

# Determinants of Organizational Effectiveness: An Empirical Study of Selected Public and Private Sector Bank in India

Dr. Madhukar Dalvi, Asst. Prof., Nagindas Khandwala College, Malad, Mumbai, India,

mhdalvi7@gmail.com

Mitali Shelankar, Co-ordinator, M. L. Dahanukar College, Vile-Parle, Mumbai, India,

mitali\_chogle@rediffmail.com

**Abstract:** The effectiveness of the organization depends upon its ability to utilize its resources as well as the other factors such as responsibility, values, leadership styles, work ethics, organizational philosophy, organizational support, structure, customer experience and people management systems. This paper aims to explore all these determinants that affect the effectiveness of public and private sector banks in India. Canara Bank and Axis Bank are chosen for the study that are amongst the leading banks in the Indian public and private sectors respectively. The present research uses quantitative technique. Data is collected from 400 employees with help of questionnaire. SPSS (version 21.0) was used for data analysis. and the item scale was subjected to factor analysis using principal component method with Varimax rotation. Responsibility, values, leadership styles were found to be the most important determinants of effectiveness. Also proper implementation of HR policies, fair and just promotions and ensuring occupational health and safety all are required for ensuring effectiveness

**Keywords —** Leadership styles; Organizational effectiveness; organizational philosophy; organizational support; people management systems; work ethics.

## I. INTRODUCTION

The survival and long term performance of the organization depends upon its ability to establish effective relations with its environment. Effectiveness thus means continuous improvement in the internal capability system to be responsive to ever changing opportunities and threats in various facets of the environment. Organizational effectiveness is an indicator of how effectively an organization is in achieving the outcomes that it intends to produce. Organizational Effectiveness concerns itself with several key areas ranging from talent management, leadership development, organization design and structure, design of measurements and scorecards, implementation of change and transformation to the deployment of smart processes and technology to manage the firms' human capital..

Organizational Effectiveness concerns itself with examining the alignment between the key areas and improving them, nullifying the trade-offs between reliability, speed and quality in those areas, designing of effective strategies in those core areas and facilitating capability building, redesigning structure, modifying processes. Effectiveness is thus a broad concept that takes into consideration a range of variables at various levels. It evaluates the extent to which the multiple goals are

attained. Organizational effectiveness is a perception of how effective an organization is as far as the achievement of its pre determined objectives are concerned. An effective organization is one in which all constituents of the organization are satisfied. Such organization is in a better position to transform the inputs into output. Thus effectiveness shows the capacity of resource utilization of an organization.

The organizational effectiveness indicates ability to obtain and use the resources efficiently to realize the stated objectives. Three levels of effectiveness can be identified. At the basic level is the individual effectiveness which emphasizes on task performance of the employees. The job descriptions spell out the different tasks to be performed. Managers assess the effectiveness of the same through performance appraisals. Individuals seldom work alone. Mostly they work in groups which necessitate the other level i.e group effectiveness. Group effectiveness is the sum of combination of all its members. The third level is the organizational effectiveness which is a sum of both. Through synergistic efforts the organizations are able to achieve higher levels of performance than the sum of their parts.

There are many ways to measure the success, a number of factors consistently show up in effectiveness metrics. There

are some factors which influencing the organizational effectiveness. clarity of mission, supportive policies, appropriate organizational design, working conditions, pay and benefits, positive supervisory practices, workforce loyalty, operational efficiency and customer oriented behavior were found to be important indicators of effectiveness. (Gilbert & Ali, 2000). A significant relationship between organizational learning and Organizational effectiveness exists. (Yang, 2007).

Environment of organization is a combination of culture, rules, regulations, work related freedom etc. the organizational environment is that forces that make an impact on organizational effectiveness (Malik, et. al., 2011). Sense of achievement, recognition,, promotion opportunities, responsibility, growth prospects were found to be important indicators of effectiveness. (Kamery, 2004).

Many researchers have explained the concept, framework and structure of banking worldwide. For effective banking it is necessary to understand different factors responsible for effective banking process. The previous literature on organizational effectiveness of public and private sector banks in India was found but that lacked the focus on the attributes, as stated above, that lead to effectiveness of banks. To address this gap, the study is carried out.

## II. LITERATURE REVIEW

The review of literature involved two approaches. Firstly, the literature on organization effectiveness belonging any domain or organizations was accessed. Secondly, the literature on Indian banking system including public and private banks was accessed. Annual reports of the banks, official website of regulatory bodies of banks and the other secondary sources were accessed.

