Decoding interactions: examining the relationship between top management and organisational culture in Pakistan

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Abstract: This research delves into intricate dynamics between top management behaviour and organisational culture, seeking to decode the nuanced interactions that shape the core fabric of modern enterprises. It examines how organisational cultures and people management affect top management. Through analysis, we explore how top management's actions, decisions, and communication styles reverberate throughout an organisation, influencing its cultural ethos. This research employed a convenience sampling to collect data from workers in first-line, middle, and upper management from pharmaceutical companies. Drawing on a quantitative methodology, to achieve these objectives, the study employs 120 structured questionnaires distributed on scales for data collection, followed by robust statistical analyses using SPSS and PLS software. The study examines real-world scenarios to uncover patterns and insights into how specific behaviours at the executive level impact the values, norms, and practices that define organisational culture. This study aims to fill the gap in the literature by evaluating leadership behaviours and their influences on areas of people management and organisational culture. The findings not only contribute to a deeper understanding of the interplay between top management and culture but also offer practical implications for fostering a symbiotic relationship that enhances organisational effectiveness and resilience in today's dynamic business environment.

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1.   Introduction

The influence of top management on people management is substantial and far-reaching, having an effect on the corporate culture, the level of employee engagement, and the overall efficacy of human resource procedures. The highest level of executives and people who make decisions inside a company are collectively referred to as "top management." These persons are in charge of determining the general course of the firm as well as its policies, strategies, and strategies generally. Top management often encompasses a variety of executive roles, including Chief Executive Officer (CEO), Chief Operating Officer (COO), and Chief Financial Officer (CFO), amongst others (Schaedler et al., 2022). "According to Singh et al. (2020) research, top management plays a critical role in defining and influencing people management practices inside a company. According to Damanpour and Schneider (2006), research on strategic leadership suggests that senior managers have an effect on the results of organizations by defining organizational culture, affecting organizational climate, and increasing the capacity for change and innovation. The term "people management" refers to managing and supervising people inside an organization efficiently to accomplish organizational objectives while simultaneously cultivating a good and productive working environment (Knies et al., 2017).

People management is a comprehensive and strategic approach to overseeing the individuals within an organization. It encompasses various aspects, including leadership, communication, team dynamics, talent development, and employee engagement (Junejo et al., 2023). People management focuses on creating a positive work environment, fostering collaboration, and ensuring the overall well-being and effectiveness of the workforce (Chatterjee et al., 2025). Organizational Culture (OC) serves as a foundational set of beliefs shaped by the members of an organization through external adaptation or internal integration.

Additionally, the term "organizational culture" refers to the beliefs held by the staff as well as the expected value of their employment; all of these factors will have an impact on the attitudes and behaviors of the staff members (Tsai, 2011). According to Scott and Estabrooks (2006), organizational culture is a reflection of the values, beliefs, and behavioral norms that workers in an organization use to provide meaning to the events that they encounter. Workers in an organization use these values, beliefs, and standards to give meaning to the events they encounter. Because of this, the company's culture has the potential to influence the thoughts and actions of the employees working there. (Cherian et al., 2021). Culture is taught in a social setting and then passed down via members; it dictates how members of an organization should behave (Yang, 2007).

Culture has a significant role in determining the level of success that an organization achieves, but only if every member of the company's personnel is dedicated to achieving this achievement. (Aggarwal, 2024). Every company has its unique vision and goal, and one of them is to act as a type of compass or map for others to follow on their journey to achieve organizational greatness. According to Szczepanska-Woszczyna (2015), the culture of the organization is the factor that ties the objectives of employees to increasing levels of excellence while at the same time reflecting the image of the company.

1.1.   Research objectives

The study aims to better understand how various organizational cultures and people management can affect top management. The specific objectives are as follows: To analyze the

Impact of Top Management Actions on People Management Practices and to examine the Dynamics of Top Management and Its Relationship with Organizational Culture.

1.2. Research gap

The research gap for the article "Decoding Interactions: Examine the relationship between Top Management and Organizational Culture" encompasses several key areas. A detailed exploration of specific behavioral traits exhibited by top management and their direct correlation with distinct aspects of organizational culture. Longitudinal research tracking the evolution and sustained impact of top management behavior on organizational culture over time (Sharma & Aparicio, 2022). Comprehensive insights across industries, as the current focus may predominantly be on specific sectors, leaving gaps in understanding the influence of top management behaviors in diverse contexts. In-depth exploration of the employee perspective on how top management behavior shapes organizational culture, particularly on incorporating voices and perceptions from various organizational levels (Ponomareva et al., 2022; Zhang et al., 2023).

