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A Study of the “Impact of Organizational Culture Dynamics & OD Interventions on Enabling Leadership Roles Readiness: Evolutive study on the Individual Behaviours (Acceptance, Reluctance & Innate drive)” in the IT companies.

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Abstract: Individuals in an organization have vast potential for development and with agility and focus the competencies and capabilities are further developed and multiplied through appropriate and systematic efforts. An organization's success is determined by the skills and motivation of its human capital. Enabling an effective organizational environment through the efforts of management executives in executing initiatives, vision, and strategies for the human resources development exercise is essential and crucial to building a potential leadership pipeline.

The present paper is a humble attempt to identify the major factors based on descriptive research design undertaken with the help of a structured questionnaire to explore the “Impact of organizational Culture Dynamics & OD interventions on enabling Leadership roles readiness: Evolutive study on the individual behaviours (Acceptance, Reluctance & Innate drive)” in the IT companies. In other words, in-depth study of the Role of Organizational Culture, OD Interventions, and Personality Variables for Leadership Development: A Study concerning Indian IT Organisations. A clear vision, curiosity, and purpose motivate and fuel the passion within to authentically explore have been the guiding principles of the researcher.

Researchers observed from the three-decades-long service association with industry that, the IT Business environment today is much more dynamic and fast transforming. The socio-economic environment globally has been changing so rapidly and significantly, owing to the impactful transformation ignited by globalization, competitive market dynamics, changing customer perspectives, demand for the best quality on-time software services delivery, and ever-increasing competition. Aggressive investment penetration towards consolidation of businesses and large mergers and acquisitions causes tremendous pressure on IT organizations to adequately generate equally fast and superior responses to sustain and to be the business leaders in the chosen space. The impact is the same be it the fast-growing differentiators, some Unicom's, start-ups segment, medium-size growing organizations, or large globally established companies.

The research focus was to find whether: Reflecting on the impact of Organizational Culture & OD interventions and initiatives influencing individual behaviour exhibiting acceptance while some are reluctant and there are quite a few with higher intent and innate drive for the leadership roles. What are the unstated reasons for the lack of motivation in reluctantly stubborn Technical Managers/ Functional SMEs to embrace Leadership/ Enterprise Manager Roles, IT organizations are keenly looking for talent to challenge and embrace newer and larger roles on the ladder and be the contributing factor to the company's growth. Data analysis, assimilating the combined findings of both Qualitative & Quantitative research Results of the study highlighted that the OD Interventions act as a mediating variable between the independent and dependent variables, indicating essentially when effectively executed, enhances preparedness to assume the Leadership roles with agility to adapt to the speedy change in conducive and enabling organizational culture.

A pattern that emerged from the Research observations indicates, that organizations that inculcate the best practices of valuing leadership development, eventually are better equipped to develop their critical talent and deploy the right talent in the right job roles, creating an environment & culture that drives greater innovation, engagement, and excellence in the dynamic IT organization's performances and business success.

Keywords: Leadership, Organisational Development, Organizational Culture, Individual Behaviour, IT Industry, HRD

I. INTRODUCTION

A. Leadership development & transformation challenges in the IT industry

The socioeconomic environment globally has been changing so rapidly and significantly, owing to the impactful transformation ignited by globalization, innovative integration, consolidations, competitive market dynamics, and changing customer perspectives. IT Clients' demand for impeccable top quality on time software services delivery, ever-increasing market and pricing competition, and aggressive investment penetration towards innovative ideas have been a huge challenge for today's business enterprises in the Information technology sector. These factors cause tremendous pressure on IT organizations to adequately generate equally fast and superior responses to sustain and to be the business leaders in the chosen space with dynamically talented managers/ leaders.

IT Business environment today is much more dynamic and competitive. Software services have become the backbone of our economy, most enterprises rely on software for accounting, marketing, sales, supply chain, mobile technologies, and the myriads of other functions and services ensuring accuracy, efficiency, speed, and effective operations in all the fields, be it the governments, public and private corporate sectors. IT Organizations are keenly looking for talent to challenge and embrace newer and larger roles on the ladder and be the contributing factor to the company's growth story and be the strategic partner of the company's vision, and mission, and be that visible value-add to the growth process. The prospective growth of an organization inspires people to embrace the inevitable change. Those who plan, deploy companywide change initiatives, and adapt to the situations at the early stage in advance, grow quicker and it applies to both the individuals and organizations. Its strongly believed and advocated in the IT sector, that Leadership is all about Agility, Drive, People trust, and Passion to excel, though every day we come across and learn a new definition for leadership derived and shared in their perspectives, per knowledge and wisdom gained through personal and professional experiential learnings or their inspired contextual role models in different regions or business organizations.

People in the Information Technology industry have complex cross-cultural work exposure geographically, having vastly diversified staff deployment patterns and a mix of all age groups and different experience levels working together, What could be the factors influencing, the technocrats and functional specialists in our organisations to react differently towards Leadership role opportunities, particularly few of them excitingly accept, some regret and some exhibit strong innate drive and pursue till they accomplish their goals for larger people and business leading roles relentlessly & diligently.

B. Indian IT industry sector

Information Technology: IT is considered as a knowledge powerhouse of 21st century and innovation and creative initiatives have been the key contributors for the transformation and relevance. The IT industry defines and includes IT services, IT-enabled services (ITES), Digitization, Software and Hardware products, platform-based e-commerce, online business, and IT consulting, strategic support, and professional services. The Indian software industry has not only transformed India's image on the global platform but also fuelled economic growth

IT solutions are indispensable to any organization to increase its productivity, speed, and efficiency. IT Industry, has been also contributing to the economic growth globally. It has also contributed towards e-governance, a competitive market, and a digitally fast-transforming world and steadily augmented and accelerated the IT Sector growth phenomenally and has become the preferred employment option, attracted to the glorious benefits and global opportunities.

