

The Impact of Organizational Culture and Leadership Behavior on Employee Behavior of Selected Educational Institutes in Punjab State of India

Monika Anand

Assistant Professor, Rayat Bahra University, Mohali

ABSTRACT

This study was conducted to examine the impact of organizational culture and leadership behavior on employee behavior of selected educational institutes in Punjab state of India. A survey was conducted to collect data, and the respondents surveyed for this study were from north India. The respondents were asked to fill out the five points Likert scale questionnaire. The field survey method was done to distribute the questionnaires. Participants were employees of selected educational institutes in North India. About 110 Questionnaires were distributed and finally, 80 filled questionnaires were collected. Several analytical techniques such as descriptive research design, correlation, hypothesis analysis through hierarchical multiple regression, and ANOVA through SPSS were used to evaluate the variables' relationships. The findings of the present study indicated a significant positive effect on the behavior of employees of selected educational Institutes and positively affected the organizational culture and leadership behavior in the selected educational institutes.

Keywords: Organisational culture, leadership behavior, Employees behaviour

INTRODUCTION

The existence of any organization rests on its effectiveness and efficiency in the application of the resources supplied by taxpayers in serving her population it's with the competition existing in the education sector in the twenty-first century, any institution that attempts to survive must support its survival through its performance. Several factors are there that influence the performance of any educational institution. One of these factors is the prevalent culture of any institution (Lok and Crawford, 2004). Culture is a kind of framework where one can observe how the people of an organization considered, how they get the payment reward, how rewards a promotion, and what is the attitude & behavior of superiors and subordinates toward each organization is boundary where the organization includes the aspects that how an individual acts in a group and how much he put endeavor to his individual goals (Roscoe et al., 2019). Organizational culture is defined as a motive in which the fundamental beliefs in common are grabbed by the staff members, they are involved in solving the problems of external orientation & internal unification and are regarded as valid and also given to the new staff members as the right option to understand, judge and assume the mentioned problems (El-Nahas et al., 2013; Tuan, 2010). It presented as a remedy designed by an institution for the requirements focused on the core task.

Organizational culture is a comparatively uniform insight held of an organization, it is descriptive, has common characteristics and it can separate one organization from another and it assimilates individuals, groups & organization system variables. It also states the set of some commonly experienced stable characteristics of an organization which establishes the uniqueness of that organization and also distinguishes it from others. The culture of educational institutions, the put strong effect on its performance, the strategies, arrangements, decision-making process, and everybody's challenges (Tran, 2020). The improvement of an institution involved not only the understanding of the overall culture of the organization but also the effect of culture on its organizational performance. Though, very few institutional managers understand the weight that a cultural factor of an institution has on its performance. The factors involved in an institutional culture are the measurement of institutional culture, institutional performance & the impact of institutional culture on its performance. The good culture towards happy staff members. Every organization has its own self-built culture that may be strategy based or flexibility types according to the duties assigned to the employees (Benjamin, 2015). Organizational culture should be strong as the as strong as the organization's people can respect and follow it professionally. It is also a necessity that organizational culture must be flexible so that it is easy to cope up with the changing economic, political, and technological environment. Another factor called leadership behavior also has an impact on employee's behavior. Behaviors can be learned but characteristics are inborn type and are more difficult to practice. Leadership is one of the most complex and multifaceted phenomena to which organizational and psychological research has been applied. Improving leadership behavior will provide a positive impact on employee satisfaction & commitment (Coetzee and Martins, 2007). The behavior of employees in the workplace has a direct connection to the business operations and its success. Leadership behavior is easy to apprehend, though perhaps need efforts to achieve consistently. The behavior change gives the leader a path forward to amplify the effectiveness. Professional behavior develops cooperative work product and advances the status of the company, whereas poor or unprofessional behavior leads to obstruct productivity, decrease morale, and also generate a poor public image (Szczepańska-Woszczyzna, 2015). The present study focuses on organizational culture and leadership behavior on employee's behavior. Furthermore, this study also helps leaders to identify the specific leadership characteristics and behavior efforts in the different types of organization culture. Using the way to lead employees through leadership behavior, they reward and recognize the desired behavior by paying tribute to best performers, offering bonuses, letters of appreciation, promotions, and attractive assignments (Roodt et al., 2002). It should be important that leaders must have a deep understanding of the identity and impact of organizational culture to communicate and implement new visions and to inspire the follower's commitment to the vision. Shaping a culture conducive to their vision for their organization is a quintessential leadership task. In this way, understanding the influence of organizational culture may deliver clues for managers & leaders in shaping culture to meet the changing needs (Benjamin, 2015; Tuan, 2010).

