



EFFECT OF MANAGERIAL EFFECTIVENESS ON ORGANIZATIONAL CULTURE OF ORGANIZED RETAIL INDUSTRY IN NCR

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ABSTRACT

The study is intended to see the effect of managerial effectiveness on organizational culture of organized Retail Industry in NCR. Managerial effectiveness is the ability of the managers or the leaders to achieve desired results. The main feature of the study is to highlight the effect of managerial effectiveness on organizational culture. The data was collected from the managerial level and operating levels employees of 21 shopping malls from 7 districts of NCR using Psychological scales of managerial effectiveness and organizational culture using multistage sampling. The result of the present study indicates that the strong organizational culture attempts to increase employee performance which directly leads to effectiveness of the managers. So Managerial effectiveness has a very strong impact on organizational culture.

KEYWORDS: *Managerial Effectiveness, Organizational Culture, Multistage Random Sampling, Psychological Scales, Employee Performance.*

INTRODUCTION

In the recent past of the twenty first century Researches on Managerial Practices reveals that the manager's reality and importance in Business has increased tremendously. The management science came into existence with pioneer work of F.W Taylor in 1911 followed by Henry Fayol (1949). His work appropriately described the nature of work and importance of management at operational level (F.W.Taylor) and at administrative level (H.Fayol). Further studies conducted by Elton Mayo 1933 and Chester Barnard 1938 and others have come up with great appreciation in the context of social work and the work has started the era of human relations approach.

Managerial effectiveness is the ability of the managers or the leaders to achieve desired results. In guiding and directing their peers

and subordinates how well a manager can apply his skills and abilities determine whether he is able to meet the result effectively or not. If he is able to do so, his achievements would be effective for the organization to achieve a competitive edge against their competitors in the future. The key and life to the managerial effectiveness is the organization culture. There are no of factors on which Managerial effectiveness depends like relations of superior and subordinates individual personality, organizational climate, and trust. To run day to day operations, organizations require a competitive team of members in such a dynamic business environment having cut throat competition. The success of corporate totally depends upon the team of managers who are capable to formulate, develop and execute long term and short term strategies. So, Managers play a key role in the success of



the organization .It is very much necessary for the managers to be effective to have best organization culture which can develop job satisfaction and involvement among the managers. It is true that the fate of any organization largely depends upon the capacity of managers to formulate right strategies for the growth of the organization.

According to Talati 2012 “The most important asset of the organization are the managers who play a key role in devising the strategies and to make short term and long term plans to achieve the organizational objectives, communicate and interact with the top level management and customers and take important decisions to meet the goals and objectives of the organization within the time frame. Therefore it is expected that the organizational culture plays a very important role in determining the effectiveness of managers towards the work and organization as a whole”.

Various studies has been conducted so far in the field of Retailing to analyze the impact of organizational culture on managerial effectiveness, Job satisfaction and Job involvement to enhance the quality of product and services they provide which can lead to customer satisfaction and so on. So to deal with the challenges of the workforce who have high values, needs, aspirations, style and attitude, the empowering managers are required to have high degree of freedom in decision making.

In a relevant literature Analoui(1997) stated that there are two streams of the construct of managerial effectiveness in which one stream has identified order and objectivity within the functional limitations and the another stream explained the managerial effectiveness from managers point of view and stressed upon the managers understanding and awareness level

about their effectiveness, actions ,their demands and choices at the work place. Earlier Langford (1979) has stated that effectiveness fortuitous upon the situations, job, organizational and socio economic environment, tasks assigned to the managers, positions available to the managers. Later, Mangersion(1981)proposed that if a manager behave in a proper way according to the situations, then actions would be highly effective as each and every situation needs proper assignments. In other words of Metts(2007) “The managerial effectiveness is measured of SME’s in USA stated that if organization focused of what executives do and what executives achieve in terms of performance results, effectiveness can be assessed in context of their behavior and actions”. In another study of Black and Edward(1979) “A similar view held that effectiveness of the managers can be assessed by measuring the difference between the actual and targeted output”.

