THE IMPACT OF LEADERSHIP AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL EFFECTIVENESS: CASE OF TVET AND POLYTECHNIC COLLEGES, ETHIOPIA - TIGRAY REGION

G/MEDHN W/YOHANS

G/MESKEL BERHE

MICHAELE TEWODROS
Department of Management, Adigrat University, Ethiopia

Abstract

The paper mainly aims to assess the impact of leadership and organizational culture on organizational effectiveness. Specifically, it aims to analyze the impact of leadership on organizational effectiveness and to find out the impact of organizational culture on organizational effectiveness. The study is a descriptive survey study. To meet this objective, the data gathered through questionnaires was analyzed through quantitative techniques. The researchers used both primary and secondary data. The primary data was collected from participants and secondary data was collected from previous studies. At the first stage Five Colleges who are found in Eastern Zone of Tigray Region were purposively selected. Secondly, the participants were stratified because they have been similarity on their culture, leadership practice, and objective achievement. Then the researchers were employed the simple random sampling to select the respondents. The total population of this research was 706. Some of the major findings includes, transformational leadership, transactional leadership, and involvement at 1 percent as well as mission and consistency at 5% have positive strong relationship with organizational effectiveness. However, the finding shows that, adaptability has no relationship with organizational effectiveness. Overall, organizational leadership and organizational culture have positive and significant relationship impact on organizational effectiveness except laissez faire leadership style and adaptability.

Keywords: Leadership, Organizational Culture, Organizational Effectiveness.

Introduction

An organization's culture has a substantial impact on its ability to execute its strategy and to achieve business goals and objectives. If culture and work environments are cultivated intentionally, it improves dramatically an organization's ability to execute, and they often become better places to work as well as it facilitates the acceptable solutions for knowing the problems, which members learn, feel and set the principles, expectations, behavior, patterns, and norms that promote a high level of achievement (Marcoulides & Heck,

1993; Schein, 1992).

Fiedler (1996) has provided a recent treatise on the importance of leadership by arguing that the effectiveness of a leader is a major determinant of the success or failure of a group, organization, or even an entire country. And the effectiveness of an organization or the attainment of its objective is determined by is culture and the leadership practices they follow.

Therefore, doing research on determinants of organizational effectiveness is decisive especially on leadership practice and organizational culture because these two pillars have priceless impact on the success of an organization. And studying this issue on education sector should not missed issue because this sector is the key factor for the development of any country; to contribute some values for this issue doing research on organizational effectiveness and leadership and culture is vital.

In order to improve effectiveness of an organization, an in-depth understanding of the organizational culture, its components as well as leadership practices of the organization and various related models along with the conceptual clarity of organizational effectiveness and their inter-relatedness is necessary. Therefore, the problem that was focused in this study is assessing the impact of organizational leadership and culture on organizational effectiveness.

Objective of the Study

The main objective of this study was to assess the impact of leadership and organizational culture on organizational effectiveness.

Specific Objectives:

- ❖ To analyze the impact of leadership on organizational effectiveness.
- ❖ To find out the impact of organizational culture on organizational effectiveness

Literature Review

Leadership is defined as the process of influencing group activities towards the accomplishment of goals in a given situation. In this context the leader is viewed as the person in the group who is capable of influencing group activities with regard to goal formation and goal accomplishment (Hersey P. and Blanchard K., 1977).

Leadership is an integral part of management and plays a vital role in managerial operations. It is the art influencing and inspiring subordinates to perform their duties.

Transactional leadership

Transactional leaders motivate subordinates to perform at expected levels by helping them recognize task responsibilities, identify goals, acquire confidence about meeting desired performance levels, and understand how their needs and rewards that they desire are linked to achievement.

Transformational leadership

Transformational leadership is about "leading"- changing the organization's strategies and culture so that they have a better fit with the surrounding environment. Transformational leaders are agents of change who energize and direct employees to a new set of corporate values and behaviours. Transformational leaders offer a purpose that transcends short-term goals and focuses on higher order intrinsic needs.

Organizational Culture

Organizational culture investigators emphasize organizational work practices, values, assumptions and artifacts. However, researchers believe that this concept is not clearly described (Denison & Mishra, 2003; Wilderom et al., 2004).

