



## International Journal of Applied Business and Economic Research

ISSN : 0972-7302

available at <http://www.serialsjournals.com>

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Volume 15 • Number 22 (Part-III) • 2017

### An Empirical Investigation on the Role of Leadership Qualities in Enhancing Organisational Climate in Select Organisation in India

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**Abstract:** The leadership and organisational climate are two implicitly variables which are linked to each other. The organizational atmosphere is “a common understanding of political, practical and organizational processes” and can be studied at different levels at different levels of the organizations that organizational climate or a close working. The ideal organizational climate that emerges when employees expect to further develop the organizational climate is the almost perfect context for what is offered. Creation and optimization of the organizational climate work is the human factor, rather than climate agency, unless the changes in the economic and social organization change.

**Keywords:** Leadership qualities, Organisational climate, SEM model

#### INTRODUCTION

In today's business environment the goal of the organisation is to have sustainable growth and development so that the business can thrive in various circumstances and achieve the goals. Organisational climate will enable the employees and the management to take decisions effectively in a dynamic manner, maintain healthy work-life balance, create social relationships among the employees who are located in various geographical locations, foster employee engagement etc. these aspects support the management in achieving the mission of the organisation. It is noted that the leadership qualities of the management enable in increasing the organisational climate that leads in creating dynamic environment, maintaining healthy work life balance etc.

#### LITERATURE REVIEW

Northouse (2013) found in a study of more than 2,000 employees in a leading organisation driving provided important elements for store ambience and financial performance. Other studies have shown that the

effects of transformational leadership on organizational / group performance were achieved through an intermediate role in organizational / environmental law. However, no study was an ideal sector. According to Novac (2014), climate and organizational culture represent the collective social structure where leaders have a significant influence. In addition, Jose (2008) observed that the impact of leadership on the R & D groups results affected the group's climate. As these studies show that while management and climate-related, this relationship is not for speculative organizations may not be sufficiently covered so you need to study.

As Yuki (2010) presented the organisational climate and leadership provides information about the organization, the practical reality of direct application data that can help to optimize the efficiency, but also improve employee satisfaction. In addition, organizational climate change can easily be translated into a useful tool for diagnosis and for achieving organizational changes.

The ideal organizational climate that emerges when employees expect to further develop the organizational climate is the almost perfect context for what is offered. Creation and optimization of the organizational climate work is the human factor, rather than climate agency, unless the changes in the economic and social organization change. Perhaps the key to describe the organization's climate analyze it. Jose (2008) stated that an objective analysis of the socio-professional climate could be achieved by establishing concrete procedures for systematic collection and reporting of the organization's staff to describe the situation and identify ways to resolve or improve the situation. The emotional components of organizational climate (experiences, fears, workers positive or negative emotions), cognitive (opinions, beliefs, expectations, rumors, etc.) and can be described by behavior (deceleration participation, absence, group).

One conclusion could be that the description should take the organizational atmosphere of the body's concentration in certain areas such as ethics, dim, recognition, motivation, communication, information, quality career and relationships, participation, diplomas and delegations, working conditions, regulations and rules, in the end, leadership and leadership. Further analysis to explore the relationship between driving and climate can highlight the fact that the age of atmosphere style and effect may be due to the organizational climate. The reason, well chosen and correctly applied to leadership style creates an environment that contributes to organizational activities. Otherwise, if the driving style is not the appropriate elements, the first being the climate, élégedetlenségétöls people. On the other hand, driving style must be the climate of the organization, which is a natural consequence. If the driver adjusts climate and organizational interests in a leading style compared to employees, the reason for success is quite certain. Therefore the past researchers has claimed that the leadership qualities tends to support organisational climate in various organisations.

### **NEED OF THE STUDY**

The leadership and organisational climate are two implicitly variables which are linked to each other. The organizational atmosphere is "a common understanding of political, practical and organizational processes" and can be studied at different levels at different levels of the organizations that organizational climate or a close working (ie a direct working). When the organizational atmosphere is a set of individual evaluations of the working environment, the psychological climate refers to the perception of those who have these jobs because they reflect personal values and psychological desires. In this article the emphasis is more in line with the role of leadership in promoting the organizational atmosphere.

## OBJECTIVES OF THE STUDY

To analyse the role of leadership in enhancing organisational climate in select organisation in India

To understand the association of leadership qualities and organisational climate

To determine the most important leadership factor influencing the organisational climate in select organisations

## RESEARCH METHODOLOGY

The researcher intends to use descriptive statistics in performing the chosen area of research, the data collection will be applied in the research is both primary data and secondary data. Primary data is used to collate the key data and information using questionnaire and the secondary data is used to understand the previous literature which has been performed in the similar area. The respondents are the employees who are working in the select organisations, the employees are chosen based on convenience sampling and nearly 125 respondents were chosen for the study.

