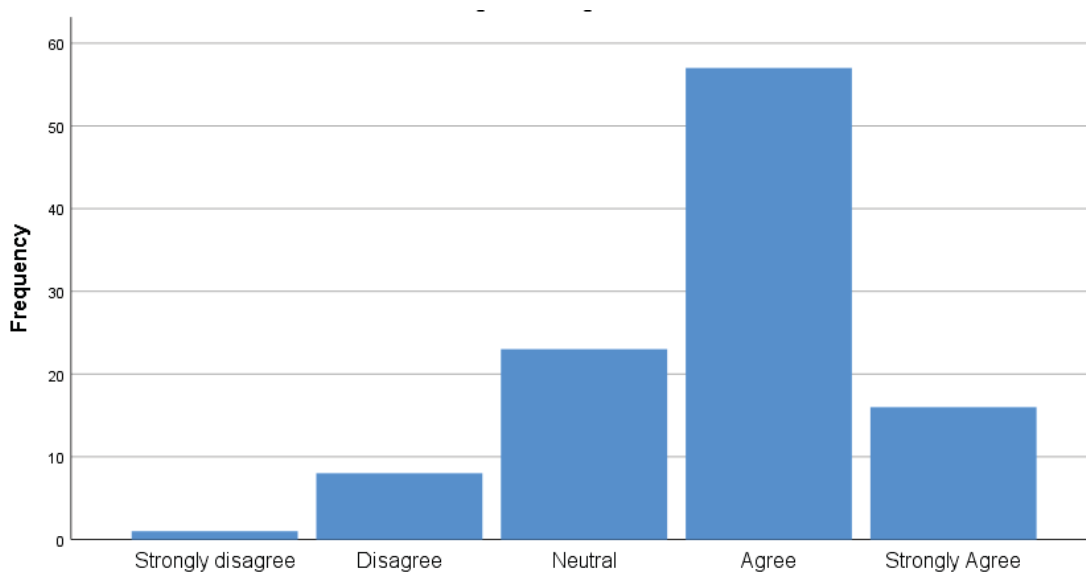


Figure 73: Decision making is of more evidence-based

Findings: The above statistics table and chart suggests that around 70% of the total samples are saying that officers believe that the decision making which happens in this organization are happening more on the basis of evidence, fact and figures and not with the hunch. The data spread and concentration is given as mean=3.75, std. dev. = 0.841 and Var=0.707.

O21: I think officers of this organization have significant impacts on the workplace environment by their innovative working methods.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	3.99	0.753	0.567
Disagree	4	3.8			
Neutral	12	11.4			
Agree	66	62.9			
Strongly Agree	22	21.0			
Total	105	100.0			

Table 67: Working methods have impacts on the workplace environment

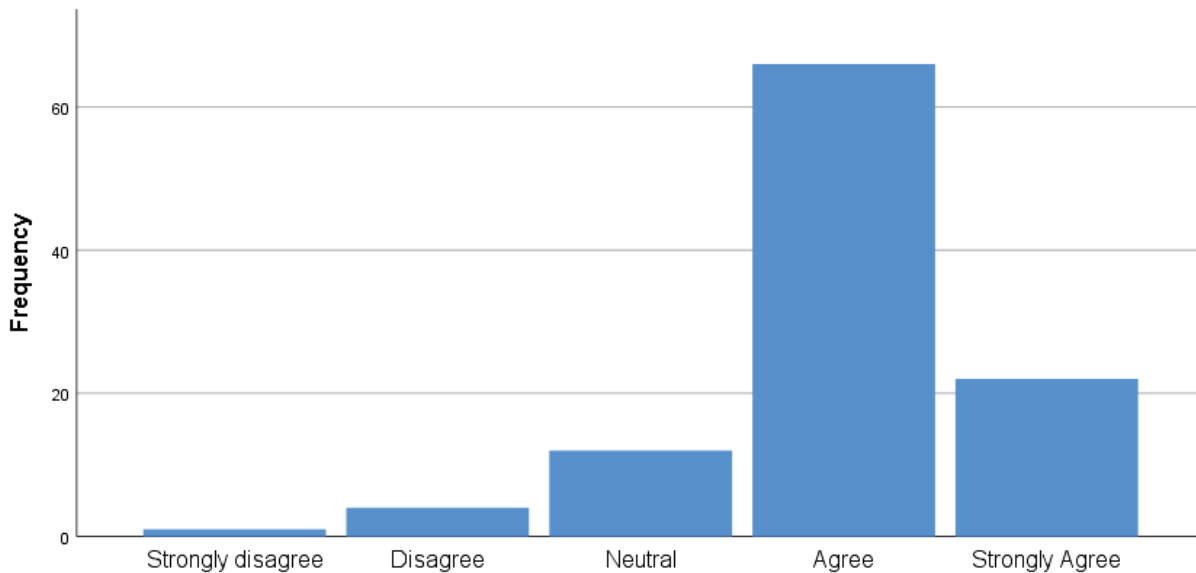


Figure 74: Working methods have impacts on the workplace environment

Findings: The above statistics table and chart suggests that around 84% of the total samples are saying that officers believe that working methods of this organization have significant impact on the workplace environment of this organization. The data spread and concentration is given as mean=3.99, std. dev. = 0.753 and Var=0.567.

O22: This organization is very aggressive, and sometimes they outsmart their own goal and set the new benchmark for continuous improvement.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	4.09	0.590	0.348
Disagree	3	2.9			
Neutral	5	4.8			
Agree	77	73.3			
Strongly Agree	20	19.0			
Total	105	100.0			

Table 68: Organization set new benchmark for improvement

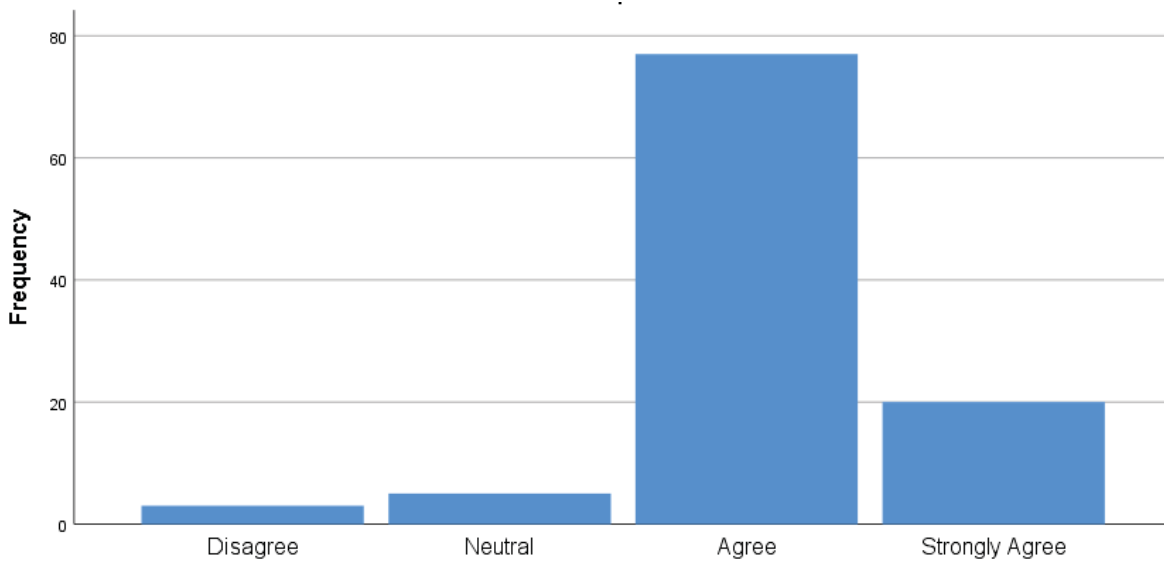


Figure 75: Organization set new benchmark for improvement

Findings: The above statistics table and chart suggests that around 92% of the total samples are saying that officers believe that their organization always strive to achieve the new heights by breaking their own records and setting the new benchmark for continuous improvements. The data spread and concentration is given as mean=4.09, std. dev. = 0.590 and Var=0.348.