Balanced coverage of both positive and negative impacts of top management behavior on organizational culture, as existing literature, may lean towards emphasizing positive influences. A thorough dissection of the impact of top management communication styles on developing and maintaining organizational culture. Comprehensive cross-cultural studies investigating how top management behavior influences organizational culture in diverse cultural settings. Addressing these research gaps is crucial for enhancing the depth and breadth of knowledge in the field, ultimately making a meaningful contribution to understanding the intricate influence of top management behavior on organizational culture.

2. Literature review

2.1. Top management

Top management plays a crucial role in shaping and influencing people management practices within an organization. The strategic decisions made by top management directly influence the people management strategies. Whether it's expansion, restructuring, or entering new markets, these decisions impact workforce planning, talent acquisition, and overall human resource management strategies (Buyl et al. 2013). Top management determines the allocation of resources, including budgetary considerations for human resources (Malokani et al., 2024). Adequate funding for training, development programs, and employee benefits reflects the importance placed on people management. Insufficient resources can hinder the implementation of effective people management practices. The commitment of top management to leadership development programs has a cascading effect on the entire organization. Effective communication from top management is critical for successful people management. Clear communication about organizational goals, changes, and expectations helps build trust among employees. Transparent communication promotes a sense of inclusion and can positively impact morale and engagement.

Top management influences the establishment of performance expectations and recognition systems. Clearly defined expectations, aligned with organizational goals, contribute to effective performance management. The impact of top management on people management is multifaceted, influencing organizational culture, strategic direction, resource allocation, and

the overall employee experience. When top management prioritizes and invests in effective people management, it contributes significantly to the success and sustainability of the organization. There is a major and far-reaching effect that top management's influence on people management has. This influence has an impact on the company's culture, the degree of employee engagement, and the general effectiveness of the processes pertaining to human resources (Jeffrey, 2025).

Managers may influence workers to fulfill goals by using the organization's culture in conjunction with personnel policy. The organization uses appropriate selection criteria in order to fill a variety of positions, including those in management, with people who possess certain characteristics (Junejo et al. 2025). The actions of managers have an impact on how workers feel about their jobs, which in turn has an effect on how employees act while on the job. The activities of managers contribute to the construction of an image of the organization's reality in the minds of their subordinates, which in turn has an influence on the actions and behaviors that occur across the firm as a whole and helps to establish an organizational culture (Sueldo, 2019). The attitudes and behaviors of lower-level managers are influenced by those of higher-level managers, while all managers shape the values and attitudes of subordinates. According to Sloane (2007), an effective leader develops, conveys, and carries out the organization's vision. The management and communication styles of top managers, as well as their preferred incentive systems and other factors, all contribute to the formation of the organization's culture. (Tran, 2017).

According to Scott and Estabrooks (2006), organizational culture is a reflection of the values, beliefs, and behavioral norms that workers in an organization use to provide meaning to the events that they encounter. Workers in an organization use these values, beliefs, and standards to give meaning to the events they encounter. Because of this, the company's culture has the potential to influence the thoughts and actions of the employees working there. According to Watson et al. (2005), understanding the basic principles of business might help minimize potential internal conflict. This selection method applies to management roles because the company picks people who exhibit particular features based on relevant criteria for recruiting and selecting people for various occupations (including management), and this selection process covers management positions.

The formation of organizational policies and strategies as well as the construction of management procedures are both duties that fall within the purview of top managers, who are accountable for some responsibilities. These people, without a shadow of a doubt, do play a role in the development of cultural patterns inside the organization, as shown by the fact that this is the case. Paais and Pattiruhu (2020) research suggests the management above believes that the company must be able to synchronize the perspectives of its executives and employees to achieve its goals. For instance, this can be achieved by establishing a proper working mentality that fosters high dedication and loyalty among employees, providing guidance, direction, and motivation to their subordinates, and ensuring proper working coordination between a leader and their subordinates.

As a result, the organizational culture functions as a tool for the managers, who, through the personnel policy, have the ability to exert influence on the members of the organization in such a manner that the company's objectives are accomplished. Because of this, managers now have access to a valuable tool in the form of the organization's culture. (Tsai, 2011b). Kominski mentions the organization's characteristics as one of the factors that influence organizational

culture. These features include the organization's history, present size, leadership, administrative system, policies and action strategies, management processes, and structure. Other aspects include leadership, administrative system, policies and strategies of action, management processes, and structure.