Another important issue of managerial effectiveness is multitasking which every organization needs. According to Mintzberg (1973) the managers should be able to handle variety of tasks by devoting small amount of time to every task. It is again shown in the study of Fraser and Zarkada-Fraser (2003) that effective executives or managers need to be able to manage multitude of relationships directly or indirectly with the individual and groups. In the words of Bolman and Deal (1991) It is said that the manager who is capable to tackle day to day wide range of problems can work more effectively. Effectiveness can be increased accepting self perception and expectations of the individual and interest groups. There are many characteristics which are critical and necessities of time to deliver improved results, effective operations and programmes as studied by Hacker and



Washington(2003).Both Fraser and Tsui and colleagues(1995) stated that impression management plays an important role in managerial effectiveness.

Organization culture is also known as corporate culture. The term used to define or quantifying the culture of an organization or a set of properties related to the work environment perceived directly or indirectly by the employees and is assumed as the major force in influencing employee behavior.

In other words, organizational climate is a repeated pattern of changed behavior that helps to identify the features to retain in an organizational life. Climate proves easier to access than culture and on the other hand culture is more stable and deeper. So climate and culture are interrelated. Organizational culture is a system of shared beliefs and values how individual behave within the organization and how they represent themselves, how people perceive the organization. So organization culture is a global expression of what the organization is. It is generally associated with the motivation and morale of the employees how much they are satisfied and involved with the job. So organization culture is the most important characteristic of a good work place.

Forehead and Gilmer have defined organizational culture as a set of attributes which differentiate the organizations from one another and influence the behavior of employees at the workplace and is relatively enduring over a period of time. So it is seen that the individual behavior not only affect organizational climate but also make it complex accordingly. The behavior patterns of the individual matters in shaping the culture of an organization. So the actions and reactions of the individual working in the organization has an impact on the culture and stability of

the work environment. When the climate is observed collectively it is viewed that the complexity of an organization is a creation of individual attitude, behavior and stability to make the organizational climate really effective to work.

In India and abroad various studies have been conducted by scholars over managerial effectiveness and how it is related to organization culture, job satisfaction and job involvement .No comprehensive study has been done so far which can co relate organizational climate and organization culture to managerial effectiveness in Retail sector in Indian Context. A brief review to highlight the observations done by the earlier scholars in terms of correlation with the managerial effectiveness is that there are two basic modes one is macro mode and another one is micro mode. In case of macro mode investigation is aimed for the organization culture how the individual is perceived during the entire work and in case of micro mode environment is investigated in terms of certain dimensions of the organization culture how the individual perceives.

In a recent study it is observed that the misalignments between managerial effectiveness and organization culture results in negative performances of the employees' .The result of the study indicates that the effectiveness of managers is problematic due to such alignments that results in adverse situations within the organization. Some combinations of culture and managerial effectiveness align or fit well together and yield good performance. Complementarily, there are combinations of culture and leadership managerial effectiveness which do not fit and yield relatively poor performance.

OBJECTIVES OF THE STUDY



1. To study the prevailing status of managerial effectiveness in the organized Retail Industry in NCR.
2. To study the current operable status of organizational culture in the organized Retail Industry in NCR.
3. To study the effect of Managerial Effectiveness on organizational culture of the organizations in the Organized Retail Sector in NCR.

NULL HYPOTHESIS

Based on the previous research findings and keeping in view the above objectives of the present study formulated by the investigator is as follows:

H01: Managerial Effectiveness does not have any effect on organizational culture

METHODOLOGY

RESEARCH DESIGN

The design of the present research is a causal research design which tries to determine the cause underlying a given behaviour. It finds the cause and effect relationship between variables. It seeks to determine how the dependent variable changes with variations in the independent variable. The design of causal research is based on reasoning along well tested lines. We use inductive logic for confirming or rejecting the hypotheses with the help of further evidences. In other words, the causal research explores a cause and effect relationship between independent and dependent variables.

VARIABLES UNDER STUDY: In the present study Managerial Effectiveness (ME) was taken as the independent variable and organizational culture as dependent variable.

Since the design of the present research is causal research design, care was taken regarding flexibility and appropriateness. The design of a research is said to be a good design if it is flexible and appropriate. Here flexibility refers to the provision of changing sample unit. If it was felt that any sample unit would not serve our purpose it was likely to be changed without hesitation. The appropriateness was ensured by the strict controlling measures during the process of data collection and adequacy of the information. As per the requirement of the research the investigator first of all had defined clearly what he wants to measure and to develop method of measuring it along with a clear cut definition of a population.

DATA SOURCE

In the present study Primary data was collected to study the effect of managerial effectiveness on Organizational Culture. The data was collected through the standardized Psychological scales of managerial effectiveness, and Organizational Culture from the various shopping malls located in NCR. Brief description of NCR and the scales used in the study is given below.

