Tertiary Education Performance Influenced by Administrative Leadership, Entrepreneurial Orientation with Moderating Role of Managerial Ties

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**Abstract**

The professionals, researchers, scientists and specialists contribute in innovative initiatives for generating and utilizing knowledge through tertiary institutes that play a vital role in national development. World-class universities are required in today’s dynamic environment to accomplish the goals of knowledge excellence that further upsurge the role of educational institutions in the development of human capital and overall performance-related consequences. The appropriate leadership is necessary for higher education institutions that strong leadership has the potential to enhance the performance and mitigate the negative impact of events that may damage the performance of educational perspective. This research effort focused on the appropriate leadership style to handle the issues, challenges and problems occurred on routine basis from prime stakeholders that hinder the performance of universities in the public sector specifically. This study incorporated the role of administrative leadership, Entrepreneurial orientation, and managerial ties to explain the phenomenon of the performance of universities. The study proposed to investigate the moderation role of managerial ties between the exogenous and endogenous constructs. The research used a quantitative research method and collected data from university leaders through proportionate random sampling from the public sector universities of Punjab, Pakistan. Partial Least Squares (PLS) was utilized for data analysis and results generation, the results of the collected data implied that administrative leadership, and managerial ties significantly influence the university performance. The moderation role of managerial ties has been assessed and results revealed that managerial ties significantly moderate the relationship between administrative leadership and universities, between the relationship of Entrepreneurial orientation and university performance. The findings of the study suggested to higher education institutes to ensure the appropriate leadership style, effective practices for Entrepreneurial orientation to ensure the effective relationship between colleagues and supervisors in order to grasp the corporate’s strategic goals of higher education sector. The limitation and future research avenues are incorporated in the study.

**Keywords:** Administrative Leadership, Entrepreneurial Orientation, Performance.

**JEL Classification:** L26, I21, L25

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**Introduction**

The education sector is considered as a significantly important sector of society as quality-based education is essential for society and its development due to its impact towards success, progressive
and growth. The quality of education ensures the development of skills among learners that brings benefits to society to progress and prosperity that is built on creativity. There is number of factors including quality learners, the environment, material, educational delivery processes, teachers and outcomes of educational material are required by quality education system that work towards generation of skills, that further contribute in highest level of excellence (Khan et al., 2022). It has been highlighted that family-work balance has become one of the critical issues among academic staff of universities as boundary has become blurred and stress has increased in personal life due to imbalance (Md Mizanur Rahman et al., 2020). The new trends have been adopted in academic institutes among researchers widely as academic employees have become much professionals to adopt number of changes at workplace and encompasses diverse range of responsibilities. The prior studies have focused on the work-life balance (Kinman & Jones, 2008) and family role conflict (Md Mizanur Rahman et al., 2020) of academic employees to assess the performance (Md M Rahman & Ali, 2021).

The higher education commission (HEC) ensures and provides the supervision for quality of education, teaching methodology and research activities through establishing the quality enhancement cell (QECs) for maintaining the quality of education (Shaheen et al., 2020). There are just few public sector universities of Pakistan that are included for world class ranking as it has been identified that higher education has striving to enhance the quality of education and following the standards of international education, the duration of degree programs, initiation of associate degree, and relationship between education and quality must be ensured through promoting the education skills, competencies, and knowledge (Verecio, 2014). The government of Pakistan established the higher education commission (HEC) and funded universities in different provinces for quality of education. There are number of deficiencies in the universities education that drain quality and resources, so universities were expected to improve the quality for providing the world class education to the students, there is dire need to identify the problem that impede the quality of education (Khan et al., 2022).

The research scholars have emphasized on the role of leadership in current highly competitive era to enhance the performance and for survival. The leadership has been found one of the important factor in social issues, the various styles have been incorporated to improve the performance of different departments (Gul et al., 2022). The prior research has focused upon the need to innovate and realign the strategies with market trends to compete in highly competitive environment with scarce resources to meet the demand of students and competitive markets. The significant and important innovative projects assist universities to attract higher level of fundings (Imran et al., 2021). It has been reported that organizations strive to enhance the performance and organizational culture found to be an important factor that contribute in better performance. The culture of the organization plays important role in organizational performance that also assist organizations to gain the employees’ satisfaction (Jacobs et al., 2013), organizational change (Rashid et al., 2003), productivity of employees (Uddin et al., 2013), and employee turnover (Habib et al., 2014).

