ABSTRACT

The purpose of this research was to study the cultural differences between the foreign (USA) and domestic (INDIA) MNCs, the leadership behaviour style and job commitment of the employees, based in Chennai, India.

Despite the large number of studies that have examined the antecedents of Organizational culture, the investigation of the influence of leadership style and organizational commitment on organisational culture is noticeably absent. The aim of this thesis is to examine the effects of leadership style and organisational commitment on organisational culture. Other measures included in the study are demographic variables such as age, sex, gender, education, years in position and years of experience.

The respondents used in this study are working in the Indian and Foreign MNCs (IT & ITeS companies) in and around Chennai, India. Employees are of any designation and any department from the aforesaid sector. A questionnaire survey was used. A total of 300 questionnaires were distributed as hard copies and LinkedIn, from which 235 completed questionnaires were returned.

Recently, multivariate studies have examined the causal relationships between a variety of different variables and cultural dimensions, and a number of these have concluded that the effects of these variables on cultural dimensions were mainly mediated by leadership behavior styles and job commitment.

Correlation and regression analyses were used to investigate the relationships between cultural dimensions, leadership behaviour style and organisational commitment and the other demographic variables were measured in the study.

A causal model of culture was developed using a multiple regression analysis in which the role of leadership style and organisational commitment in mediating the causal link between the other variables was explored.

It was found that cultural dimensions had a greater impact on commitment than on leadership behaviour style.
Key words: organisational culture, leader behaviour style, organisational commitment