

# Organizational Culture and Managerial Effectiveness: A Study in Selected Institutions of Higher Learning

Organizational Culture  
And Managerial  
Effectiveness

16

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## Abstract

**Purpose-** In the area of knowledge, India was the pioneer of this world but now this sector is striving hard to rank itself even in the top 300 educational institutions of the world. An immediate solution to this very problem is through the effectiveness of leaders at managerial positions in these institutions, who have to interact with and motivate their staff and colleagues, communicate with top management and clients and try to achieve their individual as well as organizational goals. Leaders do so with and through people working in their institutions therefore different influential factors contributing to employee's behaviour and attitude need to be explored for obtaining overall leadership and managerial effectiveness. Organizational culture is one such factor established in the literature that is used to explain staff member's behaviours like job satisfaction, employee turnover intentions, organizational commitment, etc. This study is an earnest the effort to measure the influence of organizational culture on managerial effectiveness of leaders in institutions of higher learning.

**Design/methodology/approach-** This study uses an exploratory research design. Data collected via a structured questionnaire was analysed and interpreted through Pearson correlation and multiple regression analysis.

**Findings-** Organizational culture has a significantly positive influence on managerial effectiveness.

**Limitations/implications-** To obtain more generalised and strong the validity of results, other parts of the country should also be included with an increased sample size.

**Practical implications:** Through organizational culture, institutions and its leaders may be able to create a healthier and more productive workplace to enhance overall managerial effectiveness in the institutions.

**Originality/value-** This research is an original work based on primary data to examine the influence of organizational culture on managerial effectiveness.

**Keywords-** Organizational Culture, Clan Culture, Adhocracy Culture, Market Culture, Hierarchy Culture, and managerial effectiveness.

**Paper type -** Research paper.

## 1. Introduction

In the area of knowledge, India was the teacher of this world. Students used to come and study here, in the universities of Vikramsheela, Nalanda, and Taxsheela from all over the world (Purnima, 2016). But now we are facing a situation where this sector is striving hard to rank itself even in the top 300 educational institutions of the world. An immediate solution to this very problem is through effectiveness of leaders in different managerial positions in these institutions (Tyagi and Singh, 2019), who interact with and motivate their staff and colleagues, communicate with top management and clients, and try to meet their individual as well as organizational goals. Since leadership and governance deeply influence all aspects of an institution (MHRD, 2019), in the era of relentless globalization and change during the



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last two decades, it has undergone a dramatic transformation and shift from Leadership to managerial ship. It involves the efficient and effective management of an organization's current activities, and the implementation of policies (Bush and Glover, 2003). Therefore the effectiveness of institutional leaders as managers is considered to be the most important these days.

It is productivity through a human element that makes all the difference in the institution to gain competitive advantage otherwise every institution is almost the same in the world. Leaders today are facing challenges such as, working with people from different cultures, improving the quality of teaching, enhancing the employability of the students, maximizing their satisfaction (Fry and Ketteridge, 2009) and so on. Leadership is to be viewed from diverse perspectives of culture and organizations (Tyagi, Gupta and Baby Moses, 2019). The workforce of any institution has different needs, attitudes, and styles. These challenges could be handled only by identifying and solving problems through continuous experimentation and improvement. Bonjean and Likert, (1963) had emphasized that a manager must be adaptive to a specific situation and follower's needs to achieve a high degree of effectiveness in meeting personal and organizational goals. Talking about people working in the institution, they respond according to the way they are treated. Majorly the staff members choose to work for a good job and to perform to the best of their abilities. Institutional heads have to direct these people towards achieving performance standards through multifaceted jobs of setting objectives, organizing tasks, reviewing results, making decisions and motivating institutional members. Therefore if individual performance fails to match the ideal, this is a result of poor management by the leaders. Deep-rooted in the organizations, it is the culture that shapes organizational procedures, provides solutions to the problems faced by the organization, unifies organizational capabilities into a cohesive whole, and, thereby, either hindering or facilitating the organizational achievement of its goals (Yilmaz and Ergun, 2008). Moreover, the creation, management, and sometimes even destruction of culture are appeared to be the most decisive functions of leadership. Shared values and norms focus employees' attention on organizational priorities and guide their behaviour and decision making (Sharma and Sharma, 2010). Cultural differences cause a rise in issues such as identity, communication problems, human resources problems, ego clashes, and inter-group conflicts and ultimately failure of an institution. Therefore, it can be posited that personal and organizational conditions have influential roles in determining the effectiveness of managerial actions of institutional leaders at the workplace i.e. managerial effectiveness. The more a leader understand its organizational culture, the more effective they can be in changing it as per the requirements (Groysberg et al., 2018). To contribute to the effectiveness of leaders as managers in higher educational institutions, limited numbers of studies have been conducted to analyse the impact of organizational culture on managerial effectiveness. The present research is an attempt to highlight the importance of managerial effectiveness of heads in institutions of higher learning in the light of their organizational culture. This study was carried out in different universities in major regions of India.