The poor administration and ineffective policies of HEI of Pakistan has been reported that there is dire need to address and improve the university performance. The poor administration leadership of
universities caused large-scale issues in financial matters and utilization of funds for development (S. W. Ali & Siddiqui, 2013). The lack of rewards to the universities teachers causes demotivation among employees, the higher education commission strives to develop the capacity of universities under the effective administrative leadership of vice chancellors. The faculty development programs have been initiated in universities to enrich the managerial skills among university’s administrative staff. The research scholars have highlighted the importance of university’s administrative capability and leadership for intelligence-generation and responsiveness that must be embedded among students that present the extra-ordinary situation of the university’s capabilities. The organizational goals must be achieved in order to gain the required results, the administrative leadership defined as the power that influence or motivate the concerning entities that contribute in achievement of targets. The organizational performance largely depends upon the leadership that play vital role in the development of effective structures, cultures, and system that contributes in achievement of strategic goals. The leadership found to be very effective that stimulate capacity of the firms for generating the information and plays important role in effective development and performance (Bryman, 2007; Imran et al., 2021). The leadership style is very important in determining the organizational performance related outcomes; thus, this study intends to determine the administrative-leadership to explain the phenomenon of university performance.

The Resource based theory (RBV) postulates that HRM practices are critical factor for organizational performance related outcomes and to achieve sustainable competitive advantage, the quality perspective has importance in assessing the satisfaction and performance. It has stressed upon adoption and implementation of HRM practices and policies effectively for achievement of organizational goals (Youssef et al., 2014). It has been established in the RBV that organizations can achieve their goals and enhance performance only focused on the resource of competitive edge most specifically the HR, as it has been considered as an important and crucial factor. The HR practice and policies enable the firms to develop the human capital that further leads to achieve the distinctive performance (Buller & McEvoy, 2012).

The current study intends to investigate the empirical relationship between administrative leadership, Entrepreneurial orientation to explain the phenomenon of university performance in public higher education sector of Pakistan. The researcher also intends to incorporate the moderating role of managerial skills to determine the performance of universities, the moderating role of managerial skills intended to be investigated between the relationship of exogenous constructs including administrative skills, Entrepreneurial orientation, and endogenous construct university performance, the current study argues that managerial skills moderate the relationship by strengthening the relation as notion of the study is that managerial skills increase the performance.

The outbreak of Corona turned into pandemic has increased the impact on every region and country around the world including education sector. The number of the challenges have been faced due to covid-19 as remote learning or online learning has been adopted but also student assessment became the biggest challenge for the educational institutes. The university leadership play vital and important
role in building trust-culture, shared leadership and collaboration that improve the educational services and combat in crisis time (Dever & Justice, 2020). The number of challenges in unexpected emerging situations such as recently occurred covid19 pandemic situation the alteration of priorities, beliefs, associations and people’s mind influence the organizational balance and leaders has to realize the potential of people and system for successful adoption of fluctuating environment. The complexity inclined in education sector due to adoption of technological equipment for online sessions during covid19 that requires transformation at multiple ends. Therefore, the leadership in educational institutes and higher education sector must be changed to appropriate leadership style that is found to be necessary in educational institutes (Dee & Leišytė, 2016; Mukaram et al., 2021).

There is little known on leadership in educational institutes as leaders’ self-efficacy play role in performance of organization as reported by various researchers (Tschannen-Moran & Gareis, 2007; Leithwood & Jantzi, 2008; Nayyar & Mahmood, 2014). The educational institutes in higher sector has the clear lack towards meeting the market demands and principles, the universities and higher educational institutes are required to fulfill the demand of the customers for adoption of the market place and for competing in the intense markets. The leaders in educational institutes play important role in rapidly increased competition by providing the direction and appropriate environment for shaping the future of the students and play critical role in the well-being of the employees that contribute in the organizational performance (Ellis & Miller, 2014; Nicolescu & Dominici, 2021).

The notion of the study is that teachers and academic staff must be trained and possess administrative skills for organizational success and performance, similarly, it is argued by the current study that Entrepreneurial orientation influences the university performance specifically after pandemic era, that has largely altered the behavior of teachers and students. The moderating role of managerial skills has been overlooked in prior studies as well, this study intends to investigate the moderating role of managerial skills of employees of university that strengthen the relationship between exogenous and endogenous constructs of the study.

