



Organizational Effectiveness in relation to Leadership Style, Organizational Citizenship Behavior and Organizational Culture of Telecommunication Organizations

Dr. Ravindra, Assistant Professor,

Department of Commerce, Indira Gandhi University, Meerpur, Rewari

Manju Gehlawat, Research Scholar,

Department of Commerce, Indira Gandhi University, Meerpur, Rewari

Abstract

Expanding competition, globalization of organizations and business and the rapid change in market and innovations has empowered the telecommunication sector organizations to consider various ways and systems to increase focused edge in the market place. The present study aimed to compare the organizational effectiveness, leadership style, organizational citizenship behavior and organizational culture of BSNL and Vodafone Idea Ltd. of Haryana State. An attempt was also made to determine the relationship among organizational effectiveness and its determinants and to study the impact of independent variables i.e. leadership style, organizational citizenship behavior and organizational culture on the dependent variable organizational effectiveness of both the organizations. Descriptive survey method was utilized for the purpose of investigation. A sample of 600 employees (300 each) from BSNL and Vodafone organizations of Haryana State were drawn 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 used for the collection of data. t-test, Pearson's Product Moment Correlation and Multiple Regression Analysis were applied for analyzing the obtained data. The findings of the study revealed a significant difference in organizational effectiveness, leadership style and organizational citizenship behavior of BSNL and Vodafone Idea Ltd. However, there was found no significant difference in the organizational culture of BSNL and Vodafone Idea Ltd. Organizational effectiveness of both the telecommunication organizations showed the highest positive correlation with the leadership style followed by organizational citizenship behavior and organizational culture. Leadership style came out to be the determinant factor of Organizational Effectiveness and 8.1 % of variance in the Organizational Effectiveness was explained by Leadership Style of Telecommunication organizations.

Key Words: Organizational effectiveness, leadership style, organizational citizenship behavior and organizational culture

The Backdrop

In the new century, the organizations should fundamentally assess and follow all the changes in the environment in a continuous manner. But the execution and the management of these changes are difficult to handle and can put the organizations in issues. To be effective in handling these issues, organizational effectiveness is said to be significant. The efficiency of organizations in attaining the targets at the organizational level is referred to as organizational effectiveness. Etzioni (1999) stated that “the actual effectiveness of a specific organization is determined by the extent to which it realizes its goals”. The measurement of organizational effectiveness is an extremely essential part in the advancement of an organization.

Nowadays the leaders experience the difficulties in hiring and retaining the efficient workers in organizations. A leader ought to possess the skills to be able to move, inspire and ingrain duty among the employees. In words of Gannon (1979), it is not possible for an organization to work efficiently without effective leadership. It has also been proposed that leadership is the capacity to take up activities and lead the employees towards the common goals rather than just a designation. Leadership acts as a scaffold upon which other essential parts of organizational superior administration frameworks and innovation rest. The leader characterizes the objective of an organization, build up the arranging and control framework that decides the success of an organization. Organizations then function efficiently when there are people to speak with one another, who are happy to contribute actively, to achieve the organizational goals.

Several investigators have interpreted organizational culture in diverse manner. Organizations as small communities also have cultures like as societies possess their cultures. Culture is an important factor for understanding any group or society. Organizational culture is the integration of beliefs, ideals and standards that are mutually transferred by persons and meetings in an association and commands the manner in which they interface with one another and with companions outside the association. It is the most primitive assumption that decides and determines how the problems of an organization are solved. It definitely influences the manner in which problems are resolved, management is structured and functions are performed.

Organizational Citizenship Behavior (OCB) is however the moderately advanced construct in achievements appraisal yet it portrays an ancient human behavior of deliberate activity without any solicitation for salary or prescribed benefits consequently. It has been defined as "the individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". Organizational citizenship is very vital to organizations and contributes tremendously to execution and competitive edge. Thus, it may be presumed that organizational effectiveness is determined to a great extent by the leadership style, organizational culture and organizational citizenship behavior prevalent in the organizations. In the current examination, the investigators aimed to contrast the organizational

effectiveness, leadership style, organizational citizenship behavior and organizational culture of BSNL and Vodafone Idea Ltd. of Haryana State.

