

# A Study of the “Impact of Organizational Culture Dynamics & OD Interventions on Enabling Leadership Readiness in the IT Organisations”

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**Abstract:** *This study explores, investigates the influence of organizational culture dynamics and organizational development (OD) interventions on leadership role readiness in Indian IT organizations, focusing on the context of three different predominant individual behaviours such as acceptance, reluctance, and innate drive. Employing a mixed - methods approach, the research combines qualitative interviews with 45 IT professionals from diversified demographics and a quantitative survey of 306 respondents from IT industry, analyzed using Partial Least Squares Structural Equation Modelling (PLS - SEM). This study employs a descriptive research design, using a structured questionnaire to identify key factors, reflecting on the impact of Organizational Culture and OD interventions and strategic initiatives that influence individual behaviour exhibiting acceptance while some exhibit reluctance and there are others with higher intent and innate drive towards the leadership roles. The study highlights the importance of strategic initiatives to enhance leadership pipeline, offering practical insights for IT firms navigating dynamic market demands. 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. Findings reveal that OD interventions mediate the relationship between organizational culture, individual behaviour, and leadership readiness, with organizations fostering supportive cultures better equipped to develop leaders. Individuals in organizations have significant potential for development, and with focused, agile efforts, their competencies and capabilities can be enhanced through systematic interventions, that enhances organisational effectiveness and success. Research observations and interpretations reveal that organizations adopting best practices in leadership development are better equipped to design and 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, Organizational Culture, Organizational Development, Individual Behaviour, IT Industry

## 1. Introduction

### 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 high - quality, timely software services, coupled with rising market competition and aggressive investment in innovation, poses significant challenges in the Information technology sector. These factors cause tremendous pressure on IT organizations to adequately generate equally fast and superior responses to sustain to be the business leaders in the chosen space with dynamically talented managers and 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.

It is strongly believed in the IT sector that leadership revolves around agility, drive, trust, and a passion for excellence. Though every day we come across and learn a new definition for leadership derived by the authors/ leaders and shared with their perspectives and wisdom gained through their personal and professional experiential learnings or influenced by 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.

This study explores the factors influencing technocrats and functional specialists' varied responses to leadership role opportunities, particularly few of them excitingly accept, few of them regret the opportunity and some exhibit strong innate drive and pursue till they accomplish their goals for larger people and business leading roles relentlessly & diligently.

Based on three decades of industry experience, researchers note that the IT business environment is highly dynamic. 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.

This study employs a descriptive research design, using a structured questionnaire to identify key factors and 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. The highlight of this research is a systematic inquiry to curiously explore, describe, explain, predict, and control the observed phenomenon.

This study is significant as it addresses the critical need for effective leadership development in the rapidly evolving Indian IT sector, where dynamic market pressures demand agile and prepared leaders. By identifying how organizational culture and OD interventions shape leadership readiness, the research offers actionable insights for building robust leadership pipelines, contributing to both organizational success and the broader discourse on human capital development in technology - driven industries.

The study's practicality lies in its actionable insights for IT firms aiming to build leadership pipelines, particularly through targeted OD interventions and supportive cultures. It is evident that the focus on individual behaviours offers a nuanced approach to addressing reluctance among technical managers, which is a real - world challenge in the IT sector. Morally, the emphasis on valuing employees and fostering empowerment aligns with ethical leadership principles, promoting a culture of respect and engagement

### 1.1 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](http://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).

### 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.

## 2. Literature Review

- 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.
- 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.
- Of the 200 articles reviewed, 90 were included in the literature review after excluding those less relevant to the study.
- Summary of ROL: Selected articles were reviewed and classified into four distinct categories striving extensively to cover the insights of the variables/constructs
- Studies on the Leadership and Leadership Development,
- Organisational Culture & Leadership,
- Organisational Development & OD Interventions and
- Individual Behaviour: Response to Leadership Roles: (Acceptance, Reluctance & Innate Drive)

## 3. Research Gap

The literature review indicates that extensive research exists 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.

### 3.1 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

### 3.2 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

### 3.3 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.

## 4. Research Objectives

- 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.
- 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.
- To evaluate the interconnection between OD Interventions, Organisational Culture, and individual Behaviour.
- 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 too adequately
- 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.
- 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.