LITERATURE REVIEW

The outbreak of Corona turned into pandemic has increased the impact on every region and country around the world including education sector. The number of the challenges have been faced due to covid-19 as remote learning or online learning has been adopted but also student assessment became the biggest challenge for the educational institutes. The university leadership play vital and important role in building trust-culture, shared leadership and collaboration that improve the educational services and combat in crisis time (Dever & Justice, 2020). The number of challenges in unexpected emerging situations such as recently occurred covid19 pandemic situation the alteration of priorities, beliefs, associations and people’s mind influence the organizational balance and leaders has to realize the potential of people and system for successful adoption of fluctuating environment. It has been stated that autocratic leadership practices are not appropriate for rapidly changing environment as they need real-time solutions (Holcombe & Kezar, 2017).
The prior studies have been illuminated the significance of adaptive and academic leadership for acceptance of organizational readiness, the study also focused on the organizational capabilities. The leaders in education sector must be capable of adopting emerging situations, should be able to adopt appropriate behavior in diverse situation, it has been reported that leaders have lack in leading of their positional power (Blanchard, 2018). This study enlightens the significance of appropriate leadership such as administrative leadership because academic institutes are completely different from other organizations and managerial requirements are also different in nature due to operational difference and stakeholders. The academic perspective requires the blend of different responsibilities and duties that takes place in academic settings. The educational challenges can only be met through effective administrative leadership, such as the strikes by students to oppose the physical classes and exams. There is need to be effective administrative leadership style in changing educational environment. It has been stated that appropriate leadership style is required in diverse situations and behaviors of leaders in contingent situations, such as prior studies reported the role of adaptive leadership (Mukaram et al., 2021; Kozachuk & Conley, 2021).

**Administrative leadership and University Performance**

The universities and colleges fulfill the educational need of various students in highly competitive, challenging and dynamic environment and appropriate university leaders are necessary to tackle the different kind of students. The differentiation of universities can be assessed by the responsiveness of the students, as responsive agility considered as the ability of university to perform the efficient response to the changing need of the student’s wants and demands (Ravichandran, 2018; Herman et al., 2018). The quick and adequate response is required from universities to the internal and external environment as a rapidly changing business environment has created lot of challenges and hurdles to cope and it has become tough to sustain the performance. It has been reported in the literature that universities has the tendency to respond innovatively and rapidly to the environmental changes to maintain the performance and quality standards (Ravichandran, 2018; Rulinawaty & Samboteng, 2020; Asadi et al., 2017). The transformation leadership style has remained in focus of research scholars as it extracts that they have the ability to perform whatever they think, they motivate their employees or subordinates for achievement of results beyond expectations, they play vital role in affecting organizational perception and outcomes (Purnomo et al., 2020; Getachew & Zhou, 2018). It has been argued in the literature that transformational leaders has the tendency and ability to improve the performance in long-term through effective productivity, creativity, and by reinforcing the awareness of employees (Lan et al., 2019).

Another research effort investigated the role of hard and soft skills, innovative capability, and organizational learning to explain the performance of university lecturers in Indonesia, the study reported significant results that hard and soft skills play significant role in performance of academic employees at higher education sector (Wibowo et al., 2020). This study intends to determine the role of administrative leadership in higher education institutes of Pakistan, due to lack of effective leadership that is required during crisis in Pakistan, such as during the Covid19 era, the problematic
situations require effective and strong leadership to tackle it, thus this study introduced less focused or overlooked phenomenon of administrative leadership. The assessment of above literature derived the following hypotheses:

**H1:** Administrative Leadership Style influence the University Performance of Public Sector Higher Education Sector of Pakistan