STATEMENT OF THE PROBLEM

In the present scenario, to ensure the productivity and healthy status of any cooperative work professional behavior of employees must be needed, it increases the morale and also provides a good public image. Leadership and organizational culture are factors that built the employee's behavior and have an effect on it. To meet the changing needs of employees it is important to adhere to them and understand the environment of work and provide a tribute to the best employees by offering rewards, appreciation, and other bonuses.

NEED FOR STUDY

The present study has been explored the organizational culture and leadership behavior impact on employee behavior. To ensure healthy productivity in the organizational behavior and leadership employee behavior must be positive that provides managers and leaders with insight into how is employee's behavior in the organization. So, this study provides the impact of organizational culture and leadership behavior on employee behavior.

OBJECTIVES OF THE STUDY

The objectives of the present study are:

1. To study the organization's culture of selected educational institutes of North India
2. To study the leadership behavior of selected educational institutes of North India
3. To study the employee behavior of selected educational institutes of North India
4. To study the impact of organizational culture on leadership behavior employees behavior selected educational institutes of North India

RESEARCH METHODOLOGY

• Research design

In the present study, descriptive research design, correlation, hypothesis analysis through hierarchical multiple regression, and ANOVA through SPSS (Version 21.1) were performed to evaluate the results of the findings.

• Sampling design

Population:

The respondents surveyed for this study were from North India. The respondents were asked to fill the five points Likert scale questionnaire. The field survey method was done to distribute the questionnaires. Participants were the employees of selected educational institutes of North India.

Sampling Techniques:

For research, convenience sampling is used. The employees of educational institutes have been approached to get the questionnaire filled.

Sample size:

The sample was collected from North India. 110 Questionnaires were distributed. Finally, 80 filled questionnaires were collected. The response rate was 76.1 %.

• Instrument and method for data collection:

The five point Likert scale was used in this study in which 5 point was for strongly agree statement, 4 for agree, 3 for neither agree nor disagree, 2 indicated disagree and 1 showed strongly disagree statement. The questionnaire was divided into two parts. Part I contains the questions related to organizational culture, leadership behavior, and employee's behavior and Part II contains Demographics i.e. questions regarding age, service time, gender, educational qualifications, and about the Organizations they are working for.

• Tools for data analysis

SPSS (statistical package for social sciences) was used to analyze the data. After the data collection, the coded data entered in SPSS to analyze the results. Firstly the reliability of the scale accessed by using Cronbach's alpha.

DATA ANALYSIS

Analysis of demographics

The results for demographic variables of the respondent sample was conducted by asking questions on age, gender, education, marital status, current job position, years of working with current employer, kind and nature of organizations (private, government & GLC), and size of organizations (number of employees).

Table 1. Table of demographic analysis:

Age group	Frequency	Percentage of respondents
20-29	37	46.3%
30-39	35	43.8%
40-49	04	5%
50 and above	04	5%
Gender	Frequency	Percentage of respondents
Male	28	34.2%
Female	52	65.8%
Education	Frequency	Percentage of respondents
Doctorate	03	3.8%
M-Phil	03	3.8%
Post Graduate	51	63.7%
Graduate	20	25%
Diploma	03	3.8%
Marital Status	Frequency	Percentage of respondents
Married	49	61.3%
Single	29	36.3%
Divorcee	01	1.2%
Widow/er	01	1.2%
Current Job Position	Frequency	Percentage of respondents
Professor	01	1.2%
Assistant Professor	14	17.9%
Lecturer	25	32.1%
Teacher	14	17.9%
Administration	12	15.4%
Others	10	13.7%
Years of working	Frequency	Percentage of respondents
Less than 3 years	29	36.3%
3-6 years	28	35%
7-10 years	13	16.2%
More than 10 years	10	12.5%
Kind of organization	Frequency	Percentage of respondents
Private	61	76.3%
Government	12	15%
Government-linked (GLC)	07	8.8%