The literature, there is strong relationship between value systems and organizational effectiveness. Factors like imaginativeness broad mindedness, sense of accomplishment, social recognition, ambitious nature of employees, ability to shoulder responsibility and courage were found to be the important predictors of organizational effectiveness .(Kashefi Z. , 1972).

Priyadarshini, R and Venkatapathy (2003) studied the factors contributing organizational effectiveness in terms of financial performances and compared it with ownership of the banks. It was found that there is significant difference between types of ownership of banks with respect to the components of organizational effectiveness.

Nigerian researchers Aman and Ahiauzu (2014) studied the relationship between shared values and dimensions of organizational effectiveness in terms of profitability, productivity and market shares in Nigerian banking industry. A significant positive relationship was found

between shared values and various dimensions of organizational effectiveness. The study also concluded that banks with more shared values have more committed employees and are more profitable, productive, and have large share of market.

In another study, Verma and Jain (1996) investigated the relationship between leadership styles and levels of management on organizational effectiveness. The study also highlighted the influence variables like age, education and length of experience on organizational efficiency. The results of the research revealed participative style was not correlated with organizational effectiveness at both the levels. At middle level, bureaucratic and nurturing leadership style were not found to be conducive to organizational effectiveness. However at the higher levels, bureaucratic leadership style was highly correlated with effectiveness

Watana Vinitwatanakhun (1998) explored the factors affecting the organizational effectiveness of nursing institutes in Thailand. Environment, technology, , culture, strategic planning, human resource development, leadership style structural design, strategic planning and power control were some of the important factors found to affect the organizational effectiveness. Leadership style was closely related to effectiveness.

In one of study by Rodsutti and Swierczek (2002) researcher emphasized that it is the leadership and the culture that play an important role in deciding effectiveness of organization. It was identified that various dimensions of organizational effectiveness like return on assets, job satisfaction and personal satisfaction are related with management style and organizational culture. Organizational culture and management style were concluded to be the major determinants of organizational effectiveness.

Rahmawati SitiHaerani, Muh. IdrusTaba, Nurjannah Hamid (2016) investigated the influence of leadership, competence and organizational citizenship behaviour on the employee performance and organizational effectiveness. The study revealed that leadership and employee competencies did not contribute to the organizational effectiveness. However employees with good organization citizenship behaviour and management performance had a positive impact on the effectiveness of the organization.

The skills possessed by the employees like communication, interpersonal skill, problem solving, and work ethics can improve the workers effectiveness and in turn affect the organizational effectiveness.((Kumar, 2007).

Vimba M. et al (2017) presented article exploring the relationship between work ethics and organizational performance in the public sector with special emphasis on Government Funded Organization (GFO). The application

of Leadership Work Ethics in managerial decision-making processes helps to accelerate organizational effectiveness.. A qualitative research methodology was used to explore how the relationship between individuals and power dimensions of work ethic and organizational efficacy. The study concluded that leadership, leadership work ethic, organizational strategy, organizational structure plays an important bearing on the organizational effectiveness.

In another research, Patrick Nwinyokpugi (2014) examined the effects of managerial ethics on organizational effectiveness and found significant relationship between both the variables.

Perception of organizational support (POS), which reflects how the organization values the individual; work contributions and cares for their well-being, provides increased the performance level and decreased the absenteeism amongst workers .(Robert Eisenberger, 2016).

Mishra (1982) in his study identified Organizational objectives, structure and process variables as a predictor of organizational effectiveness. The data was gathered from three public sector corporations. The study revealed a positive correlation between organizational objectives; centralization, autonomy, supportiveness, control, participation, decision making, fair appointment, promotion criteria and free communication all affect the organizational effectiveness. Bureaucracy was negatively correlated with organizational effectiveness.

Kimberly and Rottman (1987) suggested that structure of an organization directly affects organizational effectiveness. On the study on indicators of organizational effectiveness that supported service quality.

Gilbert and Ali (2000), researcher found that effective organizational structures and processes enable the employees to carry out their work smoothly and better serve the customers which added to the organizational effectiveness.

Madhoushi, M.(2003) used the constituency approach to measure the organizational effectiveness of virtual organizations. The organizational effectiveness was measured as the satisfaction level of the stakeholders. It was suggested that, higher the level of satisfaction of customers, employees, contractors and owners the more effective is the organization.

