Impact Of The Organizational Culture And Leadership Styles On Quality Of Work Life With Reference To HDFC Bank In Hyderabad Region

N.Hima Bindu[1*], Dr.Sheelan Misra[2]

[1*]Research Scholar, VTU
[2]Professor, VTU

ARTICLE INFO	ABSTRACT
	Workforce is the important strength of the organization. Organizational culture is a powerful tool which shapes employees work environment, superior- subordinate relationships, and work practices. Culture safeguards the customs of employees and helps the employees in their personal and collective existence. Organizational culture acts as control machinery for employee behaviour. For the organizational culture there are many dimensions which influence on the Quality of work life of the employees. This study is the modest attempt to highlight how organizational culture and leadership styles affect employees' quality of work life. with reference to some specific factors of job satisfaction at the private banks in Hyderabad Region. The findings are based on descriptive and regression analysis emphasizing the factors affecting Organizational culture and leadership styles affect Quality of work life. It was concluded, that Quality of work life varies in different organizational cultures of the company. **Keywords:** Organizational culture, Quality of work life, leadership styles and Employee Satisfaction.

Introduction

HDFC Bank Ltd. is one of the most reputed banking and financial services company headquartered in Mumbai, Maharashtra, India. HDFC Bank Limited was started in August 1994. The company performs through the following business sectors: Retail Banking, Wholesale Banking, and Treasury.

Retail Banking:
The Retail Banking segment offers different kinds of financial products and services to personal customers.

Wholesale Banking:
The Wholesale Banking services include working capital finance, trade services, transactional services, and cash management.

Treasury:
The Treasury segment focuses on three main product areas: foreign exchange and derivatives, local currency money market and debt securities, and equities. With more than 120,000 employees and over 6,300 branches, this bank is considered one of our country's largest private banks. HDFC Bank is endowing millions of people, particularly women, across the country through Parivartan, its umbrella brand for all social initiatives. Parivartan programme ia all about a change or making a difference through rural development, education promotion activities, training, health & hygiene and financial literacy.
Organizational Culture refers to beliefs, values with a role in defining identity in the relationship with other organizational structures, but also with the aim of supporting new members to adapt employee behaviour to the conditions required by the respective organizational framework, the finality being the achievement of the objectives. The culture of an organization means the values and beliefs shared by its members regarding employee behaviour making decisions regarding the organization's activities.

Hofstede appreciates that, at the individual level, values and attitudes are based on (i) the way in which the person relates to a certain situation, namely the adopted attitude, and (ii) the state of affairs with which he/she resonates, namely the values. He observed that culture directly influences individual attitudes and values, but that effective communication and cooperation are essential in developing of Quality of work life of employees in an organization.

Quality of work life is a concept that any particular employee or cluster of employees interacts with their effort. Good Quality of work life will ensure individuals to be dedicated to their work. In case of bad behaviour it will affect the performance of the employees. It is evident that when employees are satisfied they are more productive and enjoy working.

OCTAPACE is a mechanism used to analyse the Quality of work life in organization. It stands for Openness, Confrontation, Trust, Autonomy, Proactive, Authenticity, Collaboration, and Experimentation. This paper implies the influence of work culture on Quality of work life and to articulate suggestions.

Review of Literature
Organizational Culture is a complex system made up of talent, faith, regulations, traditions, competencies. An effective strategy that progresses the performance in corporate can be brought through mission and vision. Fundamental businesses believe strategy to be vital for the accomplishment of the business based on workers' enablement client fulfilment, cooperation, value, brilliance business distinctiveness and reliability. The cultural values have a great impact on involvement of employee as it is the determinant of the employee view about their organization. The organizations characteristics like top to bottom communication; larger power distance makes the employee to work with minimal involvement at workplace.

According to Needle (2004), organizational culture denotes the product, market, technology, management style, history, strategy, type of employees, and national culture; organization culture contains the environment, location, vision, symbols, language, values, assumptions, and norms, systems that are used to contribute to the psychological and social environment of organization.

Types of Organization Culture:
Strong organisation culture refers to the set of values and beliefs that are strongly followed and shared within the organisation. This type of culture encompasses the organisation to go for more culture specific investments and unlikely to change. In this form of culture, organisation should take serious actions to spread its norms and values to its employees.

A **weak organisational culture** refers to beliefs and values that are not strongly shared within the organisation. This shows that employees of the organisation depend widely on personal values. A weak organisational culture take part little in culture specific investments, and this culture is more unstable.