The IT sector aggregated revenues of 180 billion dollars in 2019 with export revenue standing at 99 billion dollars and domestic revenue 48 US billion dollars, growing by over 13%. As of 2020, India's IT workforce accounts for 4.36 million employees. The United States accounts for two-thirds of India's IT services exports- NASSCOM (www.Nasscom.in).

India's Information Technology services industry can achieve \$300-350 billion in annual revenue by 2025 by exploiting the fast-emerging business potential in cloud, artificial intelligence (AI), cybersecurity, and other emerging technologies, according to a report by an industry body and the global consulting firm quoted (NASSCOM & McKinsey, 2021).

C. National Association of Software & Services Companies (NASSCOM)

NASSCOM the not-for-profit industry association, is the apex body for the 194-billion-dollar IT industry in India founded in 1998, had made a phenomenal contribution to India's GDP, exports, employment, infrastructure improvisation, and global visibility. This industry provides the highest employment in the private sector of India. Guided by India's vision to become a leading digital economy globally, the catalyst NASSCOM's mission is dedicated to expanding India's role in the global IT order by creating a conducive business environment, simplifying policies and procedures, promoting intellectual capital and strengthening the talent pool, accelerating the pace of transformation.

II. LITERATURE REVIEW

- 1) A comprehensive review of research papers/articles/books/ digital web tools etc. has been done which are published in various national and international journals. The review covers journal articles published from 1999 to 2020.
- 2) A variety of secondary sources were referred from Journals, books, articles, reports, print & electronic online publications, websites, and research sites such as Google Scholar, Research Gate, Google Books, Microsoft Academic, I Seek, J-Store, SSRN, NASSCOM, etc.
- 3) Around 200 articles were referred to during the study out of which 90 articles were included in the review of literature after eliminating those articles that were not much relatively relevant to the study.
- 4) Summary of ROL: Selected articles were reviewed and classified into four distinct categories striving extensively to cover the insights of the variables/constructs
- 5) Studies on the Leadership and Leadership Development,
- 6) Organisational Culture & Leadership,
- 7) Organisational Development & OD Interventions and
- 8) Individual Behaviour: Response to Leadership Roles: (Acceptance, Reluctance & Innate Drive)

III. RESEARCH GAP

The comprehensive review of existing literature portrays that a lot of work has already been done on Leadership and Leadership development interventions at the international level. There is a dearth of studies relating to the IT Industry-specific in India and its employees, individual career aspirations, complex individual behaviour – responses, role readiness, role perceptions, situational factors in the organisation, and building the future-ready pipeline, thus there is a need to focus on this area of research and not many academic studies have focused on addressing these factors impact on the linkage between the variables Organisation Development, Organisation Culture, and individual select behaviour aspects in detail.

A. Conceptual Gap Intertwists Approach

Elements like OD Interventions, Organisational Culture, and Individual Behaviour (Acceptance, Reluctance & Innate Drive) or any systematic Linkage of those factors within the IT sector have been very limitedly reflected in research

B. Geographical gap

Most of the studies focussed globally, mostly the US, other western regions, and China to some extent and there is a dearth of studies focusing on the Indian environment. Further, there is still a lack of studies in India that have empirically investigated how Individual focused Leadership development initiatives are effectively deployed across Indian IT Organisations

C. Timeline gap

Leadership and management philosophies are crucial in every organization. If we look back, 100 years never has leadership been given so much attention as now. The most intriguing and fundamental question that keeps coming up is what do we know and what is yet to be explored about leaders and leadership. To understand this better, we need to look at the latest and what is most current, than going to the earliest works and findings (Avolio et al., 2009). Change is imperative to study how leaders are developed, another promising area of research that needs more focus is what constitutes leaders' development readiness or motivational orientation to develop to their full potential (Avolio et al., 2009). (Ron Ashkenas & Brook Manville, 2018), HBR Leader's Handbook -, October 24, 2018, highlights whether Organisations practice the important process of fundamental leadership attributes to inculcate skills in the followers and no evidence of aspiring leaders focusing on practicing these essential basics in modern organizations. Yet, some thrive and grow during change by exercising one evergreen meta-skill: adaptability. People want & need to be valued, respected & cared for at every level. Leadership and managers that nurture an engaged workforce and a culture of empowerment and enlightening effectively for success. Personal development is an ongoing process of constant learning. People's endurance & resilience rely on Leaders for motivation and support.

IV. RESEARCH OBJECTIVES

- 1) To explore "Whether the OD Interventions and Organizational Culture Dynamics are enabling leadership to foster in IT organizations and process to build leadership pipeline for future roles.

- 2) To study whether individuals have easy acceptance or reluctance or innate drive (Individual Behaviour) beyond OD Interventions and Organizational Culture, to step into Leadership roles and how far enables Leadership to flourish and what are the bottlenecks.
- 3) To evaluate the interconnection between OD Interventions, Organisational Culture, and individual Behaviour.
- 4) To assess whether having its own unique culture. the organizational DNA as a culture, would it be allowing people to become leaders fostering naturally enabling them to adequately
- 5) To examine whether the HR/OD functions and Business Leadership facilitate enabling and empowering transformational journeys/ Organizational Development interventions, that mediate and support associates to become a leader or it is entirely within the person emerging on the leadership thresholds.
- 6) Technology companies being people-centric, Does the organizations and their leadership have the process flow to get a clear understanding of the people's aspirations, career goals in line with their capabilities, and what environment to identify and groom the right talent for the right positions in their chosen paths of leading people or business verticals or technological & functional innovations & suggest a framework to IT organizations.

