

## RESEARCH ARTICLE

### DETERMINANTS OF ORGANIZATIONAL EFFECTIVENESS OF TELECOMMUNICATION ORGANIZATIONS OF HARYANA

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#### ABSTRACT

The telecommunication sector, which has the enormous effect on the economy, has a vital role to play by contributing to the increased efficiency. Thus, the investigators undertook the study of determinants of organizational effectiveness of telecommunication organizations of Haryana State. The present study aims to determine the relationship among organizational effectiveness, leadership style, organizational citizenship behavior and organizational culture. It also investigates the impact of independent variables namely leadership style, organizational citizenship behavior and organizational culture on the dependent variable organizational effectiveness. Descriptive survey method was used in the study and a sample of 600 employees (300 each) from BSNL and Vodafone organizations of Haryana State drawn using purposive sampling technique. Organizational Effectiveness Scale by Santosh Dhar & Upinder Dhar (2010), Multi Factor Leadership Questionnaire by S. N. Dubey (2000), Organizational Culture Profile by Udai Pareek (2002) and Organizational Citizenship Behavior Scale by Sangeeta Jain & Vishal Sharma (2009) were utilized for obtaining the data. Pearson's Product Moment Correlation and Multiple Regression Analysis were applied for analyzing the data. The findings of the study revealed that there was a significant and positive relationship among the organizational effectiveness of BSNL and Vodafone Idea Ltd. and its determinants. Leadership style was reported to be most significant determinants of organizational effectiveness of the telecommunication organizations. It explained 4.7% of variation in organizational effectiveness of BSNL and 5.4% of variance in the organizational effectiveness of Vodafone Idea Ltd. was explained by the leadership style.

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#### INTRODUCTION

The telecommunication facilities have been considered as significant measures worldwide for fiscal advancement of a country. It is amongst the vital prerequisites for the swift development and rejuvenation of different segments of the market. It has turned out to be particularly significant in the past decade as a result of gigantic progress of technology and its noteworthy capacity for the influence on the remaining economy. The telecommunication organizations, which have the multiplier impact on the economy, have an indispensable task to carry out in economy by method for adding to the expanded effectiveness. The accessible examinations propose that finances of business firms and family units increments by the utilization of telecom benefits and is one of the critical supporters of the development in GDP. Along these lines, the Government of India has perceived that arrangement of world class media communications foundation and data is the way to quick financial and social improvement of the nation. The Indian telecommunication industry is undergoing through a dynamic transitional stage, as they are significantly experiencing the task of market powers of demand and supply.

These firms are experiencing ocean changes during the most recent decades as they venture into the new computerized world through the path of globalization, privatization and modernization. However, the execution and dealing of these progressions are exceptionally dangerous that it some of the time puts the associations in issues. To be fruitful in these issues, organizational effectiveness is said to be significant. In this way, it ends up basic for the associations to upgrade their organizational effectiveness. It has been seen that organizational effectiveness is an expansive idea and it has a few determinants. One of the significant factors that were found to enhance the organizational effectiveness is the leadership style as a successful pioneer shows worry for people, spurring laborers through appointment, contribution and an individual worry for prosperity. It is likewise apparent from the investigations that the culture of a firm additionally decides their effectiveness. Moreover, the significance of manpower in an association can't be overlooked. In this specific situation, the organizational citizenship behavior of the representatives assumes a crucial job in the proficient working of the associations.

In this manner, the present investigation goes for investigating leadership style, organizational culture and organizational citizenship behavior as the significant determinants of organizational effectiveness of the telecommunication sector.

### Objectives

- To study the relationship between organizational effectiveness, leadership style, organizational citizenship behavior and organizational culture of BSNL.
- To study the combined impact of leadership style, organizational citizenship behavior and organizational culture on organizational effectiveness of the BSNL.
- To study the relationship between organizational effectiveness, leadership style, organizational citizenship behavior and organizational culture of Vodafone Idea Ltd.
- To study the combined impact of leadership style, organizational citizenship behavior and organizational culture on organizational effectiveness of Vodafone Idea Ltd.

### Hypotheses

H<sub>01</sub> There exists no significant relationship among organizational effectiveness, leadership style, organizational citizenship behavior and organizational culture of BSNL.

H<sub>02</sub> There exists no significant combined impact of leadership style, organizational citizenship behavior and organizational culture on the organizational effectiveness of BSNL.

