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## RESEARCH ARTICLE

### A STUDY OF ORGANIZATIONAL EFFECTIVENESS VARIABLES IN INDIAN INDUSTRIES

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#### ABSTRACT

Organizational effectiveness means how effectively an organization is achieving the goals, it intends to achieve. It is ordinarily used to refer goal attainment. In any organization, people and resources contribute significantly towards its effectiveness. In fact, they make their impact in attaining organizational goals. Keeping in view the role of organizational effectiveness in the determining goal achievement, the present study has been undertaken. A number of criteria have been used for measuring organizational effectiveness including Productivity, Efficiency, profitability, growth, goal consensus, commitment to organization, ethical values, quality of goods and services, morale of the employees, absenteeism and turnover, pay, supervision, job satisfaction, participation in decision making, stability etc. The study seeks to explore the variables contributing to organizational effectiveness and the existence of relationship among them. Primary data used in the study has been collected on the basis of questionnaire. The questionnaire is administered on the selected employees of ABC Laboratories Ltd. The analysis has been made by applying statistical tools. The study is of great significance to the organization and the researchers as it highlights the variables affecting organizational effectiveness.

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#### INTRODUCTION

Organizational effectiveness explains effectiveness of an organization is in achieving the outcomes, it intends to produce. The factors affecting the organizational effectiveness are varied and complex including organizational policies and strategies, atmosphere of trust, openness and authenticity in the organization, sense of belongingness, pay, recognition and rewards, leadership styles, carrier opportunities, suggestions, opinions and advices from seniors culture composition, rules and regulations, freedom of work, training, check and balance, opportunity of condensed work week etc. Broadly, these factors can be grouped into three categories including Work Environment, Job Satisfaction and OCTAPAC Culture.

##### **Statement of the Problem**

In the present time of increasing competition, it is very difficult for an organization to survive unless it pays attention to improve overall effectiveness at all levels in the organization. Organizational effectiveness is, therefore, is the need of the hour. Considering its great significance, the present study focuses on studying the variables affecting the organizational effectiveness, their association and relative contribution. To understand the relationship among the various factors affecting Organizational Effectiveness, the present study was conducted in ABC Laboratories Limited.

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#### Objectives of the Study

The main objectives of the study are:

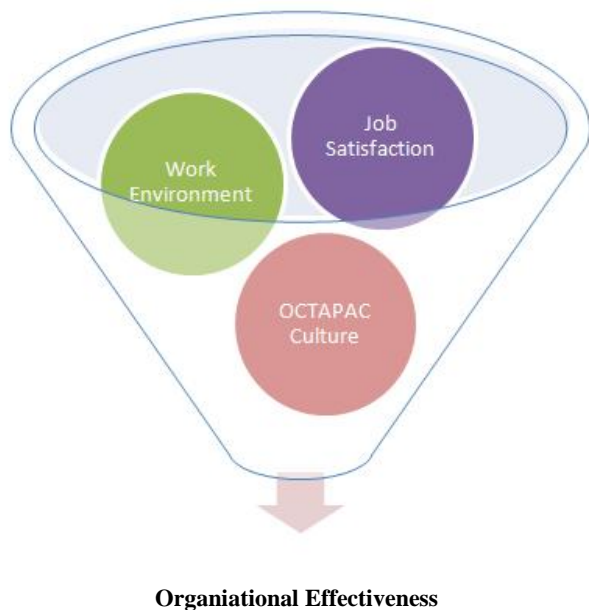
1. To ascertain the factors which affect organizational effectiveness.
2. To determine the inter-relations among these factors, if any
3. To find out the inter-relation of each of these factors with organizational effectiveness.
4. To ascertain their relative contribution in the organizational effectiveness

#### Scope of the Study

ABC Laboratories Limited has several plants at various locations in the country. The present study is however, limited to one plant of the company located in Himachal Pradesh.

#### Significance of the Study

The study is of great significance to the employees and the organization as it provides an insight to the individual to ascertain the extent of Organizational Effectiveness and the factors contributing it. It also explains the inter relations among the major factors of Organizational Effectiveness. It will help the organization to study the nature of these relationships and improve its effectiveness by improving some of the variables. It will also help the employees to improve their performance, job satisfaction and positive attitude.