ABOUT THE NCR

In 1985, with enactment of the National Capital Region Planning Board Act, 1985 of Government of India, NCR Planning Board (NCRPB) was constituted. The aim of the concept was to develop a metropolitan area around Delhi, so as to divert increasing pressure of population from the region. The concept was essential in order to protect Delhi's infrastructure from excessive pressure and a planned development of the region.

In July 2013, NCR was expanded to include three more districts, Bhiwani, and Mahendragarh in the state of Haryana, as



well as Bharatpur in the state of Rajasthan. This brought the number of districts in NCR to 19, with the total NCR area increasing 34% to 45,887 km².

Before July 2013, National Capital Region (NCR) had a total area of 34,144 km² spanning over 15 districts in the states of Uttar Pradesh, Haryana, and Rajasthan, together with the National Capital Territory of Delhi, with the Nation Capital as its core. After the addition of three more districts (Bhiwani, Mahendragarh and Bharatpur) - NCR expanded to 18 districts having a total area of 46,208 km². On 9 June 2015, Government of India approved the inclusion of three more districts in NCR - Jind and Karnal in the state of Haryana and Muzaffarnagar in U.P.^[6] There are now a total of 23 districts (plus Delhi NCT) within NCR, covering a total area of 51,109 km².

The four constituent Sub-Regions of NCR are as follows:

1. The Haryana Sub-Region comprises thirteen districts: Faridabad, Gurgaon, Mewat, Rohtak, Sonipat, Rewari, Jhajar, Panipat, Palwal, Mahendragarh (Narnaul), Bhiwani, Jind, and Karnal.
2. The Uttar Pradesh Sub-Region comprises seven districts: Meerut, Ghaziabad, Bulandshahar, Gautambudhnagar, Hapur, and Muzaffarnagar
3. The Rajasthan Sub-Region comprises two districts: Alwar & Bharatpur.
4. Delhi, which constitutes about 2.9% of the land area of the Region.

Uttar Pradesh is pushing to have the districts

of Aligarh, Mathura and Agra included in the NCR.

ABOUT THE SCALE/ TOOLS OF STUDY

Managerial Effectiveness Scale (MES) : MES developed by Upinder Dhar, Santosh Dhar, and Preeti Jain and published by National psychological Corporation, Agra; was used to assess the managerial effectiveness of the managers in the organization. Margerison (1981) defined managerial effectiveness as one when a manager behaves appropriately in tune with the situation. Sayeed (2002) defined managerial effectiveness as a function of behavior as well as technical/management process. The Managerial Effectiveness Scale (MES) was developed on the basis of review of literature (Likert, 1976; Lewis, 1990; Reece, 1990; Stewart,1992; Bhatia, 1994; and Sethi, 1996), a definition of managerial effectiveness was framed and written on a card and 115 statements were framed. Each statement was transferred on a separate card. These cards along with the definition were shown to 30 judges who were executives from manufacturing and service industry from both public and private sectors and academicians with postgraduate degree with five years of work experience and graduates with 15 years of work experience. The judges were asked to sort out those statements which they thought lead to managerial effectiveness, keeping in mind the given definition. Responses from all the judges were noted and all those statements to which the frequency of acceptance was 75 percent or more were retained. 43 statements were retained for the development of the measure was put on a 7-point semantic differential scale. Thus the measure had 43 bipolar pairs of statements/items. This scale was administered on 200 executives in varied organizations. The collected data was tabulated and item total correlations were



computed to identify the pairs of statements/items which significantly contributed towards managerial effectiveness. In the first iteration, 14pairs of statements/items were dropped and 29 pairs of statements/items that have significant coefficient of correlation at .05 level of significance were retained. Thus the final instrument has 29 pairs of statements/items on 7-point semantic differential scale.

The scale includes following three factors:

1. Functional Effectiveness
2. Interpersonal Effectiveness
3. Personal Effectiveness

Reliability and Validity: The reliability of the scale determined by split half method is 0.96and validity of the scale is 0.98

Factor wise and full scale norms for interpretation of raw score

	F a c t o r 1 Functional Effectiveness	F a c t o r 2 Interpersonal Effectiveness	F a c t o r 3 Personal Effectiveness	O v e r a l l Managerial Effectiveness
M e a n	7 4 . 9 7	5 9 . 0 4	3 5 . 3 9	1 6 9 . 4 1
SD	11.46	8.21	5.48	23.64
Normal Range	63-86	51-67	30-41	146-193
High Range	87 & above	68& above	42 & above	194 & above
Low Range	62 & below	50& below	29 & below	145& below

ORGANIZATIONAL CULTURE SCALE

rating scale having total no. of 18 items related to the following areas.