The Research Design: Causal & Descriptive

A. The Research Methodology

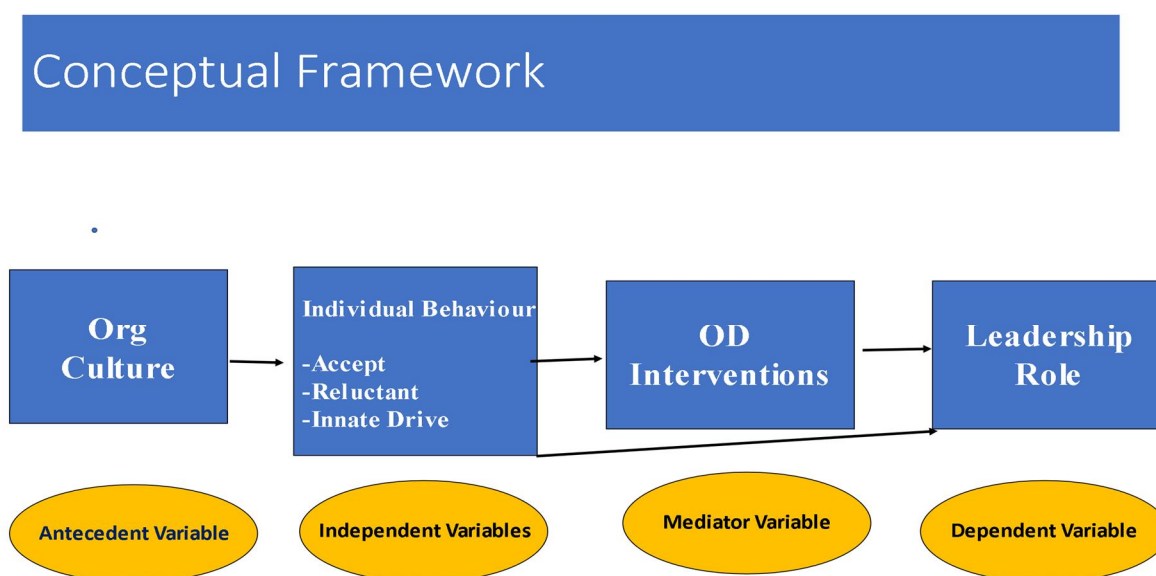
The research design used for this study, after loads of thinking through the important topic area, has opted for Mixed methods research methodology.

1) *Mixed Method*: Combination of Qualitative and Quantitative research.: Mixed methods research combines elements of quantitative research and qualitative research in order to find answers to the research questions. Mixed methods research draws on the potential strengths of both qualitative and quantitative methods, allowing researchers to explore diverse perspectives and uncover relationships that exist between the intricate layers of our multifaceted research questions.

Purposeful data integration enables researchers to seek a more panoramic view of the research landscape, viewing phenomena from different viewpoints. "Assessing the challenging and complex and so relevant study area chosen from both ROL covered in the subsequent chapters and researchers exhaustive corporate professional experience the following Research mythology approach was made."

B. Nature of Research: The Constructs, Dimensions and Variables

Conceptual Framework: Constructs, Dimensions, Variables



1) Description:

Organisational Culture: Antecedent variable

Independent variables: Individual Behaviour (Acceptance, Reluctance & innate drive)

Mediator variable: Organisational Development Interventions

Dependant variable: Leadership roles

The research aims at finding the influence of organizational culture and individual behaviour on leadership roles. Organisational culture is antecedent and individual behaviour are independent variable, wherein individual behaviour has three dimensions viz., acceptance, reluctant, and innate drive. Further, the leadership role acts as a dependent variable having six items. Also, OD Interventions act as a mediating variable between the independent and dependent variables. The relationship between these variables is hypothesized and the role of these variables in influencing the outcome variables are statistically tested and analysed, using majorly Partial least square structural equation modelling (PLS-SEM)

Do individuals have easy acceptance or reluctance or innate drive and express it beyond OD Interventions and Organisational Culture to step into Leadership roles? Together with Individual Behaviour, OD Interventions and Org. culture, how far enables Leadership to flourish and what are the bottlenecks. Leadership development would be enhanced if organisation invested in building the culture of passionate learning and commitment where leaders share and help in grooming upcoming managers into leaders to practice. With reference to the chosen Research Topic, focusing on the human challenges of Indian IT industry with regard to the individual behaviour responses towards Leadership roles, the above submissions and other academic literature reviews and the learnings/observations from extensive professional industry exposure,

The thriving and diligent researcher aims to find the influence of the organisational culture and individual behaviour on leadership role readiness. Organisational culture and individual behaviour are independent variables, wherein individual behaviour has three dimensions viz., accept, reluctant, and innate drive. There seems to be a dearth of research examining the dynamics of organizational culture, Organisational development interventions impact, and Innovative leadership development initiatives and the need to study the relationships with people's aspirations and expressions. Relating to the various issues and challenges involved broadly, to explore and examine the relationship of organizational culture, and leadership development processes.