H<sub>03</sub> There exists no significant relationship among organizational effectiveness, leadership style, organizational citizenship behavior and organizational culture of Vodafone Idea Ltd.

H<sub>04</sub> There exists no significant combined impact of leadership style, organizational citizenship behavior and organizational culture on the organizational effectiveness of Vodafone Idea Ltd.

### Variables

- Dependent Variable: Organizational Effectiveness is the dependent variable in this study.
- Independent Variables: (a) Leadership Style
- (b) Organizational Culture
- (c) Organizational Citizenship Behavior

## RESEARCH METHODOLOGY

It includes the research design employed, the sample, selected sampling technique, method for data collection and the statistical tools used for analyzing the data.

**Research Design:** Descriptive research design was employed for the present study as the study was concerned with surveying, describing and investigating the determinants of the organization effectiveness of the telecommunication sector of Haryana.

**Sample Size and Sampling Technique:** A sample of 600 employees working in *Ambala, Faridabad, Gurgaon, Hisar,*

*Jind, Karnal, Rewari, Rohtak & Sonapat* SSA's of BSNL and Vodafone Idea Ltd. of Haryana were selected through the purposive sampling technique. *The breakup details of the sample are as follows:*

**Data Collection:** The data were collected through primary as well as the secondary sources. The primary data were collected through the standardized questionnaires for organizational effectiveness, leadership style, organizational culture and organizational citizenship behavior. Secondary data were obtained from the concerned websites and published and non-published sources including journals, annual reports and theses etc.

### Statistical Tools Used and their Description

- Organizational Effectiveness Scale by *Santosh Dhar & Upinder Dhar (2010)* to assess the organizational effectiveness.
- Multi Factor Leadership Questionnaire by *S. N. Dubey (2000)* to measure the leadership style.
- Organizational Culture Profile by *Udai Pareek (2002)* to assess the organizational culture.
- Organizational Citizenship Behaviour Scale by *Sangeeta Jain & Vishal Sharma (2009)* to measure the organizational citizenship behavior of the employees.

**Quantitative Techniques Used:** Pearson's Product Moment Correlation and Multiple Regression analysis were used for analysis of the obtained data.

**Analysis and Interpretation of Data:** In this section, relationship among organizational effectiveness, leadership style, organizational citizenship behavior and organizational culture of BSNL, Vodafone Idea Ltd. Further, the combined impact of leadership style, organizational citizenship behavior and organizational culture on the organizational effectiveness of BSNL and Vodafone Idea Ltd. Regression equations were formulated on the basis of combined impact of the predictor variables.

Relationship among organizational effectiveness and its determinants & impact of leadership style, organizational citizenship behavior and organizational culture on the organizational effectiveness of BSNL

**H<sub>01</sub>:** There is no significant relationship among organizational effectiveness, leadership style, organizational citizenship behavior and organizational culture of BSNL.

It is apparent from the Table-1 that there is no violation of conditions of linearity and homoscedasticity. Further, it is revealed that organizational effectiveness of BSNL is showing highest positive correlation with the leadership style ( $r=0.216$ ,  $p<0.05$ ) followed by organizational culture ( $r=0.080$ ,  $p<0.05$ ) and organizational citizenship behavior ( $r=0.075$ ,  $p<0.05$ ) of BSNL. Further, it is revealed that there exists a highest positive correlation between the leadership style and organizational citizenship behavior ( $r=0.221$ ,  $p<0.05$ ) of BSNL. A positive correlation is reported between leadership style and organizational culture ( $r=0.117$ ,  $p<0.05$ ) of BSNL. A positive correlation is also found between organizational citizenship behavior and organizational culture of BSNL ( $r=0.061$ ,  $p<0.05$ ).