The organizational culture scale develop by Singh and Misra (2009) is a 5 point Likert type

S. No	Area of Organizational Culture	Item No.
1	Pressure	1, 5, 9, 14, 18
2	Encouragement	3, 4, 6, 10, 12, 13, 16
3	Freedom	7, 11 17
4	Challenging Work	2, 8, 15

Each statement has five response alternatives namely, strongly agree, agree, undecided, disagree, and strongly disagree. The items of the scale have been framed in such a way that

they can be used for measuring the organizational culture.

RELIABILITY AND VALIDITY



Reliability of the scale is 0.79 and validity is 0.49

Scoring procedure

Organizational culture scale comprises dimensions namely pressure, encouragement, freedom, challenging work. Out of 18 items constituting the scale, 10 items are true keyed

and remaining 8 items are false keyed item. The possible score range of each item is one to five. High score indicates high supportive organizational culture. In the sub-scale, high score indicate high encouragement, autonomy, and challenging nature of work, whereas high score on pressure indicate low pressure and flexible rules.

True keyed items	False keyed items
2, 3, 4, 7, 8, 11, 12, 13, 15, 16	1, 5, 6, 9, 10, 14, 17, 18

Since the scale consist of both true keyed and false keyed items, therefore, two different patterns of scoring have to be adopted. The score ranged in ascending order for the false

keyed items and in descending order for true keyed items. The following table provides guide lines for the scoring.

Scores for False Keyed Items	Response Alternatives	Scores for True Keyed Items
1	Strongly Agree	5
2	Agree	4
3	Undecided	3
4	Disagree	2
5	Strongly Disagree	1

The organization culture score is determined by arithmetic summation of the scores endorsed to all items of the particular dimension from total 18 items. Items are rated on a 5-point scale.

NORMS FOR THE ORGANIZATIONAL CULTURE SCALE

Norms for total Score

S. No.	Score	Description
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1	18-55	Lowest Favorable Organizational Culture
2	56-67	Moderate Favorable Organizational Culture
3	68-90	Highest Favorable Organizational Culture

Dimension-wise Norms

Pressure

S. No.	Score	Description
1	18-25	Low Pressure
2	12-17	Moderate Pressure
3	05-11	High Pressure

Encouragement

S. No.	Score	Description
1	07-21	Low Encouragement
2	22-27	Moderate Encouragement
3	28-35	High Encouragement

Freedom

S. No.	Score	Description
1	03-08	Low Freedom
2	09-11	Moderate Freedom
3	12-15	High Freedom

Challenging Work



S. No.	Score	Description
1	03-10	Low Challenging Work
2	11-13	Moderate Challenging Work
3	14-15	High Challenging Work

Sample Type: In the present study Multistage random sampling method was used. At the first stage list of various districts of NCR was prepared, then 7 districts were selected for the purpose of data collection. Out of these 7 districts 3 shopping malls were randomly selected. At the next stage 10 employees of operating level and 3 employees of manager level were randomly selected from each shopping mall. In this way the sampling method became multistage random sample.

Sample Extent: Keeping in view the broader objective of the present research no restrictions were imposed at the time of the selection of sample units. Rather care was taken to draw the sample in a balancing form. Since the aim of the research was to study the effect of managerial effectiveness on job involvement in the organized retail sector of NCR which is a very large territory. The value system, customs, tradition, living habits, environmental condition socio-economic status may differ from eastern to western end of NCR. These variables are likely to affect the results that is why efforts were made to draw a sample representing various parts of NCR. So any shopping mall located at any

place within the boundary of NCR could be selected to formulate a sample as true representative of the population.

Sample Size: In all 21 shopping malls constituted the sample of the present study. These malls were selected from the various districts of NCR. From each of the shopping mall 3 persons of manager level and 10 persons of operating functions were randomly selected for the purpose of data collection. In this way sample size becomes 273.

Sample Frame: Sample frame refer to the information regarding whereabouts of the sample units to be selected. As the data was to be collected from the employees of shopping malls, the payroll list of the employees of the selected malls/district as described in sample type; was used as the sample frame.