The Role of Entrepreneurial Orientation in Performance of the Universities

The number of research studies have been conducted in explaining the phenomenon of the entrepreneurial orientation that contribute in performance of the universities, the capabilities of the firms and their employees play significantly important role in the providing the products or services to the market by fulfilling the demand in highly competitive environment that requires large-scale entrepreneurial activities. The capabilities of the firms for being innovative, for being risky initiatives that are based on innovative solutions while considering the investment being made for novel ideas (Wu, 2009). The literature has embarked on the three dimensions of assessment of the firms for entrepreneurial orientation, that entails the innovation, risk taking and surviving capabilities, and most importantly the proactive approach. The literature has also explained the phenomenon of the entrepreneurial orientation as an appropriate strategy that led firms towards entrepreneurial decisions that reflect the dimensions including innovation, risk taking initiatives for novel ideas and proactive approach for taking decisions before competitors to respond to the highly competitive environment. The literature discussed the entrepreneurship widely and explained the phenomenon of the entrepreneurship orientation that encourages and lead towards the performance related outcomes. It has been well-defined that entrepreneurial orientation observed to be impactful on performance of the firms and leads towards organizational survival and success in intense competition. It has been also explained that entrepreneurial orientation increase the profitability, growth aspect, innovative initiatives, and develop or shape the attitude and behavior of individuals for being entrepreneurs to take advantage (Shu et al., 2019).

Previously, various studies have been conducted to examine the entrepreneurial orientation for measuring the performance at firm’s level. The number of research efforts have been made for entrepreneurial orientation that encourages towards the innovativeness at the job, at the business, for providing the services/products to meet the market demand while being competitive and perform better than the industry for being providing the novel and differentiative goods to the customers to remain in competition. The innovative capabilities, the risk-taking behavior, the risk taking attitude and courage, autonomy for being taking decisions in difficult situations, aggressiveness, competitive aggressiveness, and proactive approach towards the novel decisions to reflect the change in the market that enable the firms to gain, acquire and retain the customer for longer time period. The higher score at the dimension shows the higher level of performance, the highest score of the specific perspective demonstrates the relative performance. The positive significant relationships have been depicted in
prior literature that influence the performance related outcomes, the positive effect of the entrepreneurial orientation has been reported towards the higher level of performance. The studies have been conducted in United States at Midsouth university that shows that desire of an individual for being risky and taking risks, proactive behavior, proactive approach, behavioral perspective, innovative capabilities for individual for emerging as an entrepreneurs plays important role, the innovative capabilities plays significantly important role in entrepreneurial orientation and helps to measure the student’s intention towards initiating the business activities for becoming self-employed and to provide employment at large-scale to contribute in economic well-being (Marques et al., 2013).

The above literature review helps to drive the following hypothesis:

**H2: The Entrepreneurial orientation Influence the University Performance among higher Education Public Sector of Pakistan**

**Managerial Ties and University Performance**

This study intends to incorporate the managerial ties that is expressed as the extent to which owners and manager of businesses utilize their social links, networks and connection with stakeholders to get the mutual benefits and accomplish the organizational goals and objectives. The higher education sector and academic employees strive for social links, establish the social links and connections with industries, with small and medium enterprises, other universities and supportive institutes to grasp the mutual benefits (Luk et al., 2008). It has been argued in the literature that managerial ties have impact on the business performance, however there is limited studies have been conducted on managerial ties and aspect in higher education perspective specifically in relation to the leadership, relationship with supervisors and Entrepreneurial orientation. The prior literature has embarked on the social capital, that has direct influence on the organizational performance (Acquaah, 2007; A. Ali et al., 2022). The business ties, and political ties help firms to improve the performance and grasp the benefits (Thongsri & Chang, 2019). However, the study was limited in terms of assessing the performance of the firm as it overlooked the role of leadership and managerial ties to explain the phenomenon of performance. The current study incorporated the effect of managerial ties in explaining the university performance, as the managerial ties for educational institutes has gained the importance due to its significance. The study conducted on the role of managerial ties to explain the relationship with in-bound open innovation and out-bound open innovation, the study reported significant results that managerial ties influence the in-bound open innovation as well as out-bound open innovation among in UAE firms (Naqshbandi & Jasimuddin, 2022).

Another study also examined the political ties and reported negative effect on international export financial performance (Chung & Kuo, 2018). However, this research was limited in assessing the performance, and ignored important factors, the current study incorporated the appropriate leadership style, employee relations with supervisors and Entrepreneurial orientation to enhance the performance.

