REVIEW OF LITRETURE
CHAPTER-III
REVIEW OF LITERATURE

Review of literature starts with the historical background organisational culture and later on it covers selected empirical studies on organisational culture, leadership, productivity and organisational effectiveness.

Historical Background of Studies on Organisational Culture

The culture of organisations is not a new idea. Arnold (1935), was especially appreciative of the powerful role of symbols in human experience, the word ceremonies, theories, principles and other symbols man uses, makes him believe in the reality of his dreams and thus give purpose to his life.

Later Selznick (1957) followed Arnold’s view and said “To create an institutions, we rely on many techniques of infusing day-to-day behavior with meaning and purpose. The most important of all these is the elaborations of socially integrating myth”.

Review reveals that before 1970 a number of organizational theorists sporadically studied organization as cultures or collections of subcultures. Roethlisberger and Dickson (1939), Whyte (1948), Selznick (1949), Homans (1950), Gouldner (1954), Dalton (1959) and Trice et. al. (1969) discussed about nature of organizational culture. A passing reference to organizational cultures were also scattered throughout early writings on organisational development (Schein 1969). However, it was not until the late 1970s that the notions of organisational culture began to attract explicit and sustained interest. During this period, the term was recast as a novel concept and re-introduced into organizational behavior from two separate directions.

Barely et al. (1988) suggested that if managers would pay more attentions to an organisation’s ideals, norms and values, as well as heed the symbolic aspects of management, they would discover powerful tools for enhancing organisational effectiveness.
Since the early 1980s, when the culture perspective originally emerged onto the organisational studies, the literature went through interesting stages. Meyerson (1991) noted that the culture was the code world of the subjective side of organizational life. By the mid of 1980s, many researchers took culture as falling short of its promises (Alverson, 1985; Frost, 1985; Moore et al. 1992; Smirich & Calas. (1987) Then by the late 1980s and early 1990s new perspectives introduced by Sackmann (1991) and new empirical studies and ethnographies presented by Denisons (1990), Kunda (1992) and Kotter & Heskett (1992) made the concept of organisation/corporate culture a popular one in field of organizational management.

Empirical Studies on Organisational Culture

Agrawal and Tyagi (2009) did study on the nature of organisational ethos prevalent in different sectors of Indian economy using the OCTAPACE profile. Analysis of data collected from employees of 16 different organisations belonging to consulting, manufacturing, services and IT/ITES sectors indicate that significant differences exist in the cultures of organisations in the different sectors. Authenticity and autonomy are more valued in consulting as compared to the manufacturing and services industries. Openness and confrontation are higher in the IT/ITES sectors, while collaboration is higher in the manufacturing sector. Private sectors have an open and a trusting culture as compared to the public sector. Results also reveal that employees who are professionally qualified rate confrontation, authenticity and autonomy higher than those who are not professionally qualified. However, no significant difference exists between males and females in their evaluation of organisational culture.

Simpson (2008) did study on employee behavior contributions to organisational culture. This study was web-based survey aimed at determining the extent to which employee behavior contributed in positive and negative ways to organisational culture. Samples were 1004, responses from 32 countries with around half at a senior management level, on third at a middle management level and 15% non-managers. Major findings from this study are that in many organisations large proportions of employee demonstrate positive
cultural – building behavior. People with positive culture reported a high incidence of people having a mind-set that is positive and solutions oriented. Conclusions of the present study indicated that cultural needs to be centre-stage in minds of leaders. Study showed that non-managers and middle managers observed that much more than seniors managers that existence of less positive and more negative behaviors being displayed in work place. Researcher also suggested that profile of positive and negative behaviors from this study can be used in various ways within organisations such as recruitment & selections process, the performance of management process and as important elements of what gets rewarded and recognized within organisations. The negative culture-blocking behaviors can be used in the performance management process across all levels.

Bellou (2007) did study on customer satisfactions through organisational culture and study undertaken from health sector. The main purpose of this study is that customers’ satisfaction is becoming increasingly important for organisational survival, let alone prosperity. In this context, this study seeks to examine the impact of cultural dimensions on the customer service orientation of employee and recognize potential variations between the perceptions of managerial and non-managerial employees regarding aforementioned relationship. The study took place in 20 Greek hospitals, where 749 useable questionnaires were gathered from front-line employees. The questionnaire responses were analyzed using descriptive statistics, t-test and regressions analysis. Findings provide insights into the perceptions of front-line employees regarding the effect that organisational cultural dimensions have on customer service orientation. Some effects were uniform for all employees, while others varied depending upon the positions occupied by the employee. Other than aggressiveness, decisiveness, and innovativeness that affect all employees, eagerness to identify and fulfill customer needs is influenced by age and tenure in the case of managers whereas it is affected by emphasis on rewards and outcome orientations in the case of non-managers. Owing to the fact that all variables depict employees’ perceptions, common method variance is likely to exist. Moreover, the strength of cultural traits was not taken into considerations. Developing a culture which fosters customer satisfaction can provide a competitive advantage to the organisations. It
thus, critical but also to shape it in such a way that emphasizes customers needs and priorities. This is one of the first comparisons between managers and non-managers, regarding customer service orientations antecedents, and it suggests that convincing all employees to put customer needs first requires different approaches in different segments of the workforce.

Shah (2007) did study on organizational culture and job satisfaction: an empirical study of research and development organization. The study is conducted to examine the Organizational Culture theory and practices with emphasis on the effectiveness of satisfaction and motivational dynamics in the areas of employee's satisfaction and retention. The problem statement is based on whether it is only the compensation package which has the worth of retention and employee satisfaction or it is the overall organizational culture which has a pivotal role in retention and making employee satisfy. In order to testify problem statement, the research and development organization Integrated Services (IS), was taken as sample size. The employees were asked through questionnaires about the culture they perceive, prefer and job satisfaction at their workplace. As a matter of a fact, 50 respondents i.e. 25 from Management cadre and 25 from Technicians Cadre was the target of the study. Of the 50 questionnaires distributed, 07 were returned by Management cadre Officials and 13 were returned by the Technicians cadre. Officials having no response due to fear of retribution and 30 usable questionnaires were received, representing a 60 percent response rate. The research study revels that the overwhelming majority of employees at IS value the organizational behavior and cultural variables such as “organization as result oriented place, loyalty and mutual trust factor, risk initiation, innovation and development in work setup, challenging work environment.

Camey (2006) studied on understanding organizational culture the key to successful middle manager strategic involvement in health care delivery. The aim of this study was two fold firstly to explore the extent to which organizational culture influenced strategic involvement and secondly the extent to which clinician and non-clinician involvement was influenced by strong organisational culture. A descriptive study was used to achieve the study aims quantitative data were generated though a questionnaire having sample of
860 middle managers. Finding of this study has demonstrated that middle managers professional clinician and non-clinicians were involved in strategy development. Finding also demonstrated that strong organisational culture predicted strategic involvement. There found to be significant positive relationship between professional clinician and non-clinician. It was demonstrated that strong organisational culture predicted strategic involvement, and supported the importance of middle managers remaining strategically involved in the development of new organisational strategic initiatives.

Lodorfos & Boateng (2006) studied the role of culture in the merger and acquisitions process evidence from the European chemical industry. The purpose is to examine the role played by culture and provide a framework for enhancing the success of merger and acquisitions. This study is based on 32 interviews with senior managers of 16 merger and acquisition deals in the chemical industry. The study founds that culture differences between the merging firms are a key element affecting effectiveness of the integration process and consequently the success of merger and acquisitions. Furthermore, the study finds that, although managers agree that cultural differences create organisational challenges, yet the attention given to the cultural integrations issues during merger and acquisitions are at best tenuous and in some cases reactive. The managerial implications of this finding is that cultural fit constitutes a key in merger and acquisition success and should be given the necessary attention at all stages of merger and acquisitions. The tentative conclusion to be drawn here is that good pre-merger planning with culture placed at the heart of integrations strategies and implementation and the creations of positive atmosphere for the change before initiating any actual consolidation of human and physical assets-are likely to contribute to acquisitions success and value creations.

Aycan, Kanngo et al. (2000) studied impact of culture on human resources management: a 10 country comparison. The purpose of this study is tries to explain the way in which socio-cultural environment influences work culture and human resources management. This model was tested using 1954 employee from business organisation in 10 countries. Participated completed a 57 item questionnaire which measured managerial perceptions of four socio-cultural dimensions, six internal work cultural dimensions and human resources.
resources practice in three areas. Moderated multiple regression at the individual level analysis revealed that manager who characterized their socio-cultural environment as fatalistic and assumed that employees, by nature, were not malleable. Managers who valued high loyalty assumed that employee sound fulfill obligations to one another, and engaged in empowering human resource practice. Managers who perceived paternalism and high power-distance in their socio-cultural environment assumed employee reactivity and further more did not provide job enrichment and empowerment. Cultural specific pattern of relationship among three sets of variable as well as implications of this research for cross-cultural industrial/organisational psychology discussed.