C. Research Study: Statement, Purpose & Passion

The Purpose of this research study was the researcher's curious keenness to explore the "Impact of organizational Culture Dynamics & OD interventions on enabling Leadership roles readiness: Evolutive study on the Individual Behaviors (Acceptance, Reluctance & Innate drive)" in the Information Technology companies.

Inspired and influenced by the inspirational learnings of three decades of corporate professional life & insightful/interesting observations through Organisational Management reviews, Vision councils, mentoring, and career counseling coaching discussions ignited to identify and focus on the research problem area, and observations gained through intellectual stimulation from interactions with leaders in diversified portfolios from the dynamic IT Industry, having held multiple portfolios, leadership roles and responsibilities in diversified segments both hands-on and strategic. To be a researcher we require passion, commitment, dedication, hard work, and lots of inspiration. Self-examination, learnability, empathy, and humility, contribute to making us a better leader so apt for the researcher's passionate commitment as well.

The Information Technology industry being dynamically transforming and advancing rapidly, and the need for well-equipped talent for Leadership responsibilities is quite high and vital for the fast-growing and wide range of opportunities creating and rewarding sector. Research benefits business strategies being an integral aid to business decision-making and success. A clear vision, curiosity, and purpose motivate and fuel the passion within to authentically explore, which have been the guiding principles of the researcher. It is strongly believed and emphasised within the IT sector, that the path to customer delight passes through happy and engaged employees, they are the single most influencing factor and impacting resourcefulness for the highly skilled, knowledge-based, and competitive IT industry, which focuses on Knowing customers and designing products and services to suit their current and future needs with creative imagination, innovation, and project planning.

The Human Resources as a core product plus service offerings model is practiced in IT organisations both project execution-wise and individual contributions wise effective talent management and engagement are key challenges to the IT business organisations, maintaining the balance between onsite and offshore global teams operating from various time zones, cultures, and languages.

Gathered interesting insights from totally different perspectives and observations during my interactions with an interesting set of technical architects, Subject matter experts, and Specialists with niche skills and functional expertise who have different views for Leadership roles and many are glad to be in their chosen space.

They seem reluctant to assume people and business leading roles and rather remain in the individual contributing roles or working with smaller and similar specialist teams and they have been successful achievers. It could probably be personal or professional individual perspectives, family reasons, motivation, role apprehension, or being content and comfortable in the current situation, several possibilities impacting their preferences, behaviour, and reflections. Probing thoughts rippled the researcher's mind, thus this study to understand much more in detail the human possibilities.

Observations from the in-depth literature review, combined with the corporate journey and how far the organisational development interventions practiced proactively and organisation culture facilitating learning opportunities and positive organisation culture enabling, facilitates that transition or not has been the huge dilemma.

In the companies and wherever individuals were lucky to have leadership playing mentoring, coaching, identifying, and grooming individuals seems there is possible success in advancing careers and accepting gladly the challenges and some seems were helped to find their passionate internal drive to progress further as well whether the organisation has inbuilt systems that support enhancing competencies and capabilities utilizing human potential and possibilities.

It would greatly help identify what kind of factors within the organisation and in the work, environment would foster to equip, groom, guide, mentor, coach, and motivate teams appropriately by the executive Leadership of the organization, involvement of HR, Learning & OD function and CEO's visions, strategy & mission together with the commitment and encouragement for the purposeful initiatives and individual development interventions and empowering matching budget allocations diligently.

D. Research Hypothesis

Alternative Hypothesis: An alternative hypothesis, abbreviated as H1 or HA, is used in conjunction with a null hypothesis. It states the opposite of the null hypothesis, so that one and only one must be true and formulated Alternative Hypothesis considering the Research questions, Research objectives and goals, as this would help find that there is a relationship between the two key variables of the study and that the results are significant to the research topic. Also, it states that the results are not due to chance and that they are significant in terms of supporting the theory being investigated.

H0'1: There is no significant relationship between individual behaviour and leadership role.

H1'1: There is a significant relationship between individual behaviour and leadership role.

H0''2: There is no significant relationship between individual behaviour and OD interventions

H1'2: There is a significant relationship between individual behaviour and OD interventions

H0''3: There is no significant relationship between OD interventions and leadership role.

H1'3: There is significant relationship between OD interventions and leadership role.

H0' '4: There is no significant relationship between organisational culture and leadership role

H1'4: There is a significant relationship between organisational culture and leadership role

H0''5: There is no significant relationship between organisational culture and OD intervention

H1'5: There is a significant relationship between organisational culture and OD intervention

H0''6: OD interventions do not mediate between organisational culture and leadership role

H1'6: OD interventions mediate between organisational culture and leadership role

H0''7: OD interventions does not mediate between individual behaviour and leadership role

H1'7: OD interventions mediate between individual behaviour and leadership role

Please note: Individual Behaviour (Acceptance, Reluctance & Innate Drive)

E. Sampling Plan

Sampling Plan and Participants Selection-

1) Qualitative Research

The participants were carefully and purposefully identified for their current and past roles played within the IT sector selected diversified levels & varied organisations. Invited through Zoom meetings.

Sample Size: Sample 45+ (4*9 to 15)- IT Industry Business Leaders, HR and OD Professionals, HODs, Technical Architects, and Functional Subject Matter Experts, invited through emails and what's up media messaging, and telephone calls for a 90-minute each session on four weekends. The invitees list includes CEOs, CXOs, VPs and Managers levels including a few veterans who retired recently but have rich IT industry leadership experiences to share their perspectives together with not less than ten years of IT industry work experience for experiential learnings and sharing their perspectives in a cohesive and open discussions quite willingly expressed.