## **2. Literature review**

### *2.1 Organizational culture*

Organizational culture is the psychological feel of a work-place or an organizational unit and the organizational norms that seem to respond to this feel. It is a multidimensional as well as a multilevel concept that represents the fundamental norms, perspectives, values, beliefs, and assumptions shared by organizational members. In the context of universities, they have a unique culture, in the sense that values, beliefs, and basic assumptions are basically common in every university (Salonda, 2008), for example, regular ceremonies of almost the same kind are held in all universities. University culture is formed by collective acceptance and exchange of the same artifacts and values, not by individuals acting alone. "The bottom line for leaders to manage is that if they do not become conscious of the cultures in which they are embedded, those cultures will start managing them. Organizational culture is important because its norms and beliefs affect employee behaviours, perceptions, and emotional responses to the place of work. Organizational culture has a direct impact on job satisfaction

and organizational commitment. When considering the impact of cultural context on managerial leadership both strengths (relationships), as well as negative trends (corruption, politics, trade unions, seniority issues), appear. Globalization has also influenced the culture and it became necessary to copy ideas from others, such as managerial leadership. During this process of imitating others, one should never forget and leave their own traditions and culture. That is where leadership is related to organizational culture. Managerial effectiveness can hence be effected by such manipulations and alterations in organizational culture.

Four kinds of organizational culture viz. clan culture, adhocracy culture, market culture, and hierarchy culture (Cameron and Quinn, 2011) are explained on the basis of six dimensions which are; Dominant Characteristics, Organizational Leadership, Management of Employees, Organization Glue, Strategic emphases, Criteria for success. They have explained it in the form of Competing Values Framework that produces divisions like flexibility vs. stability and internal vs. external focus defining organizational success. These six characteristics of organizational culture can be assessed with the Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (2011) that classifies it into four kinds of cultures.

### *2.1.1 Dimensions of Organizational Cultures*

#### *i. Clan Culture*

**Dominant Characteristics:** The organization is a very personal place, like an extended family where everyone shares a lot among themselves.

**Organizational Leadership:** The main characteristics of leadership in these organizations are considered as mentoring, facilitating, or nurturing.

**Management of Employees:** Consensus, teamwork, and participation are the main characteristics of Management style in these organizations.

**Organization Glue:** Loyalty and mutual trust represents the glue that holds the organization together, that makes commitments to run high in these organizations.

**Strategic Emphases:** Human development, high trust, participation, and openness is emphasized the most in these organizations.

**Criteria of Success:** Human resources development, employee commitment, teamwork, and concern for people defines success within these organization.

#### *ii. Adhocracy Culture*

**Dominant Characteristics:** These organizations are a very dynamic entrepreneurial place where people are willing to stick their necks out and take risks.

**Organizational Leadership:** Entrepreneurship, innovating, and risk-taking exemplifies the leadership in these organizations.

**Management of Employees:** The management style in these organizations is characterized by individual risk-taking, innovation, freedom, and uniqueness.

**Organization Glue:** A commitment to innovation and development is the glue that holds these organizations within. Stress is given to be on the frontier.