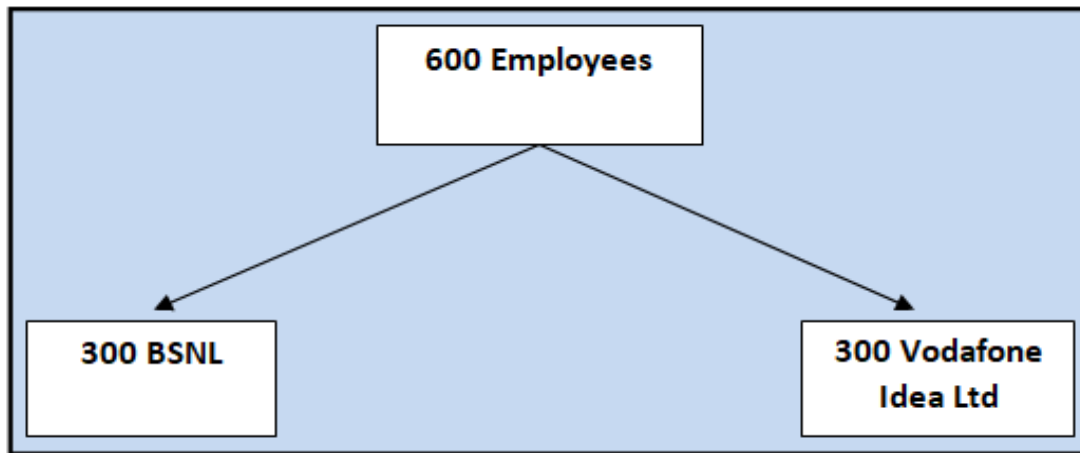


Fig 1. Breakup Details of the Sample

Table 1. Relationship among Organizational Effectiveness, Leadership Style, Organizational Citizenship Behavior and Organizational Culture of BSNL

	Organizational Effectiveness	Leadership Style	Organizational Citizenship Behavior	Organizational Culture
Organizational Effectiveness	1.000	0.216	0.075	0.080
Leadership Style	0.216	1.000	0.221	0.117
Organizational Citizenship Behavior	0.075	0.221	1.000	0.061
Organizational Culture	0.080	0.117	0.061	1.000

Table 2. Regression Model for studying the impact of Leadership Style, Organizational Citizenship Behavior and Organizational Culture on Organizational Effectiveness of BSNL

Model	R	R Square	Adjusted R Square	Standard Error of Estimate	Durbin-Watson
1	.216 <sup>a</sup>	.047	.044	15.30565	1.496
2	.218 <sup>b</sup>	.047	.041	15.32532	
3	.225 <sup>c</sup>	.051	.041	15.32500	

a. Predictors: (Constant), Leadership Style

b. Predictors: (Constant), Leadership Style, Organizational Citizenship Behavior

c. Predictors: (Constant), Leadership Style, Organizational Citizenship Behaviour, Behavior, Organizational Culture

d. Dependent Variable: Organizational Effectiveness

Table 3. ANNOVA Summary of Regression Model for Studying the impact of Leadership Style, Organizational Citizenship Behavior and Organizational Culture on Organizational Effectiveness of BSNL

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3420.229	1	3420.229	14.600	.000 <sup>a</sup>
Residual	69810.318	298	234.163		
Total	73230.547	299			
Regression	3475.549	2	1737.775	7.399	.001 <sup>b</sup>
Residual	69754.997	297	234.865		
Total	73230.547	299			
Regression	3713.244	3	1237.748	5.270	.001 <sup>c</sup>
Residual	69517.303	296	234.856		
Total		299			

a. Predictors: (Constant), Leadership Style

b. Predictors: (Constant), Leadership Style, OCB

c. Predictors: (Constant), Leadership Style, OCB, OC

Criterion (Dependent) Variable: Organizational Effectiveness

The present findings are supported by the findings of Mathew (2019), Khan and Bhat (2016), Kittilertpaian, Chanchiprecha & Phoonkasem (2014) Sadeghian, Kafashpoor and Lagzrain (2015), Taylor, Cornelius & Colvin (2014), Budhiraja (2013) who reported positive and significant association between organizational effectiveness and its determinants.

**H<sub>02</sub>:** Impact of leadership style, organizational citizenship behavior and organizational culture on the organizational effectiveness of BSNL. Stepwise Method of Regression was used to estimate the impact of independent variable i.e. leadership style, organizational citizenship behavior and organizational culture on the dependent variable i.e.

organizational effectiveness. Table-2 illustrates that the Durbin-Watson value is 1.496 which falls within the limit revealing independence of errors in the model. It is also evident that Leadership Style as the determinant factor has a significant impact on the variation in Organizational Effectiveness of BSNL and 4.7 % of variance in the Organizational Effectiveness has been explained by Leadership Style of BSNL. This finding is in tune with the Mathur et al. (2014) who reported that the leadership style contributed 11.2% variance in the organizational effectiveness. Further, it was found that Leadership Style and Organizational Citizenship Behavior together contributed to 4.7% of variation in Organizational Effectiveness of BSNL. Moreover, it was