O23: I think if officers work together with a common purpose, they can outsmart the competition easily.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	4.00	0.797	0.635
Disagree	5	4.8			
Neutral	12	11.4			
Agree	62	59.0			
Strongly Agree	25	23.8			
Total	105	100.0			

Table 69: Officers work with common purpose- outsmart competition easily

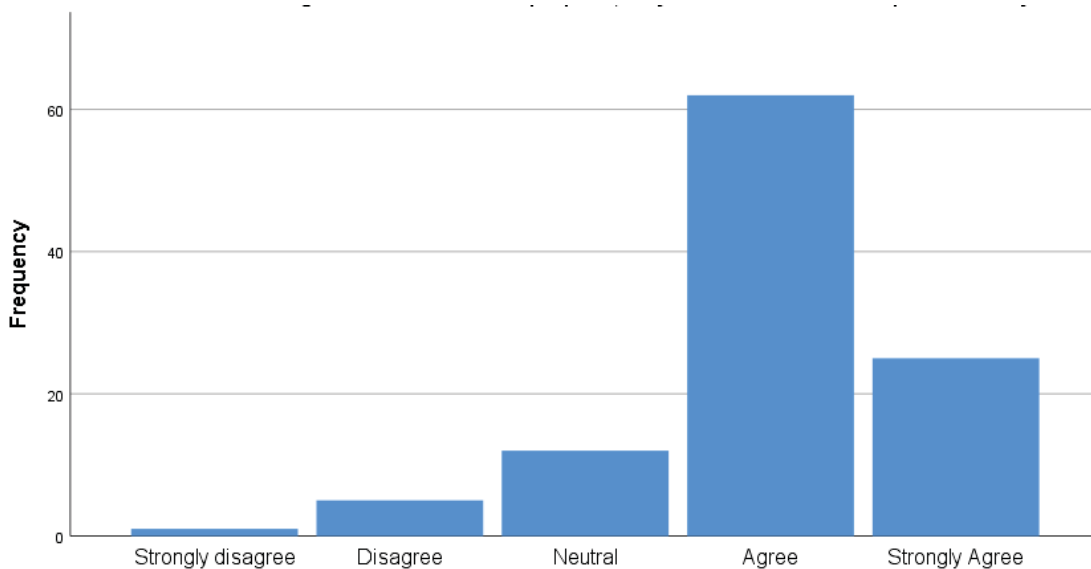


Figure 76: Officers work with common purpose- outsmart competition easily

Findings: The above statistics table and chart suggests that around 83% of the total samples are saying that officers believe that working in collaboration will create a competitive advantage for their organization which in return can outsmart the competition easily, in this case competition is organization manufacturing ayurvedic, homeopathy or other herbal medicines or doing research on them. The data spread and concentration is given as mean=4.00, std. dev. = 0.797 and Var=0.635.

O24: I think officers do get rewarded in this organization appropriately if they achieve their goal.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	3.66	0.886	0.785
Disagree	11	10.5			
Neutral	26	24.8			
Agree	52	49.5			
Strongly Agree	15	14.3			
Total	105	100.0			

Table 70: Officers get rewarded – if achieve goal

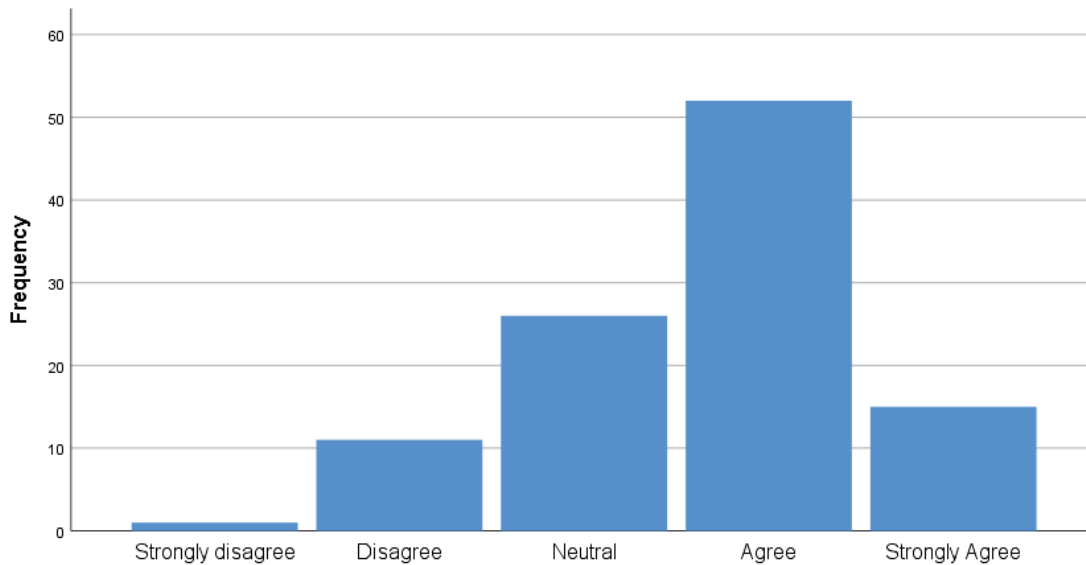


Figure 77: Officers get rewarded – if achieve goal

Findings: The above statistics table and chart suggests that around 64% of the total samples are saying that officers believe that in this organization the rewards and goal achievement goes hand in hand. The data spread and concentration is given as mean=3.66, std. dev. = 0.886 and Var=0.785.

O25: This organization's officers have timely access to the relevant information about the organization know-how.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	3.41	0.917	0.840
Disagree	20	19.0			
Neutral	27	25.7			
Agree	49	46.7			
Strongly Agree	8	7.6			
Total	105	100.0			

Table 71: Officers have access- information about organization

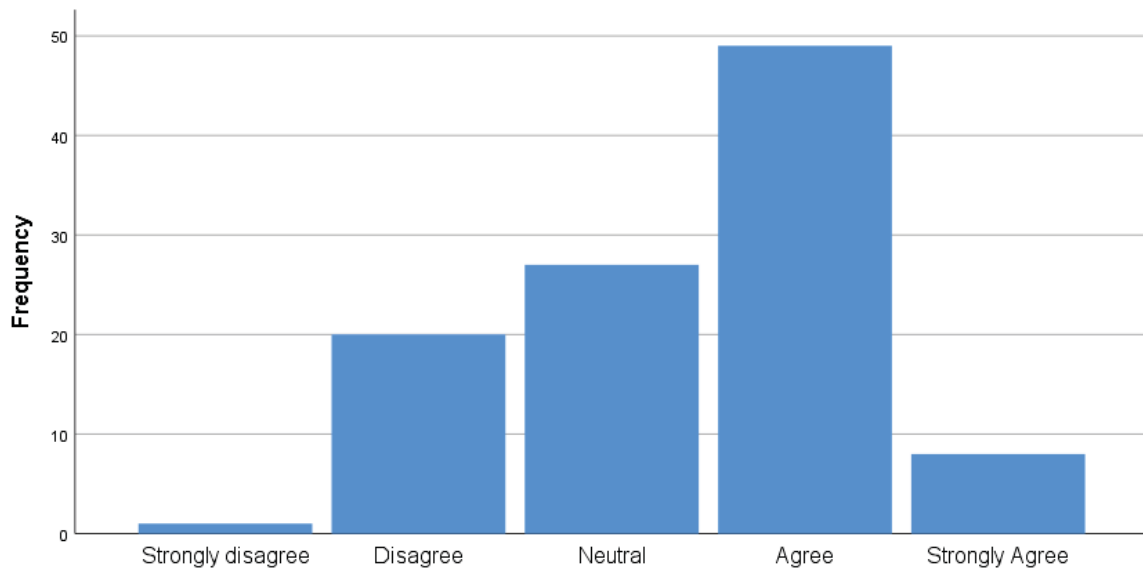


Figure 78: Officers have access- information about organization

Findings: The above statistics table and chart suggests that around 54% of the total samples are saying that officers believe that they have access to the necessary information about the functioning of the organization from time to time. The data spread and concentration is given as mean=3.41, std. dev. = 0.917 and Var=0.840.