Based on the above literature the following hypothesis is derived:
**H3: Managerial Ties Influences the University Performance among Higher Education Sector of Pakistan**

**Moderating Role of Managerial Ties**

This study intends to determine the moderation role of managerial ties, between exogenous and endogenous constructs, the moderating affect is investigated between the relationship of administrative leadership and university performance, and between Entrepreneurial orientation and university performance. The business networking and managerial ties found to be important factor that accelerate the organizational innovation and success that further increase the performance. The exchange of ideas, the information sharing and information exchange between groups and stakeholders produces the new opportunities to be capitalize and to grasp the benefits through accelerating the innovative initiatives (Zeng et al., 2010; Farinda & Kamarulzaman, 2009). It was occurred in the study of Zakaria, (2016) that managerial perspective plays significantly important in explaining the phenomenon of the performance. The study argued and reported that managerial ties are much important factor in performance related perspective, whereas the organizational innovative capabilities play important role in explaining the performance related outcomes. This study argued that managerial ties has the tendency to play and moderate the relationship by strengthening between administrative leadership and performance, thus the following moderating hypotheses are stated:

**H4: Managerial Ties Moderate the Relationship between Administrative Leadership and University Performance among higher education sector of Pakistan**

**H5: Managerial Ties Moderate the Relationship between Entrepreneurial orientation and University Performance among higher education sector of Pakistan**

**Theoretical Framework**

![Theoretical Framework](image-url)
RESEARCH METHODOLOGY

Sample

This research effort investigates the relationship between exogenous constructs including (administrative leadership, Entrepreneurial orientation, and managerial ties) with endogenous constructs (University performance) and moderating role of (Managerial ties) in public sector universities of the Punjab, Pakistan including university leaders. This section entails the research methodology to explore the empirical evidences to assess the university performance, influenced by the administrative leadership, Entrepreneurial orientation, with moderating effect of managerial ties. This section includes the different aspect of the methodologies for achievement of the objectives of the study, the detailed research design, measurement scales of constructs, reliability and validity, method to collect the data, techniques utilized for sampling, and analysis of collected data are included in this section.

This study is conducted on the public sector universities, the phenomenon of the study is related to the performance of the universities influenced by the administrative leadership, Entrepreneurial orientation, job design and employee relations with supervisors, the study is related to the university leaders in public sector universities of the Punjab. The population entails the Vice Chancellors (VC), Deans, Deputy Deans, Directors of various principles seats, Chairpersons and Head of various departments in higher education sector. The reason behind this population is the impact of their decision-making and their initiatives towards organizational goals and objectives. The population of this study was based on the websites of the universities of public sector of 15 universities of the Punjab, Pakistan. The appropriate sampling technique is necessary for assessment of constructs for the validity and reliability to generalize the results of the study to the whole population (Pedhazur & Schmelkin, 1991).

The appropriate and sufficient sample from the population has to be drawn to generalize the findings of the study, the sample must be relative to the cost and information must be obtained from appropriate sample (Zikmund et al., 2013). It has been stated that to determine the sample size researcher has to consider the significance level as 95% confidence level as suggested by (Sekaran & Bougie, 2016). The study employed proportionate random sampling technique for data collection as it is considered as less expensive, quick and easy to manage (Sekaran & Bougie, 2016), for the population of 1000, the appropriate sample size is 278, the population of current study is 994, and appropriate sample size is 278 university leaders.

Table I: Questionnaire distribution

<table>
<thead>
<tr>
<th>Name of the organizations</th>
<th>Questionnaires distributed</th>
<th>Questionnaire received</th>
<th>Response rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public hospitals</td>
<td>190</td>
<td>119</td>
<td>.62</td>
</tr>
<tr>
<td>Private hospitals</td>
<td>160</td>
<td>121</td>
<td>.75</td>
</tr>
<tr>
<td>Total</td>
<td>350</td>
<td>240</td>
<td>.68</td>
</tr>
</tbody>
</table>
Table II: Frequency

<table>
<thead>
<tr>
<th>Categories of employees</th>
<th>Sector</th>
<th>Designation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Public</td>
<td>Private</td>
</tr>
<tr>
<td>Male</td>
<td>32</td>
<td>77</td>
</tr>
<tr>
<td>Female</td>
<td>87</td>
<td>44</td>
</tr>
<tr>
<td>Total</td>
<td>119</td>
<td>121</td>
</tr>
</tbody>
</table>

Measures

This section of the study presents the source of measurement scales used in this research. All the items of the scale were measured on the 5-point Likert Scale ranging from 1-5, whereas 1 considered as very poor, and 5 considered as very good. The thirteen items scale to measure the university performance was adopted from the study of (Niculescu et al., 2016). The six-items measurement scale of administrative leadership was adopted from the study of (Khuwaja, 2018). The three-items measurement scale of entrepreneurial orientation was adopted from previous study of (Elenurm et al., 2007). The six-items measurement scale of managerial ties was developed by (Peng & Luo, 2000).