2.2.   People management

People management refers to employees' commitment, motivation, and involvement toward their work, organization, and goals. Several factors contribute to employee engagement, which can vary depending on the organization, industry, and individual preferences (Manimala & Kurian, 2024). Transparent communication from leadership about company goals, expectations, and changes fosters trust and a sense of belonging among employees. Strong and supportive leadership that values employee contributions, provides guidance, and offers growth opportunities can significantly impact engagement (Yue et al., 2019). Acknowledging and rewarding employees for their efforts and achievements, both formally and informally, reinforces a sense of appreciation and motivation. Opportunities for skill development, training, and career advancement show employees that the organization is invested in their growth, enhancing their commitment.

Encouraging a healthy work-life balance helps prevent burnout and boost overall well-being, allowing employees to stay engaged and productive (Lahbar et al., 2024). Empowering employees to make decisions and giving them autonomy in their work can lead to higher engagement and a sense of ownership. Ensuring employees find their work meaningful and aligned with their skills and interests contributes to their satisfaction and engagement. Positive relationships with colleagues and strong camaraderie within teams create a supportive and collaborative work environment. Regular feedback on performance, along with constructive guidance for improvement, helps employees understand their strengths and areas for growth (Ginting, 2023; Gupta et al., 2000).

2.3.   Organizational culture

A positive and inclusive organizational culture that promotes diversity, equity, and inclusion can enhance People Management by making everyone feel valued. Providing wellness initiatives and resources, such as health programs and mental health support, demonstrates employee well-being concerns. Assigning tasks and projects that challenge employees and allow them to utilize their skills, and creativity can keep them engaged and motivated (Diehl & Koinig, 2024). Allowing flexibility in work arrangements, such as remote work options or flexible hours, accommodates employees' diverse needs and can increase engagement. When employees perceive that their values align with the organization's mission and values, they are more likely to feel engaged and committed. Involving employees in decision-making processes and seeking their input on matters that affect their work can make them feel valued and engaged.

Ensuring that employees receive fair compensation and competitive benefits is essential for maintaining their motivation and engagement. A stable and secure work environment reduces anxiety and allows employees to focus on their tasks and contributions (Spreitzer et al., 2017). Encouraging employees to contribute innovative ideas and providing channels for these ideas to be recognized and implemented can boost engagement. Remember that the relative importance of these factors can vary from person to person, and a combination of these factors

tailored to the specific needs and preferences of the workforce is crucial for creating a highly engaged workforce. Regular feedback and surveys can help organizations understand their employees' needs and improve engagement strategies.
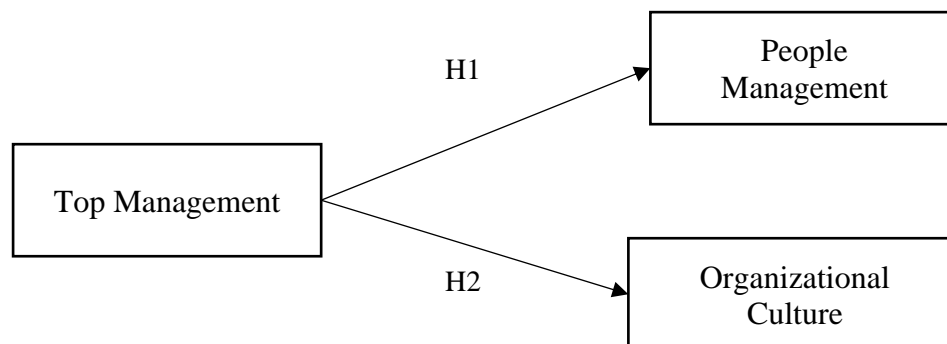
3.   Research hypotheses

These hypotheses propose to examine the effects of various organizational cultures and People Management philosophies on workforce productivity.

H1: The actions and decisions of top management significantly influence the practices and dynamics of people management within the company.

H2: There is a notable relationship between the top management and the overall organizational culture of the company.

4.   Theoretical framework

The theoretical framework of the study is as follows:

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                                              ┌─────────────────┐
                                    H1        │     People      │
                                  ──────────▶ │   Management    │
                                              └─────────────────┘
        ┌──────────────────┐
        │  Top Management  │
        └──────────────────┘
                                              ┌─────────────────┐
                                    H2        │  Organizational │
                                  ──────────▶ │     Culture     │
                                              └─────────────────┘
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5.   Methodology

A total of 200 closed-ended questionnaires were distributed for this study, and 130 of them were returned to gather data for the primary data collection method used by the researcher. The final analysis comprised 120 questionnaires. In 1932, organizational psychologist Rensis Likert developed Likert scales to collect data for the research. A five-point Likert scale was used to rate the research items, with 1 representing the strongest agreement and 5 representing the most vigorous disagreement. Using convenience sampling, data was collected from employees in the first-line, middle, and senior management levels.