RESULTS AND DISCUSSION

Description of Managerial effectiveness Score: Summary of the score for managerial effectiveness obtained by the managers working in organized retail sector of NCR is presented in table 1

Table 1: Showing the description of the range of Managerial Effectiveness of the Managers of Organized Retail Sector in NCR

Factors/Range of Effectiveness	Percentage of Respondents			
	Functional Effectiveness	Interpersonal Effectiveness	Personal Effectiveness	Overall Managerial Effectiveness



Low Range	31.74%	47.61%	30.15%	61.90%
Normal Range	58.73%	41.26%	55.55%	25.39%
High Range	09.52%	11.11%	14.28%	12.69%

A perusal of table 1 reveals that 12.69 percent of the managers of organized retail sector in NCR are highly effective managers. On the basis of their overall score their characteristics may include that they contribute a lot in increasing the productivity of their organization. They are capable of establishing a long-term vision for everything they do. These managers have the ability to choose among various using sound judgments rather than bias. Highly effective managers believe in continuous improvement and have competent mental ability which is a combination of planning sense, foresight, and orderliness of mind. They are able to balance long-term requirements against the short-term objectives. These characteristics were found at a very high level among 12.69 percent managers of organized retail sector in NCR, in normal range these characteristics were among 25.39 percent managers and 61.90 percent managers of organized retail sector in NCR were found having these characteristics in low range.

So far as main factors of effectiveness are concerned, these are Functional Effectiveness, Interpersonal Effectiveness, and Personal Effectiveness. With respect to functional effectiveness, 9.52 percent managers of organized retail sector in NCR were found highly effective. These managers have the ability to create a wide range of creative and novel solutions to the problem and try to

maintain a proper link between human resource planning and business planning. Their capability of recognizing key areas and issues is worth noting. These characteristics are in normal range among 58.73 percent managers, and with low range of these characteristics the managers of organized retail sector in NCR are 31.74 percent. The interpersonal effectiveness at high level is among 11.11 percent of the managers of organized retail sector in NCR. 41.26 percent are in normal range and 47.61 percent managers have very low level of interpersonal skills. The interpersonal effectiveness of managers includes the ability of presenting facts in a logical and clear way and they are able to create an organizational climate to help people maximize output with available resources. Analysis of personal effectiveness factor of ME reveals that 14.28 percent are highly effective managers, 55.55 percent belongs to normal range and 30.15 percent of the managers of organized retail sector in NCR are low effective with respect to the personal effectiveness factor of managerial effectiveness. Personal effectiveness is characterized by the quality to work well under pressure. They can identify, analyze, and resolve the problems easily. They exactly know what to do.

DESCRIPTION OF THE ORGANIZATIONAL CULTURE SCORE

TABLE 2: Showing the description of the favorableness of the organizational culture (OC) of the Organized Retail Sector in NCR

Factors of OC	Percentage of Respondents				
	Pressure	Encouragement	Freedom	Challenging Work	Overall OC Score
OC					
OC					



Favorableness					
Lowest Favorable Organizational Culture	12.38%	20.95%	33.33%	3%	15.24%
Moderately Favorable Organizational Culture	80.00%	56.19%	27.14%	80.33%	64.76%
Highly Favorable Organizational Culture	7.62%	22.86	39.52%	16.67%	20.00%

The organizational culture is characterized by internal integration and coordination where integration is the socializing of new members in the organization, creating the boundaries of the organization, the feeling of identity among personnel and commitment to the organization. The coordinating function refers to creating a competitive edge, making sense of the environment in terms of acceptable behavior and social system stability. These conditions create pressure of work in the organization; encouragement and freedom are required for high productivity, and acceptance of the challenging tasks is the requirement of competitive business environment. These four factors constitute the work culture of the organization. Table 2 reveals that majority of the employees (64.76%) work in moderately favorable organizational culture in the organized retail sector of NCR. 20.00% of the employees enjoy highly favorable OC and 15.24% work under low favorable OC. Factor wise analysis reveals that with respect to pressure, highly favorable OC (low pressure of work) is enjoyed by only 7.62% of the employees, and low favorable OC (high

pressure of work) is faced by 12.38% of the employees. The majority of the employees of the organized retail sector of NCR work under moderately favorable OC (moderate pressure of work). The encouragement factor is again moderate for the majority of employees (56.19%). 22.86% of the employees work with high encouragement and 20.95% of the workers low level of encouragement. Freedom factor at moderate level is for least percentage of the employees (ie 27.14%) which is at higher side for rest other factors as well as overall OC. 3% employees faced lowest level of challenging task in the organized retail sector of NCR. 16.67% of the employees face high level of challenging task while majority of workers (80.33%) work under moderate challenging situations.