**Strategic Emphases:** New things are tried and prospects for opportunities are valued. These organizations emphasize acquiring new resources and creating new challenges.

**Criteria of Success:** Success is defined by having the most unique or newest products in these organizations to achieve product leadership and innovation.

#### *iii. Market Culture*

**Dominant Characteristics:** These organizations are very results-oriented and have very competitive and achievement-oriented people.

**Organizational Leadership:** The leadership in these organizations is exemplified by a no-nonsense, aggressive, results-oriented focus.

**Management of Employees:** The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.

**Organization Glue:** The glue that holds these organizations together is their emphasis on achievement and goal accomplishment with aggressiveness and winning as their common

themes.

**Strategic Emphases:** These organizations emphasize competitive actions and achievement. Beating stretch targets and winning the marketplace is fundamental to them.

**Criteria of Success:** These organizations define success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is the key to it.

#### *iv. Hierarchical Culture*

**Dominant Characteristics:** These organizations are a very controlled and structured workplace with formal procedures to govern people.

**Organizational Leadership:** The leadership in these organizations is exemplified by coordinating, organizing, and smooth-running efficiency.

**Management of Employees:** The management style in these organizations is characterized by the security of employment, conformity, predictability, and stability in relationships.

**Organization Glue:** Formal rules and policies serve as the glue that holds these organizations together. Maintaining a smooth-running organization is considered important here.

**Strategic Emphases:** These organizations emphasize on Permanence and stability with efficiency, control and smooth operations.

**Criteria of Success:** Efficiency, smooth scheduling, dependable delivery, and low-cost production defines success in these organizations.

### *2.2 Managerial Effectiveness*

A manager should understand the psychological and social needs of employees because individual's perceptions and their behaviours are related to each other. (Gupta, 2012) stated that managerial effectiveness is the ability to carry out activities related to the position while achieving the organizational goals in terms of current and future potential. Nair and Yuvaraj, (2000) defined managerial effectiveness as the ability to analyze peoples' problems, cultural imperatives, and organizational design that produces results. Rastogi and Dave, (2004) opine that it is not only a personality characteristic but also the performance and results achieved by the manager. Situations and needs of people should also be taken into account because they keep on changing. It necessitates higher adaptability in leaders so that they can become effective managers (Hoffman, Hersey and Blanchard, 1970).

Basically managerial effectiveness is a result-oriented phenomenon, therefore competencies of a manager that produce final results were clubbed and a scale was developed by the authors of this study. Firstly, content analysis of different instruments and empirical study through deductive and inductive approaches was performed to identify the commonly instituted managerial competencies required in the educational managerial positions. This process gave rise to four competencies in the functional paradigm of managerial effectiveness which were people management, task management, strategic management, and relationship management.

#### *2.2.1 People Management*

Management of people involves obtaining the trust of institutional members, image building, example setting, knowledge sharing, communications, building friendly atmosphere, conflict resolution, discussing important policy matters, encouraging staff members' participation and their welfare, fair allocation of work with well-defined roles and responsibilities to elicit favourable responses from the people.

#### *2.2.2 Task Management*

Management of task involves delegation, planning, coordinating, motivating, appreciating and rewarding, creating conducive conditions, interacting and using tactics for task accomplishments. They must be competent in sorting out differences of opinions and allowing everybody in the staff to exhibit their talent.

#### *2.2.3 Strategic Management*

Effective leaders must be forward-looking and future-oriented. They should maintain control over performance, i.e. control of work, not workers. They should devise effective methods to perform training need analysis and look out for training opportunities to grow and develop staff members.