## 5. The Research Design

Causal & Descriptive

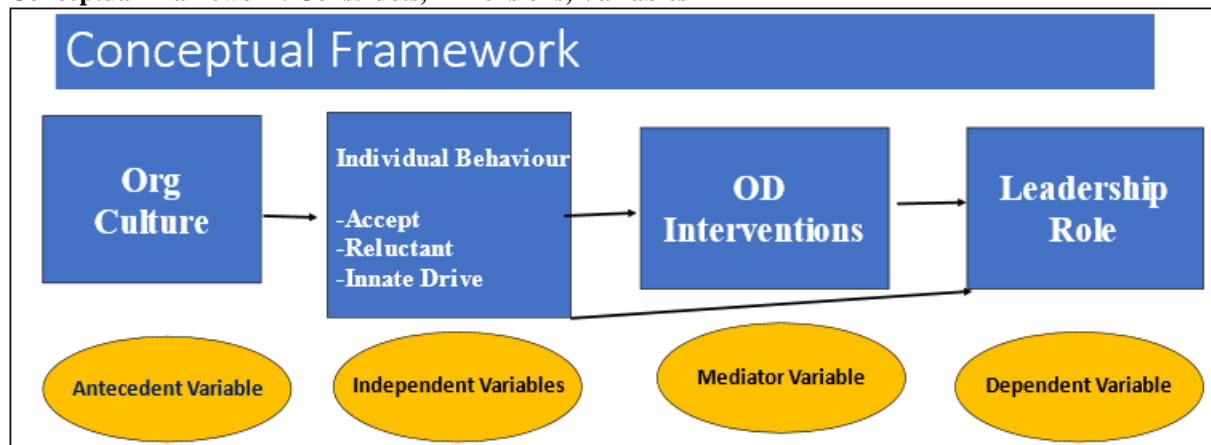
### 5.1 The Research Methodology

The research examines the influence of organizational culture and individual behaviour on leadership roles. The research design used for this study, after loads of thinking through the important topic area, has opted for Mixed methods research methodology.

**Mixed Method:** Combination of Qualitative and Quantitative research.: Mixed methods research combines elements of quantitative research and qualitative research 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 allows researchers to gain a comprehensive understanding of the research landscape, exploring phenomena from multiple perspectives. 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.

### 5.2 Nature of Research: The Constructs, Dimensions and Variables

**Conceptual Framework: Constructs, Dimensions, Variables****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.

**5.3 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.

## 5.4 Research Hypothesis

Alternative Hypothesis, abbreviated as H1 or HA, is used in conjunction with a null hypothesis. 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 do 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)

## 5.5 Sampling Plan

### Sampling Plan and Participants Selection -

#### 5.5.1 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

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selection was through Snowball sampling and judgemental mechanism process flow approach.

### 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

## 6. Data Interpretation & Findings

The analysis of data collected through qualitative and quantitative research, using judgmental and snowball sampling, yielded significant insights. 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 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