### Hypothesis of the Study

The study seeks to test the following null hypotheses:

- (1) Job Satisfaction, Work Environment and OCTAPAC Culture are not associated to each other.
- (2) There is no significant relationship of Job Satisfaction and Organizational Effectiveness;
- (3) No significant relationship exists between Work Environment and organizational Effectiveness;
- (4) There is no relationship of OCTAPAC Culture with Organizational Effectiveness;
- (5) The three factors i.e. Job Satisfaction, Work Environment and OCTAPAC Culture do not contribute significantly to the Organizational Effectiveness.

### Limitations of the Study

As the study is limited to only one plant of the company as stated above, its results can be generalized to other plants of the company only to a limited extent. Further, the results can be compared with other companies with limitation to use of different practices, people and policies.

### Review of Literature

Review of Literature indicates that increased employee's performance accelerates organizational effectiveness and the effective organizational environment promotes the effectiveness of the organization (Malik *et al.*, 2011). Mitchell (2002) in his article has also confirmed that the organizational performance depends upon motivation, environment and capacity which are similar to the factors undertaken in the present study. However, little efforts have been made so far to find out the relative contribution of these factors on Organizational Effectiveness. Present study is an attempt in this regard. Mufeed (2006) has made an attempt to identify the major factors responsible for non-promoting of organizational effectiveness among the managerial and non-employees about the prevailing OCTAPACE culture with special reference to Tourism sector. Efforts have been made by some researchers including Geetha Priyadarshini (2004); Mishra, Dhar & Dhar

(1999); Mufeed (2006) and others to determine the variables affecting organizational effectiveness. Denison (1990) in their book "Corporate Culture and Organizational Effectiveness" have focused on four concepts that describe the impact that organizational culture can have on effective performance including:

- a) the involvement of the organization's members;
  - b) adaptability to respond to new circumstances while still retaining its basic character;
  - c) a consistency or strong, clearly defined culture;
  - d) a clear mission providing direction and meaning.
- These four ideas are later integrated to comprise the Culture and Effectiveness Model.

## METHODOLOGY

### Company Studied

The company, ABC Laboratories Limited, is one of the largest pharmaceutical company of India. It is an integrated, research based, international pharmaceutical company. The company is known for its R&D which facilitates generic research and innovative research. The company has strong HR base and takes keen interest in developing its human resources and thereby increasing the efficiency of its people and overall organizational effectiveness.

### Sample & Data Collection

For the present study, one plant of the company located in Uttarakhand (India) has been selected. In all, 24 respondents were selected for the study on random basis. Primary Data has been used for the study. However, at appropriate places, secondary data in terms of organizational records and reports has also been used. The data on organizational effectiveness has been collected on the basis of questionnaire and personal interaction with the employees, their superiors, peers and employees of other departments. For this purpose Standardized questionnaire '74-item Organizational Effectiveness Scale developed by Dhar & Dhar has been used. The questionnaire was got filled through personal interaction with the respondents. 5-point scale was used in the questionnaire.

### Procedure

To simplify the data the 74 items used in the questionnaire were grouped into three factors namely Job Satisfaction, Work Environment and OCTAPAC Culture on the basis of nature of variables. The responses of the respondents were converted into quantitative data by using 5- point scale. The Work environment included 28 items on organization's perception to employee orientation, problem solving attitude of the superiors, realistic goals, information sharing and attitude of the organization and superiors to people. Average Score of 28 items of each respondent was termed as Work Environment Score and was used for the present study for further analysis. 19 items relating to employee motivation, rewards, employee contribution and work performance were taken under Job Satisfaction. Total score of 19 items of each respondent was averaged and termed as Job Satisfaction Score. This score was used for further analysis in the present study. The OCTAPAC culture consisted of 27 items on trust, openness, freedom of work, initiative orientation, co-operation etc. Their score was also averaged for each respondent and was considered as OCTAPAC Score which was used for the analysis in the study.

Similarly, the total score of 74 items of each respondent was averaged to determine the Organizational Effectiveness Score and was applied in deriving results. The analysis has been made by using statistical tools. For this purpose, descriptive statistics -Mean and Standard Deviation and Correlation and Regression was used and tests of significance were applied through SPSS software.

### Analysis and interpretation

This section presents analysis of the organizational effectiveness of ABC Laboratories to understand the various factors which contribute to the effectiveness and their inter relation. For this purpose, standardized 'Organizational Effectiveness Scale (OES)' developed by Dhar & Dhar has been used. The relationship and impact of three factors namely Work Environment, Job Satisfaction and OCTAPAC Culture on the Organizational effectiveness has been studied by using correlation and regression techniques.