Hariharan & Ganeshan (1994) job satisfaction, morale, quality of work life, industrial relation, organizational climate were related to organizational effectiveness, and motivated the employees. The positive perception was related to effective participation. Job satisfaction, morale, industrial relations and work life were significantly related to with organizational effectiveness.

Most of the earlier studies have attempted to measure organizational effectiveness in terms of profitability, productivity, growth rate, return on investment etc. All these variables are affected by various internal and external factors operating within the organization. However effectiveness is an operative function and hence outcome of behavioral intervening variables. Hence effectiveness in the present study has been studied with reference to leadership styles, value systems, employee roles and responsibility etc.

With reference to the above variables studies have been found in the education sector, pharmaceutical sector, logistics, hospitals, Information technology sector. However, very few studies have been found with reference to the banking sector.

### III. OBJECTIVES

1. To explore the determinants of organizational effectiveness of selected public and private sectors banks in India.
2. To make suggestions for improving organizational effectiveness of banks

### IV. RESEARCH METHODOLOGY

Type of research Design : Exploratory study as it focuses on finding the important parameters of effectiveness.

Sample size :Data was collected from total of 400 respondents . The bank employees comprising the middle and junior levels. The ratio of 1:1 was maintained between Canara Bank and AXIS Bank

Sampling Method : Convenience sampling method was used for selection of branches. Within the branches respondents were selected on basis of random sampling method.

Tool : Self Constructed Organizational

Effectiveness five-point scale ranging from `strongly agree (5)' to `strongly disagree (1).

Data Analysis : Descriptive statistics (i.e., frequencies and percentages) and factor analysis technique was used.

Software : A statistical software SPSS Version 21.0 was used to analyze the data:

### V. DATA ANALYSIS

#### Factor Analysis Results

To find out the factors related to the Organizational effectiveness of employees of the Indian public and private sector banks, in total, 32 variables were used to identify the major factors related to the Organizational effectiveness of customers of the Indian public and private sector banks. The researcher in this step examines the dimensionality of the developed scale from the original list of 32 variables. This was done by performing Exploratory Factor Analysis (EFA).

The item scale was subjected to factor analysis using principal component method with Varimax rotation. The principal component analysis was conducted using the SPSS version 21.0 Statistical package. The commonly used procedure of Varimax orthogonal rotation for factors whose eigenvalues were greater than 1.0, was employed in the analysis. Entries that had loadings of 0.50 or greater and loaded clearly on only one factor were retained. To assess the factorability of the data two statistical measures are used viz.: Bartlett's test of Sphericity (Bartlett, 1954) and the Kaiser- Meyer- Olkin (KMO) measure of sampling adequacy (Kaiser 1970, 1974). The value of Kaiser- Meyer- Olkin (KMO) which is a measure of sample adequacy is found to be 0.684. This indicates that Factor Analysis test has proceeded correctly and the sample used is adequate as the value of KMO is more than 0.50 (Kaiser et al., 1983). The result of Bartlett Test of Sphericity shows that it is highly significant (p value = 0.000) with an approximate Chi-Square of 4070.693 with 325 degree of freedom. This test indicates that the Factor Analysis process is correct and suitable for testing multidimensionality. The value of the overall Cronbach's alpha is 0.8400 which indicates that all the factors in the study have adequate reliability. The Anti-Image Correlation Matrix was performed for each individual item and it was found that most of the Measures of Sampling Adequacy (MSA) values are above the acceptable level of 0.50. In all 26 variables (statements) left out of 32 variables in the final exploratory factor model.

**Description of the scale items developed.**

The result of EFA showed nine-factor solution was extracted, accounting for 70.357% of the total variance. Five to two items of each parameter formed one dimension each. In order to examine the internal consistency of the factors extracted in this study, Cronbach's alpha was computed. All the Cronbach's alpha values were ranging from 0.648 to 0.755 which is greater than the acceptable range 0.60. The result of Factor Analysis of perception of respondents is summarized with factors extracted, communalities ( $h^2$ ), alpha values, and factor loadings of each variable, Eigen value and Cumulative Variance in the Table

**F1: Responsibility**

It refers to the duty or the obligation to be performed satisfactorily and has a penalty in case of failure of performance.