Gill (200) did comparative study between pharmaceuticals and textile industry with reference to organisational culture, productivity, leadership and industrial relations. Samples were 241 and purposive sampling method are being adopted in this study. Study revealed that 50% of respondents perceived high degree of need for independence, self-control, organisational attachment, organisational commitment and job satisfactions work as whole while respondents in textile industries perceived high degree of job involvement, organisational effectiveness and productivity higher in pharmaceuticals than textile industry respondents and such high degree of job satisfactions which should lead to job involvement.

Schwartz (1999) did study on theory of the type of values wherein cultures can be compared is presented and validated with data from 49 nations from around the world. Seven types of values are identified and structured along with three polar dimensions: conservatism versus intellectual and affective autonomy; hierarchy versus egalitarianism; and mastery versus harmony. Based on their cultural values priorities, nations are arrayed in a two-dimensional space, revealing meaningful groupings of culturally related nations. Analyses replicate with both and teachers' students from 122 samples. For each of 122 samples, the mean importance of each of the 45 values was calculated. Then correlations between mean importances of each pair of values across the sample were computed. Co-variations in the importance of different values across individual determine the individual level dimensions that are found within samples, but these co-variations do not influence
the mean importance rating of each value in sample. It is co-variations in these means importance rating across samples that determines the cultural-level value dimensions. Implications of national differences in cultural values for differences in meaning of work are explicated. To stimulate research on cultural values and work, hypotheses are developed regarding the cultural values emphasis that are especially compatible or conflicting with work centrality, with different societal norms about work and with pursuit of four types of work or goals.

Wallace et al. (1999) studied on the relationship between organisational culture, organisational climate and managerial values. Study reports the findings from an empirical investigation into the relationship between the organisational culture, climate, and managerial values of a large Australian public sector agency. The relative strengths of four dimensions of culture in this organisation were measured using Hofstede’s instrument. Added to this were items from a questionnaire developed by Ryder and Southey, derived from the Jones and James instrument measuring psychological climate and providing scores across six specific dimensions of organisational climate. Measures of managerial values, drawn from a questionnaire by Flowers and Hughes, were also incorporated. Results show that levels of culture within this particular organisation are at variance with those reported by Hofstede (1975) from his Australian data. Findings indicate a strong link between specific organisational climate items and a number of managerial values dimensions. Additional relationships between particular dimensions of culture, climate and managerial values are also reported. From this, a hypothesized, predictive model of linkages between the constructs is presented.

**Empirical Studies on Organisational Culture and Productivity**

Joseph & Dai (2009) did study on the influence of organizational culture on organizational learning, worker involvement and worker productivity. The objective of this study is to investigate the probable correspondence among organizational culture, organizational learning, and worker involvement and worker productivity. The author investigated 40 enterprises and 4 structured questionnaires were distributed within
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Enterprises to be filled out. This resulted in 160 responses. There were 63 organizations selected for this study, but only 40 showed interest and participated in the research representing about a 63.49 percent response rate of the collection of data that we found important for a developing economy like Ivory Coast. A relational research design and a descriptive analysis were utilized to appreciate the correlation amongst the variables. The findings of this study revealed that there are significant correlations amongst the different variables.

Ojo (2009) did impact assessment of corporate culture on employee job performance. This research study assesses empirically the impact of corporate culture on employee job performance as well as organisational productivity using Nigerian banking industry as the case study. It try to ascertain if organizational culture affects employee job performance, and to formulate recommendations regarding corporate culture and employee job performance. In order to achieve the above objectives, the following research questions were asked: Does corporate culture have any effect on employee job performance? And in what way does corporate culture impacts employee job performance? Two hypotheses were advanced: (i) There is no positive relationship between organizational culture and employee job performance, and (ii) There is no positive relationship between corporate culture and organizational productivity in Nigerian banking industry. The study uses survey research method. The case study companies were selected using stratified and simple random sampling techniques; while our respondents were selected using simple random sampling technique. The findings of this study are that a large number of respondents (57.7%) strongly agree that corporate culture has effect on employee job performance, and that 48.7% of the employees also agree that corporate culture determines the productivity level of the organization. These findings made us to accept our two alternative hypotheses and reject the null hypotheses because in both cases the calculated values of chi-square are greater than the tabulated values.

Mathew (2007) examined the relationship of organisational culture with productivity and quality. The purpose of this study is to explore the impact of organisational culture on productivity and quality in software organisations. Empirical study was done in two
phases. The first phase adopts qualitative methodology and examines the significant aspects of organisational culture, productivity and their nature of relationships. The second phase makes a quantitative analysis of this relationship. The study develops a range of insights into the way cultural processes tend to influence productivity and quality in people centric and knowledge intensive work contexts such as software. The study provides insights into the management of productivity and quality in contexts where work is characterized by high level of abstractions and invisibility.

Bhati & Qureshi (2007) The main intention of this study was to find out relationship among employee participation, job satisfaction, employee productivity and employee commitment. For the matter 34 organizations from Oil & Gas, Banking and Telecommunication sectors were contacted, of which 15 responded back. Study participants included both first line managers and their immediate bosses. 04 questionnaires each were distributes in every organization for minimizing the chance of ambiguity and biasness. From (34) companies only (34) responded back, response rate is (100 %). The findings of this study are that employee participation not only an important determinant of job satisfaction components. Increasing employee participation will have a positive effect on employee’s job satisfaction, employee commitment and employee productivity. Naturally increasing employee participation is a long-term process, which demands both attention from management side and initiative from the employee side.

Rabey (2006) did study on influence of globalizations and technological developments do create uncertainty in both private and public sectors. There are calls on all sides for increased productivity. Measures for improving productivity involve staff retention and support and the development of an organisational culture that focuses on incentives and recognition. Methodology adopted in present study is to identify and discusses the linkages which unify an organisation and suggests ways of strengthening them and significantly raising productivity. Findings suggested that the optimum gain can be achieved when total organisational activity is coordinated and that the outcomes of extra effort are appropriately recognized.
Choy, Y (2003) this cross-cultural study is to delve into how vocational high school principal's leadership and the school climate influence the productivity of the school-to-work and school-to-postsecondary transition in vocational high schools. Although new vocationalism with legal supports in the US has spurred a progress of the effectiveness of secondary vocational education, students in vocational track of high schools has still been treated as a forgotten half. With a strong belief based on the research evidence that leadership and organizational culture have contributed to school success and effectiveness, the purpose of the study is twofold. First, by approaching to the transition issues from sociological perspective of leadership and organizational climate/culture, the study is to pursue a better understanding of the leadership role of vocational high school principal and school climate in achieving the effective transition system. The other is to examine how leadership and culture based on Western paradigms are described across the wider sphere of cultural and national boundaries. This attempt will provide an opportunity to testify the universal validity of Western perspectives on leadership and organizational climate and also their relationships with the organizational outcomes through the application of survey questionnaires developed based on Western theoretical contexts to Korean cultural setting. Methodologically, this study employs Leadership Orientation by Bolman and Deal and School Climate Inventory by CREP and the graduates employment and postsecondary enrollment rate represent the effectiveness of school-to-work/postsecondary transition. 702 teachers from 44 Korean Commercial high schools located in Seoul Metropolitan City, Korea participated in this study.