**Table 4. Coefficients Summary for Studying the impact of Leadership Style, Organizational Citizenship Behavior and Organizational Culture on Organizational Effectiveness of BSNL**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	276.817	7.510	.216	36.860	.000	1.000	1.000
Leadership Style	.211	.055		3.821	.000		
2 (Constant)	275.827	7.792	.210	35.400	.000	.951	1.051
Leadership Style	.205	.057	.028	3.614	.000	.951	1.051
Organizational Citizenship Behaviour	.011	.023		.485	.628		
3 (Constant)	270.863	9.222	.203	29.370	.000	.936	1.068
Leadership Style	.198	.057	.031	3.461	.000	.949	1.054
Organizational Citizenship Behaviour	.013	.024	.057	.533	.594	.984	1.016
Organizational Culture	.080	.080		1.006	.315		

The regression equation can be represented as follows:

**Table 5. Relationship among Organizational Effectiveness, Leadership Style, Organizational Citizenship Behavior and Organizational Culture of Vodafone Idea Ltd**

	Organizational Effectiveness	Leadership Style	Organizational Citizenship Behaviour	Organizational Culture
Organizational Effectiveness	1.000	0.239	0.198	0.093
Leadership Style	0.239	1.000	0.391	0.064
Organizational Citizenship Behaviour	0.198	0.391	1.000	0.080
Organizational Culture	0.093	0.064	0.080	1.000

Source: Researcher's calculation based on Primary Data

**Table 6. Regression Model for Studying the impact of Leadership Style, Organizational Citizenship Behavior and Organizational Culture on Organizational Effectiveness of Vodafone Idea Ltd.**

Model	R	R Square	Adjusted R Square	Standard Error of Estimate	Durbin-Watson
1	.239 <sup>a</sup>	.057	.054	17.64663	1.857
2	.265 <sup>b</sup>	.070	.064	17.55536	
3	.267 <sup>c</sup>	.071	.062	17.57432	

a. Predictors: (Constant), Leadership Style

b. Predictors: (Constant), Leadership Style, Organizational Citizenship Behavior

c. Predictors: (Constant), Leadership Style, Organizational Citizenship Behavior, Organizational Culture

d. Dependent Variable: Organizational Effectiveness

**Table 7. ANNOVA Summary of Regression Model for Studying the impact of Leadership Style, Organizational Citizenship Behavior and Organizational Culture on Organizational Effectiveness of Vodafone Idea Ltd.**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5632.243	1	5632.243	18.087	.000 <sup>a</sup>
Residual	92798.277	298	311.404		
Total	98430.520	299			
Regression	6897.873	2	3448.937	11.191	.000 <sup>b</sup>
Residual	91532.647	297	308.191		
Total	98430.520	299			
Regression	7008.963	3	2336.321	7.564	.000 <sup>c</sup>
Residual	91421.557	296	308.857		
Total	98430.520	299			

a. Predictors: (Constant), Leadership Style

b. Predictors: (Constant), Leadership Style, OCB

c. Predictors: (Constant), Leadership Style, OCB, OC

Criterion (Dependent) Variable: Organizational Effectiveness

Source: Researcher's calculation based on Primary Data collected from June-Feb,2018

Source: Researcher's calculation based on Primary Data

**Table 8. Coefficients Summary for Studying the impact of Leadership Style, Organizational Citizenship Behavior and Organizational Culture on Organizational Effectiveness of Vodafone Idea Ltd**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	270.572	6.423	.239	42.128	.000	1.000	1.000
Leadership Style	.221	.052		4.153	.000		
2 (Constant)	264.129	7.137	.191	37.011	.000	.847	1.181
Leadership Style	.176	.056	.123	3.141	.002	.847	1.181
Organizational Citizenship Behaviour	.097	.048		2.026	.044		
3 (Constant)	259.803	10.153	.194	25.590	.000	.842	1.187
Leadership Style	.179	.056	.122	3.173	.002	.846	1.183
Organizational Citizenship Behaviour	.096	.048	.034	2.000	.046	.995	1.006
Organizational Culture	.057	.095		.600	.549		

Source: Researcher's calculation based on Primary Data

analyzed that three independent variables i.e. Leadership Style, Organizational Citizenship Behavior and Organizational Culture together accounted for 5.1% of variance in Organizational Effectiveness of BSNL. These findings are in line with the previous studies conducted by Mehar, Kenari, Emadi & Hoseini (2016), Shiva & Suar (2013) & Subramanghsarma (1997) who found significant impact of the leadership style, organizational citizenship behavior and organizational culture on organizational effectiveness. ANOVA is used to test the significance of each regression model to check whether the regression predicted by the independent variables explain a significant amount of the variance in the dependent variable.