**Table No. 1 Factor1: Responsibility**

Item	Factor Loadings
I responsibly undertake the tasks and duties allocated to me.	0.735
My bank provides me the infrastructure for exhibiting my talent and potential.	0.705
The strategies of our bank are consistent	0.694

with the core values.	
My superior clearly conveys his expectations from me.	0.637
I am accountable for the decisions I take.	0.623
Eigen Values = 20.225; % Variance=0.745 ; Cronbach's Alpha =0.980	

Note: Prepared by researcher using primary data

This factor is most important as it accounts for 9.980 % of the total variance. In total, five variables viz. *responsibilities and duties* (0.735); *infrastructure facilities for exhibiting talent and potential* (0.705); *consistent bank strategies with core values* (0.694); *superiors expectations* (0.634) and *accountability* (0.623) have been loaded on this factor. Cronbach's Alpha value for this factor is 0.745 (>0.60) shows good reliability of this factor. In banks, it is extremely important that the bank employees undertake the tasks assigned to them seriously so that they can be held accountable for the performance of the same. Like the employees, the management of the organization must fulfill its obligation towards the employees but providing them the necessary infrastructure and must be very clear about their expectations about the employee's performance. Such effective discharge of their respective responsibilities would definitely have positive impact on bank performance (businessdictionary, 2018). The results show that, responsibly of bank employees and bank management is most important for effective banking.

**F2: Values**

They refer to the principles or standards of behavior of to be followed for good behaviour. Values refer to the basic principles that need to be adhered to while making the important business decisions.

**Table No. 2 Factor2: Values**

Item	Factor Loadings
Deadlines are pre decided and conveyed well in advance.	0.807
We focus on building strong interpersonal relationships in the bank.	0.728
Proper safety measures are implemented in this bank.	0.690
Promotions and transfers are done in a fair, unjust and transparent manner.	0.549
Eigen Value =10.396; % variance = 8.617; Cronbach's Alpha = 0.730	

Note: Prepared by researcher using primary data

This factor is second important as it accounts for 8.617 % of the total variance. In total, four variables viz. *Pre-decided Deadlines* (0.807); *Strong interpersonal relationships* (0.728); *Safety measures* (0.690) and *unbiased Promotions and transfers* (0.549) have been loaded on this factor. Cronbach's Alpha value for this factor

is 0.730 (>0.60) shows good reliability of this factor. Values are required to create a common focus for the organization like bank so as to increase the effectiveness and strengthen its image and reputation in the eyes of the shareholders (Schoolmattazz, n.d). Hence both types of banks must focus on human values in banks for effective banking.

**F3: Leadership Styles**

It is the ability to direct, to guide, control and manage a particular situation. The leadership styles vary from one situation to other.

**Table No. 3 Factor 3: Leadership Styles**

Item	Factor Loadings
My Superiors are always approachable to discuss significant business issues.	0.798
The successful achievement of my bank is due to effective leadership qualities of my boss.	0.789
Eigen Value =7.862; % variance = 8.539; Cronbach's Alpha = 0.729	

Note: Prepared by researcher using primary data

This factor is third important as it accounts for 8.539 % of the total variance. In total, two variables namely *approachable Superiors* (0.798) and *effective leadership qualities of boss* (0.789) have been loaded on this factor. Cronbach's Alpha value for this factor is 0.729 (>0.60) shows good reliability of this factor. Without leadership an organisation simply cannot be effective. The approachability of the leaders, their trust on the employees, timely guidance, and motivation and due acknowledgement of the work done by the employees can transform the potential into reality (businessdictionary, 2018).The results show good leadership styles is required for good banking.

**F4: Work Ethics**

“Work ethics include not only how one feels about their job, but also how one does his/her job. Work ethics involve characteristics as honesty and accountability.”

**Table No. 4 Factor 4: Work Ethics**

Item	Factor Loadings
Planning and time management are given the top most priority in my organization.	0.838
Employees of this organization very prudently maintain the records of supplies and stocks in this organization.	0.821
Eigen Value =6.675; % variance = 8.049; Cronbach's Alpha = 0.755	

Note: Prepared by researcher using primary data

This factor is forth important as it accounts for 8.049% of the total variance. In total, two variables namely, *Planning and time management* (0.838) and *record maintenance*

(0.821) have been loaded on this factor. Cronbach's Alpha value for this factor is 0.755 (>0.60) shows good reliability of this factor. Essentially, work ethics refers to what should be done and what should not be done. “The begging question in a situation involves what is right and acceptable, and above board, versus what is wrong, underhanded, and under the table)”merriam-webster., (2018). The results show that Indian public and private banks employees must follows work ethics for effective banking.