According to DeLong (1997) it is more common to describe organizational culture in terms of values, norms, and practices. Values represent "what an organization's member believes is worth doing or having" [p. 6]. Norms indicate "the shared beliefs about how people in the organization should behave". Practices are "the formal or informal routines used in the

organization to accomplish work" (De Long, 1997, p. 6). Practices can also be described as "conventions, customs, habits, mores, traditions, and usage" (Hofstede et al., 1990, p. 311).

Organizational Effectiveness

Organizational Effectiveness has become a topic of growing interest in the field of human service organizations (Cho, 2007). Scientists and scholars believe that effectiveness is the key to all organizational analysis and so, many organizations have concentrated on building up the capabilities of its members to perform well in dynamic environments (Lewis et al., 2009). Scholars of management define effectiveness as the extent to which an organization achieves its goals (Cameron, 1981; Scott, 1977).

Goal model:-The traditional model relies on a vision of the organization as a rational set of arrangements oriented toward the achievement of goals (Goodman et al. 1977). Effectiveness is measured in terms of accomplishment of outcomes (Etzioni 1960). The focus is exclusively on the ends: achievement of goals, objectives, targets, etc.

System model:-The system model, while not neglecting the importance of the ends, emphasizes the means needed for the achievement of specific ends in terms of inputs, acquisition of resources and processes (Yuchtman and Seashore 1967). The conception of the organization is grounded in the open system approach whereby the inputs, transformation process and outputs are considered part of the whole and not independent components.

Strategic-constituencies model:-This model broadens the scope of the two previous models by adding the expectations of the various powerful interest groups that gravitate around the organization (Connolly, Colon and Deutch 1980). Thus, the organization is perceived as a set of internal and external constituencies that negotiate a complex set of constraints, goals and referents (Goodman et al. 1977). That is, the owners, employees, customers, suppliers, creditors, community and government represent interest groups that must be satisfied in order to ensure the effectiveness and survival of the organization.

Research on the link between organizational culture and effectiveness is limited by lack of agreement about the appropriate measures of effectiveness. Despite these challenges, better understanding of this topic seems critical to the development of organizational studies. Although the connection between organizational culture and effectiveness has a long history, most current literature has its key roots in the early 1980s. Deal and Kennedy (1982) and Peters and Waterman (1982) focused attention on the strategic importance of organizational culture and created interest in the topic that is still visible today. Kotter and Heskett (1992) expanded on this by exploring the importance of the "fit" between an organization and its environment and emphasizing adaptability.

This study relies on the organizational culture model developed by Denison and his colleagues as a general framework (Denison, 1984, 1990, 1996; Denison & Mishra 1995, 1998; Denison & Neale, 1996; Denison & Young, 1999). This stream of research has made an important contribution by developing an explicit model of organizational culture and effectiveness and a valid method to measure organizational culture. Using this approach with top executives in 764 organizations, Denison and Mishra (1995) showed that the four different cultural traits were related to different criteria of effectiveness.

Research Methodology

The primary focus of methodology is to provide an overview of the research methodology used to examine the research problem. Hence, the data type and sources, sampling technique, model and measuring instrument, data processing and analysis using statistical techniques was discussed.

Study Design

To achieve the aforementioned objectives, a descriptive survey type of study design and Quantitative methodology was used in this study.

Data Type and Sources

The data that was collected from the participants were more of qualitative data and the rationale for this is the questionnaire asks the attitude of the participants. The researchers were used both primary and secondary data. The primary data was collected from participants and secondary data was collected from previous studies.

Sampling Technique

At the first stage Five Colleges who are found in Eastern Zone of Tigray Region were purposively selected. To colleges were Adigrat TVET, Adigrat Poly Technic College, WukroTVET, Wukro Poly Technic College and G/slasie Asgedom TVET. Secondly, the participants were stratified because they have been similarity on their culture, leadership practice, and objective achievement. Then the researchers were employed the simple random sampling to select the respondents. The total population of this research was 706. The researchers were use the following sample size determination formula for calculating the number of sample size required.

$$n = \frac{\left(\dfrac{P[1-P]}{\dfrac{A^2}{Z^2} + \dfrac{P[1-P]}{N}} \right)}{R}$$

(Watson, Jeff: 2001) Where:
n: sample size required
N: number of people on the population (706)
P: estimated variance in population (50%)
A: precision desired (5%)
Z: Based on confidence level (1.96)
R: Estimated response rate (98%)
Based on the above relation the sample size of the study is $253.86 = 254$.

This sample size determination formula was developed at University Park by Jeff Watson, Research Assistant, and Cooperative Extension & Outreach.