RESULT AND DISCUSSION

Discriminate and convergent validity

This section determines the construct validity based on the Cronbach alpha, Composite Reliability and Average Variance Extracted (AVE), the reliability and validity are assessed by utilizing the PLS-algorithm method of Smart-PLS, the table 4.3 below demonstrates the Cronbach alpha, CR and AVE. The value for Cronbach alpha, and composite reliability must remain higher than 0.70 for acceptable reliability and AVE must be higher than 0.50 for acceptable validity of construct as per suggested by (Hair Jr et al., 2014). The table 1 presents values for Cronbach alpha, composite reliability and average variance extracted.

Table I: Cronbach alpha, CR and AVE

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Alpha</th>
<th>CR</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Performance</td>
<td>0.919</td>
<td>0.930</td>
<td>0.508</td>
</tr>
<tr>
<td>Administrative Leadership</td>
<td>0.912</td>
<td>0.931</td>
<td>0.694</td>
</tr>
<tr>
<td>Entrepreneurial orientation</td>
<td>0.945</td>
<td>0.961</td>
<td>0.859</td>
</tr>
<tr>
<td>Managerial Ties</td>
<td>0.807</td>
<td>0.847</td>
<td>0.512</td>
</tr>
</tbody>
</table>

Note: AL (Administrative Leadership), EO (Entrepreneurial orientation), MT (Managerial Ties), UP (University Performance).
This section presents the discriminant validity according to the criteria of (Fornell & Larcker, 1981). The square roots of AVE coefficients are then demonstrated in the correlation matrix along the diagonal. The table 2 below presents the discriminant validity. The values in table 2 shows that it satisfies the criteria of the discriminant validity.

<table>
<thead>
<tr>
<th>Constructs</th>
<th>AL</th>
<th>EO</th>
<th>MT</th>
<th>UP</th>
</tr>
</thead>
<tbody>
<tr>
<td>AL</td>
<td>0.833</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EO</td>
<td>0.473</td>
<td>0.927</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MT</td>
<td>0.512</td>
<td>0.538</td>
<td>0.716</td>
<td></td>
</tr>
<tr>
<td>UP</td>
<td>0.588</td>
<td>0.454</td>
<td>0.544</td>
<td>0.713</td>
</tr>
</tbody>
</table>

**Structural Equation Model (Sem)**

This section demonstrates the results of direct and indirect hypothesized relations, the PLS-SEM was utilized for relationship investigation through bootstrapping method.

**Direct Relationships**

The first hypothesis investigated the direction relationship between administrative leadership and university performance based on the β value, t-value and p-value. The results show that (β = 0.352; t-value = 4.686, p-value = 0.000), that means the relationship between these variables is statistically significant, hence H1 is accepted as it statistically significant. This shows that administrative leadership has the positive significant influential impact on the university performance, that means administrative leadership is an appropriate approach to influence the performance.

The second hypothesis investigated the direction relationship between Entrepreneurial orientation and university performance based on the β value, t-value and p-value. The results show that (β = 0.019; t-value = 0.231, p-value = 0.818), that means the relationship between these variables is statistically insignificant, hence H2 is rejected as it statistically insignificant. This shows that administrative leadership has the positive but insignificant influential impact on the university performance, that means Entrepreneurial orientation is lacking in higher education sector and has no influence on the university performance.

The third hypothesis investigated the direction relationship between managerial ties and university performance based on the β value, t-value and p-value. The results show that (β = 0.244; t-value = 3.359, p-value = 0.001), that means the relationship between these variables is statistically significant, hence H3 is acceptable as it statistically significant. This shows that managerial ties have the positive
but significant influential impact on the university performance, that means managerial ties play vital and significantly important role in higher education sector to the university performance.