Completed through Digital platforms, zoom, and Google meetings and collated the insights and detailed data statements received. A structured set of statements cum questions were administered in line with the research objectives and topic area, broadly categorized covering the core subject matters per the conceptual framework adopted.

2) *Quantitative Research Instrument:*

A structured questionnaire was administered. Structured Questionnaire, Determined through Focus group discussions insights & statements.

V. DATA COLLECTION

Data was collected through Google Forms to the researcher's email id on the psychometric response scale, a 5-point **Likert** scale, responders specify their level of agreement to a statement typically on the five-point scale.

(1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree.

A. *Survey*

A total of 40 Quantitative Questionnaire Survey Statements were circulated in addition to 6 statements/questions on demographic respondent's details.

B. *Pilot Testing & Study of the Survey Questionnaire*

45 respondents were initially queried/administered and the data obtained were analysed and consistency and validity were in line accordance with the research process.

C. *Reliability & Consistency*

In this study reliability construct used in the questionnaire survey has been evaluated through the internal consistency reliability measure Cronbach's Alpha that confirmed Cronbach's alpha for all the constructs is more than 0.8, which is accepted as "Good" The test result ensured the consistency of the instrument and data is reliable.

D. *Sampling Plan*

The target population of the study is identified from IT companies of various sizes, locations, and various levels of work experience, combining Technology, Functional subject experts, Team Leads, Tech Leads, Architects, Project Leads, Group Managers, HR, and OD Leaders, Business unit heads, VP level and above senior portfolio Leaders, CXOs and CEOs as well to examine different perspectives core to their roles and responsibilities and factors observed from the past, present or future career aspirations, experiences and learnings and industry best practices.

E. *Target Population*

A minimum of 5 years and above work experience was considered and Senior Leaders with above 18 years of professional and corporate experience in IT organizations and selection was through Snowball sampling and judgemental mechanism process flow approach.

F. *Sample Size*

A total of 306 final completed responses were received out of 360 targeted participants. Sampling software online used for Confidence level & margin of error estimates