EFFECT OF MANAGERIAL EFFECTIVENESS ON ORGANIZATIONAL CULTURE

Summary of the scores for organizational culture obtained by the managers working in organized retail sector in NCR and ‘t’ values is given in table 3.

Table 3: Showing Effect of Managerial Effectiveness on Organizational Culture (OC) of the organizations belonging to organized retail sector in NCR

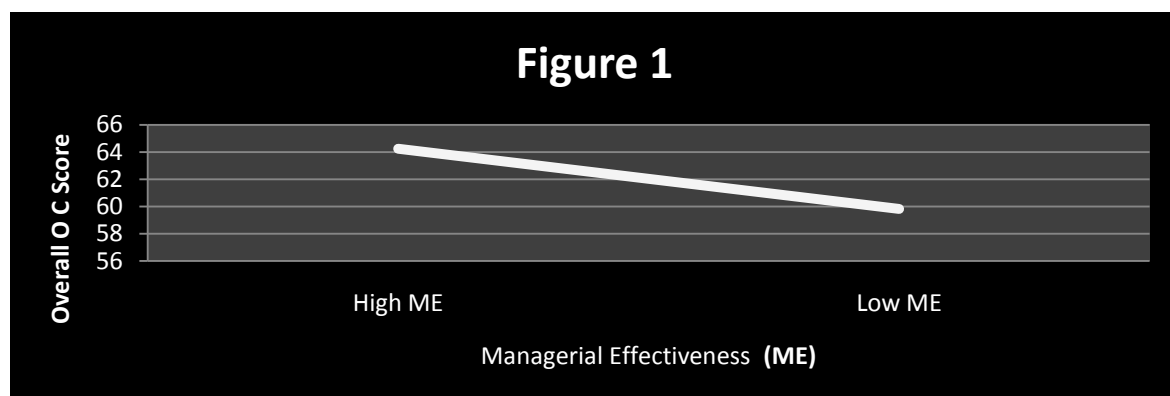
OC UNDER HIGH LEVEL OF ME			OC UNDER LOW LEVEL OF ME			‘t’ Values
FACTORS OF OC			FACTORS OF OC			
PRESSURE	Mean	14.61	PRESSURE	Mean	13.71	2.41

	SD	2.82		SD	2.6	P < 0.05
ENCOURAGEMENT	Mean	26.31	ENCOURAGEMENT	Mean	23.93	4.2
	SD	3.49		SD	4.61	P < 0.01
FREEDOM	Mean	10.74	FREEDOM	Mean	9.94	2.67
	SD	2.17		SD	2.17	P < 0.01
CHALLENGING WORK	Mean	12.56	CHALLENGING WORK	Mean	12.22	2.32
	SD	1.04		SD	1.08	P < 0.05
OVERALL OC SCORE	Mean	64.23	OVERALL OC SCORE	Mean	59.81	5.15
	SD	5.37		SD	6.9	P < 0.01
n1= 108, n2= 102, N= 210, df= 209						

A perusal of table 3 reveals that the mean overall organizational culture score (64.23) obtained by the employees of organized retail sector of NCR belonging to high level of ME group is significantly higher ($t = 5.15, p < 0.01$) than the mean overall organizational culture score (59.81) obtained by the employees of organized retail sector of NCR belonging to low level of ME group. In this scoring system higher score indicates more favorable organizational culture. The finding suggests that the organizational culture maintained by

the managers whose managerial effectiveness is at high level is more conducive to work as compared to the organizational culture maintained by the managers whose managerial effectiveness is at low level. We may safely conclude that the managerial effectiveness has a significant effect on the organizational culture. The null hypothesis that the managerial effectiveness does not have any effect on organizational culture is rejected.

Graphical presentation of the finding is depicted in figure 1.





In the figure managerial effectiveness is taken on x axes and organizational culture score is shown on y axes. Slope of the line shows the effect of managerial effectiveness on organizational culture. The line is sloping downwards towards the low ME which evinces that the favorableness of organizational culture decreases with the decrease in level of managerial effectiveness.

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