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## Organisational sustainability through corporate culture and Leadership: An Indian perspective

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### Abstract

Organizational culture is a collection of values, norms, and behaviours that direct and mould the actions of every squad member. While a problematic company's structure brings forth traits that may hinder any of the most successful companies, a strong organizational culture exhibits positive traits that support excellent efficiency. Leaders have the power of a person or company of people to motivate and influence subordinates or other team members. An organisation that benefits the environment and/or the actions involved in setting it up sustainably is referred to as a healthy company. Contrary to too many corporate organizations, resilience nonprofits are not limited to incorporating sustainability policies that provide them with social and financial benefits associated with ecological duty. This study's goal is to evaluate sustainable business performance via governance and organizational values. The study used correlation tool to analyse the relationship between organisational sustainability and corporate culture and leadership. A total of 141 people were taken into consideration for participation in the research project. Descriptive research design has been used in this study to conduct the deep investigation upon the relationship between organisational sustainability and leadership and organisation culture. The results imply that both culture and management are crucial elements for an organization's stability. On the basis of results, there is a significant relationship between organisational culture and organisational sustainability.

**Keywords:** Organisation culture, Leadership, organisational sustainability, business structure.

### Introduction

Following the Indian government's deregulation efforts in 1991, Indian enterprises began using successful cross - cultural techniques for exposing individual resources and maintaining the longevity of organisations. The social changes were brought about by liberalisation, capitalism, and worldwide prioritize individuals' self, personal achievement, and entrepreneurial.



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Transnational corporations are fierce competitors for enterprises in the new neo - liberal and worldwide markets (Kisamore, Brannick, 2008). The social plan is strongly advised above other factors (public laws and restrictions, current political climate, environment in which the company, et.) to determine the viability of the firm). Through the deployment of focused workplace culture measures, the stagnating economic condition may be altered. Lower levels of efficiency in the Indian sector necessitated Cultural Revolution. To promote organisational sustainability, organisations must build a culture (Elg, Hultman & Welinder, 2020).

At the organisational level, suitable cultural disposition necessitates skilled highly skilled leaders. At an one end, uneven power transfer defines Important indian corporate culture, yet some less egalitarian work environment is more prevalent impacts employees' attitudes and behaviours. Organizational sustainability may be maintained through cultural transformation, or a positive culture helps managers implement healthy lifestyle practices in their staff. As a result, culture must be goal-oriented, risk-taking, innovative, and exciting. As a result, good organisational supervision aids in the development of cultural developmental abilities. To that end, leadership engagement has become critical in determining the success or failure of organisational policy (Sony, 2019). Organizations must thus construct the use of corporate culture as both a building and strengthening organisational sustainability.

### **Organisation Culture**

The most recent notion in the realm of management is organisational culture. Since the 1980s, the notion has gained popularity Sony, (2019). An organization's culture is often acquired through socialisation. Culture socialisation increases internal as well as external adaptability of members, and group members learn an organization's culture to overcome issues of variety and integration. Iqbal & Ahmad, (2021) discovered that managers who work thrive in managing, directing, organising, and upholding performance in a dynamic atmosphere.

### **Leadership**

The capacity to inspire and encourage followers or other team members is referred to as charisma. Making intelligent - and often tough - decisions, defining and communicating a positive picture, establishing reasonable targets, and only supplying subordinates with the information and resources they really ought to reach certain objectives are all aspects of leading. (Srisathan, Ketkaew & Naruetharadhol, 2020). Nearly every aspect of humanity, including business, politics, local communities, and intergovernmental institutions, need executives.

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## Organisational Sustainability

Delivering firms with the resources they need to succeed in the 21st-century global economy is the focus of creating the conditions. Organisational necessitates having the required ability, creativity, defined study, and continuous integration techniques to address the specific issues that firms are now facing.

### 2 Literature Review

Isensee, Teuteberg, Griese & Topi, (2020) serve as a multidisciplinary model for working managers and create a sustainable organisational culture that improves employee and organisational sustainability performance. Managers have a significant impact on how workers perceive the company culture (Pasricha, Singh & Verma, 2018). Organizations in India have a work atmosphere that is both autonomous and collaborative.

Khan, Ismail, Hussain & Alghazali, (2020) discovered that an organization's culture benefits managers and their work, while Carvalho, et.al., (2019) investigated the beneficial relationship between leadership and organisational culture. Higher degrees of participatory culture can encourage shared leadership and team initiative.

Joseph & Kibera, (2019) emphasised how organisational support for innovation and leadership vision are facilitated by cultural alignment. While Van Rooij & Fine, (2018) shows Based on the specific side of the organization, culture of the organization did not support the economic development of the country, Shamir & Howell, (2018) shows that both leadership and socialisation accounted for a sizable amount of variation across all cultures.

The formal procedures and cultural principles meant to promote professional development in employees. Khan, Ismail, Hussain & Alghazali, (2020) show that organisational culture factors including ambiguity, Denial, achievement orientation, personal initiative, and communism were significant predictors of employee satisfaction; however, leader-member relations also served to moderate these predictions interchange. (Sony, 2019), discovered that organisations with humanistic and leadership cultures have managers that exhibit the greatest degree of skills.

Carvalho, et.al., (2019) It was investigated if a leader's approach should be in line with organisational cultures including clan, adhocracy, hierarchy, and market-oriented cultures. To improve organisational performance, leaders should learn when to use transactional and transitional styles of leadership. For instance, a leadership style that is employee-focused



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positively correlates with factors like challenge, engagement, freedom, idea support, playfulness and humour, discussion, trust and openness, etc.