*2.2.4 Relationship Management*

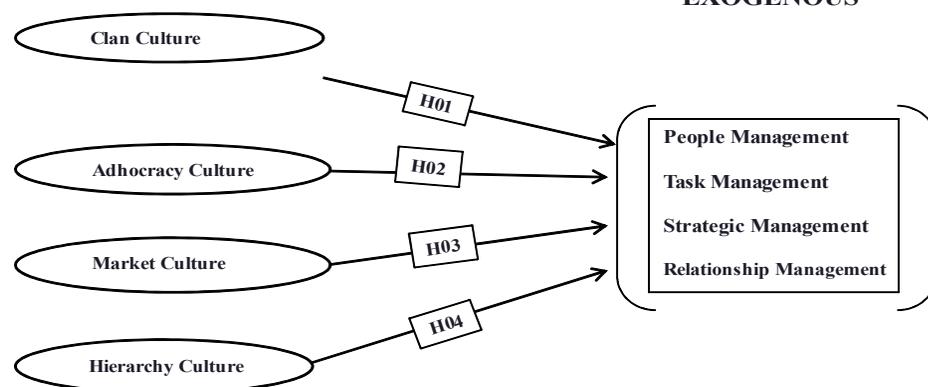
Management of relationship include relationship building with stakeholders and if required combining this function with another role like marketing or human resources. It helps in effectively managing all interactions with employees that ultimately results in the achievement of organizational goals.

*2.3 Conceptual Framework*

Review of literature provides a preliminary clue that organizational culture induces work-related behaviour that is helpful in the overall effectiveness of leaders in the managerial positions. But eventually, organizational culture and managerial effectiveness are not linked together especially in higher education institutions. This study proposes a model given below that illustrates organizational culture as the independent variable which affects the managerial effectiveness of heads in institutions of higher learning.

**EXOGENOUS CONSTRUCT**

**EXOGENOUS**



**Figure 1.** Research Model for predicting influence of Organizational Culture on Managerial Effectiveness in Institutions of Higher Learning

**Source:** Construct build on the basis of Literature Review by the author

**3. Research Methodology**

The research design adopted in this study is exploratory. It is exploratory in a sense that very little research work has been done to examine the association between managerial effectiveness and organizational culture.

*3.1 Research Objective*

To evaluate the influence of Organizational Culture on Managerial Effectiveness in institutions of higher learning.

*3.2 Research Hypotheses*

*H1:* There is a significant influence of Clan organizational culture on managerial effectiveness in institutions of higher learning.

*H2:* There is a significant influence of Adhocracy organizational culture on managerial effectiveness in institutions of higher learning.

*H3:* There is a significant influence of Market organizational culture on managerial effectiveness in institutions of higher learning.

*H4:* There is a significant influence of Hierarchical organizational culture on managerial effectiveness in institutions of higher learning.

### *3.3 Sample*

This study was conducted in selected institutions of higher learning in India. Total of 450 staff members of institutions of higher learning were contacted. An effort was made to select permanent teachers from the institutions. A quantitative survey of Academic staff members and leaders in the managerial position was conducted through digital and personal administration of the structured questionnaire. Academic staff members are those that are involved in teaching and leaders in the managerial position are the directors, principals, deans and heads of academic department in institutions of higher learning. Out of 450 questionnaires, 400 questionnaires were received that shows a response rate of 88 percent. The majority of respondents were married (72.9%), males (53.3%), within the age group of 30-40 years (47.7%), working in Government Institutions from less than 10 years (50.5%), and tenure of their present position was below 5 Years (42.1%).

### *3.4 Data Collection*

Multistage sampling was used to select the sample. At the first stage, a list of all Indian universities was obtained from the list of universities available on university grant commission website and the website of Ministry of Human Resource Development and all the universities and university-level institutions were arranged category wise and then universities were selected, purposely keeping in mind the variety of Institutions, thereby central universities, state universities, deemed universities, and institutions of national importance are selected in equal proportion through random sampling by applying lottery method. Second stage sampling involved the selection of institutions under each category in a way such that it may represent all those categories of Institutions of higher learning. The third stage sample selection involved drawing a total sample in equal parts that are N=100 from each category of the population. Thereafter a sample of 400 respondents including academic staff members and institutional heads were selected through convenience sampling technique. These samples were drawn from major cities of India i.e. Delhi, Mumbai, Bangalore, and Kolkata. Rapport was maintained throughout the process of data collection by informing them through an information sheet, stating participation in the study is completely voluntary and anonymity (confidentiality) will be maintained. No identification information was requested on the questionnaire. The subjects were asked to give free and frank responses that come first to their mind.