### Descriptive Analysis

Frequency distribution for all the organizational effectiveness factors explaining their mean, standard deviation, and percentage mean scores are presented in Table-1. Percentage Mean Score has been calculated on the basis of formula used by Rao (1991) i.e.

$$\text{Percentage Score} = (\text{Mean Score} - 1) \times 25$$

The mean score for each item ranges for 1.0 to 5.0 where 1.0 indicates extremely poor existence of that factor and 5.0 indicates extra-ordinary presence of the factor contributing maximum to the Organizational effectiveness. Scores around 4.0 indicate good score of that factor which positively affects the organizational effectiveness. Score around 3.0 represents an average contribution of that factor and good scope of improvement on that dimension. Similarly scores around 2.0 reflects poor presence of that factor. The same interpretation can be offered for percentage scores. A mean score of 1.0 corresponds to zero percent and 5.0 correspond to 100 percent. It is certainly desirable for the organization to have percentage score above 50 percent on each factor. Percentage score above 60 percent is indicative of reasonably good Organizational Effectiveness. The analysis of Organizational Effectiveness in ABC Laboratories Limited under study has been made on these parameters.

Table 1. Descriptive Analysis

	Mean	Standard Deviation	% Mean Score
Work Environment	3.5450	.34455	63.625
Job Satisfaction	3.8304	.16446	70.760
OCTAPAC Culture	3.6700	.24347	66.750
OES Scores	3.6663	.23761	66.575

From the above table, it can be ascertained that:

- The general mean score of all the factors of Organizational Effectiveness in ABC Laboratories Limited seems to be 'reasonably good', ranging between 3.55 and 3.84 (63.63 to 70.76 per cent). It shows that there is further scope of improvement of each factor. The average OES score of 3.666 (66.575 per cent) also indicates that there is need to improve the Organizational Effectiveness further.

- The most important variables contributing to the Organizational effectiveness seems to be 'Job Satisfaction' with a mean score 3.83 (percentage score 70.76 per cent) which is an indication of 'Good' organizational practices for employee recognition and reward, employee welfare and superior-subordinate relationship.
- The mean score on OCTAPAC Culture is 3.67 (66.75percent) and 3.54 (63.625 per cent) on Work Environment indicating 'Reasonably Good' HR practices, employee oriented policies and atmosphere of trust, openness, co-operation and pro-activity in the company.
- It appears that the company can improve Organizational effectiveness by improving some of the factors relating to work environment and OCTAPAC culture.

### Correlation Analysis

Inter correlations among the variables were studied as per Karl Pearson's Product Moment Correlation Method. For the purpose of understanding the relationship pattern among the factors, the data pertaining to 24 respondents has been taken.

The correlations among the three factors i.e. work environment, job satisfaction and OCTAPAC culture along with OES scores are shown in the Table - 2 given below.

Table 2. Correlation Analysis

	Work Environment	Job Satisfaction	OCTAPAC Culture	OES Scores
Work Environment	1			
Job Satisfaction	0.625(**)	1		
OCTAPAC Culture	.764(**)	.666(**)	1	
OES Scores	.938(**)	.774(**)	.914(**)	1

\*\* Correlation is significant at the 0.01 level (2-tailed).

### Relationship between Work Environment and Job Satisfaction

The correlation between Work Environment and Job Satisfaction (0.625) is highly positive and significant explaining that these variables are highly associated. The highly positive correlation is due to the conducive work environment having progressive orientation where the criteria of success are clearly determined. Employees perceive fairness in standards and policies of organization as they are guarded by legal provisions i.e. Whistle Blow Policy, emphasis on effectiveness and employee development is taken into consideration via training need assessment, and there are adequate standards of control to ensure that training is taken seriously by employees which is done via LMS. Superiors and top management also provide guidance in terms of day to day planning and proper opportunity to employees to monitor the success. This has resulted in Job Motivation among employees where employees are ready to put extra efforts at the time of requirement without expectation for reward or overtime payment of salary. Another aspect which enhances Job satisfaction is Transparency in the process of performance evaluations well as freedom for expression of ideas. Because of Job Satisfaction, employees are keen to solve problems by themselves at initial stages by applying various tools like CAPA (Corrective and Preventive Actions). The employees respond equally to both problem as well as opportunities as they believe themselves as an integral part of the organization,

having similar values to that of organization. However, there is less freedom for experimentation or to act according to one's own judgment as pharmaceutical company is regulated by norms and laid procedure. Thus, prior approval of HOD is required before implementation. Organization also provides opportunity to employees in terms of Job rotation. Thus, Job satisfaction further enhances work environment where organization is ready to redefine its objectives in light of new events and its employees are also ready to work in accordance with redefined objectives by generation innovative as well as feasible ideas.