**F5: Organizational Philosophy**

It refers to the basic ideals or principles that set an ethical tone for the organization. This philosophy is reflected through the mission and vision statements.

**Table No. 5 Factor 5: Organizational Philosophy**

Item	Factor Loadings
We are trained with respect to the ways of dealing with customers.	0.839
Our management always stresses on satisfying the customers varying needs.	0.755
The management of the bank is very transparent in its dealings.	0.661
Eigen Value =6.202; % variance = 7.758 ; Cronbach's Alpha = 0.707	

Note: Prepared by researcher using primary data

This factor is fifth important as it accounts for 7.758 % of the total variance. In total, three variables viz. *Training* (0.839); *Customer satisfaction* (0.755) and *transparency in banking* (0.661) have been loaded on this factor. Cronbach's Alpha value for this factor is 0.707 (>0.60) shows good reliability of this factor. Organizational philosophy is required for the banking organization to seeks it goals and pursue its activities (sheilamargolis, 2018). The results show that Indian public and private banks must follows organizational philosophy for banking effectiveness.

**F6: Organizational Support**

“It is the degree to which employees believe that their organization values their contributions and cares about their well-being and fulfills their socio emotional needs.”

**Table No. 6 Factor 6: Organizational Support**

Item	Factor Loadings
My superiors give me the necessary clarification and guidance required to carry out the tasks.	0.847
My superior acknowledges my efforts and contribution to the organization.	0.693
My superiors fully trust on my ability to succeed.	0.672
Eigen Value = 5.445; % variance = 7.526 ; Cronbach's Alpha = 0.698	

Note: Prepared by researcher using primary data

This factor is sixth important as it accounts for 7.526 % of the total variance. In total, three variables viz. *superiors guidance* (0.847); *work acknowledgement* (0.693) and *trust* (0.672) have been loaded on this factor. Cronbach's Alpha value for this factor is 0.698 (>0.60) shows good reliability of this factor. For banking organizations to be effective not only providing employees with physical support is important but also providing them mental and emotional support is equally important. The superiors must provide necessary guidance to the employees from time to time. More over the due acknowledgement given to their efforts and trust on employees' capabilities can also add up to the effectiveness of the organizations (wikipedia, 2018). The results show that Indian public and private banks employees should get organizational support from their superiors.

**F7: Organizational Structure**

An *organizational structure* defines the hierarchical relationship between the organization.

**Table No. 7 Factor 7: Organizational Structure**

Item	Factor Loadings
Rules and regulations are given more importance in my bank than the results	0.856
The hierarchical structure is well defined in the bank	0.688
I have to report to multiple authorities.	0.613
Eigen Value = 5.107; % variance = 7.436 ; Cronbach's Alpha = 0.648	

Note: Prepared by researcher using primary data

This factor is seventh important as it accounts for 7.436 % of the total variance. In total, three variables viz. *Rules and regulations* (0.856); *Hierarchical structure* (0.688) and *reporting* (0.613) have been loaded on this factor. Cronbach's Alpha value for this factor is 0.648 (>0.60) shows good reliability of this factor. Organization structure can also have a direct impact on the effectiveness of the organization. A clear and well defined structure is required for better understanding of the roles and responsibilities but also the having a clarity of the reporting authorities (wikipedia., 2018). The results show that banks should support good organizational structure.

**F8: Customer Experience:**

Creating loyal customers by understanding their needs through proper customer feedback systems is extremely important to raise the effectiveness of the organizations. Organizations like banks must be environmentally responsible and must support the community.

**Table No. 8 Factor 8: Customer Experience**

Item	Factor Loadings
Front line employees of our bank are trained with soft skills to enhance customer interface.	0.782
We regularly collect feedback from our customer in order to improvise our systems.	0.752
Eigen Value = 4.420; % variance = 6.238 ; Cronbach's Alpha = 0.673	

Note: Prepared by researcher using primary data

This factor is eighth important as it accounts for 6.238 % of the total variance. In total, two variables namely *soft skills training* (0.782) and *customer feed mechanism* (0.752) have been loaded on this factor. Cronbach's Alpha value for this factor is 0.673 (>0.60) shows good reliability of this factor. Businesses are driven by digital transformation in every industry. In this challenging situations businesses can survive by paying attention to the diverse needs and demands of its customers (quantisoft, 2018). The results show that Indian public and private banks are focusing on customer feedback.