Yardley, Noka, & Russell (2003) examined the relationship of healthy work environments, which here termed as Healthy Organizational Culture (HOC), with organizational and individual health outcomes. This study's data were drawn from the 2003 OHA pilot study, which was carried out in 19 Ontario healthcare organizations representing just less than 20,000 staff. The sample represents a heterogeneous sample in terms of hospital size and location with 7,999 staff members responding to the survey (40% response rate). In order to create equivalent groups for this study, the original sample of respondents was reduced to only those respondents who had responded to all
items for the two types of outcomes. Therefore, two samples are used in this study: Sample 1: N = 6088 representing those with no missing data for the organizational outcomes and Sample 2: N = 2873 representing those with no missing data for the individual health outcomes. Using exploratory factor analysis, six different, but related constructs congruent to Healthy Organizational Culture were best fitted to the data. All but one construct had high-explained variance and high internal consistency. The constructs captured elements labeled: Respect, Fairness and Trust ($\alpha=0.90$); Leadership and Management Quality ($\alpha=0.89$); Work Stressors ($\alpha=0.81$); Recognition and Opportunity ($\alpha=0.84$); Safety at Work ($\alpha=0.74$); and Support at Work ($\alpha=0.57$). Each construct was summed into a final index, a second order construct, which we have labeled as Healthy Organizational Culture (HOC). Of particular importance to Canada’s current healthcare environment are two sets of strong HOC associations that are illustrated in this poster. The first set of associations is staff’s intentions to remain working at their hospital. If higher levels of HOC are causally related to improvements for intention to remain, then HOC interventions could address some of Canada’s current hospital staff retention issues. Higher HOC levels also mean work environments that are engaging and attractive and, therefore, similar results would be predicted for hospitals in their recruitment efforts, i.e., high levels of HOC attracting more high quality candidates for job offerings. Similarly, HOC interventions can potentially address some parts of the high absence and sickness rates among the healthcare professions as these results indicate very clear differences in the absence patterns depending on HOC levels. It is important to note that the self reported absence in this study was nearly half the actual rate recorded by the OHA and other agencies, so the actual number of days that could be affected by higher levels of HOC is likely to be higher than those illustrated in this study. The finding that these relationships also hold for a large number of hospital program, work categories and demographic groupings enhances the reported results. In all, the results are compelling evidence for the need for healthcare organizations to improve their cultures to create the highest levels of Quality of Work Life, with improvements likely to have impacts on valued organizational and individual health outcomes.
Gloria (1998) investigates organisational culture and its effect on scholarly productivity of African American women nurse faculty at predominantly white and historically black college and universities. Data were collected using two part surveys, mailed to the campus addresses of four hundred sixty seven African American women nurse faculty. A thirty one percentage rate that is one hundred forty seven was achieved. Thirty states and District of Columbia were represented among the respondents. A variety of scales using multiple statistical techniques were employed to analyze data sets. Findings suggested that productivity is more closely associated with institutional resources than with socio-cultural environment factors. Predominantly white college and universities faculty demonstrated higher productivity and satisfied with academic culture, leadership, mission, environment and socializations.

Johnson et. al (1996) did study on school work culture and productivity. The total sample of participants (N = 416) were from 100 Florida elementary schools representing 40 of the 67 school districts in Florida. Five hundred participants attended a recent summer institute in Florida sponsored by the University of South Florida. Districts were invited to attend the institute by the commissioner of education for Florida, and the participants were selected by their respective district administrators. There were 104 elementary principals and 312 elementary teachers. Each of the 500 conference participants in the sample was sent a SWCP questionnaire with directions and a machine-scoreable answer sheet. The data were collected by mail. Eighty-three percent of the attendees returned the answer sheets. There was no follow up of those who did not return their answer sheets. The justification for collapsing the data for the teachers and principals into one data set was that both attended the state institute, the instrument itself was designed to be used by both teachers and administrators, and the productivity model was implemented cooperatively by both teachers and administrators. Of course, different role groups may vary in their mean responses while still perceiving in the same dimensions, that is, the same factor structure of factor space. The main significance of the study is that school staffs begin to consciously implement reforms to improve performance, information regarding the status of the change process is invaluable to administrators and school
leaders. Tools such as the SWCP can help generate data that consider the elements of planning, development, and assessment as well as describe how changes in work culture are taking effect following the implementation of new strategies of reform. This would involve a traditional test-retest design, administering the SWCP before school or district implementation of the model and again, at minimum, 6 months following program implementation. Furthermore, the second-order component analysis helps researchers identify the higher order components that are areas of generalization across the primary work culture components. This type of work-culture research has been under explored. Another logical extension of these studies involves investigations that focus on the relationship of work culture, as measured on the school culture work profile and school outcome.

Aziz (1994) did study on top ten advertising agencies in Malaysia. An author tries to examine quality enhancement and productivity through organisational culture. Ten respondents were selected based on their positions and responsibilities from each agency making a total of one hundred respondents purposely sampled. Interview Methods were selected in study. Findings were that all the top ten agencies shared the same organisational culture indicators even though in varying degrees and different specificity. All the seven organisational culture indicators plus other cultural indicators can be identified from the interaction processes. These indicators like relevant constructs, facts, and practices vocabulary, metaphors, stories and rituals will be discussed by using terms used by the respondents. It is found that productivity of all the top ten advertising agencies is high. They practice productivity through people. They treated their people decently whole asking them to shine, which results in high quality product. All respondents in this study reported that they were satisfied with their agencies. Agencies have their own value system. These values are driven hands on by the management through their constant case attentions, persistence and direct intervention in the everyday operations of the agency and these leads to higher productivity from the employees. Further researcher suggested that excellent organisational culture practiced by the top ten
advertising agencies should not only be adopted by other advertising agencies, but also by other organisations, especially service sector organisations.

Check and Teck (1992) investigate the difference in the perceived approaches to productivity improvement between domestic, owned and western-owned companies in Singapore. Total sample is split into an 'indigenous' sample comprising scores obtained from respondents who are employed in wholly Singaporean-owned firms (N = 32) and those working in 'foreign' firms (either wholly foreign-owned or joint-venture) (N = 35). The foreign sample is made up predominantly of Western (American and European) corporations, though two are Japanese. Although the differences reflect contrasts between Singaporean and Western practices of organizing, at a broader level they embody basic East-West cultural and social differences. There appears to be some statistical support for the culture-free thesis, given the paucity of significant differences found between East and West samples in the individual perceptual measures of emphasis on the various means to productivity improvement (except for strategy variables). The lack of significant differences could be attributed to one or both of these possibilities. The yearly productivity campaigns may have actually narrowed the gaps in productivity practices between the indigenous and foreign-owned firms. If so, snapshots of these practices as the campaigns continue are likely to yield even narrower differences. Indeed, it may be possible that there is a systematic 'inflation' in the scores of the Singaporean sample, since indigenous firms may be expected to exhibit greater enthusiasm for national campaigns, and their members may give an overly optimistic view of what has been done. Detailed investigations of controlled samples are needed to determine whether this is indeed true. Subject to the caveats in interpreting the extent of the differences, the tendency in the findings, however, clearly suggests that there is greater emphasis in mainly Western, foreign-owned firms on a broad spectrum of means to improving productivity. It is also possible that, independent of culture, organizations may tend to place greater focus on productivity improvements when operating outside their own cultural (national) milieu. Thus if the Western (being a heterogeneous mix) sample is one consisting of say wholly-owned British organizations operating in Britain, then there will
be less consistency in the general direction of these differences and these differences are likely to be less pronounced. Indeed it may be possible, given the lack of such a national productivity movement, that the direction in the differences may be reversed! Whilst the findings are interesting, a tighter match of samples is needed before any conclusive statements can be made as to the cultural effects.

Moris and Povett (1992) did study on management style and productivity with reference to culture. The purpose of this study is to compare management style and productivity of US plant and its maquiladera subsidiary in Mexico. The general hypothesized that the management styles in two plants will differ as reflections of cultural differences. Research was designed not only to use a theoretical model but also to take advantage of naturally cross cultural comparative situations a parent plant and its subsidiary. Present study used to likert scale. Forty three managers at the US plant and thirty seven managers at Mexican plant managers. Instruments used for present study are organisational characteristics and for productivity company's cost accounting system. Hence data used for productivity for each organisation were obtained from corporate records. Data consisted of a random sampling of fifty days' worth of productions data that is direct labor hours and number of units produced, from a one year period of each plant. Findings of this study indicated that Mexican employee has become fairly critical for American managers. Study also indicated that an acceptable culturally appropriate management system could be a major determinants system could be major determinants of success and failure. Findings supports that management system will have impact on productivity. Culturally differences in tandem, mirror that results of this study.

Othman (1991) did study organisational values and productivity. Porter questionnaire were used in five selected organisations that is multinational electronics company. Areas Covered in this study productivity, organisational culture, Motivations and work values. Findings suggested that companies should have strong culture and to get more productivity. Also embark upon concerted policies and agenda of programme that will prepare its workforce to meet and cope with rapidly changing technologies and automations occurring in organisations and industries in future. These can be done
leadership, for marketing department adhocracy culture are determined as common variables in explaining innovativeness within the firm.