Source: Calculations based on primary data

Interpretation: Table 1. Shows that 46 % of the respondents are in the age group of 20-29 years, 43.8 % are in the group of 30-39 years, 5 % are in the age group of 40-49 years and 5 % are above the age of 50 years and above. The majority of respondents are from age 20-29 years. The number of females is 52 that is 65.8 % which is the majority in the numbers. The number of male respondents is 28 which is 34.2 %. There is the level of education of respondents where the maximum respondents are postgraduate having total number 51 with 63.7 %. Where 3 respondents are doctorate and 3 are of M-Phil degree having 3.8 % respondents. 20 respondents are graduated with 25 % and 3 are diploma holders with 3.8 % of total respondents. There is the distribution of respondents according to their marital status. Whereas married respondents are 49 with a percentage of 61.3 % carrying the highest frequency. There are 29 who are single with 36.3 %, 1 respondent is a divorcee and one is widower carrying 1.2 % of the total respondents. The majority of the respondent is working on the position of lecturer which are 25 in numbers and 32.1 in percentage. 1 respondent is Professor, 14 are teachers and 12 and 10 are belonging to administrations department and other Non-teaching departments. 29 respondents with 36.3 % are having less than 3 years of working, which are close to 3-6 years of working with 28 of numbers with 35 % so the majority of respondents are working for 6 years. 13 respondents came in the tenure of 7-10 years and 10 respondents belong to the category with more than 10 years of working, 61 respondents are from private institution and the percentage is 76.3, where 12 respondents are from the government sector and rest 7 are from Government-linked (GLC) with 8.8 %. Here, the majority of the respondents are from the private sector.

Factor analysis

Objective 1. To study the organization's culture of selected educational institutes of North India

Table 2. Organizational culture of selected educational institutions

Factors	Does not define my organization	Define my organization a little	Define my organization a fair amount	Define my organization most of the time
Risk taking	21 (26.2%)	34 (42.5 %)	15 (18.7 %)	10 (12.5 %)
Collaborative	18 (22.5 %)	33 (41.2 %)	16 (20 %)	13 (16.2 %)
Hierarchical	17 (21.2 %)	31 (38.7 %)	20 (25 %)	12 (15 %)
Procedural	17 (21.2 %)	28 (35 %)	18 (22.5 %)	17 (21.2 %)
Relationships-oriented	17 (21.2 %)	28 (35 %)	19 (23.7 %)	16 (20 %)
Results-oriented	11 (13.7 %)	32 (40 %)	19 (23.7 %)	18 (22.5 %)
Creative	12 (15 %)	30 (37.5 %)	21 (26.2 %)	17 (21.2 %)
Encouraging	16 (20 %)	27 (33.7 %)	24 (30 %)	13 (16.2 %)
Sociable	17 (21.2 %)	37 (46.2 %)	16 (20 %)	10 (12.5 %)
Structured	17 (21.2 %)	23 (28.7 %)	22 (27.5 %)	18 (22.5 %)
Pressurized	20 (25 %)	35 (43.7 %)	14 (17.5 %)	11 (13.7 %)
Ordered	21 (26.2 %)	26 (32.5 %)	20 (25 %)	13 (16.2 %)

Source: Calculations based on primary data

Interpretation: According to the table no. 2 employees what type of organizational culture carries their organizations based on 12 factors, where they respond to how much these factors are described by their