O26: In the case of change management, higher authorities make sure that the transition of employees from old to new processes should be achieved smoothly by addressing all the employees' concerns.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	3.50	0.822	0.675
Disagree	17	16.2			
Neutral	24	22.9			
Agree	59	56.2			
Strongly Agree	5	4.8			
Total	105	100.0			

Table 72: Change Management – achieved by addressing concerns

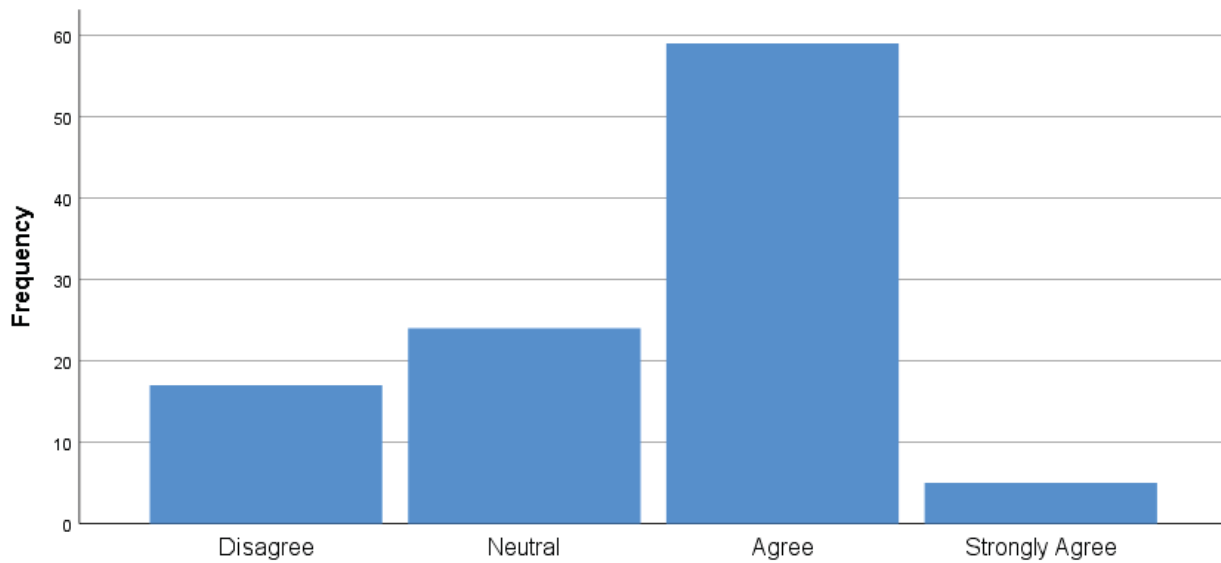


Figure 79: Change Management – achieved by addressing concerns

Findings: The above statistics table and chart suggests that around 61% of the total samples are saying that officers believe that the top management of the organization gives priority to address the concerns of employees for making transition of employees from old to new processes in case of change management. The data spread and concentration is given as mean=3.50, std. dev. = 0.822 and Var=0.675.

O27: I think sometimes it has been observed that there is inconsistency in the goal set by Individuals, team and organization.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	3	2.9	2.80	0.848	0.719
Disagree	39	37.1			
Neutral	41	39.0			
Agree	20	19.0			
Strongly Agree	2	1.9			
Total	105	100.0			

Table 73: Inconsistency in the goal set

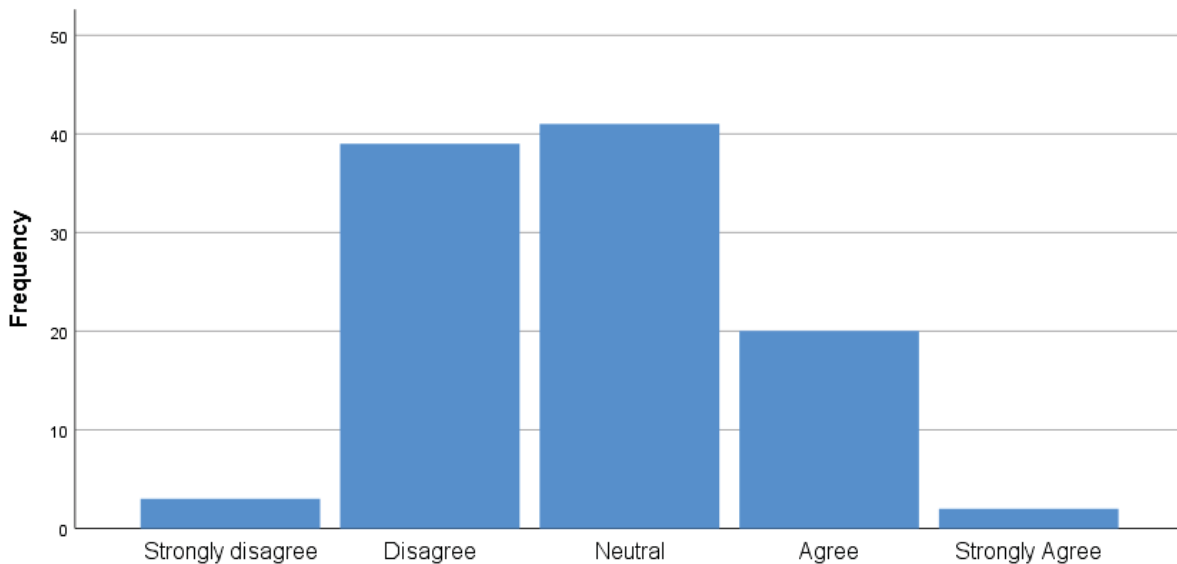


Figure 80: Inconsistency in the goal set

Findings: The above statistics table and chart suggests that around 40% of the total samples are saying that officers believe that they disagree to the idea that the goal set by the organization are inconsistent and 39% are not sure about this while only 21% believe that the goals are inconsistent. The data spread and concentration is given as mean=2.80, std. dev. = 0.848 and Var=0.719.

O28: I think this organization has the legacy to work on trust and transparency when employees work in collaboration to make things happen.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	4.02	0.693	0.480
Disagree	3	2.9			
Neutral	15	14.3			
Agree	64	61.0			
Strongly Agree	23	21.9			
Total	105	100.0			

Table 74: Legacy to work on trust and transparency

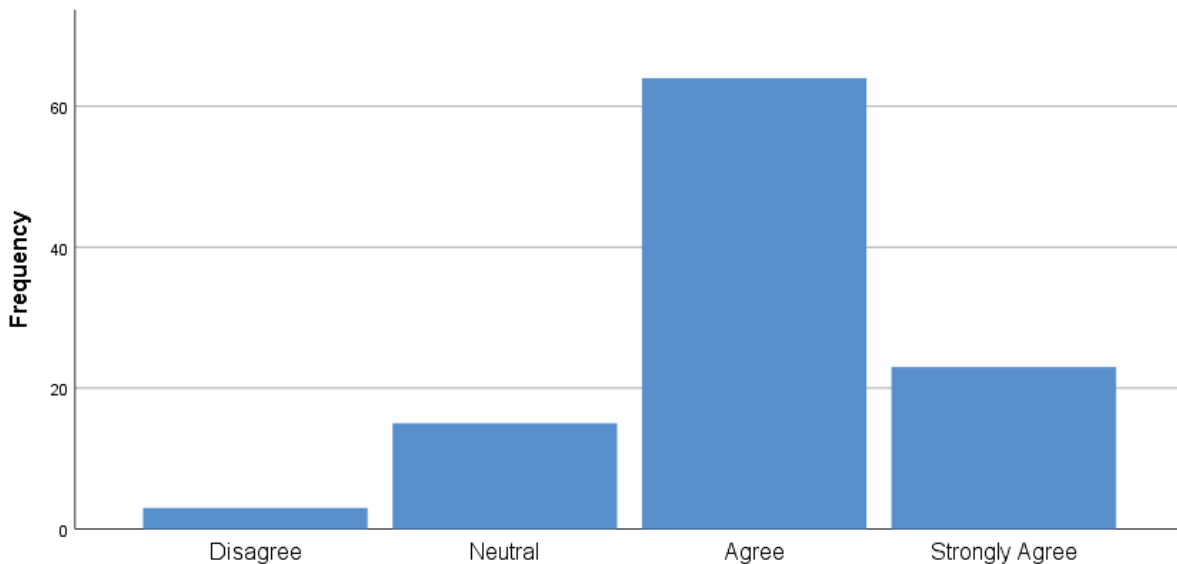


Figure 81: Legacy to work on trust and transparency

Findings: The above statistics table and chart suggests that around 83% of the total samples are saying that officers believe that the legacy of this organization is the work which happens on trust and transparency. The data spread and concentration is given as mean=4.02, std. dev. = 0.693 and Var=0.480.