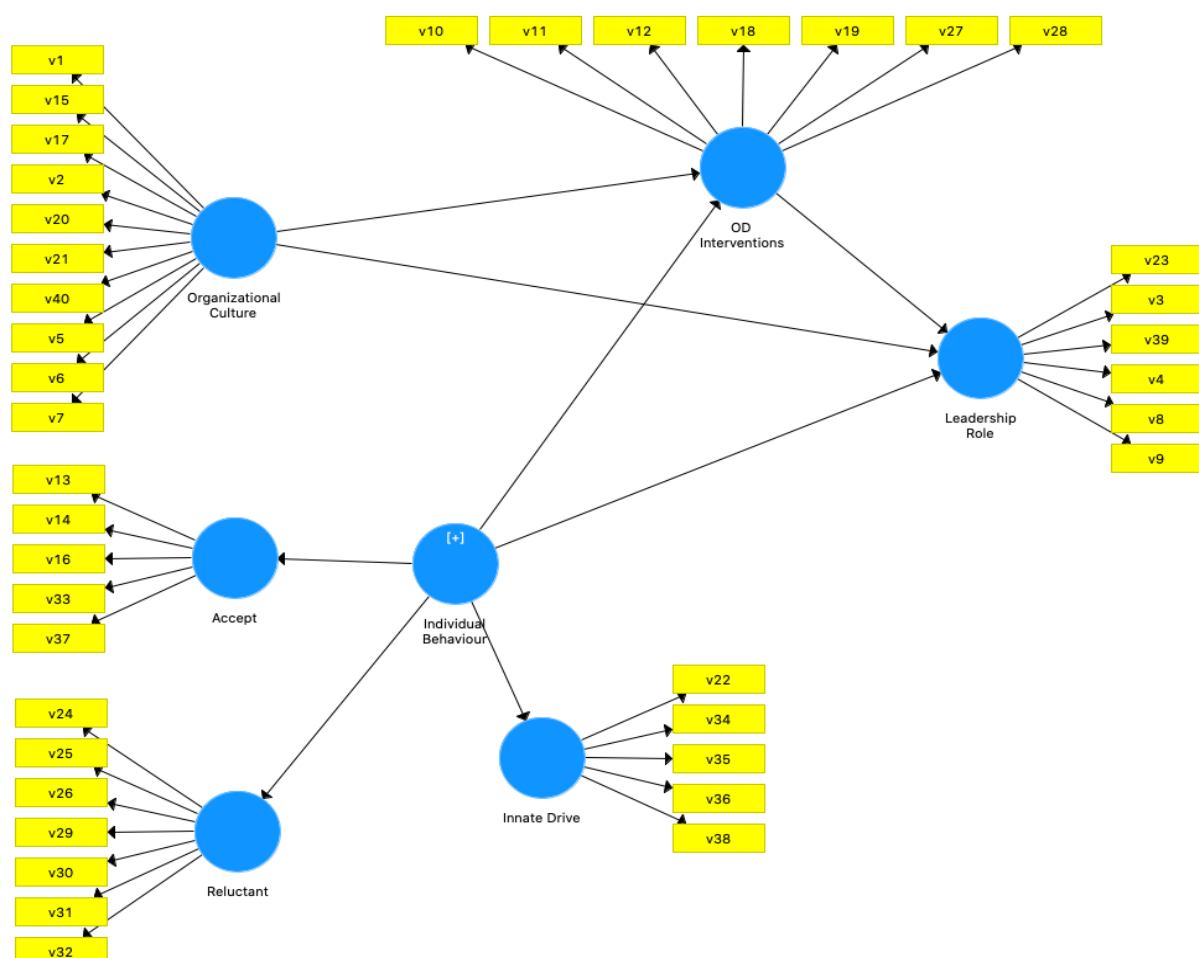
relationship between these variables is hypothesized and the role of these variables in influencing the outcome variables are statistically tested and analysed.

To test the hypothesis, Partial least square structural equation modelling (PLS - SEM) was used. Smart PLS is a user - friendly statistical software used for PLS - SEM analysis. 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.