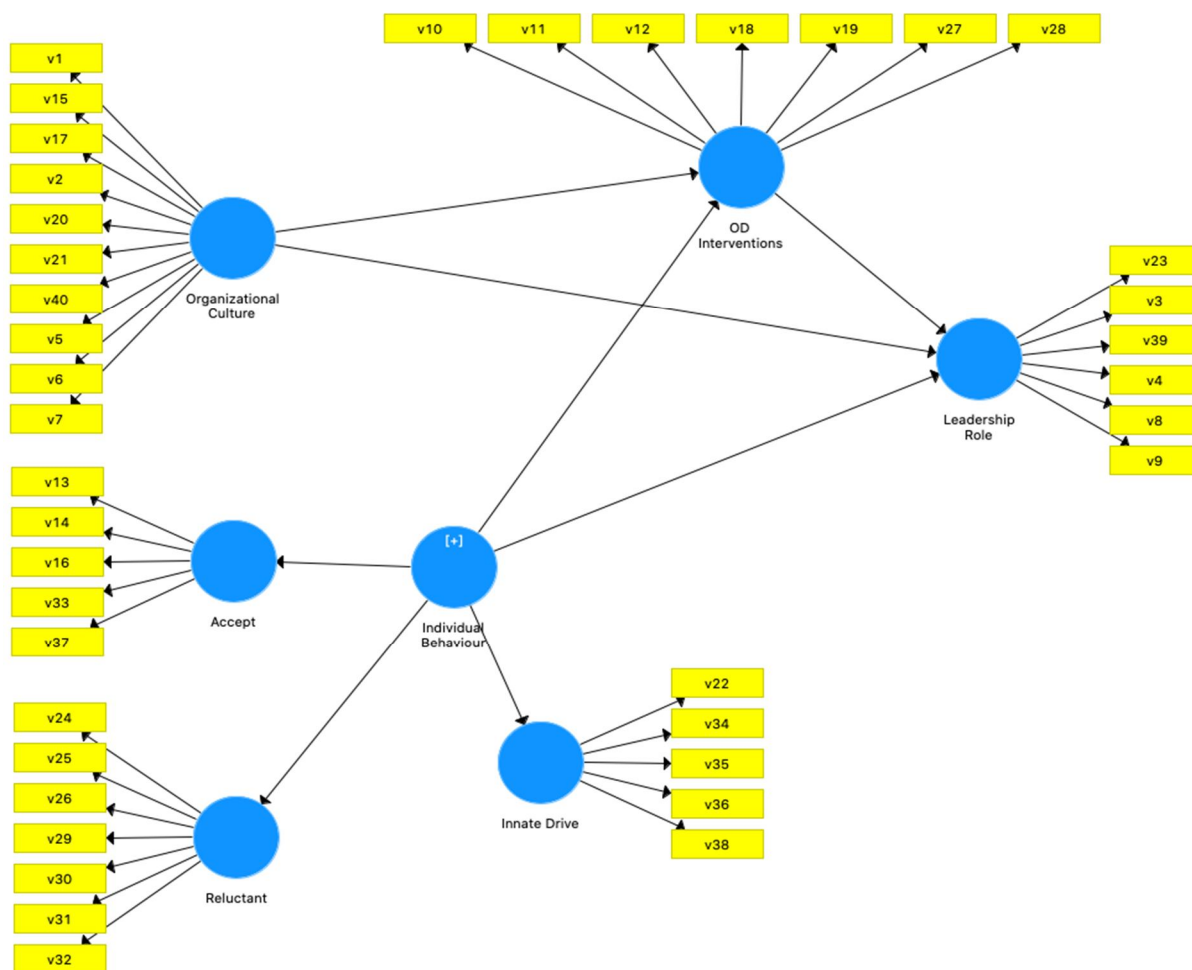
VI. DATA INTERPRETATION & FINDINGS

Analyzing the data collected and collated from the learning interpretations, through both qualitative and quantitative research processes, gathering huge insightful data through mostly judgmental and snowball sampling process. Several conceptual views emerged and combined with the researcher's professional corporate journey observations and four plus years of research scholar journey, enlightening insights from seasoned academic faculty, and enormous time invested in the review of literature through multiple channels that came really so incredibly helpful in the sincere effort. Research findings tested systematically: This research aimed at finding the influence of the organisational culture and individual behaviour on leadership role readiness. Organisational culture and individual behaviour are independent variables, wherein individual behaviour has three dimensions viz., accept, reluctant, and innate drive. Further, leadership role acts as dependent variables. Also, whether the OD Interventions act as a mediating variable between the independent and dependent variables.

The relationship between these variables is hypothesized and the role of these variables in influencing the outcome variables are statistically tested and analysed. To test the hypothesis, Partial least square structural equation modelling (PLS-SEM) was used. Smart PLS is a new generation statistical software quite user-friendly. PLS SEM included two models namely the outer model also called as measurement model and inner model called as structural model. The outer model was tested with the help of outer loadings of the measurement items and their path coefficients.

The reliability and validity of the constructs in the study were measured. Cronbach's alpha, composite reliability, and AVE were measured to determine the construct reliability. Discriminant validity was used to determine the validity of the measurements. Further, the proposed model was tested using R square values. The significant values of the path coefficients were used to measure the significant relationship between the variables under the study. R square determines the explanatory power of the independent variable on the dependent variable. Individual behaviour explains leadership roles to an extent of 87%. Further, individual behaviour explains the mediator i.e., OD interventions to an extent of 88%. This tells that all the independent variables can explain the dependent variable and the mediators to a reasonable extent.

A. Model Specifications of Constructs/variables



The above table and figure detail the various constructs under the study and the conceptual model details the proposed hypothesis. This includes the relationships between the different constructs under the study. This is tested using the measurement model and structural model.

Table: Representing Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Acceptance	0.828	0.849	0.881	0.603
Innate Drive	0.721	0.77	0.82	0.494
Leadership Role	0.909	0.916	0.93	0.692
OD Interventions	0.935	0.937	0.947	0.721
Organizational Culture	0.934	0.937	0.944	0.629
Reluctance	0.802	0.82	0.847	0.443

B. Internal Consistency

Internal consistency of the constructs can be referred from the Cronbach alpha and composite reliability. The Cronbach alpha values for the dimensions of individual behaviour range between 0.72 to 0.82 which falls very well within the threshold criteria of above 0.7 as stated by Nunnally (1978). Further with regard to the leadership role, OD Interventions, and organisational culture, the Cronbach alpha value is 0.90, 0.93, and 0.93 respectively, which is considered very good.

Further, the internal consistency of the constructs is also checked by calculating the composite reliability. The composite reliability values for all the constructs range between 0.82 to 0.94, which is very well above the cut-off value of 0.70. Hence, we can conclude that there are no issues relating to internal consistency.

Convergent Validity: Convergent validity can be assessed by looking at the outer loadings score and the AVE. The AVE value for the dimensions is within the cut-off value of 0.5 as suggested by Hair et al., (2014). Hence, we can conclude that the constructs do not have any convergent validity issues.

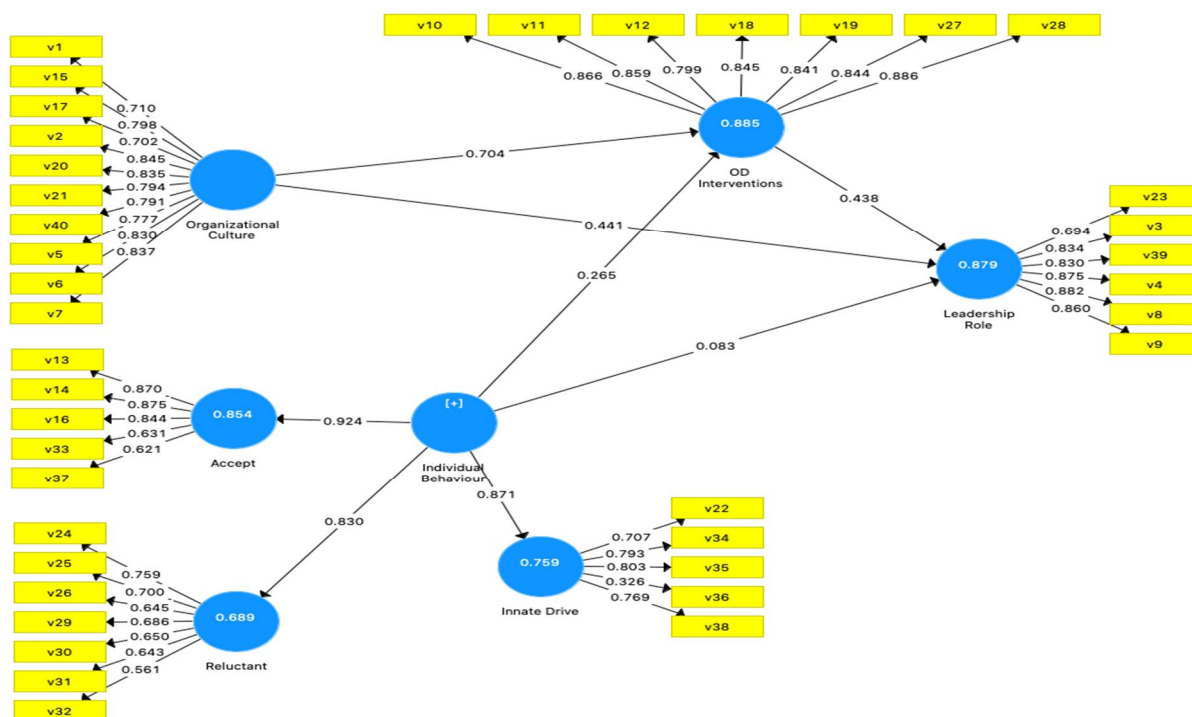
Table: Representing R Square and R Square Adjusted

