



ORGANIZATIONAL CULTURE, ORGANIZATIONAL POLITICS AND MANAGERIAL EFFECTIVENESS: AN ASSOCIATIONAL STUDY

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Abstract

The aim of the present paper was to explore the relationship between organizational culture, organizational politics and managerial effectiveness among the middle level managers of the corporate sector. Total sample under the study was 100 middle level managers and the three psychological tools were used for the same; Organizational Culture Profile, Managerial Effectiveness by Udai Pareek and Perception of Perceived Organizational Politics by Ferris and Kachmar. The tests were administered on the subjects and subsequently their scores on the tests were calculated Correlation design was deployed and the results revealed that organizational culture and organizational politics were positively correlated to managerial effectiveness, wherein Organizational Politics contributed the most to managerial effectiveness.

Key Words: *Organizational Culture, Organizational Politics, Managerial Effectiveness.*

Introduction

In today's scenario, effective manager are the ones who succeed in not only deriving their organization's towards profit but also in making an impressions on their workers and the world. Managers today have to take up many different roles to ensure that they are working effectively. In taking up different roles, organizational culture plays an important role to display the management values each worker's plays in the company and are serious about maintaining standards. So while performing different Roles into keeping the standards of the organization. The development of careers particularly out high managerial and professional levels depends on accumulation of power as the vehicle for transforming individual interest into activities which influence other people. Therefore the present paper aims to investigate the relationship between organizational culture, organizational politics and managerial effectiveness on organizational context.

Organizational culture is an umbrella concept for a way of thinking which take serious interest in cultural and symbolic phenomena (Alvesson, 2002:3). Organizational culture is transmitted patterns of values, ideas, and other symbolic systems that shape behavior of an organization (Kroeber & Kluckhohn, 1952), also is Shared values (what is important) and beliefs (how things work) that interact with an organization's structures and control systems to produce behavioral norms (Uttal, 1983). Therefore organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, strategy, type of employees, management style, and national culture; culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits (Needle, 2004). organisational culture is a set of customs and typical patterns of ways of doing things. Again, culture was defined as network of shared undertakings, norms and values that are taken for granted and that lie beneath the surface of organisational life (Mamuthy, 1990). Therefore it can be said that culture is a system of shared assumptions, values and beliefs that guide employees for appropriate behaviour. Researchers also focus on the fact that organizational culture and politics amulgate well.

Politics focuses on the use of power to affect the decision making in an organization or on self-serving and organizationally unsanctioned behaviors. Organizational politics are informal, unofficial and sometimes behind the scene efforts to sell ideas influences an organization, increases power or achieve other targeted objectives (Brandon & Seldman, 2004). Organizations are social entities that involve a struggle for resources, personal conflicts, and a variety of influence tactics executed by individuals and groups to obtain benefits and goals in different ways (Molm, 1997). Organizational politics involves actions by individuals, which are directed toward the goal of furthering their own self-interests without regard for the well-being of others or their organization (Kacmar & Baron, 1999). Politics in an organization refers to those activities that are not required as a part of one's formal role in the organization, but that influence or attempt to influence, the distribution of advantages and disadvantages within the organization. Organizational politics can be described as the activities one engage in, which are not included in the job profile of the individual or in job description given by the organization (Farerell & Peterson, 1981). Individual or group behavior that is informal, ostensibly parochial, typically divisive, and above all in a technical sense, illegitimate sanctioned neither by formal authority, accepted ideology, nor certified expertise (Mintzberg, 1983). Organizational players are influencers they attempt to control organizational decisions. They influence and succeed and how they succeed will determine the power equation in the organization which influence the managerial effectiveness as well.



Effective manager is role model for the subordinates. They play a vital role in improving the overall effectiveness of the organization. People believe that managerial effectiveness is inborn or innate quality which cannot be learnt by practice but it is not true. Individual can learn effectiveness and with practice it can be perfected. Effectiveness is concerned with the ends, results, consequences or attainment of organizational goals (Robbins and Coulter, 2012). The Managers are said to be effective if they use and manage their resources in different and difficult situations appropriately and select the correct approaches to achieve the goals of their jobs (Rana, Garg & Rastogi, 2011). Reddin (Analoui, Ahmed & Kakabadse, 2010) argued that the effectiveness of a manager should be defined by what the manager achieves. Consequently, the more effective managers are those whose organizations are the closest to achieve its various goals (Certo & Certo, 2012). Managerial effectiveness is the right things, attainment of objectives, increasing profitability and optimizing use of resources. While individual provides his services to the organization through intrinsic abilities and competence, the organization on the other hand provides constraints and facilities (Mullins,1995). Manager has power to plan, control, organize, integrate, motivate, evaluate the performance of the employee and control the organization's culture or the environment of the organization. Effective managers select the correct approaches to achieve firm's goals and strategies (Azeem & Fatima, 2012). Hence present paper focuses on the relationship between Organizational Culture, Organizational Politics and Managerial Effectiveness in corporate sector.