### 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

### 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.

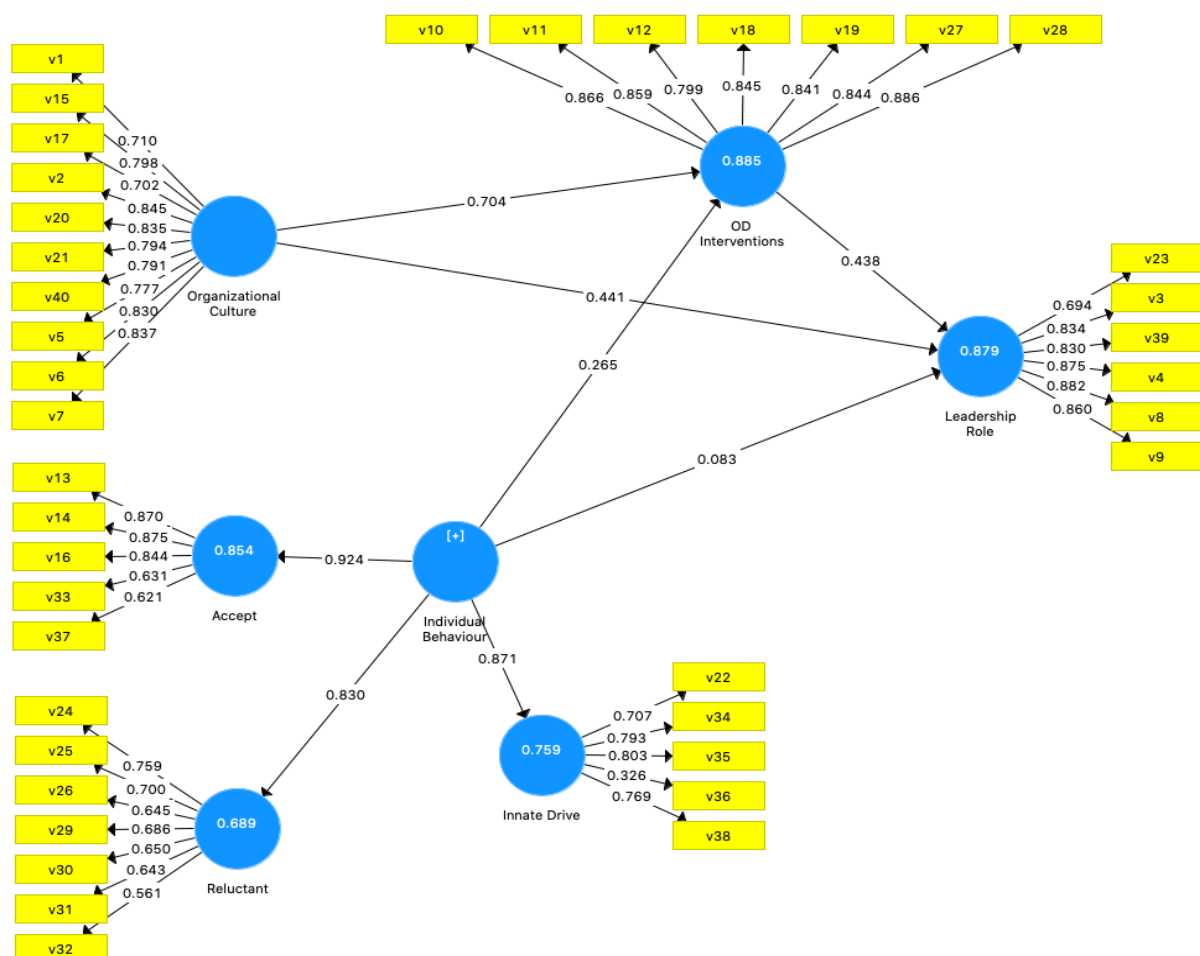
**Convergent Validity:** Convergent validity can be assessed by looking at the outer loadings score and the AVE. The AVE value for the dimensions is within the cut - off value of 0.5 as suggested by Hair et al., (2014). Hence, we can conclude that the constructs do not have any convergent validity issues.