Pors (2008) did explorative study on management tools, organisational culture and relationship. There are two main purposes in this study. The first is to explore possible relationships between adoption of management tools in a broad sense, the organisational culture and the character of leadership in libraries. This is a very important area because management tools are diffused, interpreted, translated and implemented in many other ways than intended. The second purpose is to present some major findings of nation-wide studies done on these topics to raise awareness about the complex relationships and context that influence chance processes in libraries. Connected to these purposes is also the intention to introduce elements of some institutional theories that have been rather neglected in the more rationalistic literature on, for example, performance measurement. The study is based primarily on a comprehensive leadership survey conducted in Denmark in 2007 and on a qualitative study based on extensive interviewing of directors and staff members from 24 public libraries. Some supporting material from earlier leadership surveys is included. The theoretical frame for this paper is theories of isomorphism, management standards and recipes together with a model of organisational culture. The main findings supports some of the newer theoretical literature concerned with isomorphism, translation and diffusion of standards and recipes, namely that the variation is great and that some of the processes are heavily influenced by the organisational culture in which leadership plays an important role. It is also important that the paper emphasise that management tools, whether performance measurement instruments or technological devices, possess both a technical and a symbolic aspect.

This study reports findings from both a survey and extensive interview research. This implies that only few of the results could be analyses and that the analytical level at some places takes the character of an analysis of tendencies. This study reports on several leadership surveys conducted since 2001 in Denmark and the UK. The paper also reports qualitative interview research with 24 library directors and 75 staff members. This
Yiing and Ahmad (2008) investigate the moderating effects of organizational culture on the relationships between leadership behaviors and organizational commitment and between organizational commitment and job satisfaction and performance in the Malaysian setting. Data were gathered from 238 Malaysian UM MBA part-time students and the researchers’ working peers. Data on the respondents’ organizational culture and leadership behaviors, and how they affect organizational commitment, job satisfaction and employee performance, were collected using the OCI, leadership behavior questionnaire, ACS, single global rating for job satisfaction and overall performance questionnaire, respectively. Descriptive statistics were reported, followed by factor analysis, reliability analysis, Pearson correlation and hypotheses testing using hierarchical multiple regression. Generally, and with a few exceptions, leadership behavior was found to be significantly related to organizational commitment, and organizational culture played an important role in moderating this relationship. Organizational commitment was found to be significantly associated with job satisfaction, but not with employee performance. However, only supportive culture influenced the relationship between commitment and satisfaction. Possible causes and implications for managers are discussed.

Saduman (2007) did study on changing role of school administrator in forming a new school culture in learning organisations. Purpose of this study is to analyse role of school administrator in terms of approaching to the learning school based on the view of teacher, administrator and inspectors. This study is descriptive and survey based research. The sample of the study includes teacher (n=50), school administrators (n=50) and inspectors (n=14). The sample was developed randomly. Instruments were developed by researcher wherein first sections deals demographic information's, sections deals ask the subject to express their views on necessary approaches and while sections three includes open-ended questions on difficulties or limitations in cultural change in schools. The finding of the study revealed that forty one percentage of the sample has teaching experience of
more than twenty one years. There is difference between the views of administrators and those of teachers in terms the necessary approaches to be followed to realise the change in school culture. Administrators and inspectors have similar views. Further finding of the research showed that the administrators weren’t successful enough in new organisational culture in the light of teacher’s opinion. This finding emphasise the necessity of administrators educations in accordance with the new scientific and technological improvement in this century. Researcher had suggested that both school administrator and teacher should be trained regularly on contemporize management concepts and approaches through in-service training activities. Teachers and school administrator should be encouraged to hold master and doctorate studies. Such support should be given by legal and managerial bodies.

Taormina (2007) examined interrelating leadership behaviors, organizational socialization, and organizational culture. The purpose of this study is to look into the theories regarding leadership, organisational culture, and organizational socialization and the theory that some aspects of socialization (e.g. employee enthusiasm for, or lack of, cooperation) can influence an organization’s culture. 166 employees from a variety of organizations evaluated their leaders and companies on all variables. Correlation and regression analyses were employed. Findings of the study demonstrate that there was correlations which revealed that leader behaviors to be more control-oriented in bureaucratic culture; and more flexible-oriented in innovative culture; but, contrary to expectations, more control-oriented in supportive culture. Regressions confirmed these results and revealed that both leadership and socialization explained significant variance in all cultures. The leadership behaviors were also differentially associated with the socialization content domains, supporting most but refuting some aspects of organization theory. The unexpected finding of highly control-oriented leader behaviors in supportive culture suggests the need for more research in this area. A need for more flexible leader behaviors in certain organizational cultures was found. Leadership behaviors needing development in regard to socialization were likewise revealed. Also found, were aspects of socialization content that need more management attention in all three types of organizational cultures examined.
Walumbwa, Lawter & Bruce (2007) did cross cultural investigation on leadership, individual differences and work-related attitude. This study builds exploratory research that examined allocentrism as a moderator of transformational leadership—work related attitudes and behaviors. Based on surveyed data collected from eight twenty-five employees from China, India and Kenya. It is found that individual differences moderated the relationship between leadership and followers’ work-related more positively when viewed their managers as being more transformational. Idocentrics reacted more positively when they rated their managers as displaying more transactional contingent reward leadership. The pattern of results was stronger for transformational leadership in more collectivistic cultures among allocentrics and stronger among idocentrics of individualistic culture for transactional contingent reward leadership.

Kathryn (2006) did study on relationship between leadership, organisational climate and work place innovations. Study revealed that innovation is a valued organisational asset that may assist in the creation and maintenance of competitive advantage. Recently, a number of authors have proposed links between the concepts of leadership, organisational climate and innovation. In particular, some literature in leadership, organisational climate and innovation has begun to converge. This convergence led researchers to produce models of the interaction between the three constructs within organisations. It has generally been reported that leadership effects innovation and organisational climate or vice versa. However, to date there is no substantial, direct or robust empirical evidence to inform this view. This study addressed the relationship between, leadership, organisational climate and innovation simultaneously. The research sample comprised of 142 administrative and health-care professionals from a medium sized private consulting firm located from 28 different sites across Australia. The Multifactor Leadership Questionnaire (MLQ), Organisational Climate Questionnaire (OCQ) and the Workplace Innovation Scale (WIS) were used to measure leadership style, perceptions of organisational climate and innovation respectively. Ninety-eight surveys were completed resulting in a 69% response rate. Data were analyzed using regressions and correlations to determine whether the putative relationship between the three constructs was
demonstrated. This research revealed a significant relationship between measures of innovation with OCQ subscales of autonomy, worker cohesion and innovation. T-tests demonstrated that cohesion (p=0.0003) and pressure (negatively p=0.0032) predicted WIS organisational innovation; autonomy (p=0.0080), innovation (p=0.0001) and recognition (p=0.0057), predicted WIS innovation climate; autonomy (p=0.0076) and innovation (p=0.0211), predicted WIS individual innovation while cohesion (p=0.0069) significantly predicted WIS team innovation. The autonomy subscale was almost a significant predictor of team innovation (p=0.0597). Measures of transformational and transactional leadership revealed no relationship to either organisational climate scores or innovation scores. This is the first time this type of study was conducted in the Australian context and these findings were congruent with prior research taken place in the United States of America by Baer & Frese (2003). The findings from this Australian study supported the notion that a suitable vehicle to leverage workplace innovation could be to review aspects of organisational climate such as attention to level of autonomy, along with building strong co-worker cohesion rather than through the vehicle of leadership. The present study was the first of this type conducted in Australia. These parallel findings suggested a universality or generalisability of the theory.

Kuchinke (2006) did study on work related values and leadership style among one company U.S and German telecommunication employee. This survey-based study examines differences in leadership styles and work-related values among managers, engineers, and production employees of one company's U.S. and German telecommunication employees. Using Bass and Avolio's Full-Range Leadership theory and Hofstede's theory of culture, the results reveal lower levels of transformational leadership styles among German employees, but no differences in leadership styles among different job categories in either country. There were country-level differences in culture that explained a portion of the variance in leadership scores. Job category also had a main effect on cultural values. The study points to patterns of work-related values different from those predicted in earlier research, and to the need for further refinement of research in leadership theory and our understanding of culture.
Niemann and Kotze (2006) did study on the relationship between leadership practice of the principal and school culture was investigated and recommendations on the skills principals need to establish a school culture conducive to teaching and learning are provided. Two standardized questionnaires were used to measure the existing leadership practices and organisational culture in 30 schools. Correlations between leadership practices and school cultures were determined by means of linear regressions and portrayed by scatter plots. It was found that each of the leadership practices tested was positively related to either of the two main elements of organisational culture: sociability or solidarity. The findings provided a sound basis for the appointment of principals able to cultivate a positive school culture.