The questionnaire consisted of two sections. The first section inquired about the participants' demographics, while the second section inquired about their opinions of the research variables, which included organizational culture, senior management, and people management. Each participant's profile was defined by five criteria: gender, married status, age group, qualification, and experience; the remaining thirty-two questions were related to the main components of the study. Daily et al. (2007) identified four items for the Top Management variable. Sashkin, (1996) identified six items for the Organizational Culture variable, while Woodward (1965) identified 22 items for the People Management variable.

5.1.   Justification for convenience sampling

Pharmaceutical company senior executives and senior management are frequently difficult to contact due to their hectic schedules (Januszek et al., 2023). Researchers can interact with available and willing subjects using convenience sampling. However, acquiring a random and representative sample is challenging due to the stringent confidentiality policies of numerous pharmaceutical companies.

5.2.   Industry specific questions

The target audience, which comprises pharmaceutical executives, is not a sizable and readily accessible demographic. Because senior managers and executives are a specialized group, convenience sampling makes sure that the study still includes pertinent information from the available population.

Due to stringent regulations and confidentiality agreements, many pharmaceutical companies prohibit external researchers from randomly selecting employees or executives. Convenience sampling enables the accumulation of data from easily accessible companies or individuals.

Table 1: Measurements of Scale

Variable	Study	Year	Scale	Number items
Top Management	Daily et al.	2007	Five-Point Likert Scale	4
People Management	Joan Woodward	1965	Five-Point Likert Scale	22
Organizational Culture	Marshall & Sashkin	1996	Five-Point Likert Scale	6

Cronbach's Alpha values for the TM (0.603), PM (0.875), and OC (0.659) are as follows. The 120 surveys that were distributed were completed and returned. Each questionnaire was then thoroughly reviewed to ensure it was correct and suitable for analysis. The data was assessed using software such as Smart PLS and SPSS 22. The Cronbach's Alpha value of the 37 items, which include personal information, Top Management, People Management, and Organizational Culture, was.913, as illustrated in Table 2 below:

Table 2: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
0.913	0.916	37

5.3.   Demographic information

Table 3: Demographic Information

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	120	1	2	1.12	.322
Marital Status	120	1	2	1.03	.180
Age Group	120	1	5	3.04	1.007
Qualification	120	1	3	1.41	.510
Experience	120	1	5	3.72	1.561

The descriptive statistics following the tables describe the descriptive analysis's mean value and standard deviation, as well as the provision of all of the variables' elements. A Likert scale with five points and ending points spanning from strongly disagree to strongly agree was used for all of the questions in the survey.

Table 4 displays the means and standard deviations of all 32 variables included in the study as follows.

Table 4: Descriptive Statistics

Items No	N	Minimum	Maximum	Mean	Std. Deviation
TM1	120	1	5	3.72	0.891
TM2	120	2	5	3.65	0.932
TM3	120	2	5	3.88	0.894
TM4	120	1	5	3.76	0.944
PM1	120	1	5	3.87	1.092
PM2	120	1	5	3.73	1.002
PM3	120	1	5	3.60	0.893
PM4	120	2	5	3.61	0.981
PM5	120	1	5	3.68	1.047
PM6	120	1	5	3.62	1.014
PM7	120	2	5	3.82	0.979
PM8	120	1	5	3.72	0.927
PM9	120	1	5	3.54	1.076
PM10	120	1	5	3.67	1.040
PM11	120	1	5	3.45	1.229
PM12	120	1	5	3.45	1.229
PM13	120	1	5	3.53	1.076
PM14	120	1	5	3.83	1.056
PM15	120	1	5	3.81	0.981
PM16	120	1	5	3.72	1.124
PM17	120	1	5	3.68	1.137
PM18	120	1	5	3.58	1.186
PM19	120	1	5	3.50	1.145
PM20	120	2	5	3.70	0.836
PM21	120	1	5	3.80	1.009
PM22	120	1	5	3.71	1.056
OC1	120	1	5	3.74	1.057
OC2	120	1	5	3.77	1.172
OC3	120	1	5	3.48	1.322
OC4	120	1	5	2.96	1.162
OC5	120	1	5	3.29	1.219
OC6	120	1	5	3.49	1.160

5.4.   Exploratory Data Analysis (EDA)

According to Gelman (2004), the setting of exploratory data analysis within the larger framework of model examining "allows the potential for graphical methods to become a more automatic occurrence in statistical modeling." This is one of the claims made in the reference above. Target respondents in an exploratory survey should have a firm grasp of the psychological features of customers and should be able to analyze and describe how these factors affect customer responses seasonally (Dharejo & Dharejo, 2022) Furthermore, there is a section that delves into the topic of item analysis, and after that, the next section starts out with exploratory factor analysis.