O29: I think officers' problems are addressed by organization until officers believe that their problems are up to the mark.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	1	1.0	3.33	0.840	0.705
Disagree	19	18.1			
Neutral	32	30.5			
Agree	50	47.6			
Strongly Agree	3	2.9			
Total	105	100.0			

Table 75: Problems are addressed by organization

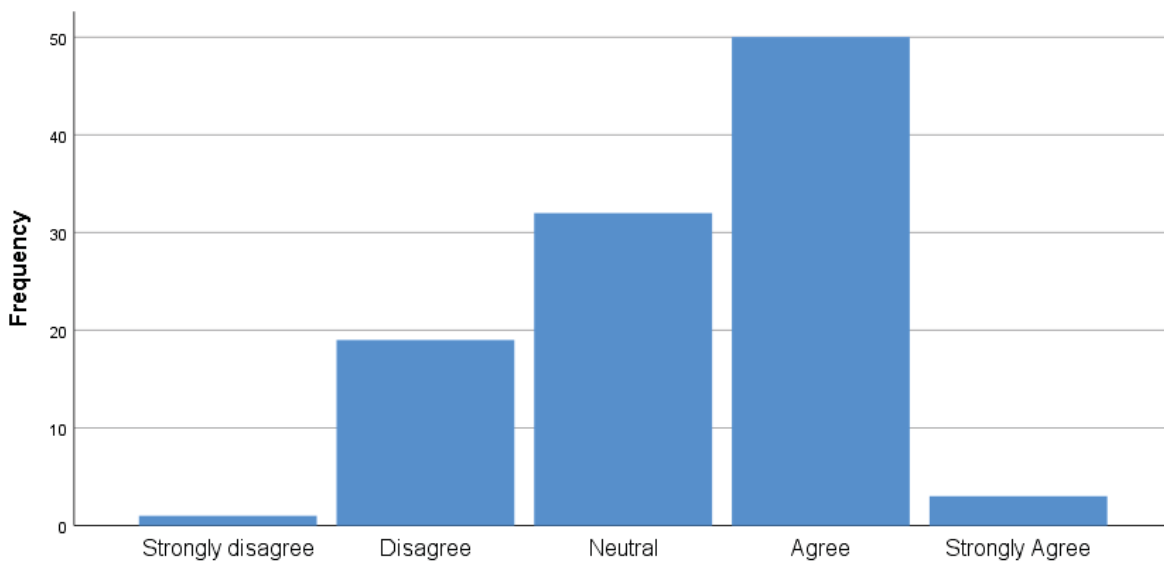


Figure 82: Problems are addressed by organization

Findings: The above statistics table and chart suggests that around 50% of the total samples are saying that officers believe that organization has the ability to address the problems of the officers, and these problems are considered when officer believe its really substantial one to be resolved. The data spread and concentration is given as mean=3.33, std. dev. = 0.840 and Var=0.705.

O30: I think everyone who works for this organization believes in shared values which served as a foundational element for mutual goal attainment.

Responses	Frequency	Percent	Mean	Std. Dev.	Var.
Strongly Disagree	0	0	3.93	0.683	0.467
Disagree	4	3.8			
Neutral	16	15.2			
Agree	68	64.8			
Strongly Agree	17	16.2			
Total	105	100.0			

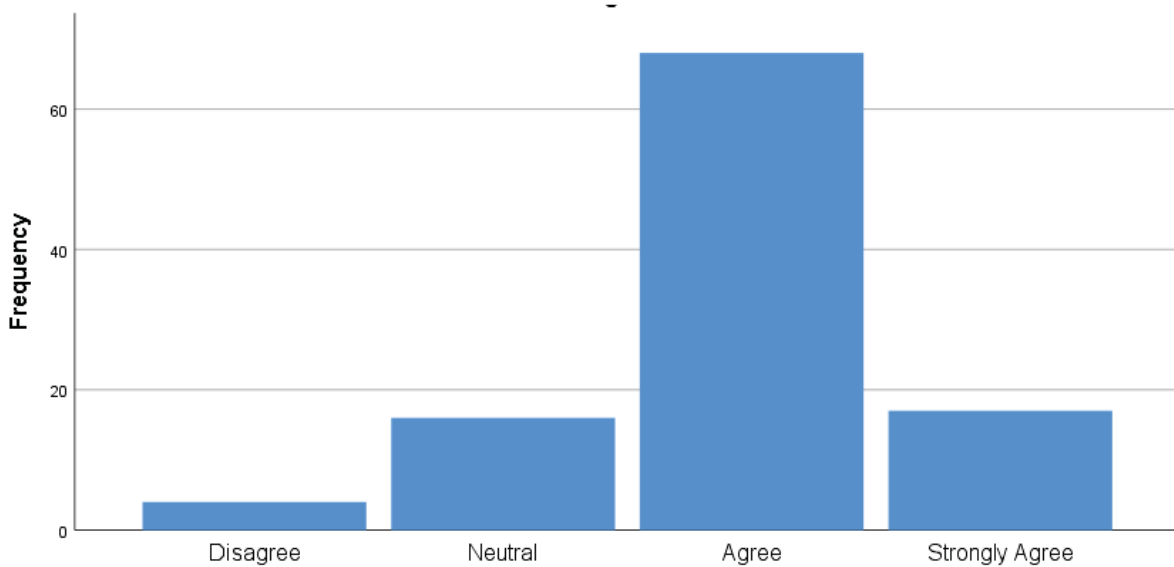


Figure 83: Everyone believes in shared values

Findings: The above statistics table and chart suggests that around 81% of the total samples are saying that officers believe that everyone working for this organization believes in shared values and this serve as foundational element for the attainment of the goal. The data spread and concentration is given as mean=3.93, std. dev. = 0.683 and Var=0.467.

Third Part- Hypotheses Testing and Findings

Research Question-1: Is there any correlation between styles of leadership and the commitment of employees?

Statistical Test: Pearson Correlation Test

Hypothesis:

H0: There is no correlation between styles of leadership and the commitment of employees.

H1: There is a correlation between styles of leadership and the commitment of employees.