Small (2006) examined three organisations that is naval shore establishments a police academy and small family owned engineering firms and see to what extent they had developed culture that was both ethically and socially responsive. The study was carried out by speaking to key players, observing their organizations and by detailed analysis of the documents which related to this study. The findings revealed that the Navy has set of values which overlap with the more general values of the department of defense. The western Australian police service has an approach to developing an ethical corporate culture which includes the establishments of a dedicated unit and running discussions groups and seminars. The family owned and operated engineering business relies more heavily on an indirect approach based on traditional family values. Study concluded that three conditions were essential for developing an ethical corporate culture CEO’s were ultimately responsible for the ethically of their organizations, formal training programme were necessary to impact the required knowledge and formal mechanism were essential to facilitate the reporting of any behavior of organisational members that was deemed to be wrong unethical or illegal.

Regan & Ghobadian (2005) studied firms which can be classified according to the level of technology deployed in their products and processes into two main types: high and low technology firms. Study further contends that the level of technology deployed will
impact on the overall strategic planning process and its main drivers: leadership and organisational culture resulting in differing levels of corporate performance. Based on a nation-wide sample of 194 Managing Directors and Chief Executives of small and medium-sized manufacturing firms, this study found that high technology firms tend to emphasise transformational and human resources leadership styles. Both of these leadership styles correlate positively with strategic planning and with the majority of performance indicators used. On the other hand, low technology firms emphasise transactional leadership, which correlates with internal strategy characteristics and short-term performance indicators. Similar results were obtained when culture styles were correlated with strategy and performance indicators in both types of firms. Finally, the overall performance of both types of firms indicates that high technology firms performed better than low technology firms. The findings suggest that low technology firms can achieve a similar confidence in facing the external environment as high-technology firms by changing their strategic planning, leadership and organisational culture emphasis.

Lok & Crawford (2004) this study examined the effects of organisational culture and leadership styles on job satisfaction and organisational commitment in samples of Hong Kong and Australian managers. Statistically significant differences between the two samples were found for measures of innovative and supportive organizational cultures, job satisfaction and organizational commitment, with the Australian sample having higher mean scores on all these variables. However, differences between the two samples for job satisfaction and commitment were removed after statistically controlling for organizational culture, leadership and respondents' demographic characteristics. For the combined samples, innovative and supportive cultures, and a consideration leadership style, had positive effects on both job satisfaction and commitment, with the effects of an innovative culture on satisfaction and commitment, and the effect of a consideration leadership style on commitment, being stronger in the Australian sample. Also, an "initiating Structure" leadership style had a negative effect on job satisfaction for the combined sample. Participants' level of education was found to have a slight negative
effect on satisfaction, and a slight positive effect on commitment. National culture was found to moderate the effect of respondents' age on satisfaction, with the effect being more positive amongst Hong Kong managers.

Lomas (2004) reviewed recent research, literature and the views of a small sample of senior managers and academics in English higher education institutions on the challenges associated with embedding quality. When implemented by a university, quality enhancement models such as total quality management and the European Foundation for Quality Management need to be fitted in sympathetically with the organisation's culture and structures. If embedding is to occur, there needs to be a careful consideration of the opportunity costs of the various options that could bring about the necessary transformative change. The importance of transformative leadership and the creation of a conducive organisational culture are also explored, as are the major indicators of success. Senior managers and other change agents face major challenges but, by achieving the goal of embedding quality, students would receive greatly improved higher education and, as a consequence, their country's economy and society would also prosper.

Rashid et. al (2004) This study investigates the influence of organizational culture on attitudes toward organizational change in Malaysia. Based on the work of Goffee and Jones and Dunham et al., a structured questionnaire was developed and self-administered to 258 companies listed in the Federation of Malaysian Manufacturing directory. The results showed that there is an association between organizational culture and the affective, cognitive, and behavioral tendency of attitudes toward organizational change. The findings also showed that different types of organizational culture have different levels of acceptance of attitudes toward organizational change. This means that certain type of organizational culture could facilitate the acceptability of change, while other types of culture could not accept it. The implications of this research are also discussed.
Buch & Rivers (2001) examines the effects of a total quality management initiative on a department in a mid-sized utility company in the USA. A longitudinal design was used to examine the effects of total quality management on performance measures and employee satisfaction over time, and a cross-sectional survey was used to measure the perceived effects of leadership and culture on these outcomes. Results suggested that a culture change characterized by empowerment, employee development, and teamwork occurred immediately after the intervention, and was sustained over the next two years. However, a shift back to the pre-intervention culture was evidenced by the end of the study, a shift accompanied by a significant decline in employee job satisfaction. Possible explanations for the organization’s failure to sustain the culture change are discussed, including the role of leadership, external threats and the threat-rigidity hypothesis, and changes in the intervention itself.

Dastmalchian et.al (2001) did empirical study on effective leadership and culture in Iran. The purpose of this study is to help improve understanding in context of etic and emic of leadership by examining the implicit theory of leadership in non-western societies. 300 Iranian middle managers in three industries participated in this study. They were from banking, telecommunication and food processing industries. Questionnaire methods were adopted in this study. Result depicted leadership attributes were generated by using factorial analysis methods. Iran appeared to have lowest score on assertiveness among 61 countries and highest score found in- group, collectivism, performance orientation, power distance and humane orientation. Through leadership attributes present study tried to explore inter-connectedness with organisational and national culture.

Sarros, Gray and Densten (2001) studied leadership, organisational culture and job outcomes with Australian Institute of Management having one thousands nine hundred eighteen samples. The key findings of this study were that all transformational factors including leadership outcomes were highly correlated with all cultural dimensions, with strongest correlations among transformational leadership and performance orientation, emphasis on rewards, and supportiveness. Inspirational motivation (creating a vision for the future) was most related to organizational culture. Individualized consideration was
least associated with all cultural dimensions. Competitiveness, performance orientation and supportiveness were most frequently correlated with leadership outcomes. All transformational leadership factors including leadership outcomes were strongly and positively correlated with all job outcome factors, excluding job stress. Similar to the correlations for leadership and culture, inspirational motivation was most related to job outcomes (personal job satisfaction, commitment to company by others, trust in company by others, loyalty to company by others). All organizational culture factors were highly and positively correlated with job outcomes, apart from job stress. Supportiveness, emphasis on rewards and social responsibility were most associated with job outcomes, with the highest correlations occurring for trust and organisational cultural profile factors.

Nanci (2000) did study on the effect of organisational culture on leadership practice within Defense agencies. The Department of Defense is currently undergoing rapid and significant changes. Many of these changes are a direct result of the current Administration's goal to create a government that works better and costs less, commonly referred to as reinvention. Over the years, DoD has often been used as an example of organizational inefficiency. One way to combat this image is to closely examine the relationship between organizational culture, military leadership style, and bureaucratic form in an effort to develop recommendations for organizational improvement. Within Department of Defense Agencies, there are two general styles of management: military leadership and bureaucratic (non-military). Each brings an array of approaches, with both positive and negative aspects, to managing people, projects, and organizations, and each style has distinct advantages and disadvantages. An overall stable defense culture is difficult to sustain due to the often incongruent goals pursued by the military and civilian components. In particular, military leaders assigned to bureaucratic organizations are confronted with the need to adapt their style in order to succeed. The clash between the bureaucratic approach to solving a business problem and a military officer's leadership frame of reference often contributes to organizational inefficiencies. Cultural awareness of military and civilian differences can play a central role in a leader's ability to understand and cooperate with others in an effort to improve organizational efficiency.
and effectiveness. Organizations are full of examples of misunderstandings, primarily caused by the parties involved filtering interactions through their own narrow perspectives. This study examines the close relationship between organizational culture, military leadership, and bureaucracy.

Fleenor & Carl Bryant (1992) studied on Leadership Effectiveness and Organizational Culture: An Exploratory Study. This study demonstrates the empirical link between individual leader effectiveness and the culture of an organization. The sample consisted of managers (N = 508) participating in leadership development programs, who had received ratings on benchmarks, a 360-degree instrument, and the Denison Organization Culture Survey. As part of the leadership development program, ratings on the two surveys were collected from the coworkers of the participants. In general, the same set of raters completed both instruments for each individual participant. A total of 2,872 individuals provided ratings, an average of 5.6 raters for each participant. The aggregated ratings of these individuals were used in the subsequent analyses. Findings supports that significant relationships were found between ratings of individual leadership effectiveness as measured by the benchmarks derailment scales and ratings of organizational culture as measured by the Denison Organizational Culture Survey. Many of the derailment scales were strongly related to Consistency. However, correlations between boss ratings on the derailment scales and the Denison scores were generally lower than for the other rating sources. Also, for boss and peer ratings, correlations with the derailment scales tended to be lower for scores on Adaptability from the Denison survey. There were consistent significant relationships across rater groups between ratings of individual leadership effectiveness and ratings of organizational culture. The results were strongest for self and direct-report ratings and weakest for boss ratings. Certain characteristics of this study help to increase its contribution to the literature on leader effectiveness and organizational culture. First, very few published studies have investigated this phenomenon. Second, the instruments used to collect the effectiveness ratings and the culture ratings have both been used in organizations for over 10 years and have well-known psychometric properties. The findings of the present study, therefore,
have an acceptable level of internal validity given the fairly large sample size and psychometric soundness of the measures. Third, culture and performance ratings were collected from all levels of management - as discussed, much of the previous research has focused on upper-level managers. Fourth, data from multiple raters were gathered for both the performance measure and the culture measure, providing more than one perspective for the measures used in this study. Fifth, the organizational culture survey used in this study has been demonstrated to be related to bottom-line performance by organizations, providing an indirect link between individual performance and organizational performance. Lastly, research suggested that longitudinal studies that investigate the short-term and long-term impact of both approaches are warranted. An investigation of the cause and effect of relationships discovered in the present study would also require a longitudinal study. A fully-articulated model of the relationships between individual effectiveness and organizational culture needs to be developed and tested with statistical modeling techniques. Additionally, further research needs to be conducted to establish a direct link between the individual effectiveness of an organization's leaders and its bottom line.