5.5.   Item analysis

The purpose of item analysis is to enhance the overall quality of a test by determining which elements of the test should be kept, updated, or eliminated. Item analysis may explain what concepts the respondents comprehend or don't understand, in addition to identifying items that are excellent or incomplete (Thompson, 2023). Item analysis is a method that evaluates the quality of test items individually and the test as a whole (educational assessment) by analyzing the replies of test takers to individual test items, often known as questions. In the words of Kumar and Beyerlein (1991), "When doing an item analysis, one's primary objective should be to "select those items that will provide the most accurate and appropriate explanation of the behavior that is being investigated." Numerous investigations, such as Kehoe (1995), came to the conclusion that the most effective course of action would be to get rid of "items with negative or item-to-total correlations below 0.19 because they are measured poor items and should be eliminated to improve the conceptual identity of each construct." This was the conclusion these researchers came to. In addition. Ray (1982) came up with the idea of "deleting one item at a time until there is no further increase in coefficient alpha found."

In this particular research, the criteria for eliminating items consisted of a corrected item-total item score lower than 0.19. Tables 5 and 6 provide the overall reliability statistics as well as the item-total data for 32 items pertaining to three variables and five variables pertaining to demographics.

Table 5: Item-total Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.918	0.920	32

Table 6: Item-total Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.649	0.544	5

5.6.   Checking the reliability of scales

The relationship between the scale of measurement and the loading of factors into its concept is referred to as factor-variable correlations. The scale's internal consistency may be determined based on its alpha reliability. For literature to be supported, the Cronbach's alpha score has to be greater than 0.7. Those items in instrument testing that have a poor reliability measure and a negative covariance need to be eliminated before the final adoption can take place. The values

that illustrate how closely the variables are connected to each of the factors found are referred to as the factor loadings or the cross-loadings. It is also possible to refer to them as component-variable correlations. It demonstrates that each construct has strengths in its own right, which are also shown in Table 7.

Table 7: Cross loading

	Top Management	Organizational Culture	People Management
TM1	0.821	0.2666	0.3142
TM2	0.641	0.2169	0.3524
TM3	0.776	0.1094	0.2129
PM1	0.2112	0.601	0.1555
PM2	0.1738	0.633	0.1217
PM13	0.1766	0.696	0.1635
PM14	0.1137	0.796	0.1254
PM15	0.0907	0.745	0.2083
PM16	0.1468	0.729	0.2829
PM17	0.0664	0.814	0.1624
PM21	0.0778	0.655	0.2279
PM22	0.0988	0.714	0.1986
OC1	0.1499	0.1499	0.873
OC2	0.1156	0.1156	0.794
OC3	0.1136	0.1136	0.640
OC6	0.1752	0.1752	0.616

5.7. Structural Equation Modeling (SEM)

Using statistical procedures is beneficial for both the data and the fundamental ideas. Confirmatory factor analysis (CFA) and path analysis are two tools that SEM uses to check the measurement model and the connections between parts (Bentler, 1998; Hair et al., 2021). Both of these analyses are performed using confirmatory factors. Statistical Equation Modeling, or SEM, is a kind of structural statistical approach that may also be referred to as modeling of components and covariance statistics, much as an ANOVA test measure would. To create the three variables of top management, people management, and organizational culture, exploratory factor analysis (EFA) was employed. However, since there was not enough data available, this research relied on measurement models combined with PLS analysis from the beginning of the process. Smart PLS was chosen because, first, it does not need the data to have multivariate normality (MVN), and second, it can handle small sample sizes of data (Goodhue et al. 2006). These are the two primary reasons why Smart PLS was chosen. To determine the validity of the factors and factor loadings to zero on measurement, a confirmatory factor analysis (CFA) was carried out. Therefore, CFA and route analysis are the two phases that are utilized in measurement. CFA is used to test the model, and path analysis is used to assess the structural model that is being used in the research (Anderson and Garbing, 1988). After completing these first two processes, the data will be compiled to test the structural equation model's assumptions. The application of smart PLS is intended for SEM. The smart PLS is highly necessary for business researchers to use to maximize the differences between different business research difficulties and to investigate the variety of business research issues. The following is a list of the results from SEM and PLS:

5.7.1. Convergent-Divergent Validity

The table 10 shows the convergent discriminate validity of the Decoding Interactions: Analysis of the Influence of Top Management Behavior on Organizational Culture in Pharmaceutical companies Sindh, Pakistan. The convergence validity is more than 0.5 so there are positive results in its own construct.

