

Investigating the Linkage of Organizational Variables and Organizational Effectiveness: An Empirical Study Reference to Sail Salem

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Abstract

Organizations are complexes of individuals and coalitions with different values, beliefs and interests. Culture is valuable for the organization as it brings enhancement in the commitment level of employees and guides employees towards right direction. A continuous investigation is essential to find out the strength and weakness of the organization culture. The place where the study is conducted is 'The Steel Authority of India Limited (Salem)'. The research questions raised for the study are as follows: What is the strength of organizational Culture? What is the relationship between organizational culture and organizational variables? What is the role of organizational culture in the organizational effectiveness? The methodology of the study is based on the primary as well as secondary data. Stratified random sampling method is used for collecting primary data. 40% of the total sample is used for this study. The responses are processed and analyzed using various statistical techniques such as Two-way tables, Anova, Multiple Regression and Structural Equation Model. The study concludes as, there exists a positive relationship between organizational culture and corporate social responsibility; organizational culture and organizational commitment; organizational culture and work ethic. On the same time the organizational variables viz., organizational culture, organizational commitment, work ethic, and corporate social responsibility are exhibiting the negative relationship with the organizational effectiveness.

Keywords:

Organisational Variables, Organizational Effectiveness, Sail

Introduction

Human resource management practices are a potentially powerful level for shaping the culture of the organization and along with the organizational culture; they are a strong predictors of managerial effectiveness. Culture is such a crucial factor in the long-term effectiveness of organizations and has impact on the working environment as well as the individuals working in it. The dependence

of organizational improvement on culture is due to the fact that when the values, orientations, definition and goals stay constant – even when procedures and strategies are altered – organizations return quickly to status quo.

The technology has completely changed the way in which the organization function yester years. They are indeed becoming borderless, market driven and strategically oriented entities. Instead of being totally embedded in a particular culture and obliged to serve the single nation, they reflect many culture shades tend to satisfy many stakeholders, and respond to a highly complex and turbulent international market.

The literature on organizational culture is rich and diverse. Much of its richness is founded on the claim that culture is linked to organizational performance. According to Krefling and Frost (1985) organizational culture may create competitive advantage if the boundaries of the organization are designed in a manner which facilitates individual interactions and if the scope of information processes is limited to appropriate levels.

Since an organization consists of hundreds of individuals and different departments, both employees and employers are required to enforce organizational cultural, ethical, and legal value systems. The organizational ethics develop organizational culture. The major implication in global business is that people with different beliefs will have different ethical standards.

Firms that engage in CSR activities are likely to enjoy enhancement levels of employee commitment because the employees are dedicated in ensuring the quality of the work place experiences and they are getting or involved in addressing the issue of environmental protection and welfare of the community which are the concern of the employees. Such firms will foster a positive relationship with their employees and earn employees' commitment.

Significance of The Study: Organizational culture is an important factor without which it is not possible for the industry to achieve the economic goals of high quality product, productivity, competitiveness etc. In the globalised era the organizational leaders are confronting with many complex and complicated issues during the attempts to generate organizational achievement. Sound functioning of organization heavily depends on strong organizational culture. Experts largely accepted the notion that organizational culture is linked with or connected with positive organizational results. Any organization objective is to achieve the maximum performance in order to fulfill the expectation of the stakeholders. Apart from enhancing the market share there is another important task to be fulfilled is to sustain the business. In today's economic world productivity and competitiveness through novelty and

innovations enables an industry to get and sustain its share of market. The organization has to realize that the protective umbrella is no longer available. The vast global market is no longer a sure ground to remain complacent.

Culture enhances social stability wherein it guides and shapes behaviours of organizational managers. Restructuring the mind happens followed by restructuring the culture. The importance of this study lies in its approach to identify the focal variables that explain work behaviour and the strong organizational culture emerging out of it. The approach and techniques used in this study are based on a practice needed and provide direction towards understanding organizational culture in Indian organizations. The task of developing a fairly reliable instrument and an appropriate empirical methodology to identify the work based organizational culture and making them to help in achieving the organization goal is another reason for the importance of the study.