Davis, Norma & Kay" (1989) this study was developed to determine the relationship between actual versus desired organizational culture norms and the leader effectiveness of the nurse executive. Two-hundred nurse executives in acute-care hospitals were surveyed. The Kilmann-Saxton Culture Gap Survey was used to measure differences in actual organizational norms and the subject's preferred norms, Hersey and Blanchard's LEAD-Self measured leader effectiveness, and demographic data on both the subject and the organization was collected. The response rate was 43.8 percent. Size and type of organization was evenly distributed with size ranging from 150 to 950 beds. Subjects were predominantly female, less than 50 years old, hold a Master's Degree, and have been an executive for at least 10 years. No significant differences were found between actual and desired cultural norm scores. Thus, hypothesis I was rejected. The majority of subjects were found to be effective leaders. Spearman product-moment correlations and analysis of variance revealed few significant correlations between organizational
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demographics, nurse executive demographics, cultural norm scores, and leader
effectiveness. Hypothesis II, that a significant relationship between actual versus desired
organizational norm scores and nurse executive effectiveness scores would be proven,
was also rejected. The lack of significant relationships may have been reflective of the
nurse executive maintaining an autonomous position within the hospital setting. The
hospital can be seen as a vehicle through which nursing provides its product. Thus, the
greatest cultural influence on the nurse executive is the profession itself and not the
setting. Therefore, the nurse executives of the study are considered effective as nurse
leaders and not necessarily organizational leaders

Empirical Studies on Organisational Culture and Organisational Effectiveness

Lawrence B. (2009) this study examined organisational member and housing staff
perceptions of organizational culture and effectiveness of residence hall associations.
Two instruments, the Residence Hall Government (RHA) Effectiveness Instrument
designed by Tucker (2001) and the Organisational Culture Assessment Instrument
(OCAI) designed by Cameron and Quinn (1999, 2006) were utilized to gather
quantitative data, while individual interviews and focus groups were conducted utilizing
selected questions from the Interview Questions for Doing a Competing Values
Organizational Analysis (Quinn 1988) to collect qualitative data. A mixed methodology
was utilized to collect and analyze data from three sites yielding 217 assessments, 27
interviews, and 6 student focus groups with members of residence hall associations
during the spring 2008 semester. The study indicated that there is a positive relationship
between all ideal culture type scores identified by the OCAI and effectiveness constructs
identified by the RHA Effectiveness Instrument. Additionally, there is a difference in the
perceptions of Clan and Hierarchy ideal culture type scores and Housing Relationship
and RHA Effects effectiveness construct scores based upon housing staff membership or
RHA Legislative Body membership. Furthermore, the research indicated that level of
student involvement, emphasis on leadership development and training, patterns of
communication and teamwork, financial resources, implementation of rules and
procedures, roles in program planning, student voice, member evaluation, collaborative
partnerships with host housing departments, and relationships with university Student Government were constructs for the development of organizational culture and influenced the organizational effectiveness of RHAs. Recommendations are provided for the organizational development and evaluation of residence hall associations.

Zhang, Li & Wei (2008) studied the relationship between organizational culture and performance: the perspective of consistency and that of balance were applied to examine the relationship. Tested hypotheses on a sample of 270 companies in China, which resulted in two major findings. First, the consistency between organizational culture and external environment was found positively associated with organizational performance. Consistency was operationalized as a match between an organization’s current culture and its preferred future culture. Second, balance of organizational culture was found positively correlate with organizational performance. A balanced culture was defined as one in which values of each of the CVF culture types are equally held.

Berson, Oreg Dvir (2007) did study on CEO values, organizational culture and firm outcomes. Few empirical works have examined the process through which CEO dispositions relate to organizational outcomes. In this study we examined the relationships between CEO values and organizational culture, and between organizational culture and firm performance. Data were collected from different sources (26 CEOs, 71 Senior Vice Presidents and 185 other organizational members), and include organizational financial performance data collected at two points in time. In support of our hypotheses, CEO self-directive values were associated with innovation-oriented cultures, security values were associated with bureaucratic cultures and benevolence values were related to supportive cultures. In turn, cultural dimensions showed differential associations with subsequent company sales growth, an index of organizational efficiency and assessments of employee satisfaction.

Mehralizadeh & Atyabi (2006) did study on a regression analysis of the relationship between organizational culture and effectiveness of principal of secondary schools. The aim of this study is to explore the relationship between organization culture and principal
effectiveness in secondary schools of Lorestan State in Islamic Republic of Iran. Method of research was correlation and we randomly selected 800 teachers from 4403 teachers and 300 principals of total 512 principals in province of Lorestan secondary schools. Based on the culture theory of Robbins and effectiveness theory of Parsons, two instruments for measuring culture and principal's effectiveness were developed. The data were analyzed via Pearson correlation and Regression analysis. The results showed that: a- there is a positive correlation between organization culture and principal effectiveness ($r = .82$, $sig = .05$) and b- regression analysis revealed that there is a multiple correlation between organization culture and principal effectiveness ($r=.85$, $sig=.05$). Also based on stepwise method subscales such as: conflict, transparency, communication, supportive and reward system predict about .85 of total variances of principal effectiveness in Lorestan state.