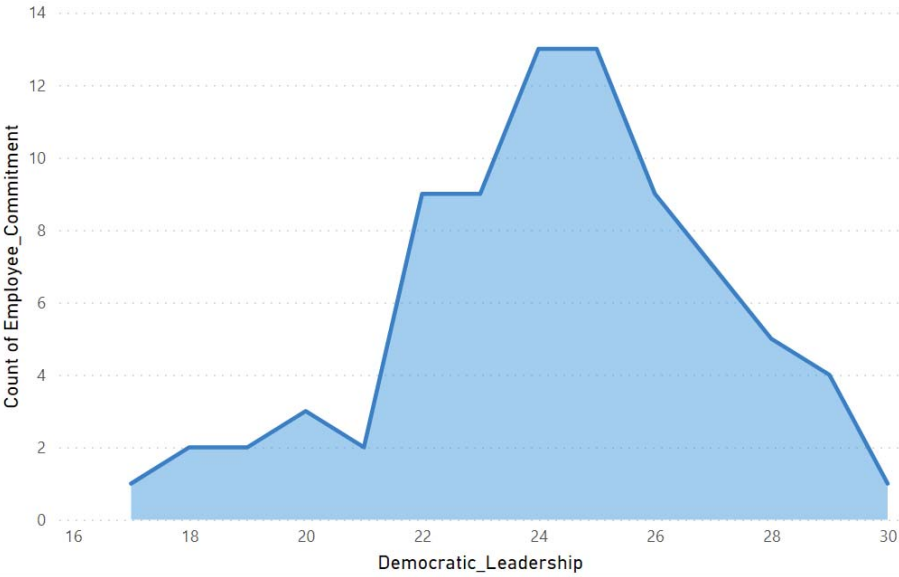
Level of Significance=0.05

Test Statistics:

Relationship	Pearson Correlation Coefficient	Status
Democratic Leadership ↔ Employee Commitment	0.421 (p value less than 0.05)	Alternate Hypothesis Accepted
Authoritarian Leadership ↔ Employee Commitment	0.173 (p value more than 0.05)	Null Hypothesis Accepted
Laissez-faire Leadership ↔ Employee Commitment	0.140 (p value more than 0.05)	Null Hypothesis Accepted

Since p-value is less than the level of significance we reject the null and accept the alternate hypothesis which is, there is correlation between democratic leadership and the commitment of employees. While on the other hand since p-value is more than the level of significance in case of authoritarian and laissez-faire leadership we reject the alternate and accept the null hypothesis which suggest that there is no correlation between authoritarian and laissez-faire leadership and the commitment of employees.

To see the overall correlation between style of leadership and the commitment of employees we can see the mentioned below graph:



Findings: From the graph we can see that as the practice of democratic leadership increases the commitment of employees, though it do come down in case of too high practice if demographic leadership.

Research Question-2: Is there any correlation between styles of leadership and the components of organization's culture?

Statistical Test: Pearson Correlation Test

Hypothesis:

H0: There is no correlation between styles of leadership and the components of organization's culture.

H1: There is a correlation between styles of leadership and the components of organization's culture.

Level of Significance=0.05

Test Statistics:

Relationship	Pearson Correlation Coefficient	Status
Democratic Leadership ↔ Change Orientation	0.158	Rejected
Democratic Leadership ↔ Goal Attainment	0.187	Rejected
Democratic Leadership ↔ Team Dynamics	0.256	Accepted
Democratic Leadership ↔ Patient Orientation	0.201	Accepted
Democratic Leadership ↔ Organization Climate Strength	0.165	Rejected
Authoritarian Leadership ↔ Change Orientation	0.194	Accepted
Authoritarian Leadership ↔ Goal Attainment	0.228	Accepted
Authoritarian Leadership ↔ Team Dynamics	0.191	Rejected
Authoritarian Leadership ↔ Patient Orientation	0.135	Rejected
Authoritarian Leadership ↔ Organization Climate Strength	0.182	Rejected
Laissez-faire Leadership ↔ Change Orientation	0.275	Accepted
Laissez-faire Leadership ↔ Goal Attainment	0.261	Accepted
Laissez-faire Leadership ↔ Team Dynamics	0.159	Rejected
Laissez-faire Leadership ↔ Patient Orientation	0.18	Rejected
Laissez-faire Leadership ↔ Organization Climate Strength	0.175	Rejected

1. Democratic Leadership and Organizational Culture Components:

Since p-value is less than the level of significance we reject the null and accept the alternate hypothesis which is, there is correlation between democratic leadership and the team

dynamics and patient orientation. While on the other hand since p-value is more than the level of significance in case of Change Orientation, Goal Attainment and Organizational Climate Strength hence we reject the alternate and accept the null hypothesis which suggest that there is no correlation between democratic leadership and these 3 components mentioned above.

2. Authoritarian Leadership and Organizational Culture Components:

Since p-value is less than the level of significance we reject the null and accept the alternate hypothesis which is, there is correlation between authoritarian leadership and the change orientation and goal attainment components of organizational culture. While on the other hand since p-value is more than the level of significance in case of Organizational Climate Strength, team dynamics and patient orientation, hence we reject the alternate and accept the null hypothesis which suggest that there is no correlation between authoritarian leadership and these 3 components mentioned above.

3. Laissez-faire Leadership and Organizational Culture Components:

Since p-value is less than the level of significance we reject the null and accept the alternate hypothesis which is, there is correlation between Laissez-faire leadership and the change orientation and goal attainment components of organizational culture. While on the other hand since p-value is more than the level of significance in case of Organizational Climate Strength, team dynamics and patient orientation, hence we reject the alternate and accept the null hypothesis which suggest that there is no correlation between Laissez-faire leadership and these 3 components mentioned above.

Findings: From the above analysis we can say that the democratic leadership is relevant in case of team dynamics as well as patient orientation while authoritarian and laissez-faire leadership are relevant in case of change orientation and goal attainment.

Research Question-3: Whether there is any statistical difference between style of leadership based on age groups of the sample respondents?

Statistical Test: One way ANOVA

Hypothesis:

H0: There is no statistical difference between style of leadership based on age groups of the sample respondents.

H1: There is a statistical difference between style of leadership based on age groups of the sample respondents.

Level of Significance=0.05

Descriptive:

Descriptive									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Authoritarian Leadership	30-35	24	17.7500	2.95252	.60268	16.5033	18.9967	10.00	23.00
	36-41	26	18.3462	2.74142	.53764	17.2389	19.4534	12.00	23.00
	42 or more	55	20.5455	2.46320	.33214	19.8796	21.2114	15.00	27.00
	Total	105	19.3619	2.91258	.28424	18.7982	19.9256	10.00	27.00
Democratic Leadership	30-35	24	24.4583	2.94853	.60187	23.2133	25.7034	17.00	29.00

	36-41	26	24.5 385	1.5806 5	.309 99	23.9000	25.1769	21.0 0	27.00
	42 or more	55	24.4 000	2.6984 2	.363 86	23.6705	25.1295	18.0 0	30.00
	Total	105	24.4 476	2.5114 4	.245 09	23.9616	24.9336	17.0 0	30.00
Laissez faire Leadership	30-35	24	18.5 833	3.0204 6	.616 55	17.3079	19.8588	15.0 0	24.00
	36-41	26	18.6 923	2.7679 5	.542 84	17.5743	19.8103	14.0 0	24.00
	42 or more	55	20.5 455	3.2592 8	.439 48	19.6643	21.4266	13.0 0	29.00
	Total	105	19.6 381	3.2079 3	.313 06	19.0173	20.2589	13.0 0	29.00

Test Statistics:

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Authoritarian Leadership	Between Groups	166.227	2	83.113	11.840	.000
	Within Groups	716.021	102	7.020		
	Total	882.248	104			
Democratic Leadership	Between Groups	.342	2	.171	.027	.974
	Within Groups	655.620	102	6.428		
	Total	655.962	104			
Laissez faire Leadership	Between Groups	95.239	2	47.620	4.982	.009
	Within Groups	975.008	102	9.559		
	Total	1070.248	104			

Multiple Comparisons:

Multiple Comparisons							
Tukey HSD							
Dependent Variable	(I) Which age group you belong to?	(J) Which age group you belong to?	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Authoritarian Leadership	30-35	36-41	-.59615	.74999	.707	-2.3799	1.1876
		42 or more	-2.79545*	.64817	.000	-4.3371	-1.2538
	36-41	30-35	.59615	.74999	.707	-1.1876	2.3799
		42 or more	-2.19930*	.63058	.002	-3.6991	-.6995
	42 or more	30-35	2.79545*	.64817	.000	1.2538	4.3371
		36-41	2.19930*	.63058	.002	.6995	3.6991
Democratic Leadership	30-35	36-41	-.08013	.71766	.993	-1.7870	1.6268
		42 or more	.05833	.62023	.995	-1.4168	1.5335
	36-41	30-35	.08013	.71766	.993	-1.6268	1.7870
		42 or more	.13846	.60339	.971	-1.2967	1.5736
	42 or more	30-35	-.05833	.62023	.995	-1.5335	1.4168
		36-41	-.13846	.60339	.971	-1.5736	1.2967
Laissez faire	30-35	36-41	-.10897	.87518	.991	-2.1905	1.9726

Leadership		42 or more	- 1.96212*	.7563 6	.029	-3.7611	-.1632
	36-41	30-35	.10897	.8751 8	.991	-1.9726	2.1905
		42 or more	- 1.85315*	.7358 3	.035	-3.6033	-.1030
	42 or more	30-35	1.96212*	.7563 6	.029	.1632	3.7611
		36-41	1.85315*	.7358 3	.035	.1030	3.6033
*. The mean difference is significant at the 0.05 level.							