Table 8: Convergent-divergent validity

Variables	OC	PM	TM
Organizational Culture	0.913		
People Management		0.716	
Top Management			0.86

5.8. AVE, composite reliability and R square

If the average variance explained (AVE) value is more than 0.5, it is regarded as a good result; in this case, all of the variables have satisfactory AVE values. The average variance explained (AVE), composite reliability (internal consistency), R square, and Cronbach's alpha are all stated in Table 9. If the study is exploratory in nature, a reliability threshold of 0.6 or higher is appropriate for the composite value. The composite value of reliability should be at least 0.7. Since AVE values in the table greater than 0.5 are considered acceptable, it may be concluded that all of the values shown here are robust. The AVE, the composite reliability, and the Alpha reliability all have satisfactory results for all of the factors. According to Hair et al., (2021), the R square is a useful tool for determining how much of the observed variability may be attributed to independent factors. The correlation between one variable and another construct is much higher than the correlation between the two.

Table 9: AVE, composite reliability and R square

	Cronbach's alpha	Composite Reliability	R square	AVE
PM	0.875	0.879	0	0.572
TM	0.603	0.614	8.567	0.562
OC	0.659	0.718	6.135	0.595

5.9. Direct effects path Coefficient

To get statistics and estimates of the standard deviation for loadings and the path coefficient (Hair et al., 2021), the data had to be resampled 500 times using the bootstrap method. This was based on the structural model stage that was mentioned in the second phase of the route analysis process. The beta, sample mean, standard deviation, and T-statistics for the whole items of three variables with high measurements in the model measuring statistics are shown in Tables 10 and 11.

Table 10: Direct effects path co-efficient

	Beta	Sample Mean	Standard Deviation	T Statistics
TM -> OC	0.441	0.459	0.07	6.261
TM -> PM	0.691	0.701	0.054	12.735

Table 11: Total effects

	Beta	Sample Mean	Standard Deviation	T statistics
TM -> OC	0.441	0.459	0.07	6.261
TM -> PM	0.691	0.701	0.054	12.735

5.10. Measurement model

According to Hair et al. (2021), the significant coefficient will appear in marketing research when the T-statistic is greater than 1.96; however, in an exploratory study, it will appear when the T-statistic is 1.65. The data shown in tables 10, 11, and figure 2 demonstrates a substantial relationship between the variables. The value of the association between organizational culture (OC) and top management (TM) is 0.441, indicating that it is significant. The value of the link between top management (TM) and people management (PM) is 0.691, suggesting that it is a positive and significant relationship.

Figure 2: Measurement Model
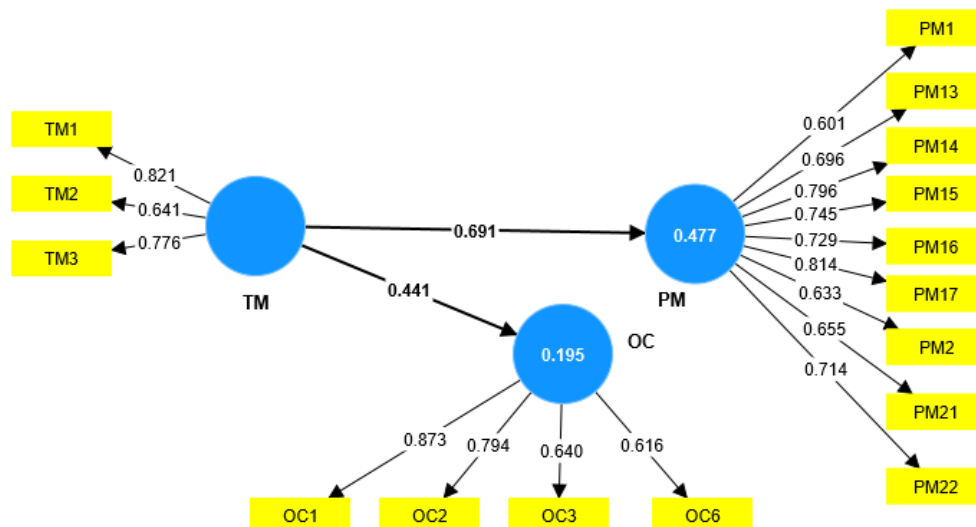
6.   Hypothesis testing