Need for the Study : During the periods of environmental turbulence, societies in newly developed and developing economies, such as India tend to maximize constancy. This further entails that in order to maintain internal homogeneity and adapt to outside variations, societies cling on to indigenous norms and at the same time adapt to certain novelties. Given that organizations function within the boundaries of existing social ethos, it is obvious that behavioural facets of management require a greater in-depth study.

The effectiveness of organizational culture influencing performance among the employees leads to individual and organizational efficiency. The yardstick to measure the performance of individuals, and consequently, evaluate their worth in relation to organizational is very difficult. Even though organizations' cultures contain many idiosyncratic elements, the ability to surface and understand the existing culture is critical in order to facilitate change.

The increasing pressure from stakeholders such as consumers, investors and the community for organizations to behave ethically and in a socially responsible way can no longer be ignored. Increasingly, however, business organizations are beginning to realize that they have to behave not only economically but also ethically. Economic behavior and ethical behavior can actually achieve a common corporate goal. This is because ethical helps bring about economic rewards. Hence a comprehensive research is essential to study the above said factors to bring effectiveness of the organization to work consistently and to sustain the very industry.

Statement of The Problem : Organizational culture is always playing a vital and determining role in the effective functioning of an industry. Various Human Resources

Management strategies are adopted to improve the effectiveness of the organization. But it is not always bringing the expected effectiveness in the organization. Therefore a continuous investigation is essential to find out the strength and weakness of the organization culture. Even the successful organization is suffering from organizational culture related problems. The functioning of the dynamics of organizational culture like knowledge about the organization, work environment, values and beliefs, attitude towards work, interpersonal relationship and work involvement etc., are varying according to the prevailing internal and external environment. There has been a necessity to keep monitoring continuously for regulating and managing those changes which makes an impact in the dynamics of organizational culture for the sustenance of the industry.

SAIL got awards for its best industrial practices. This award has been awarded based on the parameters of the particular year. The SAIL is one of the Maharashtra awardee of the public sector undertakings for its best industrial practices. In spite of that, it is not free from problems. Though it is not frequently experiencing the strikes but occasionally face it. SAIL is encountering strike, productivity related problems. Therefore, it is fit to have a probe on this problem.

The SAIL is having their own human resource management policy which governs the various dynamics of organizational culture. The problem may be small but if it is not attended with a correct solution that will become a big issue and finally cost a shadow in the final result of the output. It is the culture which determines whether the organization builds on past successes or in the face of difficulty. Updating the dynamics of organizational culture is a must for enhancing the moral and motivation of the employees. This also brings a binding relationship with the organization. The result of researching the dynamics of the organizational culture and its updating of SAIL may help the organization for strengthening their organizational culture and effectiveness.

Based on the background the following questions are raised: What is the relationship between organizational culture and organizational variables? What is the role of organizational culture in the organizational effectiveness?

Scope of The Study : The study throws light on various variables of organizational culture and its inter relationship in increasing the effectiveness of the organization. The study also focuses on the Corporate Social Responsibilities of the organization and how it serves as an variable in working the organizational culture and also how it acts as an instrument in increasing the morale of the employees and consequently increasing the effectiveness of the organization. Further the study takes work ethics and organizational commitment and their role in strengthening

the organizational culture thereby making an impact in the effectiveness of the organization.

Operational Definition Used: For the purpose of the study an operational definition has been framed and used. Accordingly “Organizational culture can be defined as an appropriate behaviour in a work place, which is an outcome from the combination of relationship, attitude, values and beliefs exhibited by a group or individuals, with required knowledge to accomplish the objective”.

Objectives of The Study : The basic data pertaining to the workers perception towards work and other work related issues will be analyzed with a view to examine and explain the following objectives:

- * To study the strength of Organizational Culture prevailing among the employees of The Steel Authority of India Limited, Salem.
- * To explore the inter relationship between Organizational Culture and Organizational Variables.
- * To examine the impact of Organizational Culture in the Organizational Effectiveness.

Methodology : The methodology of the study is based on the primary as well as secondary data. The study depends mainly on the primary data collected through a well-framed and structured questionnaire to elicit the well-considered opinions of the respondents. The place where the study is conducted is 'The Steel Authority of India Limited (Salem)'. Stratified random sampling method is used for collecting primary data.