Quality of work life refers to the approach in which employees react to specific circumstances in the workplace. The other elements which determine employee behaviour are shaped by organization's culture.
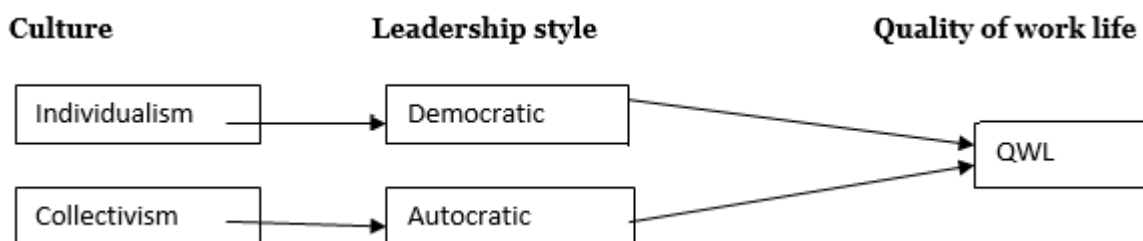
Relationship Between Organizational Culture And Quality of work life
Culture provides the rules for behaviour within organizations and it is socially learned and transmitted by members. Organizational culture is the belief that can guide employees in knowing what not to do and what to do by including practices, values, and assumptions about their work. Followers will be led by behaviour and values of leaders. When strong unified behaviour, values and beliefs have been developed, a strong organizational culture occurs.

Leadership is a social dialogue through which an employee deliberately influence over others to restructure their attitude and relations. Leadership has direct relationship on organization success. Leaders establish values, organization culture and employee motivation. Warrick noted that(1981) various leaders do not know how to influence their leadership style is on the behavior and performance of employees. Leaders be in command of both interpersonal rewards and punishment that designs employees performance, attitude and motivation. Leadership style is the style in which the leadership functions are carried out, the way in which the manager behaves towards group members.

Conceptual Framework
This conceptual framework is logically designed and developed on the basis to identify the relationship between Organisation culture and employee behaviour. Organisation Culture is taken as independent variable and Quality of work life as dependent variable

The model in Figure represent the relationship between the variables, first we expect that employee who perceived the organization culture as more individualistic will show a higher democratic leadership style where as the collectivism in cultural perception will show higher level of autocratic leadership. On the other side of individualism culture and democratic leadership style should assume positive quality of work life than collectivism in cultural perception and autocratic leadership style. A collectivist culture recommends the needs of the team members, family and community while managing the leadership actions. Thus, values of mutual obligations require leaders to provide followers safety and path in replace with faithfulness and assurance.

Hypothesis
1. There will be a significant cause of organizational cultures on quality of work life
2. Employees who perceived democratic style of leadership will result on positive quality of work life than employee who perceived autocratic style of leadership.

Procedure for data collection
In total 145 participants participated in the study from a total of 200 questionnaire administered showing a response rate of 81.66%.

It measures 12 work characteristics, namely, hazardous exposure, job insecurity, lack of meaningfulness, social support from supervisor skill discretion, decision authority, task control, work and time pressure, role ambiguity, physical exertion, and social support from coworkers and the outcome variable of job satisfaction. Items had to be answered on a 5-point Likert type scale (5= strongly agree; 1= strongly disagree.). Higher scores shows higher quality of work-life and viceversa.

While the various scales showed some overlap, the CFA and different correlations provide evidence that the control concepts are unique aspects of work, albeit interconnected with other work characteristics.

Organizational culture was determined using the Organizational Culture Scale through:
• The scale measures two dimensions: Organizational individualism and organizational collectivism. These are fundamental concepts in understanding how people within an organization interact and function.
• It uses a 12-item questionnaire: Six items assess individualism and six assess collectivism. This concise format allows for quick and efficient assessments.
• Scoring is based on a 5-point Likert scale: Higher scores indicate greater individualism, while lower scores indicate stronger collectivism. This straightforward scoring system simplifies interpretation of results.
• The specific leadership/supervisory styles being assessed (e.g., Transformational and Transactional)

Descriptive Statistics

Table 1: Means, Standard Deviations, and Correlations among Study Variables

Variable	M	SD	1	2	3	4
Individualism	18	.88				
Collectivism	23	.63	.24			
Autocratic	37	.68	.23	.32		
Democratic	31	.89	.46	.22	.08	
Quality of work life	42	.65	.26	.56	.36	.56

Source	SS	Df	Ms	F
Leadership Style (A)	253.180	1	253.180	3.23
Organizational Culture (B)	58.77	1	58.77	2.47
A & B	1263.39	1	1263.39	4.58*
Error	53625.55	282	226.27	
Total	56617.61	284		

Hypothesis Testing
Hypothesis 1 predicted that
• Employees who perceived collectivism had a higher mean score on quality of work life. This suggests that a collectivistic culture, where there is a strong emphasis on collaboration, teamwork, and group well-being, might be associated with a better quality of work life for employees.
• The correlation between collectivism and quality of work life was also higher. This further strengthens the idea that there might be a positive association between these two factors.