The structural model of Analysis of the Influence of Top Management Behaviour on Organisational Culture Company, Sindh, Pakistan, is shown along with the values of the coefficient in Figure 3. According to Tabachnick & Fidell (2007), the beta coefficient is a practical measurement of various correlations between exogenous and endogenous components. Most important values t=2.58 p<0.01, t=1.96<0.05, and t=1.64 p<0.10 and t=2.326 p<0.01(Hair et al., 2021). Two tailed correlation consists of 0.01 value and one tailed shows 0.05 value for the hypothesis supporting purpose (Keil et al., 2000).

First Hypothesis: (The actions and decisions of top management significantly influence the practices and dynamics of people management within the company) Corelation testing shows path coefficient and total effects, path coefficient H1 (β=8.567, p=0.05), total effects (β=8.567, p=0.05).

Second Hypothesis: (There is a notable relationship between the top management and the overall organizational culture of the company) path coefficient H2 (β=6.135, p=0.05), total effects (β=6.135, p=0.05).

Figure 3: Structural Models

At significance level $\rho = 0.05$
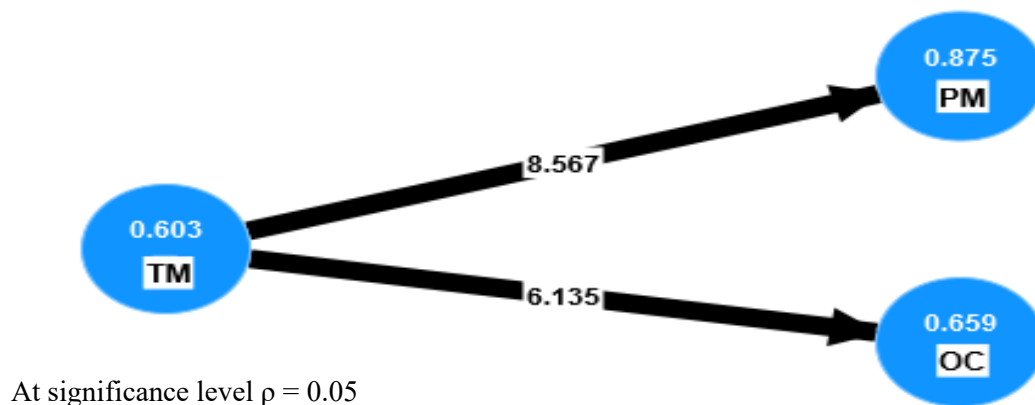
7.   Sem/Smart PLS Results and discussion

Analysis of the Influence of Top Management Behaviour on Organizational Culture Company and People Management, Sindh, Pakistan, was the topic of the questionnaire examination and research that evaluated the hypothesis. This study is A conceptual framework for the study has been developed with the assistance of previous studies, with consideration of the related evidence and testing with the help of SPSS version 27, and a PLS innovative research model has been developed. Both types of evidence supporting the hypothesis provide evidence of a relationship that is directly important, and both pieces of evidence have been effectively accepted. According to the findings of the study, there is a close connection between Top management and People management.

This was done based on the survey results and after examining the descriptive and exploratory analyses derived from the literature review of this study. A PLS innovative research model was also developed. This is shown by a beta path coefficient of 0.2574 and a beta total effect of 0.2574, which can be seen in figures 2 and 3 of the structural modeling of the firm in Sindh, Pakistan. These numbers can be found in the structural modeling of the company. The Effect of Top Management on Both the Culture of the Organization and the Results of Research Concerning the Second Hypothesis, the impact of Top Management on organizational culture demonstrates promising findings, with a beta path coefficient of 0.3098 and a beta total effect of 0.3098, as shown in Figure 2 of the structural modeling of the corporation in Sindh, Pakistan. These results support the proposition that the Second Hypothesis is valid.

The research paper, "Decoding Interactions: Examine the relationship between Top Management and Organizational Culture" focuses on two key objectives: analyzing the impact of top management actions on people management practices and examining the dynamics of top management and its relationship with organizational culture. These objectives are explored through two hypotheses: H1 positing that the actions and decisions of top management significantly influence the practices and dynamics of people management within the company, and H2 proposing a notable relationship between top management and the overall organizational culture.