There are thirty five departments functioning in this industry, total number of employees working in SAIL, Salem was 1348 employees and the researcher worked to contact 40% of the total employees which may be sufficient to reflect the views of the organization. The questionnaire is personally issued by the researcher during the working hours of the organization. Apart from collecting the data through the questionnaire, the opinions and issues on the topic is collected in the informal discussion with a number of respondents (executives and non executives) of the organization. Some of their views and opinions are also used for the study. The secondary data are collected from journals, magazines, publications etc.

Statistical Tools Used: In view of complexity of data, the responses will be processed and analyzed through using various statistical techniques such as Two-way tables, Anova, Multiple Regression and Structural Equation Model.

Limitations of The Study: The data so collected is based on the perception of workers towards six dimensions of Organizational Culture and also studied organizational variables Viz., Work Ethic, Organizational Commitment, Corporate Social Responsibility and Organizational Effectiveness. Studies based on perception have certain limited validity because they are subjective, and also there may be differences between one's perceptions. The perceptions about these aspects of work in course of time may also be changing. The background influences the organizational culture. Such as social forces, organization

history, goals, objective and financial position etc., which do not directly come under the purview of this study but are presumed to have moderated by the individual's perception.

Analysis and Discussion

The relationship between the Organizational Culture in SAIL among the respondents and six independent factors were studied by using multiple regression analysis. It was found that out of six, all the six components/variables were closely associated with organizational culture.

Table No.1 - Organizational Culture (Multiple Regression Analysis)

S.No.	Variables of OC	Unstandardized coefficients		Standardized coefficients	Table value	Sig.	
		B	SE	Beta			
	(Constant)	-0.727	0.084				
1	Knowledge about the organizational policy	0.321	0.036	0.278	8.813	1%	
2	Work environment	0.134	0.047	0.099	2.834	1%	
3	Values and beliefs	0.204	0.039	0.161	5.172	1%	
4	Attitude towards work	0.205	0.042	0.144	4.857	1%	
5	Work involvement	0.255	0.041	0.196	6.193	1%	
6	Inter personal relationship	0.320	0.040	0.259	8.090	1%	
R-Value		R²-Value		Degree of freedom – V₁	Degree of freedom – V₂	F Value	Significance
0.839		0.703		6	532	210.294	1% Level

(Source – Primary data)

It is understood from the table No.1 that the multiple linear regression co-efficient (dependent variable) is found to be statistically good fit as R^2 is 0.703. It shows that independent variables contribute about 70.3 percent of the variation in the opinion of organizational culture by the selected sample respondents and this is statistically significant at 1% level.

Organizational culture have been measured from the six components/variables viz., knowledge about the organizational policy, work environment, values and beliefs, attitude towards work, work involvement and inter personal relationship. These six categories are having 72 statements. These statements are having five point scaling

techniques like strongly agree for 5, agree for 4, neither agree nor disagree for 3, disagree for 2 and strongly disagree for 1 and the total score was measured and categorized into three groups according to the strength viz., weak, moderate and strong by using mean (274.4) and standard deviation (30.2).

To analyse the strength of organizational culture following formula is used:

Weak : Mean (274.4) – SD (30.2)

Strong : Mean (274.4) + SD (30.2)

Moderate : Strong – Weak

Table No.2 – Strength of organizational culture

Organizational Culture	No. of Respondents	Percentage (%)
Weak	115	21.3
Moderate	249	46.2
Strong	175	32.5
Total	539	100

(Source- Primary data)

Organizational Culture & Work Ethic

Work ethic has been the backbone for success for centuries. Work ethic is vital to a company achieving its goals. Every employee, from the CEO to entry-level workers, must have a good work ethic to keep the company functioning at its peak. A work ethic is a set of moral principles an employee uses in his job. A company requires ethical behavior from employees to safeguard its financial interests and public reputation. Without employees following moral standards and related laws, a company cannot preserve the confidence of different stakeholders, especially customers, business partners and shareholders. Good work ethic takes an employee long way in his career. Problematic behavior patterns indicating poor ethics might cause a manager to question whether an employee is a fit for the company.

In order to identify the relationship that exists between organizational culture and work ethic an attempt has been by using two way analysis and anova. For this purpose, Work Ethic have been measured from the twelve selected statement by using likert's five point scaling technique like

strongly agree for 5, agree for 4, neither agree nor disagree for 3, disagree for 2 and strongly disagree for 1 and the total score was measured and studied under three categorization viz., poor, moderate and good by using mean (45.8) and standard deviation (7.8).