Methodology

Objectives

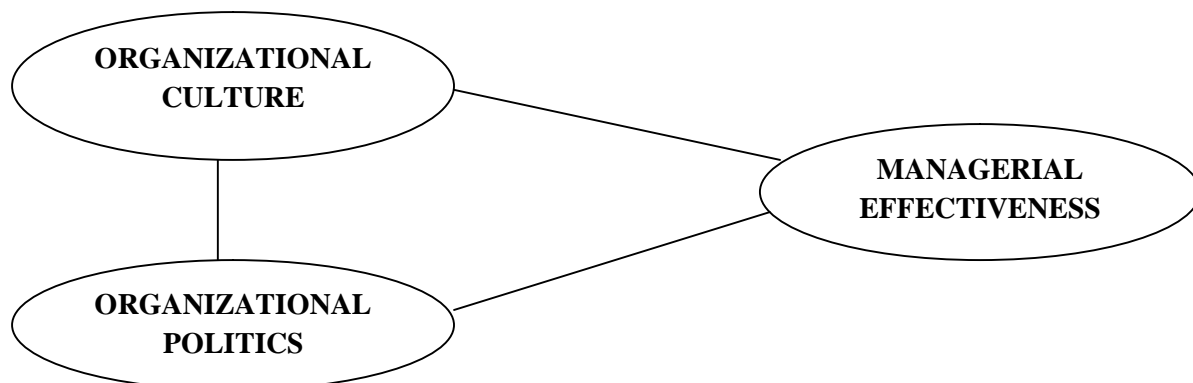
1. To study the relationship between organizational culture and managerial effectiveness.
2. To investigate the relationship between organizational politics and managerial effectiveness.
3. To explore the contribution of predictor variables on criterion variable (managerial effectiveness).

Hypotheses

- H1. There will be no relationship between organizational culture and managerial effectiveness.
H2. There will be no relationship between organizational politics and managerial effectiveness.
H3. The two measures will not significantly contribute on criterion variable (managerial effectiveness).

Research Design

Correlation Design was developed for the research.



Sample

The participants of the study were middle level managers working at Corporate Sector. The total sample of the study consisted 100 managers.

Inclusion Criterion

- Middle level managers were considered ranging 30 to 40 years of age.
- Private organizations were considered.
- The employees ranging in the age bracket of 30 to 40 years were considered.



Exclusion Criterion

- Lower and higher level managers.
- Employees working in Government organizations.
- The employees below the age of 30 years and above 40 years of age were excluded.

Tools for Data Collection

1. Organization Culture (Pareek, 1993)
2. Perceived Organizational Politics Scale (Ferris & Kacmar, 1997)
3. Managerial Effectiveness (Pareek, 1996)

Result

Table 1.1, Descriptive Statistics (N=100)

	Mean	Std. Deviation
Managerial Effectiveness	95.2800	23.76062
Organizational Politics	49.8400	10.50610
Organizational Culture	60.0800	16.64949

Table 1.2, Correlational Matrix

	MANAGERIAL EFFECTIVENESS
Organizational Politics	.332**
Organizational Culture	.206*

*Correlation is significant at the 0.05 level (2-tailed)

**Correlation is significant at the 0.01 level (2-tailed)

Table 1.3, Model Summary

Model	R	R square	Adjusted R Squares	Std. Error of the Estimates
1.	.381 ^a	.145	.128	24.12037

a. Predictors : (Constant), oc, op

Table 1.3 indicates that all the variables (organizational culture and organizational politics) of the study contributed 14.5% of the variance in predicting the criterion variable (managerial effectiveness).