Objectives

1. To compare the organizational effectiveness, leadership style, organizational citizenship behavior and organizational culture of BSNL and Vodafone Idea Ltd.
2. To determine the relationship between organizational effectiveness and its determinants of both the telecommunication organizations.
3. To study the impact of leadership style, organizational citizenship behavior and organizational culture on organizational effectiveness of the both the telecommunication organizations.

Hypotheses

1. There exists no significant difference in the a) organizational effectiveness b) leadership style c) organizational citizenship behavior d) organizational culture of BSNL and Vodafone Idea Ltd.
2. There exists no significant relationship between organizational effectiveness its determinants of both the telecommunication organizations.
3. There is no significant impact of leadership style, organizational citizenship behavior and organizational culture on organizational effectiveness of the both the telecommunication organizations.

Variables

1. Dependent Variable: Organizational Effectiveness.
2. Independent Variables: (a) Leadership Style
(b) Organizational Culture
(c) Organizational Citizenship Behavior

Research Methodology

It includes the research design used, sample size and sampling technique, sources of data collection, statistical tools used and their description for examination and elucidation of the data obtained.

• Research Design

Descriptive research design was utilized for the present investigation.

• 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 drawn using purposive sampling technique.

• Data Collection

The primary as well as the secondary sources were used for gathering the data. The primary data were obtained 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

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

Quantitative Techniques Used

t-test, Pearson’s Product Moment Correlation and Multiple Regression analysis were used for analysis of the obtained data.

Analysis and Interpretation of the Data

A. Comparison of Organizational Effectiveness, Leadership Style, Organizational Citizenship Behavior and Organizational Culture of BSNL and Vodafone Idea Ltd. Employees

In this segment, the significant differences between BSNL and Vodafone Idea Ltd. Employees with respect to Organizational Effectiveness, Leadership Style, Organizational Citizenship Behavior and Organizational Culture were analyzed. t- test was performed in order to find out this difference.

Table-1: Table showing the comparison of Organizational Effectiveness and its determinants of BSNL and Vodafone Idea Ltd. Employees

Variables	Groups	N	Mean	S.D.	t-value	Table – values of t
Organizational Effectiveness	BSNL	300	305.313	15.649	5.619**	1.97 at 0.05 level of Significance & 2.59 at 0.01 level of Significance at df=298
	Vodafone Idea Ltd.	300	297.54	18.143		
Leadership Style	BSNL	300	134.873	16.007	8.589**	
	Vodafone Idea Ltd.	300	122.293	19.681		
Organizational Citizenship Behavior	BSNL	300	148.836	36.673	7.991**	
	Vodafone Idea Ltd.	300	128.196	25.623		
Organizational Culture	BSNL	300	71.613	11.194	1.649 NS	
	Vodafone Idea Ltd.	300	72.630	10.678		

**= Significant at both 0.05 & 0.01 levels NS=Not Significant

It is evident from the Table-1 that ‘t’-value 5.619 for the mean scores of organizational effectiveness between BSNL and Vodafone Idea Ltd. is significant at 0.05 and 0.01 levels. Thus, $H_{0(a)}$ “There exists no significant difference in the organizational effectiveness of BSNL and Vodafone Idea Ltd. is not retained. The present finding is supported by Ali and Patnaik (2014) and Parhizgari and Gilbert (2004) who found significant differences in organizational effectiveness of government and corporate sector undertakings. The current finding is in contrast with the results of Gupta and Srivastava (2018)

who revealed that the private executives outscored the government executives with respect to their organizational effectiveness. It may be inferred that there is significant difference in organizational effectiveness of BSNL and Vodafone Idea Ltd. With reference to the mean scores, it is illustrated that the mean score of organizational effectiveness of BSNL (305.313) is higher than that of the Vodafone Idea Ltd. (297.54).