With a view to find the degree of association between work ethic of the respondents and organizational culture in SAIL, a two-way table and anova are used. It can be well reasoned from the following table No.3 that the opinion of the percentage of strong organizational culture was the highest among 85 (71.4%) respondents of having good work ethic and the same was the lowest among 7 (5.7%) respondents of poor work ethic. The percentage of moderate organizational culture was the highest among 173 (58.2%) respondents of moderate level of work ethic and it was the lowest among 28 (23.5%) the respondents of good work ethic. The percentage of weak organizational culture was the highest among 68 (55.3%) respondents of poor work ethic and the same was the lowest among 6 (5.0%) respondents of good work ethic.

Table No.3 - Organizational Culture & Work Ethic (Two-Way Table)

S. No.	Work Ethic	Organizational Culture			Total
		Weak	Moderate	Strong	
1.	Poor	68 (55.3%)	48 (39.0%)	7 (5.7%)	123
2.	Moderate	41 (13.8%)	173 (58.2%)	83 (27.9%)	297
3.	Good	6 (5.0%)	28 (23.5%)	85 (71.4%)	119
Total		115	249	175	539

(Source: Primary data)

The above analysis confirms that the majority of the respondents perceiving moderate organizational culture are exhibiting moderate work ethic. In order to prove the relationship the following hypotheses was framed and tested using anova and the result is shown in table No.4.

H_0 : There is no significant relationship between

work ethic of the respondents and organizational culture.

H_1 : There is a significant relationship between work ethic of the respondents and organizational culture.

Table No.4 - Organizational Culture & Work Ethic (Anova)

Source	SS	DF	MS	F	S
Between Groups	69.769	2	34.884	108.582	Significant at 5% level
Within Groups	172.202	536	.321		
Total	241.970	538			

(Source: Primary data)

Since the calculated F value is greater than the table value and the result is significant at 5% level the null hypothesis is rejected. Thus from the above said analysis, concludes the significant relationship between organizational culture and work ethic.

Organizational Culture & Corporate Social Responsibility

Social responsibility is a part of organizational culture and a value in the organizational environment. Nowadays corporate social responsibility is an integral part of the business vocabulary and is regarded as a crucially important issue in management. In order to identify the

relationship that exists between organizational culture and corporate social responsibility an attempt has been by using two way analysis and anova. For this purpose, corporate social responsibility have been measured from the twelve selected statement by using likert's five point scaling and the total score had measured and categorized into three heads viz., Weak, Moderate and Strong by using mean (45.8) and standard deviation (7.8). This study classifies the opinion of respondents on corporate social responsibility of the respondents under three categories viz., Insignificant, Moderate and Significant.

Table No.5 - Organizational Culture & Corporate Social Responsibility (Two-Way Table)

S. No.	Corporate Social Responsibility	Organizational Culture			Total
		Weak	Moderate	Strong	
1.	Insignificant	68 (61.3%)	34 (30.6%)	9 (8.1%)	111
2.	Moderate	41 (14.4%)	179 (62.8%)	65 (22.8%)	285
3.	Significant	6 (4.2%)	36 (25.2%)	101 (70.6%)	143
Total		115	249	175	539

(Source: Primary data)

It could be surmised from the table No. 5 that the opinion of the weak organizational culture was the highest among 68 (61.3%) respondents of insignificant CSR category and the same was the lowest among 6 (4.2%) respondents of significant CSR category. The percentage of moderate organizational culture was the highest among 179 (62.8%) respondents of moderate CSR category and the same was the lowest 36 (25.2%) among the respondents of significant CSR category. The percentage of strong organizational culture was the highest among 101 (70.6%) respondents of significant CSR category and the same was the lowest

among 9 (8.1%) respondents of insignificant CSR category. The following hypothesis was tested with the help of anova to derive the relationship and the result is shown in the table No.6.

H_0 : There is no significant relationship between CSR of the respondents and the organizational culture.

H_1 : There is a significant relationship between CSR of the respondents and the organizational Culture.