**F9: People Management Systems**

Appropriate systems are required to share and pass necessary information to people and make well-informed decisions across the business. Organizational processes and systems are an extension of leadership, creating consistency and trust.

**Table No. 9 Factor 9: People Management Systems**

Item	Factor Loadings
The weaknesses of the employees are communicated in a non-threatening manner.	0.798
Important information is shared with everyone in this bank.	0.764
Eigen Value = 4.026; % variance = 6.215; Cronbach's Alpha = 0.680	

Note: Prepared by researcher using primary data

This factor is ninth important as it accounts for 6.215% of the total variance. In total, two variables namely *employees weakness management* (0.798) and *information shearing* (0.764) have been loaded on this factor. Cronbach's Alpha value for this factor is 0.680 (>0.60) shows good reliability of this factor. Over the years there has been increasing recognition of the manager's responsibility for a wide range of people management activities including effective employee engagement, talent management, absence management etc. (quantisoft, 2018). The results show that Indian public and private banks are effective people management system.

## VI. FINDINGS & CONCLUSION

- 1) Organizational effectiveness of bank is the proximity of the bank towards the desired goals .
- 2) Although there are different parameters to judge the effectiveness the dimensions of effectiveness were felt to be more comprehensive by the researcher.
- 3) Employees must shoulder responsibility and accountability of jobs assigned.
- 4) .Values like effective time management, transparency in dealings, building strong interpersonal relationships, justice to employees should be nurtured and practiced from time to time.
- 5) Leadership qualities and approachability add to the effectiveness.
- 6) Ethical dealings coupled with integrity is necessary for effective banking.
- 7) In the era of digitalization it is very important to understand the varying customer needs so as to keep them delighted.
- 8) Organizational support along with simplicity of structure helps in smooth conduct of activities.
- 9) Implementation of HR policies pertaining to appraisals and team briefing, equal training opportunities, fair and just promotions and transfers are vital for successful banking organization.

## VII. RECOMMENDATIONS

- 1) Climate surveys and employee engagement surveys must be a regular activity so as to develop high performance culture and raise the effectiveness of banks.
- 2) Similarly customer is an important stakeholder. Understanding the diverse needs through customer satisfaction surveys is also recommended.
- 3) Training needs analysis must be done to identify the gaps and accordingly train the employees.
- 4) Complete transparency, through understanding of code of ethics and stress on governance practices is also advised for effective functioning.
- 5) Employees spend majority of the time at their work place and hence ensuring their occupational health and safety is also an important aspect of people management systems. Timely feedback, mentoring, coaching etc would play an important role in this regards

## ACKNOWLEDGEMENT

We are thankful to Dr. Gopal G. Kalkoti, for his encouragement.

## VIII. REFERENCES

- [1] Aman, E. a. (2014). "Shared value and Organisational Effectiveness: A study of the Nigerian banking industry". *Journal of Management development*, Vol. 33 (7), pp. 694-708.
- [2] Businessdictionary. (2018, July 23). [businessdictionary.cohttp://www.businessdictionary.com/definition/leadership-development.html](http://www.businessdictionary.com/definition/leadership-development.html) retrieved from

<http://www.businessdictionary.com/definition/leadership-development.html>

- [3] Businessdictionary. (2018, July 23). [businessdictionary.com/definition/responsibility](http://www.businessdictionary.com/definition/responsibility). Retrieved from businessdictionary Web site: [www.businessdictionary.com/definition/responsibility.html](http://www.businessdictionary.com/definition/responsibility.html)
- [4] Gilbert R.G and Ali. M. P (2000). Organizational Effectiveness Indicators to Support Service Quality Managing Service Quality. Vol.10 (1 ), pp. 48-52.
- [5] Hariharan,S.V & Ganesan,S. (1994).Participation and Perceptions about Organizational Effectiveness.Indian Labour Journal.(32(4):pp.847-853.
- [6] Kamery, R. H., (2004), "Employee Motivation as it Relates to Effectiveness, Efficiency, Productivity, and Performance", Allied Academies International Conference, Proceedings of the Academy of Legal, Ethical and Regulatory Issues, Vol.8 (2).
- [7] Kashefi, Z. (1972). An empirical investigation of the relationship between value system and Organisational effectiveness,. Dissertation Abstract International Michigan, 3494.
- [8] Kimberly, J. R. (1987). Environment, organization and effectiveness. A biographical approach. *Journal of Management Studies*, 24, pp.595-622.
- [9] Kumar, N. R. (2007). Soft Skills development and Organisational Effectiveness. . *The ICFAI Journal of Soft Skills*. 1 (3), pp 50-58.
- [10]M.C.Vimba, J., (2017). A Relationship between Leadership Work Ethic and Organisational Performance in the Public Sector. *Journal of Social Sciences*, 35 (2), Pg 169-180.
- [11]Madhoushi, M.(2003) Measuring the effectiveness of virtual organization in Iran Electronics Industries (IEI) PhD, Business Management department, Mazandaran University, IRAN.
- [12]Malik, M. E., Ghafoor, M. M., & Naseer, S., (2011). Organizational Effectiveness: A Case Study of Telecommunication and Banking Sector of Pakistan. *Far East Journal of Psychology and Business*, 2 (1), 37-48.
- [13]Matthew, J., Grawhich, & Barber, L. K., (2009). Are you Focusing both Employees and Organizational Outcomes. *Organizational Health Initiative at Saint Louis University* (ohi.slu@edu), 1-5
- [14]Merriam-webster. (2018, July 24). <https://www.merriamwebster.com/dictionary/work%20ethic> . Retrieved from <https://www.merriamwebster.com/dictionary/work%20ethic>.