Zhang & Lilu (2006) did study on relationship between organisational culture and effectiveness with reference to construction enterprise in China. The research objective is to examine the organisational culture profile of the constructions enterprise in China and to discuss further research directions in assessing their effectiveness outcome. The research design comprises two stages. The first stage involves preliminary case studies of selected Chinese constructions enterprise with a purpose to test, and choose from two culture measuring instruments that is organisational culture inventory and assessment inventory. Five constructions companies were selected. Stratified random sampling from a total of 552 first class enterprises. Finding of this study revealed that southern enterprise with most exposure to foreign investors adopts a market oriented culture. The subsequent survey reveal that there are five clusters of culture profile and most hierarchal in nature. Hierarchies continue to emphasise maintaining stability, permanence and smooth operations while formal rules and policies comprise the organisational glue that binds behaviors of members. Further to this study future research directions may be focus on performance effectiveness of various culture clusters and analyses of organisational change from hierarchical to market orientations.
Suhardini (2005) did study on the relationship between Organizational Culture and Organizational Effectiveness in Higher Education Institutions in US, Europe and Australia had been published, but still reveals a gap in the literature on the relationship between Organizational Culture, Organizational Learning Capability, and Organizational Effectiveness in Higher Education Institutions setting. Higher Education Institutions in Indonesia has undergone: enormous growth and changes in recent years, and the competition has intensified both between Public and Private, and local and foreign Higher Education Institutions. Therefore, Higher Education Institutions need to identify which type of culture and learning that support Organizational Effectiveness in order to survive and to be ahead in the competition. These facts led to the objectives of this study, which is to identify the relationships between the type of Organizational Culture, Organizational Learning Capability and Organizational Effectiveness in Indonesian Higher Education Institutions. This study has adopted survey research design method, by which cross sectional data using the questionnaire that was collected by mail. The study has employed an area sampling approach, which is based on the Directory of Accreditation of Study Program (2002) for selecting sampling unit wide data collection was conducted. Three hundred and two Study Programs in ten provinces in Indonesia participated in this study. The results of this study indicate that there are positively significant relationships between each type of Organizational Culture (Group Culture, Adhocracy Culture, Market Culture and Hierarchy Culture) and Organizational Effectiveness. Adhocracy Culture and Market Culture significantly explain the variability on the level of Organizational Effectiveness 50.3 % at 95% of confidence level with β coefficient: p0=0.610 (p=0.000); β= 0.317 (p=0.000) of Adhocracy Culture; and β = 0.433(p=0.000) of Market Culture using stepwise regression. Group Culture and Hierarchy Culture was not significantly explained of the variance of Organizational Effectiveness. Furthermore, there are positively significant relationships between each type of Organizational Culture (Group Culture, Adhocracy Culture, Market Culture and Hierarchy Culture) and Learning Style. Adhocracy Culture and Hierarchy Culture significantly explain the variability on the level of Learning Style 47.9 % at 95% of confidence level with β coefficient: p0=0.886 (~<0.000p)2; = 0.283(p=0.000) of
Adhocracy Culture and $\beta = 0.425 \ (p=0.000)$ of Hierarchy Culture using stepwise regression. Group Culture and Market Culture are not significantly explaining the variance of Learning Style. There are also positively significant relationships between each type of Organizational Culture (Group Culture, Adhocracy Culture, Market Culture and Hierarchy Culture) and Learning Capability. Adhocracy Culture, and Hierarchy Culture have highly significant and Market Culture has low significant explanation on the variability on the level of Learning Capability 56.5YO at 95% of confidence level with $\beta$ coefficient: $\text{p}_0=0.521 \ (p=0.000)$ $\beta =0.346 \ (p=0.000)$ of Adhocracy Culture and $\beta =0.266 \ (p=0.000)$ of Hierarchy Culture, and $\beta = 0.138 \ (-0.044o)$ of Market Culture using stepwise regression. Group Culture is not significantly explaining the variance of Learning Capability. Learning Style and Learning Capability were found to be the intervening variable but not as moderating variable as per research hypothesized. Learning Style and Learning Capability have significant influence to Organizational Effectiveness variability on the level of Organizational Effectiveness 51.3% at 95% of confidence level with coefficient: $\text{p}_0=0.358 \ (-0.021); \beta \ 0.209(p=0.000)$ of Learning Style, and $\beta \ 0.680 \ (p=0.000)$ of Learning Capability. The result also revised the model of the relationships between the Organizational Culture, Learning Style, Learning Capability, and Organizational Effectiveness. The final model represents that Adhocracy Culture and Market Culture are positively influencing Organizational Effectiveness; and Adhocracy Culture and Hierarchy Culture are influencing Learning Style. On the other hand, Adhocracy Culture, Market Culture and Hierarchy Culture are influencing Learning Capability. While, Learning Style and Learning Capability are influencing Organizational Effectiveness. It was observed also that the Organizational Culture of Higher Education Institutions is somewhat dominated by Group Culture, and the Learning Style is somewhat dominated by the Competency Acquisition. Thus, in order to obtain a high level of Organizational Effectiveness, Higher Education Institutions must be changed to have higher level of Adhocracy Culture and Market Culture (external orientation both flexibility and control focus), and higher level of Learning Style and Learning capability.
Jahangeer (2004) study presents a case study of the school culture in a secondary school in Mauritius. It analyses how the school culture has an impact on the effectiveness of an educational organisation. The literature on school culture is reviewed and discussed. The education system in the Mauritian context is described; and its advantages and drawbacks highlighted. A case study of a private secondary school, Loreto Convent Port-Louis, is undertaken to illustrate school culture in an educational organisation. The way the school is organized, the goals are set and the outcomes in terms of effectiveness and achievement are then analyzed.

Shuibo (2004) did investigate the relationship between organizational culture and performance effectiveness both theoretically and empirically as an attempt to fill the research gap with regard to the culture studies in construction. It aims to achieve three objectives: (1) development of a theoretical framework that examines in detail the impact of organizational culture on organizational effectiveness; (2) assessing the typical organizational culture profiles of Chinese construction enterprises; and (3) testing empirically the relationship between organizational culture and effectiveness with Chinese construction industry as the research context. With the time-honored S-O-R cycle as the starting point, the OC-OE linkage framework is developed on the basis of relevant management theories that include schema theory, social learning theory and motivation theories. It is argued that organizational culture can be taken as the stimuli that influence the behavior of the organizational employees, which, in turn, exerts impact on the organizational effectiveness outcome. Having been tested to be reliable and valid under the Chinese context in a pilot study, OCAI, as a well-recognized organizational culture assessment instrument developed by western scholars, is adopted to assess the general culture of Chinese construction enterprises. Based on individual data, Chinese construction enterprises are found to be generally characterized by hierarchy culture type. The results from clustering analysis show that there are four underlying patterns of cultural profiles among Chinese construction enterprises, among which 33% of the total enterprises (valid sample size being 66) are characterized with Cluster 3 that shows hierarchy being the dominating type and the other three types being moderate; 27%
characterized with Cluster 1 that shows strong hierarchy and clan cultures but quite weak market and adhocracy cultures; 20% characterized with Cluster 5 that shows a very unbalanced culture profile with hierarchy being the only dominating type and the other three being quite weak; 12% characterized with Cluster 4 that shows market culture being the dominant type and the other 3 types being moderate; nearly 8% characterized with Cluster 2 that shows a strong but also balanced culture profile. Three sub-hypotheses derived from the theoretical framework regarding the OC-OE relationships are empirically tested against 9 self-developed OE indicators for the Chinese construction enterprises. While sub-hypothesis 1- A strong organizational culture is generally more effective than a weak culture- and sub-hypothesis 2- Different types of organizational culture have different effectiveness domains- are basically supported on some OE indicators, sub-hypothesis 3- A strong and contents-balanced culture is the most effective in all effectiveness domains- are supported on almost all the OE indicators. The empirical test results show that, while organizational culture can be taken as an explainable variable of organizational effectiveness, at least to some extent, the relationships are of a very sophisticated nature. Based on such results, an organizational culture contingency theory is proposed that argues that the impact of organizational culture on effectiveness is contingent on other relevant variables, such as the organizational environment, organizational strategy and the environment and organizational size culture to such contingencies that leads to high organizational effectiveness. Finally, some further research topics are suggested for testing such a culture contingency theory.

Arshad (2003) did study on organisational culture and effectiveness of secondary schools. This study focused on in-depth understanding of organizational culture of secondary schools, its components and various related models along with the conceptual clarity of organizational effectiveness and their inter-relatedness. It further attempted to elaborate the relationship between the organizational culture and effectiveness in the secondary schools, the strategy of this study was to get input from school heads and teachers for identification of organizational culture, measurement of organizational effectiveness of schools and to explore their relationship. Based upon the objectives of the study, 28null
hypotheses were formulated. Using sample survey, data regarding attributes, situational factors, outcome based measurements of the effectiveness on the basis of student achievements from the last 3 years results of respective schools in the SSC examination, was collected through Demographic variable information Proforma (DVIP) administered to 170 secondary school heads (Five from each of 34 districts of Punjab). Two other research instruments (OCI & OEI) were administered to 170 school heads and 680 teachers (Four from each of 170 schools) for identification of identification of organizational culture and measuring organizational effectiveness of secondary schools respectively. These instruments were responded by 160 schools heads and 640 teachers respectively. Parametric statistical techniques were used to analyse the data. The key conclusions based on the descriptive and statistical evidences of the study indicated that adaptive culture and constructive culture styles were the most common culture styles of secondary school, which indicated that organizational culture of our secondary schools is quite conducive. The results showed that attribution and situational factors in adaptive and unadaptive culture schools had almost no contribution on their effectiveness. Furthermore, the results indicated that schools having adaptive and unadaptive cultures differ significantly in their mean effectiveness with adaptive culture to have better mean effectiveness score Likewise the secondary schools having Constructive culture style, Passive/ Defensive style and Aggressive/ Defensive styles, significantly differ on their mean effectiveness score, with Constructive culture style to be the most effective. Results of the study further showed that all the twelve culture styles: Humanistic-encouraging Culture Style, affiliate culture style, approval culture style, conventional culture style, depended culture style, avoidance culture style, oppositional culture style, power culture style, competitive culture style, perfectionist culture style achievement culture style and self-actualizing culture style, differ significantly on mean effectiveness score, with Humanistic-encouraging style, Affiliative culture, Self-actualizing culture style and Achievement culture style schools to be more effective. It had been revealed from the results of the study that schools characterized with the values like setting realistic goals, establishing plans to reach set goals, serving clients with better services, orientation of member regarding their work, innovativeness, developing outstanding employees for
high quality products, participation as person-centre way, open communication, adaptability, well defined organizational mission, supervisory leadership, coordination and sense of loyalty with work are the most effective