Table No.6 - Organizational Culture & Corporate Social Responsibility (Anova)

Source	SS	DF	MS	F	S
Between Groups	79.908	2	39.954	124.369	Significant at 5% level
Within Groups	172.192	536	.321		
Total	252.100	538			

(Source: Primary data)

The calculated anova value is greater than the table value and the result is significant at 5% level so the null hypothesis is rejected and concluded that there is a significant relationship between the CSR and organizational culture.

Organizational Culture & Organizational Commitment

Organizational commitment can be defined as the degree to which an employee, identifies with the organization and wants to continue actively participating in it, is an interesting topic for research in the field of organizational behaviour. It is a fact that employee commitment is vital to contemporary organizational success. Organizational culture holds the organization together and drives members of the organization to commit to it and produce good results. To examine the relationship between organizational culture and organizational commitment two way analysis and anova

were used. For the purpose of this the level of organizational commitment was studied under three groups' viz., low, medium and high based on the opinion of respondents.

The table No.7, summarizes the opinion of the respondents towards organizational commitment. The opinion of the percentage of weak organizational culture was the highest among the 63 (59.4%) respondents having low organizational commitment and the same was the lowest among 6 (3.3%) the respondents of high organizational commitment. The percentage of moderate organizational culture was the highest among 152 (60.1%) the respondents of medium organizational commitment and the same was the lowest among 32 (30.2%) the respondents of low organizational commitment.

Table No.7 - Organizational Culture & Organizational Commitment (Two-Way Table)

S. No.	Organizational Commitment	Organizational Culture			Total
		Weak	Moderate	Strong	
1.	Low	63 (59.4%)	32 (30.2%)	11 (10.4%)	106
2.	Medium	46 (18.2%)	152 (60.1%)	55 (21.7%)	253
3.	High	6 (3.3%)	65 (36.1%)	109 (60.6%)	180
	Total	115	249	175	539

(Source: Primary data)

The percentage of strong organizational culture was the highest among 109 (60.6%) the respondents of high Organizational Commitment and the same was the lowest among 11 (10.4%) the respondents of Low Organizational Commitment. Following hypotheses was framed and tested using anova to examine the relationship and the result is shown in the table No. 8.

- H₀ : There is no significant relationship between organizational commitment of the respondents and the organizational culture.
- H₁ : There is a significant relationship between organizational commitment of the respondents and the organizational culture.

Table No.8 - Organizational Culture & Organizational Commitment (Anova)

Source	SS	DF	MS	F	S
Between Groups	77.346	2	38.673	104.430	Significant at 5% level
Within Groups	198.494	536	.370		
Total	275.840	538			

(Source: Primary data)

The calculated anova value is greater than the table value and the result is significant at 5% level so null hypothesis is rejected. It is concluded from the above analysis that there is a significant relationship between the organizational commitment of the respondents and organizational culture.

Organizational Culture & Organizational Effectiveness

Organizational effectiveness is critical to success in any economy. In order to achieve increased and sustainable business results, organizations need to execute strategy and

engage employees. Organizational Effectiveness (OE) is a systemic and systematic approach to continuously improving an organization's performance, performance capacity and client outcomes. The following table No. 9, illuminate the multiple regression analysis of the dependent variable organizational effectiveness.

The multiple linear regression co-efficient (dependent variable) is found to be statistically good fit as R^2 is 0.956. It shows that independent variables contribute about 95.6 per cent of the variation in the opinion of organizational effectiveness by the selected sample respondents and this is statistically significant at 1% level.

Table No.9 - Organizational Effectiveness & Organizational Culture (Multiple Regression Analysis)

S.No.	Variables	Unstandardized coefficients		Standardized coefficients	T	Sig.
		B	SE	Beta		
	(Constant)	3.279	0.090			
1	Knowledge about the organizational policy	0.263	0.039	0.305	6.767	1%
2	Work Environment	0.153	0.051	0.152	3.028	1%
3	Values and Beliefs	0.168	0.043	0.189	3.914	1%
4	Attitude towards work	0.177	0.045	0.167	3.943	1%
5	Work Involvement	0.148	0.044	0.153	3.368	1%
6	Inter Personal Relationship	0.233	0.042	0.254	5.540	1%
R-Value	R² - Value	Degree of freedom - V₁	Degree of freedom - V₂	F Value	Significance	
0.978	0.956	6	532	1912.79	1% Level	

(Source: Primary data)

Organizational Variables & Organizational Effectiveness

Organizations are made up of interconnected moving parts viz., the aim of the organization is considered important by the employees and stakeholders; the resources are designed to put in such a way to achieve the objectives of the organization; the ability of planned actions to increase the outcomes from the available resources in terms performance measured in outputs; the feedback so derived from the employees, stakeholders, community and customers for betterment in future course of action. Feedback drives an organization to continuous improvement in strategy, inputs, capacity, and action, which in turn drives an increased performance in outputs and outcomes. Thus organization effectiveness is the step by step approach for continuous improvement in the entire organization.