organizations. Where maximum respondents agree that their organization is less risk-taking they are 34 in numbers, 21 respondents told that their organization is least risk-taking, 10 are responding as our organization takes the risk in a fair amount, and 10 employees do agree with the organization always willing to take the risk. In the second factor of collaboration, 18 employees respond that the organization they work for is equal to no collaborative, 33 agree that they collaborate a little, 16 employees agree with collaboration in a fair amount, and 13 are agreeing that their organization stands higher in the field of collaboration. 21.2 employees agree that their organizations are not particular to make the hierarchy for the work 38.7 % employees agree that their organizations follow the hierarchy a bit 25 % employees agree that their organizations follow the particular hierarchy and 15 % responded that without following any hierarchy their organizations do not work so far. 21.2 % of employees told that their organizations have not any procedural to do work 35 % of employees do bit agree that their organization is a particular procedural in work 22.5 % of employees said that their employees are procedural in their work in a fair amount and 20 % employees said without any procedural their organizations do not work 13.7 % of employees agrees that their organizations are not result-oriented, 40 % of majority employees agree that their organizations are the result – oriented in little amount, 23.7 % are agreed that their organizations do believe in giving result in a fair amount and 22.5% employees agree that their organizations are highly resulted oriented. 21.2 % employees are responded as their organizations are not relationship-oriented, 35 % of majority agreed that their organizations are very less relationship-oriented. 23.7 % are relationship oriented in fair amount and 20 % of employees are agreed that their organizations are highly relationship oriented. 15 % of employees responded that their organizations are not creative where 37.5 % are agreed that their organizations described the characteristic of creative a bit, 26.2 % told that their organizations employees a creative in fair amount and 21.2 % are agrees that their organizations are highly creative in work. 20 % of employees responded that their organizations are not encouraging where 33.7% of employees said that their organizations are encouraging in nature in bit amount, 30% employees agreed that the organizations they working for encouraging in fair amount and 16.2 % are agreed on they are working for highly encourageous organizations. 21.2 % employees responded that their organizations are not sociable the majority, 46.2 % responded that their organizations described it a little, 20 % said their organizations are sociable in fair amount and only 8 % are agreed that their organizations are highly sociable. The 21.2 % of employees responded that their organizations are structured in their working, 28.7 % are agreed that their organizations are bit structured, where 27.5 % agreed that their organizations are structured in fair amount and 22.5 % said their organizations are highly structured 25 % of employees responded that their organizations are not pressurized, 43.7 % are agreed that their organizations are pressurized in a little amount where 17.5 % are agreed that their organizations pressurized in and fair amount and only 13.7 % are agreed that their organizations are highly pressurized. The 26.2 % of employees responded that their organizations are not ordered in nature, where 32.5 % are agreed that their organizations ordered in little amount, where 20 % are responded that their organizations are ordered in a fair amount where only 16.2 % are responded that their organizations are highly ordered.

Objective 2. To study the leadership behavior of selected educational institutes of North India

Table 3. Leadership behavior of selected educational institutions

Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Before making choice, he/she reflect what his/her subordinates have to say	18 (22.5 %)	41 (51.2 %)	10 (12.5 %)	07 (8.8 %)	04 (5 %)
Before taking endeavor he/she refer with subordinates	15 (18.8 %)	36 (45 %)	21 (26.2 %)	03 (3.7 %)	05 (6.3 %)
When tackled with a difficulty, he/she refers with subordinates	18 (22.5 %)	41 (51.2 %)	12 (15 %)	05 (6.3 %)	04 (5 %)
He/she asks subordinates for their suggestions	18 (22.5 %)	41 (51.2 %)	16 (20 %)	03 (3.7 %)	02 (2.5 %)
He/she attends to subordinate's guidance on which assignments should be made	17 (21.3 %)	41 (51.2 %)	14 (17.5 %)	07 (8.8 %)	01 (1.2 %)
He/she support people to make functioning on their tasks more friendly	24 (30 %)	37 (46.3 %)	10 (12.5 %)	07 (8.8 %)	02 (2.5 %)
He/she watch out for the personal welfare of group members	19 (23.8 %)	34 (42.5 %)	15 (18.8 %)	08 (10 %)	04 (5 %)
He/she does little things to make things friendly	18 (22.5 %)	35 (43.8 %)	14 (17.5 %)	10 (12.5 %)	03 (3.7 %)
He/she treats all group members as equals	17 (21.3 %)	34 (42.5 %)	16 (20 %)	08 (10 %)	05 (6.3 %)
He/she explains the way tasks should be carried out	17 (21.3 %)	44 (55 %)	15 (18.8 %)	03 (3.7 %)	01 (1.2 %)
He/she choice what and how things shall be done	13 (16.3 %)	41 (51.2 %)	21 (26.5 %)	03 (3.7 %)	02 (2.5 %)
He/she maintains definite standards of performance	20 (25 %)	37 (46.3 %)	16 (20 %)	06 (7.5 %)	01 (1.2 %)
He/she schedules the work to be done	20 (25 %)	41 (51.2 %)	14 (17.5 %)	04 (5 %)	01 (1.2 %)