Table 1.4, Anova^a

Model	Sum of squares	df	Mean Square	F	Sig.
1. Regression	9591.132	2	4795.566	8.243	.000 ^b
Residual	56433.828	97	581.792		
Total	66024.960	99			

a. Dependent Variable: Managerial Effectiveness

b. Predictors : (Constant), organizational politics, organizational culture.

Table 1.4 reveals that all the variables are significantly related to each other.

Table 1.5, Bivariate Coefficient of Correlation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B.	Std. Error	Beta		
1. (Constant)	42.922	13.722		3.128	.002
OP	.742	.217	.321	3.415	.001
OC	.271	.136	.187	1.992	.049



Discussion

The present paper was undertaken in order to investigate the relationship of managerial effectiveness, organizational politics and organizational culture. A correlation framework was designed in order to examine the relationship between the variables and evaluate the results. As managers play a crucial part in organizations growth. So it can be said that organizational politics is the lubricant that oils if one organization's internal gears to facilitate performance. Wherein organizational culture sets a vision for people using in an organization. So managers need to take lead in shaping and supporting organization's culture for better managerial effectiveness.

The first hypothesis formulated for the purpose of analysis stated that there will be no relationship between organizational politics and managerial effectiveness. Where in analysis of data revealed a positive significant correlation of .332 between the two constructs. Result implied that employees who scored high on organizational politics tend to score high on managerial effectiveness. Findings of the paper are congruent to the previous researchers that stated a positive relationship between organizational politics and effectiveness of managers (Gakure & Orwa, 2012). Managers who are fully aware of political context of the civil Service but they did not think that organizational politics affected key management areas and felt that their supervisors supported them ensured they were clear about their roles. Also Schneider (2016) revealed that strong management is necessary if organizational politics is to be stifled. Insecure and weak managers will succumb to be political persuasions of the more powerful employees and when politics allowed to disrupt the managerial process that emphasis data based decisions, employees will quickly adjust and begin to engage in political behavior instead of performance based behavior. Also study done by Isak (2016) directed that for success in career, individual has to play a political game in organization. It is based on the premise that business organization is a political arena, whereas organizational politics is inevitable. organizational politics is related to activities such as acquiring, developing and using power and other resources for obtaining one's preferred outcomes under uncertainty dissensus in organizations (Pfeffer, 1981). There for Organizational politics is a self-serving Behavior for achieving self-interest, advantages and benefit before expense to anyone. Therefore it can be said that politics organizational can have both positive and negative outcomes and that the strategic management process and power relations in the organization moderate these outcomes. Hence politics has positive potential to add significant value to the organization and individual who perceives organizational politics can have better managerial skills.

The second hypothesis formulated for the purpose of analysis stated that there will be no relationship between organizational culture and managerial effectiveness. Analysis of data did not reveal any significant relationship but significant positive relationship is been indicated with a correlation of .206 between two constructs. Result indicated the fact that employees who perceives high organizational culture can have a better managerial effectiveness. Previous studies also reviewed that organizational culture influences managerial effectiveness (Madan & Jain, 2015) therefore it can be said that corporate culture can improve managerial effectiveness. (Singh, 2010) A model also supported the trend stating that organizational culture has a positive influence on many dimensions of managerial effectiveness (Phonkar, 2015) therefore the present paper though didn't establish a magnificent positive relationship but a directional positive relationship is been which supports the above mention studies. Investigated the characteristics of organizational culture and its effects on organizational variables. Organizational culture has significant main effects on human resources management effectiveness such as turnover intention, job satisfaction and work efficacy; organizational culture also has significant main effects on organization effectiveness like staff members' organization commitment and collective identity (Zhang, 2010).

Further regression analysis was done and result revealed that Organizational Politics significantly contributed the most to managerial effectiveness. Therefore it is clearly indicated that managerial who perceives organizational politics can be an effective manager. Present paper also supports that organizational climate is very important but politics do have a positive impact on effective leadership. Management's emphasis and encouragement on teamwork is a strategy to soften the negative impact of organizational politics in the workplace (Parker, Dipboye, & Jackson, 1995; Valle & Witt, 2001).

Conclusion

Employees who perceives culture in an organization, will have an overall effectiveness in dealing and with attainment of organizational goals. Also perception of organizational politics turned to favorable for managerial effectiveness. Also organizational politics turned out to contribute max to criterion variable stating that perception of politics is an essential ingredient for displaying better managerial skills.

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