## DATA ANALYSIS AND INTERPRETATION

		<i>Frequency</i>	<i>Percent</i>
<b>gender</b>	Male	87	69.6
	Female	38	30.4
	Total	125	100.0
	Frequency	Percent	
<b>age</b>	Less than 20	15	12.0
	21 - 25 years	20	16.0
	26 - 30 years	64	51.2
	31 - 35 years	26	20.8
	Total	125	100.0
	Frequency	Percent	
<b>typeoforg</b>	IT Services	45	36.0
	Software	35	28.0
	Telecommunication	20	16.0
	ITES	25	20.0
	Total	125	100.0
	Frequency	Percent	
<b>dept</b>	Technical	87	69.6
	Non-technical	38	30.4
	Total	125	100.0
	Frequency	Percent	
<b>designation</b>	Officer	23	18.4
	Employee	47	37.6

*contd. table*

		<i>Frequency</i>	<i>Percent</i>
	Worker	31	24.8
	Consultant	24	19.2
	Total	125	100.0
<b>education</b>	Frequency	Percent	
	Diploma	32	25.6
	UG	67	53.6
	PG	26	20.8
	Total	125	100.0
	Frequency	Percent	
	Less than 1 year	14	11.2
<b>experience</b>	1 - 5 years	45	36.0
	6 - 10 years	50	40.0
	11 - 15 years	16	12.8
	Total	125	100.0
	Frequency	Percent	
<b>monthlyincome</b>	Less than Rs. 15,000	18	14.4
	Rs. 15,000 - Rs. 25,000	52	41.6
	Rs. 25,001 - Rs. 35,000	38	30.4
	Rs. 35,001 - Rs. 45,000	17	13.6
	Total	125	100.0
<b>maritalstatus</b>	Frequency	Percent	
	Married	23	18.4
	Unmarried	102	81.6
	Total	125	100.0
<b>familytype</b>	Frequency	Percent	
	Nuclear	46	36.8
	Joint	79	63.2
	Total	125	100.0

From the above analysis it is noted 69.6% of the respondents were male, 51.2% of the respondents were in the age group of 26 - 30 years, 36.0% of the respondents were working in IT companies, 69.6% of the respondents were in technical area, 37.6% of the respondents were employees so that they may tend to give the overall opinion on the leadership factors in influencing the organisational climate, 53.6% of the respondents were undergraduates and nearly 40.0% of the respondents were having experience between 6 - 10 years, 30.4% of the respondents were having monthly income between Rs. 25,001 - Rs. 35,000, 81.6% of the respondents were married and 63.2% of the respondents were living in joint family type.

### CORRELATION ANALYSIS

		Correlations				
		<i>supportiverole</i>	<i>goals</i>	<i>High performance</i>	<i>rewardmgt</i>	<i>Organisational climate</i>
supportiverole	Pearson Correlation	1	.827**	.824**	.849**	.802**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	125	125	125	125	125
goals	Pearson Correlation	.827**	1	.930**	.978**	.934**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	125	125	125	125	125
highperformance	Pearson Correlation	.824**	.930**	1	.955**	.953**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	125	125	125	125	125
rewardmgt	Pearson Correlation	.849**	.978**	.955**	1	.955**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	125	125	125	125	125
Organizational climate	Pearson Correlation	.802**	.934**	.953**	.955**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	125	125	125	125	125

\*\* . Correlation is significant at the 0.01 level (2-tailed).

From the correlation analysis it is identified that the relationship between the key factors of leadership like Supportive role; Foster achievement of goals; Impart high performance work culture and Reward management is having a positive association towards organisational climate. This shows that there is a positive association of leadership qualities and organisational climate.

### REGRESSION ANALYSIS

Model Summary				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.966 <sup>a</sup>	.932	.930	.29780

a. Predictors: (Constant), rewardmgt, supportiverole, highperformance, goals

The above model summary shows that the R square value is 0.932, which shows that the model is a best fit.

ANOVA <sup>a</sup>						
<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	146.551	4	36.638	413.111	.000 <sup>b</sup>
	Residual	10.642	120	.089		
	Total	157.193	124			

a. Dependent Variable: organisationalclimate

b. Predictors: (Constant), rewardmgt, supportiverole, highperformance, goals

The p value is 0.000, which is less than the significance level of 0.05 (5% level of significance) therefore it can be stated that the independent variables possess a significant relationship towards the dependent variable (organisational climate)

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.326	.128		2.554	.012
	supportiverole	-.091	.077	-.053	-1.171	.244
	goals	.055	.118	.053	.466	.642
	highperformance	.484	.082	.476	5.891	.000
	rewardmgt	.472	.139	.494	3.400	.001

a. Dependent Variable: organisationalclimate

The coefficients table can be used to express the regression equation

Y (Organisational Climate) = Constant + X1 (Supportive role) + X2 (Goals) + X3 (High performance) + X4 (Reward management)

Y (Organisational climate) = .326 - .091 (Supportive role) + .055 (Goals) + .484 (High performance) + .472 (Reward management)

From the above it is noted that high performance work culture and reward management are the main factors which influences the organisational climate.

### Structural equation model

Null Hypothesis: There is no association between factors of leadership in enhancing organisational climate

Alternate Hypothesis: There is an association between factors of leadership in enhancing organisational climate

**Standardized Regression Weights: (Group number 1 - Default model)**

Dependent variable	Independent variable	Estimate
organisationalclimate	supportiverole	-.072
organisationalclimate	goals	.072
organisationalclimate	highperformance	.645
organisationalclimate	rewardmgt	.670

From the above regression weights it is noted that the goals, high performance and reward management positively contributes in enhancing the organisational climate, however supportive role is negatively impacting the organisational climate. Therefore it can be stated that the major factors of leadership like Foster

achievement of goals, Impart high performance work culture and Reward management have a positive association between factors of leadership in enhancing organisational climate.

### **CONCLUSION**

From the overall study it is identified that the leadership factors contribute effectively in enhancing the organisational climate. This shows that the organisational climate is influenced by various factors and one among them is leadership qualities. Though, this cannot be measured monetarily in the organisations bottom line, but it can be understood that these intangible aspects enables in making good organisations great as stated by Jim Collins.

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