There was a statistical difference between style of leadership based on age groups of the sample respondents.

1. Authoritarian Leadership-Age Groups

($F(2,102) = 11.840, p < 0.01$).

A Tukey post hoc test revealed that the authoritarian leadership was statistically significantly higher beyond the age group of 42+ years and then 35 + years and 30 years and old.

2. Laissez-faire Leadership-Age Groups

($F(2,102) = 4.982, p < 0.01$).

A Tukey post hoc test revealed that the laissez-faire leadership was statistically significantly higher beyond the age group of 42+ years and than 35 + years and 30 years and old.

Findings: We can say that leadership particularly authoritarian and laissez-faire leadership differ based on the age group which creates the difference amongst senior to junior age group. It means 42+ years old to 30 + years old of the sample respondents.

Research Question-4: Whether there is any statistical difference between component of organizational culture perception and qualification of sample respondents?

Statistical Test: One way ANOVA

Hypothesis:

H0: There is no statistical difference between component of organizational culture perception and qualification of sample respondents.

H1: There is a statistical difference between component of organizational culture perception and qualification of sample respondents.

Level of Significance=0.05

Descriptive:

Descriptive									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Change Orientation	Bachelor	8	3.5833	.39841	.14086	3.2503	3.9164	3.00	4.17
	Masters	71	3.5188	.39395	.04675	3.4255	3.6120	2.17	5.00
	Ph.D.	26	3.4231	.33076	.06487	3.2895	3.5567	2.67	3.83
	Total	105	3.5000	.37907	.03699	3.4266	3.5734	2.17	5.00
Goal Attainment	Bachelor	8	3.7500	.28172	.09960	3.5145	3.9855	3.50	4.17

	Masters	71	3.525 8	.43884	.0520 8	3.4220	3.6297	1.83	4.50
	Ph.D.	26	3.333 3	.33993	.0666 7	3.1960	3.4706	2.33	3.83
	Total	105	3.495 2	.41824	.0408 2	3.4143	3.5762	1.83	4.50
Team Dynamics	Bachelor	8	3.770 8	.28084	.0992 9	3.5360	4.0056	3.50	4.33
	Masters	71	3.654 9	.37089	.0440 2	3.5671	3.7427	2.83	4.67
	Ph.D.	26	3.448 7	.27394	.0537 2	3.3381	3.5594	3.00	4.00
	Total	105	3.612 7	.35468	.0346 1	3.5441	3.6813	2.83	4.67
Patient Orientation	Bachelor	8	3.770 8	.30780	.1088 2	3.5135	4.0282	3.33	4.33
	Masters	71	3.556 3	.46713	.0554 4	3.4458	3.6669	2.17	4.83
	Ph.D.	26	3.352 6	.44803	.0878 6	3.1716	3.5335	2.33	4.17
	Total	105	3.522 2	.46287	.0451 7	3.4326	3.6118	2.17	4.83
Organizational Climate Strength	Bachelor	8	3.875 0	.30538	.1079 7	3.6197	4.1303	3.33	4.33
	Masters	71	3.654 9	.46319	.0549 7	3.5453	3.7646	2.50	4.33
	Ph.D.	26	3.301 3	.45951	.0901 2	3.1157	3.4869	2.33	4.17
	Total	105	3.584 1	.48101	.0469 4	3.4910	3.6772	2.33	4.33

Test Statistics:

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Change Orientation	Between Groups	.234	2	.117	.813	.446
	Within Groups	14.710	102	.144		
	Total	14.944	104			
Goal Attainment	Between Groups	1.267	2	.634	3.818	.025
	Within Groups	16.925	102	.166		
	Total	18.192	104			
Team Dynamics	Between Groups	1.026	2	.513	4.339	.016
	Within Groups	12.057	102	.118		
	Total	13.083	104			
Patient Orientation	Between Groups	1.325	2	.663	3.226	.044
	Within Groups	20.956	102	.205		
	Total	22.281	104			
Organizational Climate Strength	Between Groups	3.113	2	1.556	7.578	.001
	Within Groups	20.950	102	.205		
	Total	24.062	104			

Multiple Comparisons:

Multiple Comparisons							
Tukey HSD							
Dependent Variable	(I) What is your highest level of education?	(J) What is your highest level of education?	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Change Orientation	Bachelor	Masters	.06455	.14163	.892	-.2723	.4014
		Ph.D.	.16026	.15354	.551	-.2049	.5254
	Masters	Bachelor	-.06455	.14163	.892	-.4014	.2723
		Ph.D.	.09570	.08705	.517	-.1113	.3027
	Ph.D.	Bachelor	-.16026	.15354	.551	-.5254	.2049
		Masters	-.09570	.08705	.517	-.3027	.1113
Goal Attainment	Bachelor	Masters	.22418	.15192	.307	-.1371	.5855
		Ph.D.	.41667*	.16469	.034	.0250	.8084
	Masters	Bachelor	-.22418	.15192	.307	-.5855	.1371
		Ph.D.	.19249	.09338	.103	-.0296	.4146
	Ph.D.	Bachelor	-.41667*	.16469	.034	-.8084	-.0250
		Masters	-.19249	.09338	.103	-.4146	.0296
Team Dynamics	Bachelor	Masters	.11590	.12822	.639	-.1891	.4209

		Ph.D.	.32212	.1390 1	.058	-.0085	.6527
	Masters	Bachelor	-.11590	.1282 2	.639	-.4209	.1891
		Ph.D.	.20621*	.0788 1	.027	.0188	.3937
	Ph.D.	Bachelor	-.32212	.1390 1	.058	-.6527	.0085
		Masters	-.20621*	.0788 1	.027	-.3937	-.0188
Patient Orientation	Bachelor	Masters	.21450	.1690 4	.416	-.1876	.6165
		Ph.D.	.41827	.1832 6	.063	-.0176	.8541
	Masters	Bachelor	-.21450	.1690 4	.416	-.6165	.1876
		Ph.D.	.20377	.1039 0	.127	-.0433	.4509
	Ph.D.	Bachelor	-.41827	.1832 6	.063	-.8541	.0176
		Masters	-.20377	.1039 0	.127	-.4509	.0433
Organizational Climate Strength	Bachelor	Masters	.22007	.1690 2	.397	-.1819	.6221
		Ph.D.	.57372*	.1832 3	.006	.1379	1.0095
	Masters	Bachelor	-.22007	.1690 2	.397	-.6221	.1819
		Ph.D.	.35365*	.1038 9	.003	.1066	.6007
	Ph.D.	Bachelor	-.57372*	.1832 3	.006	-1.0095	-.1379
		Masters	-.35365*	.1038 9	.003	-.6007	-.1066

*. The mean difference is significant at the 0.05 level.

There was a statistical difference between components of organizational culture perceived and qualification of respondents.

1. Goal Attainment and Qualification Groups

($F(2,102) = 3.813, p < 0.05$).

A Tukey post hoc test revealed that the components of organizational culture perceived amongst respondents was statistically significantly higher for bachelors and lowest for PhD.

2. Team Dynamics and Qualification Groups

($F(2,102) = 3.813, p < 0.05$).

A Tukey post hoc test revealed that the components of organizational culture perceived amongst respondents was statistically significantly higher for bachelors and lowest for PhD.

3. Patient Orientation and Qualification Groups

($F(2,102) = 3.813, p < 0.05$).

A Tukey post hoc test revealed that the components of organizational culture perceived amongst respondents was statistically significantly higher for bachelors and lowest for PhD.