**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

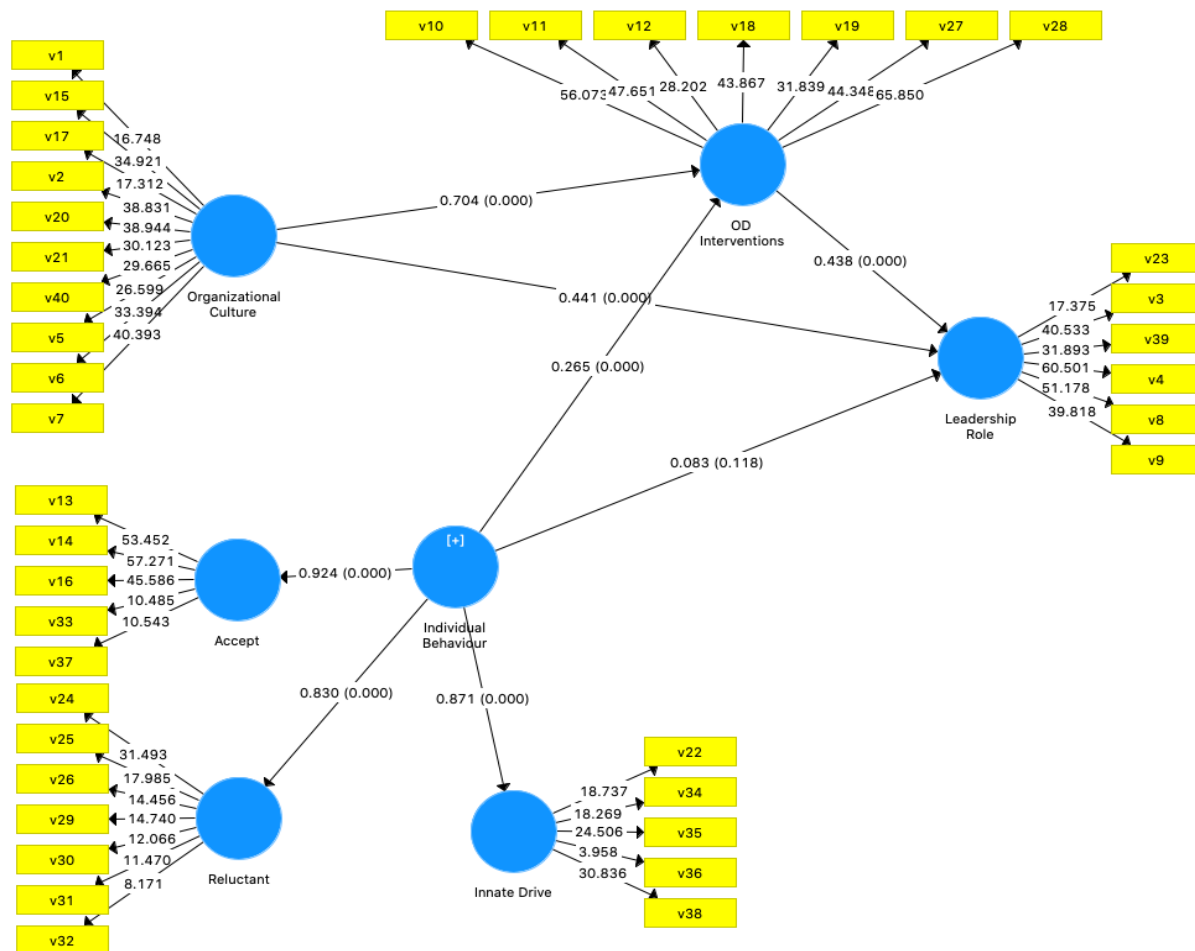
The above table highlights the R Square value. R square determines the explanatory power of independent variable on the dependent variable. Individual behaviour is explaining leadership role to an extent of 87%. Further, individual behaviour is explaining the mediator i. e., OD interventions to an extent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

### PLS - SEM: (a) Study Outcome PLS & Bootstrapping Model





## (b) Study Outcome Mediator/ Indirect Effect



## 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

## 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

## 7. Findings and Conclusions

- 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.
- 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.
- No significant differences were found across gender, age, or experience levels for most dimensions, except for organizational culture, as indicated by t - test and ANOVA results.
- 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.
- 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.
- This study demonstrates that organizational culture and OD interventions significantly influence leadership readiness in Indian IT companies, with OD interventions mediating the relationship between individual behaviours (acceptance, reluctance, innate drive) and leadership roles. Organizations fostering supportive cultures and proactive OD practices are better positioned to develop agile leaders, enhancing innovation and competitiveness. These findings underscore the need for tailored leadership development programs in dynamic industries. Future research should explore these dynamics in other sectors

and post - pandemic contexts to broaden the applicability of these insights.

## 8. Recommendations & Suggestions

- 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.
- 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.
- 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.
- The findings indicate that, while we are focused on the context of career and business, let's keep in mind that everyone 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 is the beginning of belongingness and trust, scope to institutionalize this aspect.
- 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

## 9. Limitations of the Study

- Limitation of this study is its focus on a specific geographical region such as private sector Indian working environment and Indian Global 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.

- 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
- 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.

## 10. Recommendations For Future Research

- The results of this study may lead themselves to several avenues of further research possibilities and studies.
- Conceptualise and design a framework that is tested as an industry best practice to help continuously improvise the people process and leadership commitment towards creating engaging and enabling culture dynamics.
- Future research could focus on the comparison of similar results amongst the different sector organizations.
- 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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