Table-1 depicts that the 't'-value 8.589 for the mean scores of leadership style of BSNL and Vodafone Idea Ltd. is significant at 0.05 and 0.01 levels. Thus, $H_{01(b)}$ "There exists no significant difference in the leadership style of BSNL and Vodafone Idea Ltd." is not retained. On comparison of the mean scores it is found that BSNL (134.873) has a higher score than the Vodafone Idea Ltd. (122.293) with respect to its leadership style. On persual of Table-1 it was revealed that the 't'-value 7.991 for mean scores of organizational citizenship behavior between BSNL and Vodafone Idea Ltd. is significant at 0.05 and 0.01 levels. Thus, $H_{01(c)}$ "There exists no significant difference in the organizational citizenship behavior of BSNL and Vodafone Idea Ltd." is not retained. These findings are in tune with the findings of Sharma, Bajpai and Holani (2011) who revealed a significant difference in the organizational citizenship behavior of government and corporate sector organizations. It can be observed from the mean scores that the BSNL employees had a better organizational citizenship behavior than their counterparts working in Vodafone Idea Ltd.

Table-1 also reports that the 't'-value 1.649 for the mean scores of organizational culture between BSNL and Vodafone Idea Ltd. is not significant at both 0.05 and 0.01 levels. Thus, $H_{01(d)}$ "There exists no significant difference in the organizational culture of BSNL and Vodafone Idea Ltd." is retained. In other words, it can be said that the BSNL and Vodafone Idea Ltd. do not differ significantly from each other with respect to their organizational culture. This result is in line with the findings of Solkhe (2013) who found insignificant differences in the organizational culture of public sector and private sector employees. However, in context of mean scores it is evident that the Vodafone Idea Ltd. (72.630) had a better organizational culture than the BSNL (71.613). Thus, in this section, only the hypothesis $H_{01(d)}$ was retained and $H_{01(a)}$, $H_{01(b)}$ and $H_{01(c)}$ were not retained.

B. Relationship among Organizational Effectiveness, Leadership Style, Organizational Citizenship Behavior and Organizational Culture of the Telecommunication organizations

Here the relationship of organizational effectiveness, leadership style, organizational citizenship behavior and organizational culture of telecommunication organizations was estimated through Pearson's Product Moment Correlation Coefficients.

Table-2: Table showing the relationship among Organizational Effectiveness, Leadership Style, Organizational Citizenship Behavior and Organizational Culture of both the Telecommunication Organizations

	Organizational Effectiveness	Leadership Style	Organizational Citizenship Behavior	Organizational Culture
Organizational Effectiveness	1.000	0.287	0.070	0.064
Leadership Style	0.287	1.000	0.054	0.076
Organizational Citizenship Behavior	0.070	0.054	1.000	0.099
Organizational Culture	0.064	0.076	0.099	1.000

From the Table-2, it is apparent that there was no violation of assumptions of linearity and homoscedasticity. From the above table, it is clear that organizational effectiveness of telecommunication organizations is showing highest positive correlation with the leadership style ($r=0.287$, $p<0.05$) followed by organizational citizenship behavior ($r=0.070$, $p<0.05$) and organizational culture ($r=0.064$, $p<0.05$) of telecommunication organizations. The present findings are supported by findings of Jain (2013), Rukmani, Ramesh & Jaya Krishnan (2010), Karim (2010), Arshad (2003), Fey and Denison (1999), Rodsutti & Swierczek (2002) & Daftaur (1998). Further, it reveals that there exists a highest positive correlation between organizational citizenship behavior and organizational culture ($r=0.099$, $p<0.05$) of the telecommunication organizations. It also reveals that there is a positive correlation between leadership style and organizational culture ($r=0.076$, $p<0.05$) of overall telecommunication organizations. A positive correlation has been also reported between organizational citizenship behavior and leadership style of overall telecommunication organizations ($r=0.054$, $p<0.05$).

C. Impact of leadership style, organizational citizenship behavior and organizational culture on the organizational effectiveness of Telecommunication Organizations

Stepwise Method of Regression was used in order to find out the impact of predictor variable i.e. leadership style, organizational citizenship behavior and organizational culture on the criterion variable i.e. organizational effectiveness,

Table-3: Table showing Regression Model for studying the impact of Leadership Style, Organizational Citizenship Behavior and Organizational Culture on Organizational Effectiveness of Overall Telecommunication Organizations

Model	R	R Square	Adjusted R Square	Standard Error of Estimate	Durbin-Watson
1	.287 ^a	.082	.081	16.65401	1.426
2	.292 ^b	.085	.082	16.64114	
3	.293 ^c	.086	.081	16.65281	