4. Organizational Climate Strength and Qualification Groups

($F(2,102) = 3.813, p < 0.05$).

A Tukey post hoc test revealed that the components of organizational culture perceived amongst respondents was statistically significantly higher for bachelors and lowest for PhD.

Findings: We can say that the Goal attainment, team dynamics, patient orientation and organizational climate strength is highly perceived by bachelor respondents and followed by master and lowest by PhD respondents.

Chapter-5: Conclusions and Recommendations and Limitations

5.1 Conclusions

From Demographic Questions (D1-D4)

From the analysis, we conclude that the group A officer working in AYUSH is considerably more male than a female officer due to the more field job and the age-wise, the officers with age having more than 42 are more than the other age groups. Most of the Officer have PhD qualification; this might be due to the job's nature, which demands more research and development approach from them. Since we had seen that 42 plus years old officers are more, this indicates that these officers' have highest experience.

From Leadership Questions (L1-L18)

As the data suggest about the monitoring of junior officers, the researcher concludes that the organisation considers them an integral part of decision-making, which creates the trust factor between the junior officers and the organisation, making them more responsible and monitoring them often required. In return, it also makes them more proactive towards their jobs.

Since the process and procedures drive the organisation, the officers often do not want the junior officers to be empowered. Officers should intervene if required when junior officers have to act on their own in certain situations. Hence officers believe that it is a good idea to coach them from time to time to perform well in unexpected situations. Thus, coaching and mentoring is considered as the most important factor by the officers.

Since officers are communicating the job task to the junior officers with a great line of details, they do not want their junior officers to do their job inappropriately. If junior officers fail to deliver the expectation and communication, they should be levied with a fine when and where necessary.

As we have seen earlier in our above conclusions, officers believe in coaching and mentoring or training the junior officers. However, due to the more process-driven organisation, these officers feel that it will help junior officers do their jobs correctly. They are not sure how confident and courageous they will become due to the nature of processes and procedures. Thus, the officer

believes the organisation should give importance to the self-appraisal to project themselves correctly.

The researcher also concludes that people working in this organisation may be from any level. If they must grow, the superiors should take charge to help them reach their true potential so their work can be done with ease and precision. With this, the employee will become self-sufficient to perform their jobs, resulting in autonomy in their work.

Since the organisation works in a top-down approach and hence for the organisation's efficient working, the information must flow down to up, which is only possible because of the feedback mechanism. This leads to the conclusion that organisation can identify the efforts taken by teams as well as individuals.

From Employee's Commitment Questions(E1-E27)

The organisation culture and the officers' approach in terms of their leadership towards their junior officers leads to the idea that the employee working here believes it is good that they can work for this organisation.

Since junior officers who are working here are very much sincere in their approach towards their work, this leads to the conclusion that they are ready to take up any job and execute it since they are having complete awareness about their competencies and abilities. This also makes them aware that they need to adapt to the new organisation objectives if they leave this organisation.

The junior officers who have been recruited for this organisation have an alignment of values with the organisations. This leads to the conclusion that they can adapt to the organisation's changing need and awareness about the organisations functioning.

The junior officers working in this organisation feel very satisfied this leads to the conclusion that anyone who joins this organisation feels good about this organisation. This satisfaction and feeling of goodness lead to the conclusion that junior officers can put extra effort to achieve their objectives.

All the above conclusions lead to the point that junior officers have great learning opportunities in this organisation and can grow professionally; the organisation believes in equal opportunities for everyone.

The organisation is a government autonomous, and hence policies for the betterment of junior officers painstaking task. Hence, it concluded that the officers are not clear whether it is needed or not.

The proactive junior officers and process-driven suggest that the organisation is aggressive in its approaches to achieve the organisation's goals.

Since most of the time, people misjudge the workforce working for government autonomous organisation. This concludes that junior officers working for this organisation have pride on their sleeves and proudly represent their vision to the outside world.

The working environment is excellent, which leads to the conclusion that this inspires the junior officers to deliver the best of their performances, making them feel good about it. The junior officers are also ready to take ownership from time to time, which is why the organisation has grown leaps and bounds since its inception.

From Organizational Culture Questions (O1-O30)

The agility of the organisation leads to the conclusion that agility makes the organisation take its agenda throughout the organisation, teams, and individuals with ease.

The stakeholders are high on their priority to serve this organisation. Hence this makes everyone work in a collaborative nature in terms of learning and delivering their performance.

Since the organisation's leaders do not force the junior officers to deliver their best, that leads to the conclusion that the organisation and its leaders are well aware of their junior officers

competencies. Hence they did not have unrealistic expectations from them, which suggest that they care for their junior officers and their well-being.

The awareness level of junior officers about the standard SOPs of the organisation leads to the conclusion that junior officers know how to manage themselves and be adaptable to uncertainties. Performance-based rewards and recognition are not considered in the organisation.

The officers believe in working by the rule book. Hence, the participative mode of making decisions is followed by the organisation since it will be in the more significant interest of the organisation's junior officers.

The organisation leaders are aware that their actions can impact the junior officers and organisation. Hence, we can conclude that they keep a tab on the latest happenings and incorporate the organisation's changes and junior officers with minimal disturbances in their day-to-day operations.

Since the officers are always looking out for research opportunities, we can conclude that officers can take up intensive research activities.

The organisation's creation of the research opportunities concludes that the organisation constantly strives to set new benchmarks for others.

The organisation's soul is based on trust, which concludes that junior officers working here respect each other's views and solid and ready to collaborate. Thus creating a sustainable advantage for the organisation in terms of competition from other organisations is also into the medicine development, specially AYUSH.

The organisation's junior officers share values and do not mind sharing the information from time to time to achieve the organisational goals.

Based on Hypotheses Testing

From Leadership and Commitment Questions

The researcher concludes that officers in AYUSH have more democratic leadership prevalent amongst them and followed to that laissez-faire and the least one is autocratic leadership.

Also, the researcher has concluded only democratic leadership is relevant to junior officers commitment. It has a positive relationship both increases with each other. The more democratic leadership practice prevalent among officer, the more will be the employee committed to their job and organisations.

From Leadership and Culture Questions

To understand leadership and culture, the researcher correlated both and understood that to achieve the goals and be change-ready, officers need to practice more authoritarian and laissez-faire leadership. This will help respond to the dynamism of teams and have more orientated towards patients' officers, need to practice the democratic leadership.

From Leadership and Demographic Questions of Age Groups

The officers having age above 42 are more authoritarian and laissez-faire than the younger age group; here, democratic leadership was statistically not significant with the age group.

From Culture Questions and Demographic Questions of Qualification

The bachelor qualification officers perceived the organisation's culture very high, whereas the master and PhD level officers are lower on organisational culture perception. The components of organisational culture such as Goal attainment, team dynamics, patient orientation and organisational climate strength all get varied perception.

5.2 Recommendations

Based on the analysis and findings, and conclusions, the researcher has the following recommendations:

1. The organisation should focus on building leadership capacities. Mainly, the organisation should focus on developing the democratic leadership capacities among AYUSH officers since we have seen it has helped enhance the junior officers commitment.
2. The officers must have to learn the art of training; training will help develop the teams and individuals to develop their true potential.
3. The organisation is process and procedure driven. Hence, to manage such a larger government autonomous organisation, the technology enablement can enhance its productivity and help keep a tab on competition and be more research-oriented with technology.
4. The organisation could be benefited from the usage of online learning platforms such as edx, Coursera and likewise to develop the skills of the officers and junior officers. The organisation can incentivise the junior officers and officers to utilise such platforms to keep abreast of the world's know-how.
5. The organisation should arrange the learning and development activities around the concept of junior officers confidence and courage-building to take up the task and execute them; this way, they will instill the spark within them to interact with the stakeholders appropriately.
6. There is a need to sensitise the 40 plus years old officers towards the organisational culture aspect since it will help the organisation build a climate that will favour the requisite actions from the officers and junior officers.