Model Specification and Measurement of Instruments

The ambiguity and confusion surrounding the construct of effectiveness is another source of pressure. The numerous areas of conflict originate from the organizational effectiveness (OE) ambiguous meaning and definition, the lack of agreement on how to measure it and the disparity in its use by practitioners and academics (Cameron 1984).

So, several models have been developed to capture the richness of the organizational effectiveness construct. This multiplicity can be explained by the nature of the effectiveness construct, specifically it has unspecified boundaries, and also by the various conceptualizations of organizations that yield different models of effectiveness (Cameron 1984).

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internal and external constituencies that negotiate a complex set of constraints, goals and referents (Goodman et al. 1977). That is, the owners, employees, customers, suppliers, creditors, community and government represent interest groups that must be satisfied in order to ensure the effectiveness and survival of the organization.

Since strategic constituencies model is broaden, vague, time consuming and difficulty to manage. The researchers were employed the system model to assess the colleges' effectiveness in terms of support from government policy and strategy, trainer's competency, learning materials, facilities, cooperative training, (%) of COC, level of employment by self/others these can be referred as system model. The rational to select this model was it considers the scarce resources used the means of achieving the goal and achievement of the goal.

To measure organizational culture the researchers was employed Denison culture model that consists four main components Mission, Involvement, Consistency and Adaptability. Each of them consists of three components. These are listed below:

The Denison culture model measures the organizational culture through Denison Culture Survey (DCS) which consists of 60 lickert scale questions. The researchers were adapted this DCS as it was conducive for this research.

The Multifactor Leadership Questionnaire (MLQ) formulated from the Full Range Leadership Development Theory (Bass & Avolio, 1997) was employed to measure leadership style. The MLQ is based on the work of renowned leadership theorists like Bass, Avolio and Yammarino (Avolio & Bass, 1997). The MLQ has been improved and tested since 1985 with the result that many versions of the questionnaire have been developed. The latest versions, Form 5X (Revised), were used in this study.

The MLQ was taken in the form of a number of statements about the leadership style of the individual being tested. Each statement of the questionnaire was expressed transformational, transactional or laissez-faire leadership factors. The transformational leadership style is divided into idealized charismatic behaviors and attributes. Factors representing transformational leadership include idealized influence (attributed), idealized influence (behavior), inspirational motivation, individualized consideration and intellectual stimulation. Transactional leadership style is represented by two factors called contingent rewards and management-by-exception. Management-by-exception is also divided into Management-by-exception-active (MBEA) and Management-by-exception-passive (MBEP).

Methodological Norms

Reducing the possibility of getting the answer wrong means that attention has to be paid to two particular emphases on research design:-

Reliability is concerned with the question of whether the results of the study are repeatable. In qualitative research reliability can be regarded as a fit between what researchers record as data and what actually occurs in the natural setting that is being researched, i.e. a degree of accuracy and comprehensiveness of coverage (Bogdan and Biklen, 1992:48). This is not to strive for uniformity; two researchers who are studying a single setting may come up with very different findings but both sets of findings might be reliable. Indeed Kvale (1996:181) suggests that, in interviewing, there might be as many different interpretations of the qualitative data as there are researchers. The term is commonly used in relation to the question of whether the measures that are devise organizational effectiveness are consistent. As the researchers were dispensed the questionnaire directly to the selected person and had a chance to be with them while they

are filling out the questionnaire, the researchers really was not face the subject error. For reducing the subject bias the researchers were try to make respondents certain that their answer is considered confidential. Since the questionnaire was designed as a survey format the researchers were not face with observer error or the observer bias.

Validity is the most important criterion of research. It is concerned with the integrity of the findings that will generate from the research. It is also concerned with whether or not the item actually elicits the intended information. In qualitative data validity might be addressed through the honesty, depth, richness and scope of the data achieved, the participants approached, the extent of triangulation and the disinterestedness or objectivity of the researcher. In this research, prior to data collection, the content validity of the instrument was established by first conducting a thorough literature review and standard questionnaires developed by scholars such as DCS and MLQ. Then some knowledgeable people were invited to review the questionnaire for structure, readability, ambiguity and completeness. Finally, the instrument was confirmed after incorporating their feedback. In addition to this, the questionnaire was distributed to respondents face-to-face to overcome any difficulties while filling out the questionnaire.