	R Square	R Square Adjusted
Acceptance	0.854	0.853
Innate Drive	0.759	0.758
Leadership Role	0.879	0.878
OD _Interventions	0.885	0.884
Reluctance	0.689	0.688

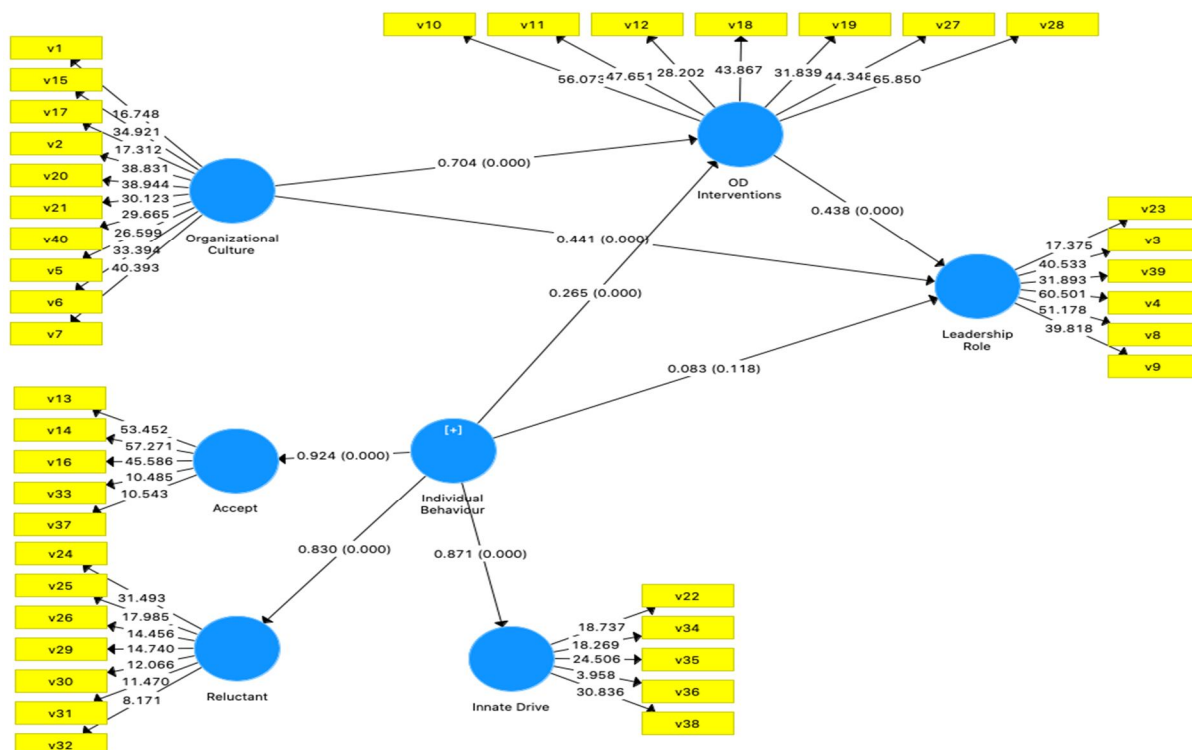
The above table highlights the R Square value. R square determines the explanatory power of independent variable on the dependent variable. Individual behaviour is explaining leadership role to an extent of 87%. Further, individual behaviour is explaining the mediator i.e., OD interventions to an extent of 88%. This tells that all the independent variables are able to explain the dependent variable and the mediators to the reasonable extent.

C. PLS-SEM

a) Study Outcome PLS & Bootstrapping Model



b) Study Outcome Mediator/ Indirect Effect



D. Bootstrapping Estimates Coefficient

Table Representing Bootstrapping Estimates

	Original Sample	Mean	Std dev	t value	P value
Individual Behaviour-> Acceptance	0.924	0.924	0.009	99.938	0.00
Individual Behaviour->Innate	0.871	0.871	0.02	43.28	0.00
Individual Behaviour->Leadership Role	0.083	0.085	0.053	1.563	0.12
Individual Behaviour->OD	0.265	0.266	0.041	6.531	0.00
Individual Behaviour->Reluctance	0.83	0.833	0.021	39.731	0.00
OD Interventions->Leadership Role	0.438	0.436	0.065	6.794	0.00
Organizational Culture->Leadership Role	0.441	0.442	0.069	6.383	0.00
Organizational Culture->OD	0.704	0.702	0.039	18.19	0.00