### *3.5 Instrumentation*

#### *3.5.1 Organisational Culture*

To obtain the organizational culture related responses, Organizational Culture Assessment Instrument (OCAI) which was constructed by (Cameron and Quinn, 2011) was used. It is composed of 24 items. It is a multidimensional scale which has been converted into a five-point Likert scale. It contains five-point response dimensions running from strongly disagree to strongly agree. This scale identifies four kinds of organizational culture i.e. Clan culture, Adhocracy Culture, Market Culture, and Hierarchy Culture of the organization on the basis of six dimensions which are Dominant Characteristics, Organizational Leadership, Management of Employees, Organizational Glue, Strategic Emphasis, Criteria of Success.

#### *3.5.2 Managerial Effectiveness*

A 31 item scale was developed by Tyagi and Moses, (2020) which measures four dimensions of managerial effectiveness was used. The responses were obtained on a five-point scale ranging from never to always.

#### *3.5.3 Scale Validity and Reliability*

First of all the reliability and internal consistency for each scale and their dimensions were calculated separately. Managerial Effectiveness Questionnaire has an overall alpha value of 0.96 and all its dimensions individually have an alpha values of above 0.7. Organizational Culture Scale has an overall alpha value of 0.92 and all kinds of cultures individually were

also found to be more than 0.7. As all these calculated values are above the acceptable threshold limit of 0.7 (Nunnally, 1978), hence both the scales are reliable to be used in the study.

Then variable analysis was performed whereby every item displayed corrected inter-item value of more than 0.45. After that exploratory factor analysis was performed. Kaiser-Meyer-Olkin (KMO) and Bartlett's results proved sample adequacy suitability of the data for the principle component analysis (PCA).

**4. Data analysis**

*4.1 Result of principal component analysis*

The results of principal component analysis of the Organizational Culture scale are shown in Table 1. This analysis identified the components of the factors with eigenvalues greater than one. Varimax rotation was applied during the factor analysis. Items having a factor load of 0.5 and above were only considered (Islam, Rahman and Hollebeck, 2018). There were no cross loading and factor loadings were found between 0.522 and 0.861. This scale after factor analysis was evaluated with the Kolmogorov-Smirnov test to determine if it had normal distribution. The data were found to be statistically normal as it shows, t values of all the variables at sufficient level (t min = 3.02; p<0.001).

S.No.	Item	Clan	Adhoc	Mrkt	Hierc
1.	My organization is a very personal place.		.759		
2.	The leadership is mentoring, facilitating or nurturing.		.667		
3.	The management style is teamwork, consensus, and participation.		.598		
4.	The glue that holds my organization together is loyalty and mutual trust.		.685		
5.	My organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.		.756		
6.	My organization emphasizes human development. High trust, openness, and participation persist.		.608		
7.	Organization is a very dynamic and entrepreneurial place.			.734	
8.	Glue that holds organization together is commitment to innovation and development.			.690	
9.	Organization defines success on the basis of having the most unique or newest products.			.821	
10.	Leadership is a no-nonsense, results-oriented focus.				.598
11.	My organization is very results oriented.				.763
12.	Organization defines success on the basis of winning in the marketplace and outpacing.				.621
13.	Management style is hard-driving competitiveness high demands, and achievement.				.610
14.	Organization emphasizes competitive actions and achievement.				.792
15.	Leadership is coordinating, organizing or smooth-running efficiency.	.713			
16.	Management style is security of employment, conformity etc. in relationships.	.843			
17.	Organization is a very controlled and structured place.	.626			
18.	The glue that holds organization together is formal rules and policies.	.732			
19.	Organization emphasizes permanence and stability.	.861			
20.	Organization defines success on the basis of efficiency.	.522			

**Table 1.**  
Rotated Component Matrix  
(Organizational Culture  
Assessment Instrument)

The confirmatory factor analysis was not performed because validity and the reliability of these items were already tested in earlier studies.