As per the view of Srisathan, W. A., Ketkaew, C., & Naruetharadhol, P. (2020) transformative leaders weaken conditions so that workers may make judgments about their jobs with judgement and independence. It boosts staff morale and confidence in clan cultures with challenging circumstances, which encourages collaboration and creativity. Transformational leaders favour working in clan or adhocratic cultures. The leadership alignment model identifies situations in which transformational leadership should be used without altering cultural or situational preferences. The governments of developing countries are deliberating Isensee, Teuteberg, Griese & Topi, (2020) on how to improve the effectiveness of public sector organisations. It was discovered that the organisational culture is shaped by the appropriate leadership style, such as transformational leadership style, which impacts organisational factors like employee interaction, dress code, work performance, decision-making style, etc., whereas organisational culture affects employee perceptions and behaviours that have a direct impact on organisational performance. Leaders have a crucial role as change agents in organisations, and they are seen as unnecessary and beneficial to the organisation. The success of the organisation may be assessed by the leader using the proper leadership philosophies to make the vision a reality.

### **Research Objectives**

To examine the impact of organisational culture and leadership on organisational sustainability

### **Research Hypothesis**

**H1:** There is significant impact of organisational culture and leadership on organisational sustainability.

### **Material and Methods**

#### **Research Design**

Conceptual framework refers to the design of the methodologies and techniques an author decided to use to complete a job. That design enables scientists to concentrate on creating study methods suitable for said subject and begin organising their probes for execution. To examine how workplace management and culture influence organizational viability, an explanatory research approach has been used. Descriptive research design helped to conduct the detail investigation to address the research objective.



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## Source of Data

Data collection is one of the important method by which information can gather by using two sources that are primary and secondary. In the current study, primary data collection method has been used. A total of 141 employees of the corporation have been taken into consideration for participation in the research project. Survey method has been applied to collect the primary information on the relationship between organisational sustainability and leadership and company's culture.

## Data Analysis

The process of examining, purifying, manipulating, and predicting data in order to find pertinent information, create inferences, and effective financial. In the current research study, SPSS tool has been applied to interpret and analyse the data. By using correlation tool, analytical study on the impact of organisational culture and leadership on organisational sustainability has been conducted.

## Results and Discussion

The study intends to find out the role or organizational culture and leadership as the prerequisites for a sustainable organization. The study conducts a survey on employees of Infosys company in India in order to find out the effects and significant of leadership and organizational culture in creating sustaining culture within organizations. We can see hierarchical culture has a correlation value of .700, whereas clan cultures have a correlation value of -.300 in the results of the Spearman correlation test for understanding. In order to examine the data, the Spearman correlation was used in the investigation. Spearman rho correlation coefficient is used to examine the link between sustainability and organizational culture. There appears to be a good association between the sustainability of hierarchical culture and the economic knowledge of sustainability, but the clan culture displays a weak positive correlation. In order to determine Spearman's Rho, Pearson's correlation coefficient must be taken into account. Spearman Rho output can be used to determine these values. Apart from the main findings of the study has also stated that Mostly in discipline of leadership contexts, there is still a strong tradition relating office climate to efficiency. The Spearman's correlation test was used to determine whether there is a connection between sustainability and the culture of the firm. As a result, adhocracy and sustainability now have a positive association, and there is a positive correlation between Clan and market culture.



**Table 1: Correlations**

		Clan culture	Adhocracy Culture	Market culture	Hierarchy Culture	Leadership
Clan Culture	Pearson correlation	1	0.115	0.135	-0.629	-0.039
	Significance (2-tailed)		0.858	0.834	0.260	0.955
	N	141	141	141	141	141
Adhocracy Culture	Pearson correlation	0.115	1	0.997	-0.840	-0.543
	Significance (2-tailed)	0.858		0	0.079	0.349
	N	141	141	141	141	141
Market culture	Pearson correlation	0.135	0.997	1	-0.848	-0.456
	Significance (2-tailed)	0.834	0		0.073	0.444
	N	141	141	141	141	141
Hierarchy Culture	Pearson correlation	-0.39	-0.543	-0.456	0.433	1
	Significance (2-tailed)	0.955	0.349	0.444	0.471	
	N	141	141	141	141	141



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## Conclusion

Organizational culture, leadership, and organisational sustainability have all been proven to significantly correlate with one another. The analysis of effect size also shows that organisational culture has an impact on managers' efficacy. Numerous researches have been done to demonstrate the association; nevertheless, integrating the data is important for better result adoption. A greater knowledge and improvement of organisational excellence should result from leaders, decision-makers, and entrepreneurs considering and implementing such a connection. This strategy might be improved by human resource professionals' goals and plans for staff development and organisational growth. Indian businesses may strengthen their emphasis on performance, the market and supply of trained workforce, and asset required for achieving new objectives and boost members' devotion. That cultural plan of an institution is highly recommended above all the other factors, such like national policy, for both the thoughtful examination of continually improving the quality, legislation, the political environment, and the technology environment. Both leadership and organisation culture are essential to a sustainable organisation. They do not refer to the same item at all. However, they are inextricably linked and complement one another. Any attempt to distinguish between the two is likely to bring about more complications than it resolves. Despite this, a significant amount of paper has been devoted to outlining the discrepancies. Planning, organising, and coordinating activities are all part of a manager's remit.

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