Method of Data Analysis

The best-fitting and most appropriate statistical model for handling the ordinal outcome is an ordered logistic regression or probit model. This study, however, was used ordered logistic regression model, because the results of these two methods are similar and the ordered logit model is more common and its results are easier to interpret (Long & Freese, 2003). Ordered logistic regression was conducted to test the relationship between organizational leadership styles and organizational effectiveness as well

organizational culture elements and organizational effectiveness. This helps the level of statistical significance between variables.

Findings & Discussion

The focus of this chapter is to analyze and interpret the data collected through primary sources such as questionnaire, and also from secondary sources.

Background Information of the sample

The researcher administered 254 questionnaires of which only 251 were collected and used for analysis purpose and the analysis will present as follows

Table 1:-Distribution of respondents by personal information

Items		F	%
Gender of respondents	Male	168	66.9
	Female	83	33.1
	Total	251	100.0
Age of respondents	18-25 years	98	39.0
	25-30 years	106	42.2
	30-40 years	41	16.3
	>40 years	6	2.4
	Total	251	100.0
Educational status	Diploma	94	37.5
	Degree	145	57.8
	Masters	12	4.8
	Total	251	100.0
Number of years experience in the colleges	1-3 years	92	36.7
	3-5 years	86	34.3
	5-8 years	37	14.7
	>8 years	36	14.3
	Total	251	100.0
Monthly salary of respondents	<2000 Birr	33	13.1
	2000-3000 Birr	88	35.1
	3000-4000 Birr	82	32.7
	4000-5000Birr	30	12.0
	>5000 Birr	18	7.2
	Total	251	100.0

When we look the above table 1 item no. 1 gender of respondents, 168(66.9%) of the total respondents are male, 83 (33.1%) of the respondents are female. This revealed that the proportions of females are lower than males in the colleges.

As it can be seen from the above table1 item no. 2 age of respondents,

98(39%) of the respondents are in the range of 18-25 years, 106(42.2%) are in the range of 25-30 years, 41(16.3%) are in the range of 30-40 and the rest 6(2.4) are within the age of above 40. Form this; it is possible to wind up the employees are energetic and they are at the first stage of most people's work lives.

According to the above table 1 item no. 3 educational status, 94 (37.5%) of the respondents are diploma holders, 145 (57.8%) of the respondents are degree holders and 12 (4.8%) of the respondents are masters degree holders. From this one can understand most of the employees have first degree and above.

As it can be observed from the above table 1 item no. 4 experience of respondents, from all the respondents 92(36.7%) have served 1-3 years, 86 (34.3%) have served 3-5 years, 37(14.7%) have served the colleges for 5-8 years and the remaining 36(14.3%) have served in the colleges for more than 8years. This is implies that the majority of the employees are experienced.

When we look the above table that shows monthly salary of respondents 33(13.1%) of the respondents earns less than2000, 88(35.1%) of the respondents earns in the range of 2000-3000, 82(32.7%) of the respondents earns in the range of 3000-4000, 30(12%) of the respondents earns in the range of 4000-5000 and 18 (7.2%) of the respondents earns in the range of above 5000. This revealed that the monthly salary of the employees is not sufficient as compared to the actual labour market that has similar experience and educational status.

Leadership style and organizational effectiveness

Most research showed that leadership style has a significant relation with organizational effectiveness, and different leadership styles may have a positive correlation or negative correlation with the organizational effectiveness, depending on the variables used by researchers (Fu-Jin et al., 2010). McGrath and MacMillan (2000) report that there is significant relationship between leadership styles and organizational effectiveness. Effective leadership style is seen as a potent source of management development and sustained competitive advantage, leadership style helps organization to achieve their current objectives more efficiently by linking job performance to valued rewards and by ensuring that employees have the resources needed to get the job done. Sun (2002) compares leadership style with the leadership performance in schools and enterprises, and found that leadership style had a significantly positive correlation with the organizational performance in both schools and enterprises. Broadly speaking, leadership performance is identical with organizational effectiveness. Business management attributes their successes to leadership efficiency, that is, the leadership style of administrative supervisors has a considerable effect on the organizational performance (Sun, 2002). Fu-Jin et al. (2010) opine that when executives use their leadership style to demonstrate concern, care and respect for employees, it would increase interest of employees in their work and enable them to put up better performance, thereby affecting their job satisfaction positively. Results on the relationship between leadership styles and organizational effectiveness based ordered logistic regression is discussed as follows.