### **Work Environment and OCTAPAC Culture**

The relationship between Work Environment and OCTAPAC Culture (0.764) was found to be highly positive and statistically significant at one per cent level. This can be explained on the basis of the fact that there prevails the environment of Openness, Confrontation, Trust, Authenticity, Pro-activity, Autonomy and Collaboration. It is evident that chances of advancement in the jobs are high due to Facilitation, cooperation among co-workers as well as supportive aptitude of top management. This has resulted in high chances of future growth for employees. Employees are trained on the basis of Training Need Assessment and they are also provided feedback on scheduled bases. Also, Job Rotation between inter departments are planned for the overall development of employees. Thus, the future growth of employees is also kept in mind while Job Designing. Trust and cooperation among employees also contribute in creation of positive and conducive work environment. It has been observed that people support as well as cooperate with each other irrespective of hierarchical level, one of the reasons being inter dependence nature of work. Transparency, another important factor for positive work environment is also prevalent in organization to a large extent. This can be explained from the fact that the objectives of the organization are clearly communicated so that one can relate them to day to day responsibilities so as to enhance efficiency as well as morale of the employees. There also prevails Collaboration among various departments. This results in well-defined goals and prevents duplication of work thereby enhancing the efficiency of organization in accomplishing the goals within given time frame. This further enhances cooperation among employees. Moreover, difficult problems are solved by teamwork under the guidance of superior by applying various tools like CAPA analysis. Superiors also make efforts by assigning challenging assignment and maintain group dynamics in order to establish humane relationship among employees. This also enhances confidence and build up morale of employees. If there is conflict among the view point of employees, it is solved by positive synergy where different viewpoints are debated upon to gain maximum from them. Superiors encourage their employees to think out of the box and apply innovative ideas effectively in various cost saving measures, to balance schedule and resource constraints without affecting quality of the product. Organization also makes efforts to identify and develop potentials of the employee by involving them in challenging tasks, delegating authorities and responsibilities and providing training etc.

### **Job Satisfaction and OCTAPAC Culture**

The relationship between Job Satisfaction and OCTAPAC Culture 0.666 was found to be positive and statistically

significant at one per cent level. The inter-relations between the two factors is quite evident from the reasons stated above. The employees seem to be satisfied due to the better superior subordinate relationship, recognition of employees for their good work, rewards, employee welfare measures, atmosphere of trust and openness, co-operation among the employees, positive attitude towards the employee problems etc. As indicated earlier, the organization uses several mechanisms for the employee development. Training needs are assessed properly and employees are given training from time to time. To solve employee problems CAPA analysis is used. KRA's are stressed and employees are helped to improve their performance. Problems and allied issues of the employees are solved through open forums to their satisfaction. The superiors also support them not only in solving their issues but also overcoming stress and frustration. It motivates them to work freely in the organization. Performance Appraisal is used as a mechanism for employee assessment, development, advancement and compensation. It can be ascertained that all the three factors Work Environment, Job Satisfaction and OCTAPAC Culture are closely related to each other and the level of relationship was found to be statistically significant.

### **OES Scores and Work Environment, Job Satisfaction & OCTAPAC Culture**

The inter relation between OES and Work Environment (0.938), OES and Job Satisfaction (0.774) & OES and OCTAPAC Culture (0.914) was found to be statistically significant at one per cent level. High correlation of OES was observed with work environment and OCTAPAC culture (>0.9). It reflects that the OES is closely associated with these two factors. Job Satisfaction also has quite significant association with the organisational effectiveness. This association can be further improved by raising satisfaction of the employees who are somehow dissatisfied. As indicated in the personal interaction, some of the employees complained about the biasness in the appraisal system and the KRA ratings. This can be made more transparent to enhance job satisfaction and organizational effectiveness. On the basis of above discussion, it can be concluded that the three factors i.e. Work Environment, Job Satisfaction and OCTAPAC Culture are closely associated with each other and the Organizational Effectiveness as well.