Various environmental and other regulations have come into effect placing a greater financial burden on companies. All these factors have increased the pressure on companies. Leena James(2011) researched on "The Linkage of Corporate Social Responsibility Practices and Organizational Culture in Indian I.T. Industry". The Study reveals that there was a significant and positive correlation between corporate social responsibility and its dimensions

with organization and its dimensions. It is evident that when an organization integrates appropriate CSR practices in its strategy that embed the societal and environmental concerns, these practices undoubtedly bring tangible benefits to the business along with a sustainable competitive advantage.

There are several important reasons for a company to develop a code of ethics. In the first place, there are some business related reasons. Code of ethics can boost corporate reputation and brand image. It can create a positive image about the company's business practices. In addition, corporations are sometimes even required to have a code of ethics in order to conduct business. Organizational culture is considered to be one determinant of the extent to which people behave ethically in an organization and has been increasingly documented. Employees' attitude to their duties and responsibilities has major effect on organizational productivity. Their commitment and loyalty to their organizations and their positive attitude to peers and superiors in the course of their job performance are necessary requirements for industrial harmony and higher productivity. Their respect for organizational core values has huge effect on results.

The attention to human resources has increased gradually to the point that today, manpower are called as customers of

organizations; it means that in modern era, the necessity to answer employees' basic needs in each organization is in the first priority, because reaching to the organization's objectives is dependent to the fulfillment of logical and legitimate needs and objectives of human resources.

The effectiveness of an organization is influenced by corporate culture, which affects the way managerial functions of planning, organizing, staffing, leading, and controlling are carried out. Corporate culture is pervasive and powerful as it either encourages or hampers change in the organization. For employees, corporate culture is either the glue that binds employees to the organization or the wind that blows them away. Corporate culture is vital in

developing and sustaining employee commitment and intensity levels that is often characteristic of successful organizations.

The relationship that exists between the organizational variables and organizational effectiveness is studied by using structural equation modeling technique. For this purpose following hypothesis was framed and tested.

Hypothesis: There is no positive relationship between organizational variables (organizational culture, work ethic, corporate social responsibility, organizational commitment) and organizational effectiveness.

Table No. 10 - Model fit summary of SEM model No. 1

Cronbach's Alpha : 0.8393

S. No.	Test Factor	Model No.1 Value	Range	Result
1	Chi-Square	25.76	p>0.05	Sig. at 1% level
2	Chi-Square / DF (6)	4.293		Good Fit
3	GFI	0.988	>0.95	Good Fit
4	AGFI	0.981	>0.95	Good Fit
5	CFI	0.984	>0.95	Good Fit
6	TLI	0.979	>0.95	Good Fit
7	RMSEA	0.021	<0.07	Good Fit

(Source: Primary data)

The table No. 10 indicates that the model is having a good fit to do the analysis and having reasonable errors of approximation in the population. The table No. 11, details the regression weights of the SEM model No.1. It is noted that the critical ratio of corporate social responsibility, organizational commitment, work ethic are above the table value 3.182 and it is significant at 1 per cent level which

shows that variables are influencing organizational culture. As Well as corporate social responsibility, organizational commitment, work ethic, organizational culture are above the table value 3.182 and it is significant at 1 per cent level which shows that variables are influencing as well as having the capacity to build organizational effectiveness.