Ordered logistic regression b/n leadership styles and organizational effectiveness

Effectiveness	Coef.	Std. Err.	z	P>z	[95% Conf.	Interval]
Transaction leadership	0.872233	0.2484134	3.51	0.000***	0.385351	1.359114
Laissez-faire leadership	0.084285	0.1467293	0.57	0.566	-0.2033	0.371869
Transformational leadership	1.618734	0.2354993	6.87	0.000***	1.157163	2.080304

/cut1	1.013405	0.4231377			0.18407	1.84274
/cut2	4.076278	0.461179			3.172384	4.980172
/cut3	6.324593	0.5544612			5.237869	7.411317
/cut4	9.233498	0.7059578			7.849846	10.61715
/cut5	10.95794	0.9035742			9.186964	12.72891
Ordered logistic regression Number of obs= 251 LR chi2(3)=169.910 Prob > chi2= 0.000 Log likelihood= -273.509						

The ordered logistic regression result indicates that transactional and transformational leadership have positive and significant relationship at 1 percent. This shows the more frequently the colleges leaders motivates their followers in the direction of established goals by clarifying role and task requirements and inspire followers to go beyond their own self-interests the higher organization effectiveness. Even though transactional and transformational leadership styles are different, colleges should use both transactional and transformational leadership style to improve organizational efficiency (transactional leadership) and to steer colleges onto a better course of action (transformational leadership), then colleges will become continuously effective.

Organizational culture and organizational effectiveness

Organizational culture determines whether performance is effective or ineffective, and what effective and ineffective mean in the organization (Kwantes and Boglarsky, 2007). Gregory *et al. (*2009) stated that culture influence employee attitudes and that those attitudes, in turn, impact organizational effectiveness. Schein noted that organizational culture influenced the behavior of organizational members, and so individuals behave in ways that are consistent with their values; therefore, the culture of an organization can create behavioral expectations in which the employees behave directly in ways that are consistent with their culture.

According to O'Reilly et al. (2014), in an effective organizational culture, business managers encourage high employee involvement and participation of members of the organization in major organizational activities. A sense of ownership and responsibility are part of the effective organizational culture elements. Sense of ownership, trust, and loyalty are important factors to motivating employees in the organization (Kotrba et al., 2012).

The findings in the area of organizational culture show that the existence of a positive relationship between high employee involvement in decision-making process and performance (Hacker, 2015).

In an effective organizational culture, business managers align the organization's mission with organizational priorities to improve performance and to determine future directions of the organization (Raza et al., 2014). Quantitative study findings in the field of organizational culture show the existence of a positive relationship between mission and business performance (Mousavi, et al., 2015).

Involvement and adaptability principles directly affect organizational performance Mousavi et al. (2015). Nongo and Ikyanyon (2012) confirmed the existence of a positive relationship between adaptability and commitment in improving organizational performance. Quantitative study results in the field of organizational culture also showed that the existence of a strong relationship between mission and

organizational performance (Givens, 2012). The above findings from different study are evidence that, the elements of organizational culture have significant relationship with organizational effectiveness. Results of this study based on the relationship between organizational culture and organizational effectiveness using ordered logistic regression is discussed as follows.

Ordered logistic regression b/n Organizational culture and organizational effectiveness

Effectiveness	Coef.	Std. Err.	z	P>z	[95% Conf.	Interval]
Involvement	0.58602	0.2464569	2.38	0.017**	0.102973	1.069067
Consistency	-0.54673	0.2593403	-2.11	0.035**	-1.05502	-0.03843
Adaptability	-0.01136	0.2448002	-0.05	0.963	-0.49116	0.468441
Mission	0.372791	0.2532817	1.47	0.141	-0.12363	0.869214
/cut1	-1.28122	0.683038			-2.61995	0.05751
/cut2	0.894855	0.6592374			-0.39723	2.186937
/cut3	2.300422	0.6732288			0.980918	3.619926
/cut4	4.519671	0.7308148			3.087301	5.952042
/cut5	6.035879	0.8899392			4.29163	7.780128
Ordered logistic regression Number of obs= 251 LR chi2(4)= 10.87 Prob > chi2= 0.0281 Log likelihood = -353.03242						

The ordered logistic regression result revealed that, involvement has positive and significant relationship at 5 percent. This result supports the previous researches, the more the workers are involved in their duty, and the organization would be become more effective. On the other hand, inconsistency and effectiveness has inverse relationship and significant at 5 percent.