7. Since the organisation is very active in research and development activities, the organisation should build a framework to leverage the existing resource more intellectually and optimally. It will help expose the officers in practice to understand the latest happening in the world of research, particularly from Ayurveda, homoeopathy, Unani and Siddha.
8. There is a scope for developing better policies than the existing one, particularly for junior officers development professionally considering the other organisations.
9. The cross-functional departments and the communication channel should be using appropriate communication media such as zoom, Webex and other messaging tools to collaborate. This will also help them be well informed and get an opportunity for the know-how of the organisation.
10. There is a need to develop an organisational development function within the organisation that will focus on diagnosing the need for development at organisation, teams, and individual levels.
11. The best way to use a more autocratic leadership style for work-related to high stakes and deadline since we have seen in our findings helps deliver the results as and when needed.
12. Since the organisation's junior officers are sincere in their efforts, as mentioned by the officers, it is the organisation's responsibility to devise a growth or individual development plan where professional development will be achieved for them, and they should also get rewarded appropriately for the same.

5.3 Limitations of Study

Like any other research projects in this research project also the researcher has come across different limitations; the limitations experienced by the researcher are mentioned below:

1. Much literature is available in commercial, corporate organisations in terms of leadership, culture, and commitment, but such literature was minimal in government organizations.
2. Since the research was focusing on AYUSH officers, the sample respondents had geographically dispersed across India. Hence, it was not easy to coordinate to collect the responses by taking the respective samples' follow-up call.
3. The responses collected were from AYUSH only; hence the results would only be generalisable for the current organisation, but at the same time, this research can be the pioneer in terms of being a torchbearer for other organisations.

Appendix

Structured Questionnaire

Appendix-1: Demographic Questions

1. Which age group you belong to?
 - a. 25-30
 - b. 30-35
 - c. 36-41
 - d. 42 or more

2. What is your gender?
 - a. Male
 - b. Female

3. What is your highest level of education?
 - a. Bachelor
 - b. Masters
 - c. Ph.D.

4. How many years you have been working?
 - a. 0-5 years
 - b. 5-10 years
 - c. 10-15 years
 - d. 15-20 years
 - e. More than 20 years

Appendix-2: Leadership Style Questionnaire

Sr. No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I think employees will perform their work if their superiors have monitored them.					
2.	I believe that officers should be considered an integral part of the decision-making process.					
3.	I think officers should empower their employees to perform on their own in case of critical situations.					
4.	I can say that most workforce in this organization is not so energetic					
5.	I think someone who mentor/coach their employees at ease is an example of a good leader.					
6.	I think, sometimes, the leader should not intervene in how employees perform their task.					
7.	I think rewards and recognition, or fines should be placed according to the work of the employee.					
8.	In completing any work, leaders must ensure that they should provide clear communication to their employee and offer them support if needed.					
9.	I believe that self-appraisal should be practice diligently.					
10	Coaching and mentoring can play a significant role in making employees more confident and courageous in their actions.					
11	I believe that a true leader always ensures that they do their employees' handholding to complete their work efficiently and effectively.					
12	For the growth of any organization, autonomy to their employees plays the most significant role.					
13	I believe that people working in the leadership position have the onus					

	on themselves to decide the team or individual employee's accomplishment.					
14	I think sometimes leaders should help their employees discover themselves to realize their true potential at work.					
15	I believe that sometimes leaders should allow their employees to be on their own whether it is context of decision-making or work execution.					
16	I think a leader who follows the feedback mechanism is more effective and efficient in their performances.					
17	I believe that leaders should be aware of their employees' competencies and capacities and be mindful of their limitations.					
18	Most of the time, employees work independently without any support from their superior, peer or colleague.					

Appendix-3: Employee Commitment

Sr. No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I believe that working in this organization is a good idea.					
2	I think employees working in this organization are sincere in their efforts.					
3	I think employees do not mind taking up any tasks to remain relevant in the organization.					
4	I believe the values of the organization and myself are inline.					
5	I think employees are ready to adapt themselves so that they can					

	achieve the organization's goal efficiently.					
6	I believe employees working in this organization have complete awareness about where the organization is heading.					
7	I think employees feel content by working for this organization.					
8	I think employees of this organization feels that this is a good organization that one should work for.					
9	I think that employees don't mind to put their extra time and efforts to achieve the organization's goal.					
10	I think employees working in this organization are so competent that they will perform at their best even if they work for another organization.					
11	If someone has to leave this organization, they need to change themselves moderately since this is the Govt. undertaking organization.					
12	I feel its fortunate enough for someone who is working for this organization and as considered to work here as first place.					
13	Working for this organization will not help much to someone to achieve something bigger professionally since working for Govt. organization has certain limitations.					
14	Most of the time, I feel that the employees' policies can become much better than the present one.					
15	I am concerned about the growth of this organization.					
16	I think working for this organization is the right choice for anyone.					

17	I think working for this organization is often misjudge by people.					
18	I take pride in taking about this organization's vision, mission and culture.					
19	I believe that this organization provides the right working environment.					
20	I think this organization inspires its employees to give their best.					
21	I feel good about the functional department I worked for.					
22	I think everyone working in this organization understand the goals and objectives of this organization working towards.					
23	I think everyone working in this organization will vouch for this organization if someone wants to join.					
24	I think this organization has come a long way in terms of its process and procedures of work.					
25	I believe that the organization development survey's results help the organization to grow.					
26	I think this organization is process-driven.					
27	Employees working in this organization have a positive orientation towards this organization.					

Appendix-4: Organizational Culture

Sr. No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I think officers working for this organization are agile while responding to them environmental circumstances.					
2.	I think the goals of the organizations, which must be achieved are clearly outlined on three strategic levels. 1. Organization 2. Team and 3. Individual.					
3.	I think officers should be equipped with more authority so that they will ensure the work is getting done efficiently and effectively.					
4.	I think the stakeholders who work with this organization are on high priority when it comes to serving them.					
5.	I think officers working in this organization are very open to collaborative learning and appreciate their unique strength.					
6.	I think officers working in this organization can deliver their best if they experience their superiors' coercive actions.					
7.	Most of the time, the unrealistic expectation was considered from the officers working in this organization.					
8.	I think officers of this organization believes in a more people-centric approach than the self-centric approach.					
9.	I think the guidelines, policies, protocols set by the organization helps in creating outstanding research opportunities.					

10	I think everyone working in this organization are well aware of the standard operating procedures of this organization.					
11	I think officers in this organization know very well how to respond, manage and adapt to change.					
12	I think the rewards and recognition in this organization are given based on the individual and functional team performances.					
13	I think officers should be provided with opportunities to re-skill or up-skill their technical or functional knowledge.					
14	I think officers should be provided with the training to impart skills on building sensitivity towards the patient.					
15	I think sometimes officers do work out of the rule book to reach their expected goal.					
16	I think in such a fast-paced world organization has to keep pace with the world and do that change is needed, but most of the time, these changes disturb the organization's routine operation.					
17	I believe this organization believes in a collective way of goal setting.					
18	This organization's officers are the responsible ones and know how their actions can affect the respective employees, teams, and functions.					
19	I think officers of this organization are curious and continuously look for the new frontier of research opportunities.					
20	I believe that the decision making of this organization of more evidence-based.					

21	I think officers of this organization have significant impacts on the workplace environment by their innovative working methods.					
22	This organization is very aggressive, and sometimes they outsmart their own goal and set the new benchmark for continuous improvement.					
23	I think if officers work together with a common purpose, they can outsmart the competition easily.					
24	I think officers do get rewarded in this organization appropriately if they achieve their goal.					
25	This organization's officers have timely access to the relevant information about the organization know-how.					
26	In the case of change management, higher authorities make sure that the transition of employees from old to new processes should be achieved smoothly by addressing all the employees' concerns.					
27	I think sometimes it has been observed that there is inconsistency in the goal set by Individuals, team and organization.					
28	I think this organization has the legacy to work on trust and transparency when employees work in collaboration to make things happen.					
29	I think officers' problems are addressed by organization until officers believe that their problems are up to the mark.					
30	I think everyone who works for this organization believes in shared values which served as a foundational element for mutual goal attainment.					

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