

Organizational Culture Relationship in Transformational Leadership

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Abstract

In today's world, organizations heavily rely on such businesses to achieve their objectives and complete their work. To bind virtual team members together and instill a suitable culture to meet the demands of shifting environments, these novel teams require effective leadership. Therefore, the purpose of this research was to ascertain how virtual team employees, organizational culture, and change management are affected by transformational leadership. Using partial least squares structural equation modeling, we also looked into the connection between transformational leadership and change management among virtual team employees. The study conducted a survey of IT professionals to accomplish the goals. The method of non-probability sampling, which was purposeful and simple, was used.

Keywords: Change management • Organization change • Organizational culture • Transformational leadership • Virtual teams

Introduction

There has been a significant impact as a result of the global COVID-19 pandemic that swept the globe. Businesses have been forced to use virtual teams rather than face-to-face meetings as a result of its rapid acceleration. When virtual collaborations quickly replaced face-to-face ones, a metamorphosis took place. VTs are not a new concept today because all employees have been working in such teams for a long time. However, not all organizations were under its control, and COVID-19 has rendered normal business and organizational operations virtually impossible. Employees and IT organizations have, without a doubt, been forced to swiftly modify their work practices as a result of these difficult times. As a result, implementing VTs is a matter of organizational endurance and continuity rather than a choice. The COVID-19 pandemic changed a lot about how people worked and interacted in the workplace. A number of tools for video communication, like chat messengers. It should come as no surprise that businesses are operating in an extremely dynamic environment characterized by rapid innovation and the expectation that organizations will bring about change. This is becoming an essential concern for businesses due to the wild external variables. In today's unstable business environment, leading organizational change is essential for individuals, teams, and entire organizations to keep up with the nature of change. The primary driver of much of the OC change is transformational leadership, which is the most effective and influential leadership style for thriving in this work environment with no boundaries.

Description

The author is aware that the factors of transformational leadership (also known as TFL), organizational change (also known as OC), and change management (also known as CM) specifically target employees of virtual teams

in the Indian IT industry are less well-studied. There are no previous studies that demonstrate a systematic relationship between the variables. In order to fill this void, the purpose of this study was to present Organizational Culture Test, a practical conceptual framework for evaluating the relationship between VT employees. After that, the mediating effect of OC is used to investigate the relationship between the two. Through the social bond hypothesis (SBT), a proposed calculated model is laid out to foster. Additionally, the current investigation made use of social learning theory (SLT) to take advantage of the connection that exists between TFL and OC and discover that OC serves as a mediator between TFL and CM. The following sections consist of a literature review, a conceptual framework, and the formulation of hypotheses. Following these were the findings, discussions, conclusions, managerial implications, limitations, and recommendations. Knowledge workers spread out across different locations working toward a common objective through extensive electronic communication. Numerous advantages, including the fact that experts, information, and abilities come from all over the world. Breuer and co. provide a definition or additional description of the characteristics of VT, which include the collaborative use of technology for work, cultural diversity, communication, and the geographical distribution of members, which separates the physical and electronic spaces and enables VT members to work from anywhere and with everyone [1].

The CLTs now have to adapt to new VTs, such as keeping an eye on team trust, focusing on process gains, encouraging inclusion through psychological safety, and frequently evaluating teamwork, in light of communication technologies (ICT) and pandemic crises. Virtual collaboration, as well as an increase in the number of VT opportunities utilized by businesses for global work. demonstrated that businesses heavily invest in VTs to improve performance and that leadership, trust, and communication are essential components of virtualization and remote working. discovered a correlation between team members' performance and trust, task-technology fit, and communication. Explained how COVID-19, globalization, and modern information and communication technology (ICT) create virtual environments for these novel work teams to strengthen individuals working in various locations. Controlling (such as digital monitoring), coordination (such as synchronous document sharing and calendar sharing), working on the machine simultaneously (such as augmented reality), and more Highlight the essential activities, such as interactions between tasks, that are necessary for the successful execution of VTs and organizational culture. A leader's attempt to clarify the organization's goals through the relationship that develops from the actions of followers is known as leadership—a social influence process. The significance of leadership in today's context was made clear by describing who is regarded as a leader and how efficient and effective a leader is [2].