- [15] Mishra, A.R. (1982). Some determinants of organizational effectiveness, productivity, New Delhi, Vol.23, pp. 275-282.
- [16] Nwinyokpugi, Patrick. (2014). Managerial Ethics and Organizational Effectiveness: The Nigerian Experience. IOSR Journal of Humanities and Social Science. 19. 1-10. 10.9790/0837-19150110.
- [17] Priyadarshini, R. Rani Geetha and Venkatapathy,(2003) R. "Impact of HRD on Organisational Effectiveness in the banking Industry." ,Vol XXXII, No.2, 2003-04, ). (n.d.). Prajnan , pp.135.
- [18] Rahmawati, A. H. (2016). Measures of Organisational Effectiveness: Public Sector Performance. IRA-International Journal of Management & Social Sciences, 5 (2), PP 203-214.
- [19] Robert Eisenberger, G. P. (2016). Optimizing Perceived Organizational Support to Enhance Employee Engagement. Society for Human Resource Management and Society for Industrial and Organizational Psychology..
- [20] Rodsutii, M. C. (2002). Leadership and Organisational effectiveness in multinational enterprises in South-East Asia. Leadership and Organisational development journal, Vol. 23 (5), pp. 250-259..
- [21] Schoolmattazz. (n.d.). Value definitions types of value. Retrieved July 7, 2018, from <http://www.schoolmattazz.com>: <http://www.schoolmattazz.com/2016/10/value-definitions-types-of-value>
- [22] Sheilamargolis. (2018, July 24). <https://sheilamargolis.com/core-culture-and-five-ps/the-five-ps-and-organizational-alignment/philosophy> . Retrieved from <https://sheilamargolis.com:https://sheilamargolis.com/core-culture-and-five-ps/the-five-ps-and-organizational-alignment/philosophy>
- [23] Verma, D.P.S & Jain K (1996) Influence of Leadership Style on Organizational Effectiveness: A Study of Indian Managers. Abhigyan :pp.27-34
- [24] WatanaVinitwatanakhun. (1998). "Factors Affecting Organizational Effectiveness of Nursing Institutes in Thailand". The National Institute of Development Administration.
- [25] Wikipedia. (2018, July 26). <https://en.wikipedia.org/wiki>. Retrieved from [wikipedia.orghttps://en.wikipedia.org/wiki/Perceived\\_organizational\\_support](https://en.wikipedia.org/wiki/Perceived_organizational_support)
- [26] Yang Jen-te (2007), "Impact of Knowledge Sharing on Organisational Learning and Effectiveness", Journal of Knowledge Management, 11(2) : 83-90.
- [27] Wikipedia. (2018, July 26). [wikipedia.org](https://en.wikipedia.org/wiki/Perceived_organizational_support). Retrieved from [https://en.wikipedia.org:https://en.wikipedia.org/wiki/Perceived\\_organizational\\_support](https://en.wikipedia.org/wiki/Perceived_organizational_support)
- [28] Quantisoft. (2018, July 29). <http://www.quantisoft.com>. Retrieved from [www.quantisoft.com](http://www.quantisoft.com):
- [29] <http://www.statisticshowto.com/kaiser-meyer-olkin/>