It can be analyzed from the Table-3 that F-values for the first model is significant (14.600,  $p=.000$ ) which reveals that the variance in the Organizational Effectiveness is not due to the chance factor but it existed really. Thus, it can be said that there exists a significant relationship between Organizational Effectiveness and Leadership Style. However, it is also found F-values (7.399, 5.270) for the second and third model is significant at  $p=.001$  which reveals that the variance in the Organizational Effectiveness is not due to chance but it existed really. Thus, it can be concluded that there is significant relationship among Organizational Effectiveness, Leadership Style, Organizational Citizenship Behavior & Organizational Culture of BSNL.

**Organizational Effectiveness = 270.863 + 0.203 (Leadership Style) + 0.31 (Organizational Citizenship behavior) + 0.57 (Organizational Culture):** The Unstandardized Coefficients B in the Table-4 column represents the coefficients of the independent variables in the regression equation for each model. The Standardized Beta Coefficients are the measures of the contribution of each variable to the model. These values indicate the contribution of each independent variable to the dependent variable. The t and p values provide an illustration of the impact of each independent variable on dependent variable. A large absolute t-value and small p value suggests that a predictor variable is having a large impact on the criterion variable.

The Tolerance Value and VIF (Variation Inflation Factor) are the measures to check the problem of Multicollinearity among the variables. It can also be seen from the table that the Tolerance value lies between 0.939 to 0.984 which is above 0.1 (between 0 and 1 but close to 1) and VIF lies between 1.016 and 1.068 which is below 10 which reveals that there is no multi-collinearity in the data. Thus, it can be analyzed from the above Table that Leadership Style came was the major contributor and is followed by Organizational Citizenship Behavior and Organizational Culture. Higher Beta value indicates the greater influence of independent variables on dependent variable. Thus, in this sub-section the hypotheses  $H_{01(a)}$  and  $H_{01(b)}$  were not retained.

**Relationship among organizational effectiveness and its determinants & impact of leadership style, organizational citizenship behavior and organizational culture on the organizational effectiveness of Vodafone Idea Ltd:** In this subsection, relationship among organizational effectiveness, leadership style, organizational citizenship behavior and organizational culture of Vodafone Idea Ltd. was determined. In addition to this, impact of leadership style, organizational citizenship behavior and organizational culture on the organizational effectiveness was also studied.

**Relationship among Organizational Effectiveness, Leadership Style, Organizational Citizenship Behavior and Organizational Culture of Vodafone Idea Ltd:** Pearson's Product Moment Correlation Coefficients was applied to determine the relationship of organizational effectiveness, leadership style, organizational citizenship behavior and organizational culture of Vodafone Idea Ltd. From the Table-5, it is found that there is no violation of assumptions of linearity and homoscedasticity. From the above table, it is clear that organizational effectiveness of Vodafone Idea Ltd. is showing highest positive correlation with the leadership style ( $r=0.239$ ,  $p<0.05$ ) followed by organizational citizenship behavior ( $r=0.198$ ,  $p<0.05$ ) and organizational culture ( $r=0.093$ ,  $p<0.05$ ) of Vodafone Idea Ltd. These findings are supported by the findings of Mishra et al. (2018), Kumari & Thapliyal (2017), Rahmawati et al. (2016), Aldulaimi (2015), Kumari & Pradhan (2014), Shravasti & Bhola (2014), Kataria et al. (2013), Momot & Litvienko (2012), Mackenzie & Podsakoff (2011) Erktulu (2008), Somendu et al (2007), Haaland & Goelzer (2004), Arshad (2003) and Mishra and Denison (1995). Further, it is revealed that there is a highest positive correlation between the leadership style and organizational citizenship behavior ( $r=0.391$ ,  $p<0.05$ ) of Vodafone Idea Ltd. A positive correlation is found between leadership style and organizational culture ( $r= 0.093$ ,  $p<0.05$ ) of Vodafone Idea Ltd. Further, a positive correlation is also reported between organizational citizenship behavior and organizational culture of Vodafone Idea Ltd. ( $r=0.080$ ,  $p<0.05$ ).