Connell (2003) did study on the influence of management style and organisational culture on organisational effectiveness. The aim of this study was to investigate factors that may influence an organisation's effectiveness. It was proposed that two major influences, which could function as either enhancers or detractors of organisational effectiveness were an organisation's culture and the predominant style of management. These factors are investigated within the context of a private health organisation. In order to determine how an organisation's culture and management style relate to other variables in the workplace, and how those interactions influence performance outcomes, a triangulated research method was adopted. This involved the application of both qualitative and quantitative methods. Essentially, management style was found to have a significant influence on the organisation's culture and implications for organisational effectiveness. Although management can develop strategy as a framework for an organisation’s formal culture, it was the informal culture (which concerns the social processes) that was also found to be an important consideration. Interviews and survey questionnaires from both management and workers within Healthco were used to gather data. The interviews were considered the primary data source and the questionnaires, an instrument to either confirm or negate the interview findings. Eighteen interviews were conducted over a period of six weeks. Of those interviews, fourteen were individual and two consisted of focus groups comprising four and five people. Focus groups were only conducted at the head office. Healthco had twelve regional branch offices, and four of those were included in this study. Each branch office employed three people on average and, with such a small team, two needed to be available to deal with the public. Hence, it was not possible to conduct focus groups in the branch offices. Finding of the study indicate that the strong influence of Healthco’s CEO was evident throughout the organisation. Because of his authoritarian manner, neither management nor employees believed they were working to their true potential. Managers did not feel capable of managing properly, and
employees were not consulted or adequately informed. The appointment of “super snoops” to investigate branch office employees meant employees felt they were not trusted or respected. Failure to encourage upward feedback by gaining participation from employees, who were meeting with the public every day, led to a general perception that management did not know what customers wanted. Employees believed that management did not know what customers wanted, and were unlikely to find out if they did not interact with employees who interacted with customers every workday.

Denison et al. (2003) examines the link between corporate culture and effectiveness in a variety of national settings. The first study compares results from 230 organizations from Europe, North America and Asia and reveals a surprising level of similarity in results across these regions. The second study presents the results from targeted samples of 218 supermarkets from Canada, Australia, Brazil, the U.S., Japan, Jamaica, and South Africa. These results show a common pattern in five of the countries, and a divergent pattern of findings in Jamaica and Japan. The results suggest that it is quite possible to measure and compare the cultural traits of organizations and their impact on business performance across nations, and to find empirical support for a general framework. There is a common set of cultural traits that can be used to understand the effectiveness of organizations, but that are expressed quite differently in different national settings.

Fey and Denison (2000) did study on organizational culture and effectiveness by examining a set of foreign-owned firms operating in Russia. Beginning with an existing model of organizational culture and effectiveness, it presents two linked studies. The first study is a survey of one seventy nine senior managers from different firms that had at least seventy employees and manufacturing and sales operations in Russia designed to test the applicability of the model in the Russian context. The second study presents four case studies AGA, Alfa Laval, AssiDomän, Lift designed to ground the empirical results in the Russian context and identify areas where the model may need to be extended or reinterpreted. Ten interviews were conducted in each firm. In each case study one expatriate was interviewed (either the GM or Deputy GM), and the remaining nine interviews were 20 with Russian natives. In each firm, the GM, the Human Resource
Manager, two production employees, one production manager, one marketing employee, one marketing manager, one financial or accounting employee, one engineer, and one engineering manager were interviewed. The first study presented a quantitative test of the model. The results showed that the model was useful in understanding the differences in the effectiveness that occurred in this sample of firms, but that the results were somewhat different than the results for a sample of US firms. The second study selected four firms for more intensive qualitative analysis. This qualitative study generated examples that served to ground the model's concepts in the realities of the Russian context. The case studies showed several examples that fit well with the model and also pointed to several areas where the realities of the Russian context were well outside of the experience base that was used to develop the model. This study provides a good starting place and a rich set of new ideas for future research.

John & Smart (1996) did study on organizational culture and effectiveness in higher education: a test of the "culture type" and "strong culture" hypotheses. Two of the more promising lines of inquiry in efforts to understand the hypothesized linkage between organizational culture and effectiveness have focused on the differential effectiveness of organizations depending on their dominant culture type and their culture strength. The primary purpose of this study was to determine whether these two lines of inquiry operate in an independent or conditional manner in explaining the hypothesized linkages between organizational culture and the performance of a sample of four-year colleges and universities. The findings provide support for both lines of inquiry, albeit not entirely in a manner suggested by their respective proponents. For example, while culture type has a decidedly stronger independent effect on institutional performance than culture strength, the differences are clearly more pronounced on campuses with "strong" rather than "weak" cultures. The implications of these findings for research on and efforts to improve the performance of colleges and universities are discussed.

Kotter and Heskett (1992) studied the relationship between culture and long-term economic performance across more than 200 organizations. In addition to being one of the largest and most rigorous research efforts to date on this subject, the study has made
three important contributions. First, the relationship between culture and performance demonstrated in their studies is compelling. Second, the authors provide an important synthesis of theoretical viewpoints about the nature of culture. Third, they draw strong connections between management practices, culture and performance. The studies cited uniformly conclude that an indispensable ingredient for sustained competitive advantage is a management system that creates and maintains a high-involvement, employee-centered environment. The central proposition which emerges from all of these studies is that conscious interventions to move an organization toward emphasizing high levels of employee involvement and enhanced emphasis on meeting employee needs can produce higher motivation and commitment which lead to improved organizational performance.

Smart and Hamm (1992) did study on organizational culture and effectiveness in two year college. The central purpose of this study is to determine the extent to which the effectiveness of a nationally representative sample of two year colleges differs in terms of their dominant type of organisational culture. The study was based on 1132 faculty and administrator in 30 colleges, of these 662 useable responses were received. Analysis yielded the following distributions of dominant culture type among 30 college clan (n =10), adhocracy (n=7), hierarch (n=10) and market (n=3). Clan culture emphasize shared values, goals and the development of human resources, adhocracy emphasise entrepreneurship, growth and adaptability hierarchy emphasise the norms and values associated with bureaucracy and market culture emphasise competitiveness environmental interactions and custom orientations. The findings demonstrated wide differences in effectiveness and the difference were constructing with the colleges' conceptual rationale. The perceived effectiveness of two-year College was strongly related to their dominant organisational culture types when controlling for size and level of financial difficulty. Colleges with adhocracy culture were perceived to be the most effective while clan or market Culture College occupied mid-range.

Jans & Jans (1991) did study on relationship between organisational effectiveness and two dimensions of organisational culture both of which have been stressed in the prescriptions for and descriptions of successful private sector organisations. The study
examined a number of public sector organizations to assess the extent to which the perceived degree of bureaucracy and the priority given to human resources management in each organization were associated with favorable perceptions of organizational effectiveness. Survey methods were used in two phases. The first was a population survey of the small enterprise sector by mailed questionnaire in mid nineteen eighty nine. The second survey with fifteen large common wealth agencies conducted in early nineteen eighty nine. It is found those organizations which support strong culture than those whose culture gives a low level of support to human resources management. There is equivocal working arrangements are less likely to be effective than those which are relatively non-hierarchical. Study support and recommended that private sector models are relevant to the public sector organizations.

Denison & Mishra (1989) did study on organizational culture and organizational effectiveness: a theory and preliminary empirical evidence. This study presents a model of culture and effectiveness derived from the literature and provides preliminary empirical support from sample of 969 organizations. This study provides support for the four hypotheses that is involvement, consistency, adaptability and missions. Findings of the study are there found to be strong support for the mission and involvement hypothesis. Significant level of 0.2 in relations to new product development and overall performance or effectiveness. The implication of this study for the integration of the four hypotheses in to general theory about culture and effectiveness is more equivocal; support for the impact of each element of theory provides a base to build upon but does not address the inter-relationship between these four factors or the degree to which they represent the best approach to define cultural domain.

Cameron (1986) did study on organizational effectiveness and its predictors. This study demonstrates why organizational effectiveness studies are crucial in certain types of organizations and it points out how many of the weaknesses and criticisms of past investigations can be addressed. The result of this study of twenty nine organizations indicates that certain managerial strategies are strongly associated with high static scores and with improving effectiveness over time. Managerial strategies, in fact, were found to
be more important than structure, demographics, finances and other with an external emphasis are more successful than internal and reactive strategies. Managerial strategies that are multifaceted are more likely to lead effectiveness than mono-lithic strategies.

In this chapters tried to cover all those empirical studies related to organisational culture, productivity, leadership and organisational effectiveness. Most of the studies are being presented in details so as to understand the methodology, findings and conclusions of the respective studies.

Next chapter is all about the research setting wherein company profiles are being presented from where researcher collected the data.