Source: Calculations based on primary data

Interpretation: Table 3. Shows that the majority of employees which are 51.2 % and 41 in numbers do agree with their leaders or managers consider them to make decisions. Here 18 employees which are strongly agree with this statement. 10 (12.5 %) are neutral for this statement, 07 (8.8 %) disagree and only 04 (5 %) strongly disagree with this statement. Same as above 45 % of employees get to agree that their leaders are consulting with them before taking action. 18.8 % strongly agree with this statement, 26.2 % are neutral for this statement 3.7 % and 6.3 % disagree and strongly disagree respectively. When there is a problem faced by an organization, 51.2 % of employees get to agree that their superior call them for consulting about the solution of the problem, where 22.5 % of employees strongly agrees with this statement, 15 % are neutral about this, 6.3 % and 5 % are disagree and strongly disagree respectively with this statement. Based on taking suggestions for tasks, 51.2 % of employees agree that their superior take suggestions from them, where 22.5 % strongly agrees with this statement, where 20 % are neutral for this statement only 3.7 % and 2.5 % disagree and strongly disagree with this statement. The 51.2 % agree with the point that their managers listen to their subordinate’s advice on which assignment should be made, where 21.3 % strongly agree with this point where, 17.5 % are neutral for this point, 8.8 % have disagreed and 1.2 % strongly disagree with this statement. On asking for making work more pleasantly, 46.3 % agree with this which is good in numbers 30 % are strongly agree with this, where only 2.5 % are neutral on this statement, 8.8 % have disagreed and only 2.5 % get strongly disagree for this statement. 23.8 % of employees are strongly agreeing for their manager takes care of their welfare where, 42.5 % agrees with this statement, 18.8 % are neutral for this and only 10 % and 5 % disagree and strongly disagree respectively for this statement. 43.8 % agree that their manager does little things to make the things pleasurable where, 22.5 % strongly agree with this statement, 17.5 % are neutral and 12.5 % have disagreed with this statement and only 3.7 % of employees are strongly disagreed with this statement. On asking for maintaining equality among groups members majority are agree with this statement which is 42.5 % and 34 in members, where 21.3 % strongly agree with this, 20 % neutral for this statement, where 10 % disagree with this statement and only 6.3 % strongly disagree. For making out an explanation for the clarity of tasks 55 % agree with this statement where 21.3 % strongly agree with this statement, 18.8 % are neutral on this point and only 3.7 % and 1.2 % disagree and strongly disagree respectively. 51.2 % of employees agree with the point where they asked that do their manager decides what and how things shall be done, where 16.3 % strongly agrees with this point 26.5 % are neutral and very less of employees that are 3.7 % and 2.5 % are disagreed and strongly disagree respectively with this point. For making definite statements of performance 46.3 % of majority employees do agree where 25 % of employees strongly agree with this point, 20 % are neutral on this statement, where 7.5 % of employees have disagreed and only 1.2 % of employees are strongly disagreed with this statement. On asking for making scheduled work done, 51.2 % agree with this statement, where 25 % are strongly agreed 17.5 % are neutral and only 5 % are disagree where, 1.2 % strongly disagree with this statement.

Objective 3. To study the employee’s behavior of selected educational institutes of North India

Table 4. Employee’s behavior of selected educational institutions

Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
I usually look forward to coming to work	26 (32.5 %)	41 (51.2 %)	10 (12.5 %)	2 (2.5 %)	1 (1.2 %)

I care about doing a good job	37 (46.3 %)	33 (41.3 %)	8 (10 %)	2 (2.5 %)	- -
I enjoy working for this company	24 (30 %)	35 (43.8 %)	16 (20 %)	4 (5 %)	1 (1.2 %)
I willingly take on extra tasks and responsibilities	24 (30 %)	35 (43.8 %)	16 (20 %)	4 (5 %)	1 (1.2 %)
I can balance my work life and home life	23 (28.7 %)	36 (45 %)	19 (23.8 %)	2 (2.5 %)	- -
My workload allows me to perform my job well	19 (23.8 %)	41 (51.2 %)	13 (16.2 %)	5 (6.3 %)	2 (2.5 %)
I feel my work adds value to the company	20 (25 %)	47 (58.8 %)	7 (8.8 %)	3 (3.7 %)	3 (3.7 %)