Table No.11 - Regression weights of SEM Model No.12

Measured Variable		Latent Variable	Estimate	S.E.	C.R.	Result
Organizational Culture	→	Corporate Social Responsibility	0.015	0.001	20.147	1%
Organizational Culture	→	Organizational Commitment	0.15	0.009	16.645	1%
Organizational Culture	→	Work Ethic	0.134	0.007	20.246	1%
Corporate Social Responsibility	→	Organizational Effectiveness	-2.174	0.824	-2.638	1%
Work Ethic	→	Organizational Effectiveness	-1.239	0.092	-13.524	1%
Organizational Commitment	→	Organizational Effectiveness	-0.816	0.068	-12.065	1%
Organizational Culture	→	Organizational Effectiveness	-0.058	0.025	-2.379	5%

(Source: Primary data)

The table No.12, pinpoints the hypothetical relationship that exists between the organizational variables and organizational effectiveness.

Table No. 12 - Testing of hypotheses (organizational variables and organizational effectiveness)

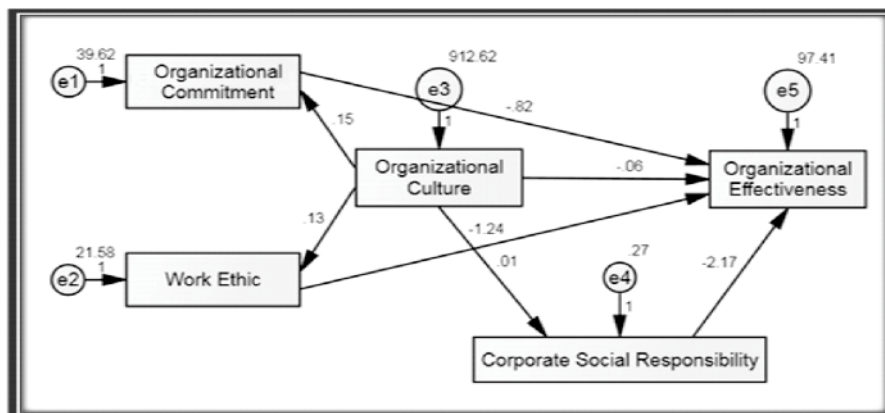
Hypotheses	Result	Hypothetical Relationship
H1 : There is a positive impact of Organizational Culture on Corporate Social Responsibility.	Confirmed	Positive
H12 : There is a positive impact of Organizational Culture on Organizational Commitment.	Confirmed	Positive
H13 : There is a positive impact of Organizational Culture on Work Ethic.	Confirmed	Positive
H4 : There is a positive impact of Corporate Social Responsibility on Organizational Effectiveness.	Not Confirmed	Negative
H5 : There is a positive impact of Work Ethic on Organizational Effectiveness.	Not Confirmed	Negative
H6 : There is a positive impact of Organizational commitment on Organizational Effectiveness.	Not Confirmed	Negative
H7 : There is a positive impact of Organizational Culture on Organizational Effectiveness.	Not Confirmed	Negative

(Source: Primary data)

It is inferred from the table that there exists a positive relationship between organizational culture and corporate social responsibility; organizational culture and organizational commitment; organizational culture and work ethic. On the same time the organizational variables viz., organizational culture, organizational commitment,

work ethic, and corporate social responsibility are exhibiting the negative relationship with the organizational effectiveness. Following path diagram illustrates the relationship that exists between organizational variables and organizational effectiveness.

SEM Model No.1 : Relationship between organizational variables & organizational effectiveness



(Source: Primary data)

Conclusion

For improving productivity and competitiveness it is not enough to acquire new technology, to redraw the manning charts, or to make organizational structures more flexible, but in addition far more attention need to be given to people in the organization, both managers and workers.

Improvement in organization culture can be achieved if the organizations not only identify but also develop the talent of all employees to achieve improved performance.

Organizational culture affects the leadership style, structure, organizational creativity and finally organizational output. Organizational culture adds meaning to work life.

Organizational commitment mediates the relationship between organizational culture and organizational effectiveness. High level of organizational commitment, good work ethic, strong organizational culture, significant CSR practices will increase the effectiveness to a greater height.

It is concluded that the majority of the respondents opine moderate work ethic, moderate CSR, medium organizational commitment. The reason behind the scene is the organizational culture which is perceived to be moderate. The path analysis revealed that there is a positive relationship that exists between organizational culture & corporate social responsibility; organizational commitment & work ethic. Whereas all the organizational variables viz., work ethic, organizational commitment, organizational culture, corporate social responsibility are exhibiting negative relationship with organizational effectiveness.

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