**Impact of leadership style, organizational citizenship behavior and organizational culture on the organizational effectiveness of Vodafone Idea Ltd:** Stepwise Method of Regression was used to explore the impact of independent variable i.e. leadership style, organizational citizenship behavior and organizational culture on the dependent variable i.e. organizational effectiveness. Table-6 illustrates that the Durbin-Watson value is 1.857 which lies within the standard limit revealing independence of errors in the model. It is evident from the above table that Leadership Style is the determinant factor which has a significant impact on the variation in Organizational Effectiveness of Vodafone Idea Ltd. and 5.4 % of variance in the Organizational Effectiveness is explained by Leadership Style of Vodafone Idea Ltd. organization. This result is supported by the findings of Rayiramkadmuth (2017) & Hogan and Benson (2009) who reported that leadership style is a significant determinant of organizational effectiveness. Further, it is found that Leadership Style and Organizational Citizenship Behaviour together contributed to 6.4 % of variation in Organizational Effectiveness of Vodafone Idea Ltd. Moreover, it can be analyzed that three independent variables i.e. Leadership Style, Organizational Citizenship Behavior and Organizational Culture altogether explained 6.2 % of variance in Organizational Effectiveness of Vodafone Idea Ltd. organization. It is inferred from the ANOVA Table-7 that F-values for the three models is significant (18.087, 11.191, 7.564,  $p=.000$ ) which indicates that the variance in the dependent variable (Organizational Effectiveness) is not due to the chance factor but it really existed. Hence, from this we can say that there exists a significant relationship among Organizational Effectiveness, Leadership Style, Organizational Citizenship Behavior and Organizational Culture. Thus, it can be concluded that there is significant relationship among Organizational Effectiveness, Leadership Style, Organizational Citizenship Behavior & Organizational Culture.

The regression equation can be represented as follows:

**Organizational Effectiveness = 259.803 + 0.194 (Leadership Style) + 0.122 (Organizational Citizenship Behavior) + .034 (Organizational Culture):** It is apparent from the Table-8 that the Tolerance value lies between 0.842 to 0.995 which is above 0.1 (between 0 and 1 but close to 1) and VIF lies between 1.006 and 1.181 which is below 10 which shows that there is not any multi-collinearity in the data. Thus, from the Table-8, it can be analyzed that Leadership Style emerged out as the major contributor and is followed by Organizational Citizenship Behavior and Organizational Culture. Higher Beta value indicates the greater influence of independent variables on dependent variable.

### Findings of the Study

- The organizational effectiveness of BSNL revealed a highest positive correlation with the leadership style ( $r=0.216$ ,  $p<0.05$ ) followed by organizational culture ( $r=0.080$ ,  $p<0.05$ ) and organizational citizenship behavior ( $r=0.075$ ,  $p<0.05$ ) of BSNL.
- Out of the three independent variables, leadership style as the determinant factor had a significant impact on the variation in Organizational Effectiveness of BSNL and 4.7 % of variance in the Organizational Effectiveness was explained by Leadership Style of BSNL organization.
- The organizational effectiveness of Vodafone Idea Ltd. was found to have a high positive correlation with the leadership style ( $r=0.239$ ,  $p<0.05$ ) followed by organizational citizenship behavior ( $r=0.198$ ,  $p<0.05$ ) and organizational culture ( $r=0.093$ ,  $p<0.05$ ) of Vodafone Idea Ltd.
- Leadership Style was the determinant factor which had a significant impact on the variation in Organizational Effectiveness of Vodafone Idea Ltd. and 5.4% of variance in the Organizational Effectiveness was explained by Leadership Style of Vodafone Idea Ltd.

**Implications of the Study:** Any research can be considered effective only when the knowledge generated through can be applied to improve the existing practices of system/organization. The findings of study have some important implications for the managers, administration, policy makers of the private and semi-govt sector telecommunication sector organizations. The study examined the leadership style, organizational citizenship behavior and organizational culture as the important determinants of organizational effectiveness of the telecommunication sector organizations. Attempts should be made by the organizations to constantly review their policies and practices to develop better culture and organizational citizenship behavior among them. The top level managers need to take leaderships to foster transformational leadership style or laissez-faire leadership style in the organizations. It can't be denied that the successful organization requires square pegs into square holes i.e. placing the right people at their right palace. The semi-govt and private players like BSNL in the telecommunication sector need to look into the policies and practices which need to be reframed according the competitive need of the corporate world. Steps should be taken to enhance the organizational citizenship behavior as the employees are the biggest assets to any organization.

The capable and dedicated workers can contribute a lot towards the effectiveness of these organizations.

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