Source: Calculations based on primary data

Interpretation: From the Table 4. The majority of the employees which are 51.2 % do agree when they asked do you look forward to coming to the work where 32.5 % strongly agree with this statement. Only 12.5 % are neutral, 2.5 % and 1.2 % disagree and strongly disagree with this statement. 46.3 % of employees which are maximum in numbers strongly agree with caring about their job, where 41.3 % agree with this, 10 % of employees are neutral about it where, 2.5 % of employees have disagreed about it. The 43.81 % of employees enjoy working in their current organization, where 30 % are strongly agreed 20 % of employees are neutral on this point, where 5 % have disagreed and only 1.2 % strongly disagrees. The majority of employees are willing to take an extra task and responsibilities that are 43.8 % agree with this point, where 30 % strongly agree with this point, 20 % are neutral on this point, 5 % and 1.2 % disagree and strongly disagree respectively at this point. When the employees asked about their work-life balance 45 % are agree with this point, where 28.7 % are strongly agreed, 23.8 % are neutral for this point and 2.5 % and none are disagreed and strongly disagree respectively for this statement. 51.2 % of employees are agreed if they get workload makes their performance well, where, 23.8 % strongly agrees with this point, 16.2 % are neutral for this statement. Only 6.3 % have disagreed and 2.5 % are strongly disagreed with this statement. Maximum employees with 58.8 % get to agree that their work adds value to the organization where, 25 % are strongly agreed, 8.8 % are neutral, 3.7 % employees disagree and same 3.7 % are strongly disagreed with this statement.

Objective 4. To study the impact of organizational culture on leadership behavior and employee’s behavior selected educational institutes of North India

Table 5. Specification of variables

Dependent Variables	Independent Variables
Employees’ Performance	Organizational Culture Leadership behavior

Table 6. Correlation Analysis Results among the variables

Variables	Organizational Culture	Leadership Behavior	Employee Behavior
Organizational Culture	1	.458**	.301**

Leadership Behavior	.458**	1	.487**
Employee Behavior	.301**	.487**	1

Note: **Correlation is significant at 0.001 level.

From the Table 6. The correlation analysis result shows that there is a positive correlation between organizational culture, leadership behavior, and employees’ performance at a 1 % level of significance. Thus the behavior of employees in selected educational institutions of Ludhiana and Jalandhar increases the performance with the increase in adopted positive organizational culture and leadership behavior by the selected educational institutions of given cities. The degree of correlation between organizational culture and employee’s behavior is 0.301 and between leadership behavior and employee’s behavior it is 0.487. Hence, leadership behavior is more influence by the behavior of employees of institutes as compare to organizational culture in the selected educational institutes.

Impact of organizational culture on employee’s behavior

The causal relationship between organizational culture and employee’s behavior is significant at a level of 0.007. Hence the hypothesis is accepted that organizational Culture positively affects the employees’ behavior. The value of R square shows that percent of the variation in employee’s behavior is explained by the organizational culture (Table 7). If all other factors remain constant then an increase of 1 unit organizational culture will lead to an increase in the positive behavior of employees of selected educational institutes in Ludhiana and Jalandhar by more than 23 %.

Table 7. Regression model results of impact of organizational culture on employee’s behavior

EP= α + β (OC)	
EP = 3.47 + 0.239 (OC)	
β value of organizational Culture	0.239**
α value	3.47**
R square	0.091**

Note: ** at 1 percent level of significance.

Where,

EP = Employee’s behavior of employees of selected institutes of Punjab

α = the intercept of the equation

β = Beta coefficient of independent variable i.e. Organizational culture

OC = Organizational culture

Impact of Leadership Behavior (LB) on employee’s behavior (EB)

As R Square value is 0.209 (Table 8). This means total variance in employee’s behavior is explained by leadership behavior is more than 20 percent. Leadership behavior significantly affects the behavior of employees as the beta value is 0.380. The hypothesis is accepted at the 0.001 level of significance. With a 1 unit increase in leadership, the behavior will change the behavior of employees in selected educational institutes of North India by 38 percent if all other factors remain constant.

Table 8. Regression model results on leadership behavior (LB) on employee’s behavior

EP α + β (LB)	
EP = 02.59 + 0.380 (LB)	
β value of Leadership Behavior	0.380**
α value	2.59**

R square	0.209**
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Note: ** at 1 percent level of significance.

Where,

EP = Employee’s behavior of employees of selected educational institutes in North India

α = the intercept of the equation

β = Beta coefficient of independent variable i.e. leadership behavior

LB = Leadership behavior

Impact of organizational culture and leadership behavior on employee behavior

Regression model III shows that more than 21 percent variance in the employee’s behavior is explained by the model. The model predicts that by providing positive organizational culture the performance of employees of selected educational Institutes s in Punjab will increase by more than 13 percent holding leadership behavior constant. If employees of selected educational Institutes is acquired additional leadership qualities their performance will increase by more than 43 percent holding organizational culture fixed. The hypothesis is accepted as the F value is significant at the level of 0.001.