Hence, the null Hypothesis

- That there is no association between work environment, Job Satisfaction and, OCTAPAC Culture is rejected.
- That there is no significant relationship of Job Satisfaction and Organizational Effectiveness; Work Environment and organizational Effectiveness; OCTAPAC Culture and Organizational Effectiveness are also rejected.

### **Regression Analysis**

In order to arrive at some meaningful conclusion regarding the relative contribution of the independent variables on Organizational Effectiveness in ABC Laboratories, the co-efficient of Multiple Regression (bs), the co-efficients of determination ( $R^2$ ) and the value of F as a measure of testing the fitness of regression has been obtained. For the purpose of computing these values, SPSS software was used. The results are being discussed as under:

Table 3. (a) Coefficients of Multiple Regression

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t		Sig.
	B	Std. Error	Beta	B	Std. Error	
1 (Constant)	-.046	.111		-.413		.684
Work Environment	.361	.021	.524	16.931		.000
Job Satisfaction	.271	.039	.188	7.011		.000
OCTAPAC Culture	.380	.032	.389	12.020		.000

a) Dependent Variable: Organizational effectiveness

Table 3 (b). Value of R<sup>2</sup>, F-value and Standard Error

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.996(a)	.993	.991	.02206	882.576	.000(a)

a Predictors: (Constant), OCTAPAC Culture, Job Satisfaction, Work Environment

The co-efficient of determination R<sup>2</sup> (adjusted) between the Organizational effectiveness and the three independent factors is .991 as shown in table 3(b) above. It can be inferred that 99 per cent variations in the organizational effectiveness is explained by the independent variables including Work Environment, Job Satisfaction and OCTAPAC Culture. The value of F for the present regression has been found to be statistically significant. As regards the individual contribution of each factor to the Organizational Effectiveness, OCTAPAC Culture has the highest contribution (0.38) followed by Work Environment (.36) and the Job Satisfaction (0.27). These regression co-efficients were found to be statistically significant. It appears that all the three factors have significant contribution in improving organizational efficiency. As the three factors - Work Environment, Job Satisfaction & OCTAPAC Culture contribute significantly to the Organizational Effectiveness, the null hypothesis is rejected.

### Findings and Conclusion

On the basis of the above study, it can be ascertained that

1. The mean value for all the dependent and independent factors in the study was found to be greater than 3.5 (> 0.62 per cent), indicating existence of 'reasonably good' work environment, Job Satisfaction and OCTAPAC Culture along with Organizational Effectiveness in the organization. Further, there is consistency in the data as revealed by the Standard Deviation. It can be assumed that the organization pays attention to employee development, training needs, compensation and reward system, appropriate recognition to motivate its employees, maintains an atmosphere of trust, transparency and openness, pays attention to superior-subordinate relationships and applies good HR practices.
2. There is close inter relationship between Work Environment and Job Satisfaction (0.625); Work Environment and OCTAPAC Culture (0.666) and OCTAPAC Culture and Job Satisfaction (0.764). Further, this relationship was found to be statistically significant. It can be inferred that all the three factors are closely associated to each other and improvement in any one of them will lead to better the relationships with others.

3. The factors used in the study namely Work Environment, Job Satisfaction and OCTAPAC Culture also seem to be highly associated with Organizational Effectiveness Scores. High degree of inter-relation was observed between Work Environment and OES (0.938) and OCTAPAC Culture and OES (0.914). All the inter-relations were found to be statistically significant at one per cent level. It indicates that Organizational Effectiveness is directly affected by these factors.
4. All the factors contribute significantly to the Organizational Effectiveness as evident from the regression analysis. It is significant to note that 99 per cent variations in the Organizational Effectiveness are explained by the three independent variables used in the study, their relative contribution being Work Environment (0.36), Job Satisfaction (0.27) and OCTAPAC Culture (0.38). It can be inferred that the organizational effectiveness is largely dependent on Work Environment, Job Satisfaction and OCTAPAC Culture in an organization.

### Implications

The study is of great significance to the organization as it explains the relationship and the contribution for the various factors on Organizational Effectiveness. The organization can improve its effectiveness by improving these variable. Further, the study confirms the results of the earlier study which also identified the same type of factors i.e. Work Environment, Job Satisfaction and OCTAPAC Culture affecting Organizational Effectiveness.