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Research on virtual teams in leadership has increased team members' adaptability and ability to overcome challenges. It is discussed how an efficient virtual leader could deal with the challenges of running a company from afar and keep it running. Leaders are everywhere because members of VT rely on digital technology for organizational culture communication and coordination. It is stated that leaders are more effective in VTs when they are able to coordinate, collaborate, and communicate using virtual tools and technologies. In a study on infantry leaders, TFL was described as an opportunity for leaders and subordinates to bilaterally reach a top-level. The four dimensions that Bass and his colleagues used to describe TFL are glorified impact, which refers to a management characteristic that is admired, regarded, and imitated by good examples. The term "inspirational motivation" refers to futuristic leaders who inspire their followers through significant and challenging work. A quality of leadership that encourages subordinates to disregard previous norms, values, and beliefs in favor of novel ideas is intellectual stimulation. Individualized consideration, or IC, emphasizes the leader's consideration of subordinates' capabilities and needs for additional mentoring. TFL was described as a proactive leader who encourages the organization to achieve outstanding goals, drives change, and raises the awareness of subordinates by maximizing their collective benefits [3].

A collection of norms, values, fundamental assumptions, and beliefs developed by members of a group to address adaptation and integration issues affecting the behavior of employees within the organization is known as organizational culture (OC). Organizational members' underlying values, protocols, beliefs, and assumptions that demonstrate and reinforce those fundamental principles were defined as OC. Earlier this year, four characteristics of OC's organizational culture: association, coherence, adaptability, and purpose were identified. In order to guarantee that the results are accurate and accurately reflect the organization's need for strength and adaptability, Denison's OC traits have also been further subdivided into smaller indexes. Denison and his partners focused the current review on OC's clarification and order. Organizations are compared based on how well their culture is based on their more obvious practices and values, which is similar to Denison's model. Compared to the artifacts, these shared values are more accessible and dependable. The Denison Organization Culture Survey (DOCS) model is regarded as a foundational tool that distinguishes organizations based on their culture profile and has strong predictive power. Four cultural characteristics were highly exhibited by the most successful organizations. An involvement culture helps high-performing businesses build their businesses around team members, coordinate activities, and empower and involve their employees [4].

There is a strong sense of ownership and commitment to the company's values among managers, executives, and employees alike. The involvement trait is part of a cluster that emphasizes the team's ability to adapt to changes within the organization and to the business environment for the team's future direction. For system development, organizations had a unified culture that acted as a centralized point of coordination, communication, integration, and control. This consistency quality is thought to be possessed by organizations that have highly committed team members, a distinct business practice, consistent behaviors enhanced by core values, a distinct code of conduct with solid roles and guidance, and so on. This quality serves as a strong source of internal combination, allowing for greater flexibility to adjust the workforce's strength in a straightforward manner. The willingness to adapt in order to evaluate the business's external environment and its customers is a sign of an adaptability culture. This characteristic clusters with an involvement culture that places an emphasis on CM and flexibility. With clear goals and a clear

vision, an association with a mission culture has a powerful sense of direction for the future. As the mission progresses, the OC undergoes a variety of transformations. A business with a solid mission culture will be able to maintain stability in its external business environment. Organizational change is defined as the transitions of previous work processes, strategies, and routines that have an impact on the entire organization. This definition supports the authors cited above and explains how organizations move from their current state to a desired state in order to achieve long-term organizational goals [5]. The old and new ways of linking together create a dynamic world.

Conclusion

Studies on organizational culture and transformational leadership there are a lot of studies that have found a positive and significant connection between organizational culture and transformational leadership. This observation suggests that employees of the organization tend to follow in the footsteps of their leaders because leaders have a significant impact on the development of an efficient OC at work. Because one parameter cannot be understood without the other, the leader and the OC interact with one another. The interaction between organizational and individual identity processes was examined by Indian IT outsourcing companies. The threat is not directly addressed by businesses by regulating employee identity; Instead, they give employees an organizational toolkit that includes positive identities-creating political resources and cultural resources. They also looked into how different levels of leadership are affected by cultural distance in terms of how well a group works together and how happy employees are when they work from home. In light of the discussions and outcomes of these empirical studies aimed at establishing the connection, the following hypothesis was proposed.

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Conflict of Interest

None.

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