The impact of Organizational leadership and Organizational culture on organizational effectiveness

Effectiveness	Coef.	Std. Err.	z	P>z	[95% Conf.	Interval]
Transformational leadership	2.053789	0.2638716	7.78	0.000***	1.53661	2.570968
Laissez-faire leadership	0.049907	0.1634014	0.31	0.760	-0.27035	0.370168
Transactional leadership	0.956975	0.2664727	3.59	0.000***	0.434698	1.479252
Mission	0.563738	0.2918366	1.93	0.053**	-0.00825	1.135727
Adaptability	0.303302	0.2684641	1.13	0.259	-0.22288	0.829482
In Consistency	-1.98143	0.3277175	-6.05	0.000***	-2.62374	-1.33911
Involvement	1.413239	0.2958158	4.78	0.000***	0.83345	1.993027
/cut1	2.865524	0.9519539			0.999728	4.731319
/cut2	6.262459	0.9721739			4.357033	8.167885
/cut3	8.835564	1.053905			6.769947	10.90118
/cut4	12.08881	1.199715			9.737407	14.4402
/cut5	13.87858	1.342033			11.24824	16.50891
Ordered logistic regression Number of obs = 251						

LR chi2(7)= 216.060	
Prob > chi2 =0.000	
Log likelihood = -250.436	

The above table of ordered logistic regression result indicated transformational leadership, transactional leadership and involvement have positive and significant relationship with organizational effectiveness at 1 percent but inconsistency has negative and significant relationship with organizational effectiveness at 1 percent. Even though, the significance of mission was not showed during testing of only organizational culture elements with organizational effectiveness, mission and organizational effectiveness have positive and strong relationship at 5%. Therefore, the researchers conclude that, transformational leadership, transactional leadership, involvement, mission and consistency are significant predicators of organizational effectiveness.

Conclusions and Recommendations

The background of the respondents, the proportions of females are lower than males in colleges, the employees are energetic and they are at the first stage of most people's work lives with first degree and above as well as more or less experienced. However, the monthly salary of the employees is not sufficient as compared to the actual labour market in that has similar experience and educational status.

Conclusion

Since the focus of this study was to assess the impact of leadership and organizational culture on organizational effectiveness with its own specific objectives, the conclusion of the findings are summarized as follows:

The background of the respondents, the proportions of females are lower than males in colleges, the employees are energetic and they are at the first stage of most people's work lives with first degree and above as well as more or less experienced. However, the monthly salary

of the employees is not sufficient as compared to the actual labour market in that has similar experience and educational status.

With regard to the impact of leadership styles on organizational effectiveness, the ordered logistic regression result indicates that transactional and transformational leadership have positive and significant relationship at 1 percent in the colleges.

The ordered logistic regression result concerning the impact of organizational culture on organizational effectiveness shows involvement has positive and significant relationship at 5 percent with organizational effectiveness. Since the result of frequency distribution and mean summary indicates that there was no consistency in the colleges, the result of ordered logistic regression revealed that there is inverse and significant relationship between inconsistency and organizational effectiveness at 5 percent.

The researchers conclude that, transformational leadership, transactional leadership, and involvement at 1 percent as well as mission and consistency at 5% have positive strong relationship with organizational effectiveness. However, the finding shows that, adaptability has no relationship with organizational effectiveness.

Overall, organizational leadership and organizational culture have positive and significant relationship impact on organizational effectiveness except laissez faire leadership style and adaptability.

Recommendations

Based on the findings of the study, the researchers recommended as follows:-
As we know, Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to

produce. Therefore, in order to get continuously support from government policy and strategy and other stake holders , to improve trainer's competency and learning materials, to increase facilities, cooperative training, (%) of COC, and level of employment by self/others, the researchers recommend that the colleges leaders must continuously consider internal factors in developing an effective organizational culture external factors in maintaining an effective organizational culture through exercising the dimensions of transformational and transactional leadership.

Future Research

A limitation of the study was not including trainees as a target of the population. According to Rukevwe J. Olughor *(2014)* and Denison DR (2003) found that adaptability as a prime driver of effectiveness. However, Mahboub Sheikhalizadeh Heris (2014) conclude that adaptability didn't been a significant effect on organizational effectiveness. Based on the above contradiction, the researchers recommend for further research for those willing in the area.

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