### Recommendations

To improve the factors including Work Environment, Job Satisfaction and OCTAPAC Culture and to raise the Organizational Effectiveness, the following recommendations are suggested:

1. There is need to remove biasness in the Performance Appraisal System. It should be made more transparent.
2. Employees should be given opportunity to use their ideas.
3. KRA's (Key Result Areas) should be discussed with the employees and the ratings on the basis of KRA's should also be made known to the employees with reasons.

## Appendix

The respondents are requested to tick mark ( ✓ ) their preference in the relevant box of HRD Climate Scale Questionnaire. The preferences have been converted into quantitative form as indicated below:

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
	4	3	2	1

S No.	Description of Variables- Work Environment	Abbreviation	5	4	3	2	1
1	The standard of time schedule is fair in our organization.						
2	The superiors are good in planning						
3	The objectives of our organization are realistic						
4	There is emphasis on effectiveness in every sphere						
5	The discussions sought by superiors are mostly genuine						
6	The communication is generally well thought off						
7	The- actions of superiors are guided by legal provisions						
8	The standards of performance are fair						
9	People respond to both problems and opportunities						
10	There is good co-ordination between the organization members						
11	The standards of control are adequate						
12	Most of the managers' time is meaningfully utilized.						
13	The working conditions are conducive at the place of my work						
14	There is often effective decision making						
15	The social conditions within the organization are cordial.						
16	The organization's policies are people oriented						
17	All things considered my organization is effective						
18	Individuals and teams are skilful in clarifying objectives in the light of new information and events						
19	Interests, special needs and unusual difficulties are integrated within an overall framework of objectives						
20	Criteria for success are defined and monitored						
21	There is sufficient internal questioning to facilitate organizational audit						
22	Reviews are held periodically						
23	Potentially demanding conflicts are worked through and managed						
24	Relationship in intergroup and intragroup is that of cooperation and concern for each other in general						
25	Superiors are skilful in establishing human relations						
26	People have confidence and show high morale						
27	People are able to generate new ideas and put them into practice						
28	Nobody sits idle						
29	Superiors often appreciate the team efforts made by employees of the organization						
30	My organization is known for its progressive orientation						
31	My organization has often succeeded in fulfilling its promises						
S No	Description of Variables- Job Satisfaction	Abbreviation	5	4	3	2	1
1	I am usually alert while performing my duties						
2	I often act according to my judgment.						
3	People discharge their duties effectively without any expectation for rewards.						
4	I work overtime even if am not paid for it.						
5	I usually show up for work a little early to get things ready.						
6	I often find a better way of doing things at work						
7	People are often enthusiastic to complete their work as per schedule						
8	People are often enthusiastic to complete their work as per schedule						
9	People are willing to put extra efforts to make my organization successful						
10	I find similarity in my values and the organization's values						
11	I feel my present job gives me a chance to do different things from time to time						
12	My job gives me opportunity to feel important						
13	My job provides me the way for steady employment						
14	I have a feeling of accomplishment in the job						
15	My past advancement in the organization has been satisfactory.						
16	My work is suitably recognized						
17	Responsibilities given to me are satisfactory						
18	All things considered I am satisfied with my work						
19	The organization is able to re define objectives in the light of new information and events						
S. No.	Description of Variables- Job Satisfaction	Abbreviation	5	4	3	2	1
1	The immediate superior usually facilitates me in performing my duties						
2	Problems related to work are solved without any delay						
3	People are encouraged to take moderate risks						
4	I often try to express my ideas without any fear						
5	I am ready to accept any type of job assignment to keep working here						
6	I am optimistic about the fate of my organization						
7	I see this organization as a large family						
8	I am proud of working in this organization						
9	I feel that this organization's problems are my own						
10	I see the fulfillment of my personal goals in the achievement of organization's goals						
11	I feel my job gives me an understanding of the competence of my superior in taking decisions						
12	My job gives me an opportunity to make use of my abilities						
13	The chances of advancement on this job are high						
14	The way my co-workers get along with each other is quite satisfactory						
15	Top Management of the company is supportive						
16	The chances for further growth are bright.						
17	There is reasonable level of trust and openness among employees						
18	People are generally helpful and supportive						
19	Objectives and broad aims are clearly communicated so that one can relate them to day-to- day responsibilities						
20	Departments and groups have win-win relationship						
21	Organizational objectives are related to wider social and economic needs						
22	Difficult problems are solved by teamwork						
23	Different viewpoints are debated upon to gain from them						
24	Subordinates respect their seniors						

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