The procedure for validity testing was performed for the managerial effectiveness scale as well.

S. No.		Component			
		1	2	3	4
1.	ME1		.508		
2.	ME2				.444
3.	ME3	.671			
4.	ME4	.527			
5.	ME5	.674			
6.	ME6	.708			
7.	ME7	.627			
8.	ME8	.661			
9.	ME9	.681			
10.	ME10	.572			
11.	ME11	.692			
12.	ME12	.740			
13.	ME13	.739			
14.	ME14	.638			
15.	ME15		.516		
16.	ME16		.573		
17.	ME17		.673		
18.	ME19				.534
19.	ME20		.445		
20.	ME21		.638		
21.	ME22		.723		
22.	ME23		.681		
23.	ME24		.662		
24.	ME25			.630	
25.	ME26				.544
26.	ME27		.576		
27.	ME28		.618		
28.	ME29				.730
29.	ME31			.718	
30.	ME32			.769	
31.	ME33			.689	
32.	ME34		.656		
33.	ME35		.623		
34.	ME36		.643		

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 5 iterations.

**Table 2.**  
Rotated Component Matrix  
(Managerial Effectiveness  
Scale)

Eign Value less than 1 does not explain enough total variance therefore these are not considered in the study and are eliminated. Extraction sum of squared loadings shows extraction of four factors which explains 59.8% of total variance in this scale. Table 2 shows the results of factor analysis.

Rotated matrix for varimax rotation was used. There were high factor loadings of above 0.5 with no cross loadings in the rotated factors which shows a good amount of correlation of items to that factor. Then four new empirically derived factors were labelled as strategic management, which include four items with Eigen value of 3.1, Relationship management, which include four items with Eigen value 3.1, Task management, which include fourteen

items with second highest Eigen value of 6.8, and People management which include twelve items with highest Eigen value of 7.1 (Tyagi and Moses, 2020). Since this scale was developed particularly for the present study and used afresh therefore confirmatory factor analysis using AMOS 21 was carried out to assess the latent factor structure and to test the measurement model presented in figure 2.

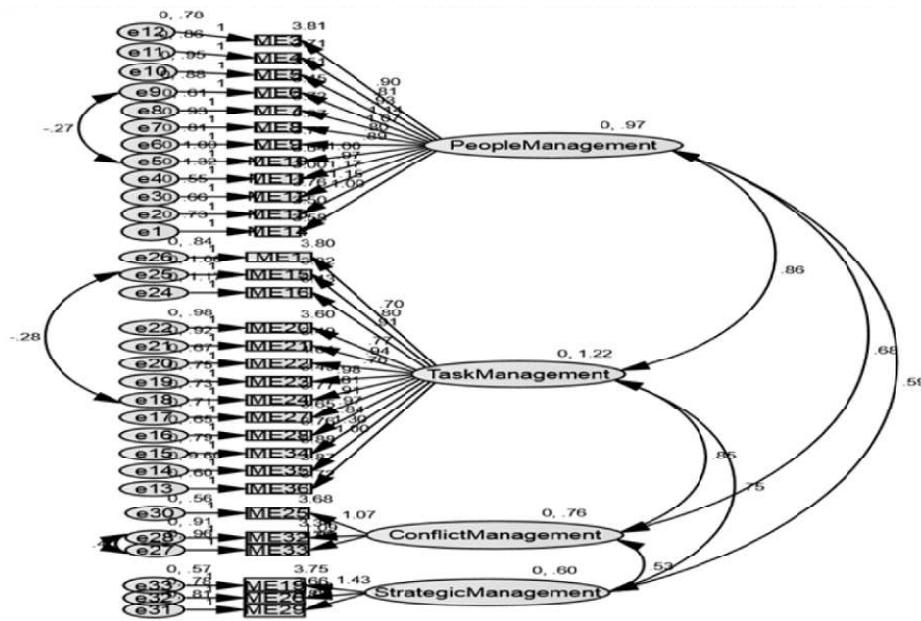


Figure 2: Structural Equation modelling of antecedents of managerial effectiveness