Table 9. Regression model results on impact of organizational culture and leadership behavior on employee’s behavior

EP= α + β1 (oc) + β2 (LB) + e	
EP= 0.436 + 0.139 (oc) + 0.334 (LB) + e	
β1 value of Organizational Culture	0.139*
β2 value of leadership behavior	0.334**
α value	0.436
Adjusted R square	0.217
ANOVA (F-value)	11.97**

Note: ** At 0.001 level of significance

* At 0.010 level of significance

Where, **EP** = Employee’s behavior of selected educational Institutes in Punjab

α = the intercept of the equation

β1, β2 = Beta coefficient of independent variables i.e. organizational culture and leadership behavior

LB = leadership behavior

OC = organizational culture

e = Error term

FINDINGS OF THE STUDY

1. The behavior of employees of selected educational Institutes is positively affected by the organizational culture and leadership behavior in the selected educational institutes of Ludhiana and Jalandhar.
2. There is a positive correlation among organizational Culture, leadership behavior, and employees’ behavior at the level of 0.001 level of significance. The degree of correlation between organizational culture and behavior of an employee in the selected educational institutes is 0.301. Between organizational culture and leadership behavior the degree of association is 0.458 and between leadership behavior and employees’ behavior is 0.487.

3. The performance of employees in the selected educational institutes in the Punjab region is more influenced by leadership behavior and organizational culture. The study shows that more than 43 % of the employee's behavior in educational institutes of Ludhiana and Jalandhar is affected by their acquired leadership behavior.
4. The 40 % performance of employees is subject to organizational culture in the selected educational institutes of Punjab. The organizational culture is also an important factor used by management to improve the performance level. The result of the study is also supported by the results of the study conducted by that organizational culture has a positive effect on behavior by Tortorella et al., (2020).
5. According to this study, the most prominent factor that affects the behavior of employees of selected educational institutes in Punjab is leadership behavior acquired by them. When we look at the combined effect of organizational culture and leadership behavior, the results show that leadership behavior significantly affects the behavior and performance of employees of selected educational Institutes in Ludhiana and Jalandhar as compare to organizational Culture.
6. This study is unique in that it has helped to fill this gap to improve our understanding of the role of leadership and organizational culture in selected educational institutes of Ludhiana and Jalandhar and beyond.

LIMITATIONS OF THE STUDY

- The sample size was limited & also study was conducted in Ludhiana and Jalandhar only, so the result is not applicable for the whole of India.
- The non-co-operation of some respondents has also affected the research result.
- The data collection methods used had the following limitations.
- Time-consuming.
- The response and the information given by respondents may be wrong or biased, which may affect the result of the study

CONCLUSION

The culture plays an important role in organization and provide a happy and healthy environment for employees to work. In communicating and promoting the organizational ethos to employees, their acknowledgment and acceptance of it can influence their work behavior and attitudes. The interaction between leadership and employees when good provide a greater contribution to team communication & collaboration, will also boost to accomplish the mission and objectives assigned by the organization, thereby enhancing good employee performance. This study was prepared to analyze the factors that can affect the performance of the employees of selected educational institutes of Ludhiana and Jalandhar state of Punjab. Based on the results of the study variables organizational culture and leadership behavior has a significant influence on the behavior of the employees of educational institutes. Leadership behavior has a dominant influence on the employee's behavior in selected educational institutes of Ludhiana and Jalandhar as compared to organizational culture. As organizational culture contributes less than 40.00 % in performance and leadership behavior influenced the behavior of employees by more than 54.00 %. This notion implies that the higher the acquisition of leadership behavior among the employees, the higher is the performance of employees of selected institutes of Ludhiana and Jalandhar. Organizational culture has also a significant positive impact on the behavior of employees of selected education institutes of Ludhiana and Jalandhar which means innovative organizational culture will improve the behavior of the employees.

Flexible organizational culture is the stimulant that employees require to improve their performance and capabilities, which consequently increase productivity.

RESEARCH IMPLICATIONS

- Limited sampling was identified one of the limitation in this study. The convenience sampling was used and the results were not immediately transferable to the general working population.
- From the future point of view research can be explore on the differences in the responses towards the investigated variables among the different groups of people of varied backgrounds and demographics. For example- A comparison can be made between employees of different sectors like government sector educational institutes and private sector educational institutes, can do the comparison of inter-states too.

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