The table 3 below shows the results of the direct hypotheses

Table III: Direct Relationship

<table>
<thead>
<tr>
<th>Relationship</th>
<th>β</th>
<th>t-value</th>
<th>P value</th>
</tr>
</thead>
<tbody>
<tr>
<td>AL→UP</td>
<td>0.352</td>
<td>4.686</td>
<td>0.000</td>
</tr>
<tr>
<td>EO→UP</td>
<td>0.019</td>
<td>0.231</td>
<td>0.818</td>
</tr>
<tr>
<td>MT→UP</td>
<td>0.244</td>
<td>3.359</td>
<td>0.001</td>
</tr>
</tbody>
</table>

Note: AL (Administrative Leadership), EO (Entrepreneurial orientation), MT (Managerial Ties), UP (University Performance). T-value > 1.09, p-value < 0.05 (significance)

Moderating Hypotheses Testing

This section of the study presents the results of the moderation test, the moderating variable managerial ties argued to be moderator between independent variables and dependent variable, the researcher argues on the base of previous literature that managerial ties have the tendency to moderate the relationship by strengthening the relationship between administrative leadership, Entrepreneurial orientation, and university performance.

The results of the hypothesis H4 test through bootstrapping method of PLS reports that (β = 0.155; t-value = 2.648, p-value = 0.001), that means the relationship between these variables is statistically significant, hence H4 is acceptable as it statistically significant. The table 4 below demonstrates the results of moderating effect.

The hypothesis H5 investigated the moderation effect of managerial ties between Entrepreneurial orientation and university performance. The results of the hypothesis test through bootstrapping method of PLS reports that (β = 0.137; t-value = 1.963, p-value = 0.004), that means the relationship between these variables is statistically significant, hence H5 is accepted. This shows that managerial ties have significant moderation effect on the relationship between Entrepreneurial orientation and university performance, the moderation role is accepted due to the significance of the relationship. The direct relationship between Entrepreneurial orientation and university performance reported as insignificant, however the moderation role of managerial ties signifies the relationship, that means the Entrepreneurial orientation directly has no impact on university performance, but in the presence of effective managerial perspective and ties influence the university performance.
Table IV: Moderation Hypotheses

<table>
<thead>
<tr>
<th>Relationship</th>
<th>β</th>
<th>t-value</th>
<th>P value</th>
</tr>
</thead>
<tbody>
<tr>
<td>AL*MT→UP</td>
<td>0.155</td>
<td>2.648</td>
<td>0.001</td>
</tr>
<tr>
<td>EO*MT→UP</td>
<td>0.137</td>
<td>1.963</td>
<td>0.004</td>
</tr>
</tbody>
</table>

Note: AL (Administrative Leadership), EO (Entrepreneurial orientation), MT (Managerial Ties), UP (University Performance). T-value > 1.09, p-value < 0.05 (significance)

This research effort has contributed in the growing body of knowledge that explains the phenomenon of the performance of the universities in public higher education sector of Pakistan. The study contributes in assessing the role administrative leadership in public sector universities to explain the phenomenon of the performance, as the situation occurred in last three years of covid19 pandemic, the similar situation may arise in future due to number of other disasters or to shift the educational activities through online mode or generally enhance the performance of the universities. The study revealed that administrative leadership style significantly influences the university performance, the Entrepreneurial orientation has no direct effect on university performance. Further, the moderation role of managerial ties was observed on the relationship between administrative leadership and university performance, similarly the significant moderation effect was reported on the relationship between Entrepreneurial orientation and university performance. The study suggested to the universities to ensure the appropriate leadership style to negotiate with internal and external stakeholders, further to confirm the appropriate HR practices including the Entrepreneurial orientation. The study also suggested to conduct the longitudinal research to incorporate the dynamically changing environment, leadership style and behavior of the employees that influence the working environment and performance outcomes.

CONCLUSION

This research effort has contributed in the growing body of knowledge that explains the phenomenon of the performance of the universities in public higher education sector of Pakistan. The study contributes in assessing the role administrative leadership in public sector universities to explain the phenomenon of the performance, as the situation occurred in last three years of covid19 pandemic, the similar situation may arise in future due to number of other disasters or to shift the educational activities through online mode or generally enhance the performance of the universities. The study revealed that administrative leadership style significantly influences the university performance, the Entrepreneurial orientation has no direct effect on university performance. Further, the moderation role of managerial ties was observed on the relationship between administrative leadership and university performance, similarly the significant moderation effect was reported on the relationship between Entrepreneurial orientation and university performance. The study suggested to the
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