#### 4.2 Model Fit

The degree to which the structural model fits the sample data was determined through Model Fit. Table 3 shows output results obtained from AMOS that represents a Chi-square value of 946.984 with 423 degrees of freedom and CMIN/DF (minimum discrepancy divided by degree of freedom) ratio of 2.228 that lies within the cut-off range of less than 5, indicating an acceptable fit between the proposed model and the sample data. The Bentler-Bonett Normed Fit Index (NFI), Bollen's Incremental Fit Index (IFI), Comparative Fit Index (CFI), PCFI, Root Mean Square Error of Approximation (RMSEA) values of fit indices fall within the recommended range (Islam, Rahman and Hollebeck, 2018), suggesting an adequate fit of the proposed model to the data.

Index of Fit	Chi-Square (DF)	CMIN/DF	NFI	IFI	CFI	PCFI	RMSEA
Value	946.984 (423)	2.228	0.833	0.901	0.900	0.823	0.068

Table 3. Test results of Confirmatory Factor Analyses: Model Fit Indices

### 5. Results and Discussions

To test the research at the preliminary stage hypothesis, mean, standard deviation and Pearson product-moment correlation coefficient for all the variables were calculated dimension wise. A significant positive correlation between all types of organizational culture and managerial effectiveness were found. Correlation coefficient values vary from lowest value of  $r=0.16$  between relationship management and market organizational culture to highest value of  $r=0.71$  between task management and clan organizational culture. It is because in market culture, organization defines success on the bases of winning in the marketplace and outpacing the competition. In doing so there is least concern for human element and relationship management. In clan culture, success is defined on the basis of development of human resources, employee commitment, teamwork, and concern for people within an

organization. It leads to better task management through teamwork and employee commitment. These results reveal that as faculty member's perceptions of a particular organizational culture increase managerial effectiveness also improves. The findings and correlation values tend to be high and gave evidence to support the hypothesis at the preliminary level. Then Structural Equation Modelling (SEM) with maximum likelihood estimation was employed. Table 3 below summarizes results of Structural Equation Modelling This model incorporates four exogenous construct -Clan, Adhocracy, Market, and Hierarchy organizational culture and four endogenous constructs-People, Task, Strategic, and Relationship Management.

**Table 4.**  
Structural Model Results-  
Model Fit Indices

Index of Fit	CMIN/DF	NFI	IFI	CFI	AGFI	TLI	RMSEA
Value	2.720	.877	.901	.917	.838	.902	.057

Above table shows that values of all the fit indices fall within the recommended range, suggesting a good fit of the proposed model to the data.

**Table 5.**  
Regression analysis of  
Organizational Culture and  
Managerial Effectiveness  
(N=400)

	People Management			Task Management			Strategic Management			Relationship Management		
	R <sup>2</sup>	β	t	R <sup>2</sup>	β	t	R <sup>2</sup>	β	t	R <sup>2</sup>	β	t
Clan	.41	.64	16.7**	.50	.71	20.2**	.37	.61	15.5**	.399	.632	16.27**
Adho	.208	.456	10.21**	.248	.498	11.45**	.188	.434	9.61**	.153	.392	8.49**
Mrkt	.050	.223	4.56**	.086	.293	6.11**	.146	.382	8.24**	.028	.167	3.38**
Hierc	.161	.401	8.74**	.166	.407	8.89**	.122	.349	7.42**	.131	.362	7.75**

Above table 5 reports the contribution of organizational culture towards managerial effectiveness. Clan culture contributes 64.3 percent towards people management (t= 16.73, P< .01), 71.3 percent towards task management (t= 20.27, P< .01), 61.6 percent towards strategic management (t= 15.59, P< .01), and 63.2 percent towards relationship management (t= 16.27, P< .01) in positive direction. Hence, Hypothesis H1 is supported. This result is in line with the study of Ali and Patnaik, (2014) that implied that Organizational Climate and Organizational Culture need to be understood and improved for providing suitable interpersonal atmosphere that helps in the advancement of the level of Managerial Effectiveness.