7.1.   Impact of top management on people management practices (H1)

The study's findings provide substantial support for H1, suggesting that there is a statistically significant association between the activities taken by top management and the management practices used regarding people inside the firm. The findings of the study will most likely show that top management's actions, choices, and communication style have a direct and significant impact on how people are managed at all other levels of the business. This shows that the top leadership may establish a favorable or negative tone for the company, which can then cascade down through the organization and shape the general approach to managing people. This study has practical consequences for the leaders of organizations and HR practitioners, and it highlights the need for strategic alignment between top management and HR practices. Businesses that acknowledge the importance of this connection and take steps to manage it actively are in a stronger position to foster an atmosphere that is conducive to productive and satisfying people management.

7.2.   Dynamics of top management and its relationship with organizational culture (H2)

The findings also support Hypothesis 2, which asserts a visible connection between top management and the firm's broader culture. It is quite probable that the findings of this research will show that the top managers' values, priorities, and actions contribute significantly to establishing the culture of the larger business. This further supports the notion that organizational culture is not a fixed entity but rather one that is dynamic and open to the impact of leadership at the top levels of the company. It is essential for leaders of organizations who want to purposefully develop and mold a healthy organizational culture to have a solid understanding of this connection. The results should inspire leaders to understand their position as cultural architects, which means that they have the capacity to influence and drive the creation of a culture that is aligned with the company's values and goals.

8.   Conclusion

In conclusion, the study paper titled "Decoding Interactions: Examine the relationship between Top Management and Organizational Culture" offers insightful knowledge of the complex relationships that exist between people management, organizational culture, and the conduct of top management. This research reveals a strong and positive link between these three key characteristics, providing light on the tremendous influence that the conduct of senior management may have on establishing the culture of a business. The results highlight the relevance of effective leadership at the highest levels of an organization, highlighting the fact that the conduct demonstrated by top management directly affects the way individuals inside the company are managed and, subsequently, the culture that is prevalent throughout the business as a whole. The study discovered a number of positive and significant associations that shed light on the significance of the need to cultivate a leadership environment that is both positive and supportive in order to develop a healthy and dynamic corporate culture (Schein, 2010). This study provides executives and managers who are interested in enhancing organizational culture with ideas that can be put into action even while their companies negotiate the challenges of the current business world. Leaders can strategically coordinate their activities to cultivate a work environment that fosters employee engagement, creativity, and overall organizational success when they recognize the interaction that exists between the conduct of top management, the practices of people management, and the culture that ultimately results from this culture. In essence, the study makes a contribution to a more

comprehensive knowledge of organizational dynamics. It lays the groundwork for future research and provides a framework for practical applications in leadership development, human resources management, and organizational strategy. The positive connections that were found in this research highlight the essential role that top management plays in defining and influencing organizational culture. As a result, the study urges leaders to be purposeful in their actions and choices in order to cultivate a productive and satisfying place of employment.

8.1. Implications and contribution

This study makes a contribution to the larger discourse on organizational behavior and management via its investigation of the aforementioned aims and hypotheses. This underlines the interconnection of top management behavior, people management methods, and corporate culture. The practical consequences of these results highlight how important thoughtful leadership and strategic decision-making are to the cultivation of a healthy atmosphere in the workplace. The findings of this study provide a road map that executives may follow in order to cultivate a culture inside their businesses that encourages employee engagement, creativity, and overall organizational performance as firms continue to undergo change. In addition, the study opens the way for more research to be conducted in the future, with the ability to investigate the particulars of individual leadership behaviors and their differential influence on other areas of people management and organizational culture.

8.2. Theoretical contribution

The study may help create an explicit Leadership culture in pharmaceutical organizations. This requires leaders who effectively manage stakeholder trust, compliance, and innovation. This study may offer a fresh paradigm for relating the actions of top management to cultural elements such as compliance-driven, patient-centric, and innovative cultures.

The study focuses on how top management creates a culture that balances regulatory compliance and business growth. Many pharmaceutical companies struggle to balance innovation-driven risk-taking with regulatory compliance. This research has the potential to make a significant contribution by explaining how senior management reconciles these conflicting cultural forces.

8.3. Practical contribution

The research may assist pharmaceutical executives in comprehending how their actions as leaders impact compliance, innovation, and ethical standards inside the organisation. It will provide best practices for leadership development in the pharmaceutical industry, helping top management cultivate a culture of scientific excellence, accountability, and integrity.

The research also demonstrates how leadership actions can help or harm pharmaceutical R&D teams' ability to innovate. Fostering collaborative and knowledge-sharing cultures may also enhance cross-functional collaboration among R&D, marketing, and regulatory affairs teams.

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