Hypothesis 2 predicted that Reverse causality: Perhaps it's not the democratic leadership style that leads to a better quality of work life, but employees with a higher quality of work life are more likely to perceive their leaders as democratic

Findings and Conclusion:
1. Supportive Workplace and Employee Well-being:
A supportive work environment with understanding, advice, and recognition provides emotional resources for employees, contributing to their overall well-being. This includes physical, psychological, and social well-being.

2. Leadership as a Mediator:
The predicted association between organizational culture and quality of work life is mediated by leadership style. This means that the effectiveness of a particular organizational culture, in impacting employee well-being, depends on the type of leadership it fosters.
3. Culture, Leadership, and Performance:
While organizational culture is often directly linked to organizational performance, the research suggests that leadership style plays a crucial role in how cultural changes translate into performance improvements.

4. Innovative Efforts for Work-Life Balance:
Organizations implementing policies for work-life balance are employing innovative methods to keep their employees happy and satisfied. This focus on employee well-being can positively impact organizational performance.

5. Quality of Work Life and Employee Experience:
Quality of work life enhancements improve the overall working experience of organizational members, suggesting a positive connection between employee well-being and organizational success.
Overall, encouraging leaders to be flexible and adapt their leadership styles to align with their subordinates' values can lead to a win-win situation. It's an investment in both employee well-being and organizational success. By following the suggested strategies and acknowledging potential challenges, organizations can move towards creating a more positive and productive work environment for everyone.

REFERENCES

1. Adkins, B., & Caldwell, D. (2004) Firm or subgroup culture: where does fitting in matter most? *Journal of Organizational Behaviour*, 25, 969 -978
2. Bardoel, E. A (2003) "The provision of formal and informal work-family practices: the relative importance of institutional and resource dependent explanations versus managerial explanations", *Women in Management Review*, Vol. 18 : 1/2,7 - 19
3. Barzegar, M., Afzal, E., Tabibi, S. J. & Delgoshaei, B (2012). Relationship between Leadership Behavior, Quality of Work Life and Human Resources Productivity: Data from Iran. *International Journal of Hospital Research, 1(1):1-14*
4. Bass, M., & Avolio, B. (1992). Developing transformational leadership 1992 and beyond.*Journal of European Industrial Training*, 14, 21-37
5. Berg, P., Kalleber, A.L. & Appelbaum, E. (2003). Balancing work and family: The role of high-commitment environments. *Industrial Relations*, 42, 168-188.
6. Chan, K. W. & Wyatt, T. A. (2007). Quality of work life: A study of employees in Shanghai, China. *Asia Pacific Business Review*, 13,(4) 501- 517
7. Danna, K. & Griffin, R.W. (1999). Health and well-being in the workplace: a review and synthesis of the literature. *Journal of Management*, 25(3), 357-384
8. Deal, T. A & Kennedy, A. A (1982) *Corporate culture*. Addison- Wesley Readings. MA
9. Deems, T.A. (1999). *Vital work: Spirit and development within the natural workplace*. K. P. .Kuchinke (Ed.) 1999 Academy of Human Resource Development Conference Proceedings Arlington, VA
10. Dockel, A. (2003). *The effects of retention factors on organizational commitment: An investigation of high technology employees*. Unpublished Thesis,University of Pretoria
11. Ejimofor, B.I. (1987) *Organization commitment as a function of leadership styles in Nigerian organizations: A study of three commercial banks in Lagos*. Unpublished thesis, University of Lagos.
12. Fleishman, E.A.(1957) *A Leadership Behavior Description for Industry'* In Stogdill, R.M. and Coons, E. (eds) Leader Behavior: Its Description and Measurement Columbus, OH: The Ohio State University Bureau of Business Research
13. French, W., & Bell, C. (1999).*Organization development: Behavioral science interventions for organizational improvement* (sixth ed.). Upper Saddle River, NJ: Prentice Hall.
14. Goodman, E.A., Zammuto, R.F. & Gifford, B.D. (2001). The competing values framework: Understanding the impact of organizational culture on the quality of work life. *Organization Development Journal*, 19, 58-68.

15. Harris, S. G. & Mossholder, K. W. (1996). The affective implications of perceived congruence with culture dimensions during organizational transformation. *Journal of Management*, *22*, 527-548
16. Hanges, P. J; Lord, R. G & Dickson, M. W (2000). An information processing perspectives on leadership and culture.
17. A case for commitment architecture. *Applied Psychology: An International Review,* 65, (2) 340-352.
18. Havlovic, S. J., (1991). Quality of work life and human resource outcomes. *Industrial Relations*, Vol. 30, (3).469-479.
19. Hayers, N. (2000) *Leadership: Foundation of Psychology* . New Jersey: Thomson Press, 509- 512.
20. Hofstede, G. (1980). *Culture's Consequences*. CA ,Sage, Beverly Hills.
21. Hosfstede, G. & Hofstede, G. J. (2005). *Cultures and Organisations: Software of the mind*. USA, McGraw- Hill