Table Representing Indirect Effect

	Original Sample	Mean	Std dev	t value	P value
Organizational Culture→OD Interventions → Leadership Role	0.31	0.31	0.05	6.64	0.00
Individual Behaviour → OD Interventions→ Leadership Role	0.12	0.12	0.03	4.42	0.00

E. Hypothesis Results

The Data Analysis and Hypothesis test results confirm the following:

- In summary: This data interpretation tells us that there is a significant relationship between OD interventions and leadership roles.
- The findings show that there is a significant relationship between organisational culture and OD intervention.
- The findings show that there is a significant relationship between organisational culture and leadership roles.
- This gives a clear indication that OD interventions act as a mediator between the organisational culture and leadership role.
- This gives a clear indication that OD interventions act as a mediator between individual behaviour and leadership role.

Hypothesis Outcome – PLS-SEM

1	There is no significant relationship between individual behaviour and leadership role.	✗
2	There is a significant relationship between individual behaviour and OD interventions	✓
3	There is a significant relationship between OD interventions and leadership role.	✓
4	There is a significant relationship between organisational culture and leadership role	✓
5	There is a significant relationship between organisational culture and OD intervention	✓
6	OD interventions mediates between organisational culture and leadership role	✓
7	OD interventions mediates between individual behaviour and leadership role	✓



Supported Ha



Not Supported Ha

null Hypothesis accepted for sl.no 1 & rest all Alternate Hypothesis accepted

VII. FINDINGS AND CONCLUSIONS

- 1) Data analysis, assimilating the combined findings of both Qualitative & Quantitative research results of the study highlighted that the Organisational Development Interventions act as a mediating variable between the independent and dependent variables. Indicating essentially, when effectively executed with focus and agility, it enhances preparedness to assume the Leadership roles with agility to adapt to the speedy change in conducive and enabling Organizational Culture.
- 2) A pattern that emerged from the Research discussions and observations indicates, that organizations that inculcate the best practices of valuing leadership development, eventually are better equipped to develop their critical talent and deploy the right talent in the right job roles, creating an environment & culture that drives greater innovation, engagement, and excellence in the dynamic IT organization's success.
- 3) There is no significant difference found between any of the dimensions with respect to Gender, Age, and experience levels except in the dimension Organisational culture per t-test & Anova results.
- 4) A clear indication of hypothesis analysis proved that OD interventions act as a mediator between the organizational culture and leadership role and also between individual behaviour (Acceptance, Reluctance & Innate Drive) and leadership role.
- 5) Leadership and organizational culture are two of the most crucial organizational elements for companies to compete successfully and to gain a sustainable advantage by preparing teams in advance for future needs.

VIII. RECOMMENDATIONS & SUGGESTIONS

- 1) Research findings clearly demonstrated that effective leadership produces superior organizational people performance results, motivated, happy and engaged and developing leadership is crucial for both individual and Organisational competitive edge and career advancement aspirations and people engagement to excel in careers, the exciting work environment is critical and in business sustenance and human resource capabilities & possibilities.
- 2) People expressed that they really want & need to be valued, respected & cared for at every level. Leadership and managers that nurture an engaged workforce and a culture of empowerment and enlightening effectively for success. Personal development is an ongoing process of constant learning. People's endurance & resilience rely on Leaders for motivation and support.
- 3) Research results indicated a noticeable decline in confidence in leadership bench strength, the shortfall in ready to fill the open positions and the leadership gap is a top concern among decision making top leadership.
- 4) The findings indicate that, while we are focused on the context of career and business, let's keep in mind that each individual must be made to feel as though the leadership is fully with them. Must put the individual at the top of a pyramid in a way that helps create an assurance that the team and the business are willing to support them in all aspects, that's the beginning of belongingness and trust, scope to institutionalize this aspect.
- 5) Leadership requires to enable, foster future leaders, help identify their strengths and maximize them. Leader cares about their people, elevating employees' trust through frequent open and ongoing dialogue both formal and informal

IX. LIMITATIONS OF THE STUDY

- 1) Limitation of this study is its focus on a specific geographical region such as private sector India working environment and Indian IT Organisations predominantly and hence the findings of the research cannot be generalized so there is a need to replicate this kind of study in other sectors, other geographical settings with a wider area to explore the differences between the findings established in other geographical locations and selective attributes could only be studied through organisations may have several elements of influencing factors.
- 2) The Unimaginative and unprecedented Pandemic crisis and challenges have completely transformed the overall business environment, governance, working mechanism, leadership responses, and people priorities itself changed, hence further research would be a great opportunity to study the challenges and innovative aspects of the changed atmosphere post Covid environment
- 3) As Organisational culture is different in different organizations and therefore with due consideration statements to assess the leadership's vision, values, and mission strategy varies and depends on several factors including PESTEL, the findings modelled exclusively as regards the Leadership development & enabling environment and has limitations.

X. RECOMMENDATIONS FOR FUTURE RESEARCH

- 1) The results of this study may lead themselves to several avenues of further research possibilities and studies.

- 2) Conceptualise and design a framework that is tested as an industry best practice to help continuously improve the people process and leadership commitment towards creating engaging and enabling culture dynamics.
- 3) Future research could focus on the comparison of similar results amongst the different sector organizations.
- 4) More research may be encouraged to study the need for personal, professional coaching, mentoring, and innovative individual development initiatives and how essentially, they contribute to a more powerful and passionate future leadership pipeline flow

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