Adhocracy culture contributes 45.6 percent towards people management (t= 10.21, P< .01), 49.8 percent towards task management (t= 11.45, P< .01), 43.4 percent towards strategic management (t= 9.61, P< .01), and 39.2 percent towards relationship management (t= 8.49, P< .01) in positive direction. Hence Hypothesis H2 is supported. Fairness, respect for individual rights, and tolerance are core values in the light of respect for people (O'Reilly, Chatman and Caldwell, 1991). Organizations characterized by these values emphasize personal growth and concern for employees.

Market culture contributes 22.3 percent towards people management (t= 4.56, P< .01), 29.3 percent towards task management (t= 6.11, P< .01), 38.2 percent towards strategic management (t= 8.24, P< .01), and 16.7 percent towards relationship management (t= 3.38, P< .01) in positive direction. Hence Hypothesis H3 is supported.

Hierarchy culture contributes 40.1 percent towards people management (t= 8.74, P< .01), 40.7 percent towards task management (t= 8.89, P< .01), 34.9 percent towards strategic management (t= 7.42, P< .01), and 36.2 percent towards relationship management (t= 7.75, P< .01) in positive direction. Hence Hypothesis H4 is supported.

These findings further represents clan culture and adhocracy culture as contributing the most to managerial effectiveness and particularly to people management and strategic management. In academia leaders are like mentors and parental figures which is the characteristic of clan culture. While in adhocracy culture, the glue that holds the organization together is a commitment to innovation and development. Stress is given to be on the cutting edge performance by all the members of educational institutions. Hierarchy and market culture is the least addressed culture because it is meant basically for winning in the market place through cut throat competition.

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## 6. Conclusion and Recommendations

Conclusively this study supports a significant influence of organizational culture on Managerial Effectiveness. The changes and demands of 21st century have led to a considerable impact on the roles and responsibilities of heads of institutions. The research question was "How a head can become more effective and if organizational culture plays any role in achieving the same?" It was about knowing if and how organizational culture is related to the head's managerial performance. It was examined in the context of institutions of higher learning. The argument that organizational culture can enhance managerial effectiveness of heads in institutions of higher learning is examined by scoring and tabulating the raw data for each variable being studied and was computed to do Descriptive Analysis, Inferential Analysis, Correlation Analysis, and finally Multiple Regression. According to the results obtained from the study, it is believed that taking measures that will increase the head's managerial effectiveness especially reinforcing an organizational culture in institutions will be useful. If the faculty's perception of organizational culture is positive, this will increase their commitment to its institution.

These days when competitiveness and productivity are the core values that dominate in higher educational institutions through the strong focus on external positioning and control (Tyagi et al., 2020), it is recommended that internally people management and strategic management should not be ignored and in Indian context Clan culture and adhocracy culture may prove to be very expedient in doing so. (Ehtesham, Muhammad and Muhammad, 2011) have studied such effects of organizational culture and Denison's theory of organizational culture have employed focus on consistency, involvement, mission, and adaptability as key elements of performance in organizations. They stated the benefits of understanding Organizational culture as a contextual factor for employees and managers as well. It means managers perceive that compatible organizational culture aids in their effectiveness as managers. Budhwar and Sparrow, (2002) predicted managerial styles and functions of an organization through national culture significantly. Kwantes and Boglarsky, (2007) revealed that organizational culture was strongly perceived as being related to both leadership effectiveness and personal effectiveness, although the perceived relationship was stronger between organizational culture and leadership effectiveness rather than between organizational culture and personal effectiveness.

## 7. Limitations and future research scope

The study was limited to major cities only. To obtain more precise generalized results other parts of the country should also be included. An increased sample size would strengthen the validity of the results. Research may be carried out to compare the organizational culture of the universities to see the differences along with the organizational types. Some important limitations would include the honesty of participants with survey responses and the generalizability of the results. Also, generalizability may be difficult due to the possibility of the Hawthorne effect faculties may have answered differently than they normally would simply because they know that they are part of a study.

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