- a. Predictors: (Constant), Leadership Style
- b. Predictors: (Constant), Leadership Style, Organizational Citizenship Behavior
- c. Predictors: (Constant), Leadership Style , Organizational Citiz Behavior, Organizational Culture
- d. Dependent Variable: Organizational Effectiveness

Table-3 depicts the Durbin-Watson value is 1.426 which fall within the limit revealing the independence of errors in the model. From the Table-3, it is illustrated that Leadership Style is the determinant factor which significantly impacts the variation in Organizational Effectiveness of telecommunication organizations and 8.1% of variance in the Organizational Effectiveness is explained by Leadership Style of Telecommunication organizations. This is in contrast with the findings of Danish, Munir, Butt (2012) who revealed that organizational culture was the significant predictor of organizational effectiveness and 55% of the total variation in organizational effectiveness is explained with the variation in organizational culture. Further, it is found that Leadership Style and Organizational Citizenship Behavior together contributed to 8.2 % of variation in Organizational Effectiveness of telecommunication organizations. Moreover, it can be analyzed that three independent variables i.e. Leadership Style, Organizational Citizenship Behavior and Organizational Culture altogether explained 8.1 % of variance in Organizational Effectiveness of Telecommunication organizations. The present findings are in agreement with the findings of Nielsen, Hrivnak & Shew (2009) & Ashraf, Kadir, Pihie & Rashid (2003).

Table-4: Table showing ANOVA Summary of Regression Model for Studying the impact of Leadership Style, Organizational Citizenship Behavior and Organizational Culture on Organizational Effectiveness of Telecommunication organizations

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	14872.937	1	14872.937	53.624	.000 ^a
Residual	165581.550	298	277.356		
Total	180454.387	299			
1 Regression	15405.698	2	7702.849	27.815	.000 ^b
Residual	165048.790	297	276.927		
Total	180454.387	299			
1 Regression	15451.366	3	5150.455	18.573	.000 ^c
Residual	165003.121	296	277.316		
Total	180454.387	299			

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

a. Predictors: (Constant), Leadership Style

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

Criterion (Dependent) Variable: Organizational Effectiveness

It is evident from the Table-4 that F-values for the all the models are significant (53.624, 27.815, 18.573, $p=.000$) which states that the variance in the dependent variable (Organizational Effectiveness) is not due to the chance factor but it really exists. Hence, it can be said that there exists a significant association among Organizational Effectiveness, Leadership Style, Organizational Citizenship Behavior and Organizational Culture. Further, it is found that there is a significant relationship among Organizational Effectiveness, Leadership Style, Organizational Citizenship Behavior & Organizational Culture of overall telecommunication sector.

Table-5: Table showing Coefficients Summary for studying the impact of Leadership Style, Organizational Citizenship Behavior and Organizational Culture on Organizational Effectiveness of Telecommunication organizations

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	267.699	4.660	.287	57.451	.000	1.000	1.000
Leadership Style	.263	.036		7.323			
2 (Constant)	263.825	5.429	.284	48.592	.000	.997	1.003
Leadership Style	.260	.036	.054	7.243	.000	.997	1.003
Organizational Citizenship Behavior	.029	.021		1.387	.166		
3 Constant)	265.550	6.899	.285	38.492	.000	.996	1.004
Leadership Style	.260	.036	.055	7.247	.000	.996	1.004
Organizational Citizenship Behaviour	.030	.021	.016	1.396	.163	.998	1.002
Organizational Culture	.025	.062		.406	.148		

The regression equation can be represented as follows:

$$\text{Organizational Effectiveness} = 265.55 + 0.285 (\text{Leadership Style}) + 0.055 (\text{Organizational Citizenship Behavior}) + 0.016 (\text{Organizational Culture})$$

From Table-5, it is evident that the Tolerance value lies within 0.996 to 0.997 which is above 0.1 (between 0 and 1 but close to 1) and VIF falls within 1.002 and 1.004 which is below 10 which reveals that there is no multi-collinearity in the data. Also, it depicts that Leadership Style came out as the major contributor followed by Organizational Citizenship Behavior and Organizational Culture. Higher Beta value illustrates the greater influence of independent variables on dependent variable. Thus, in this sub-section the hypotheses H_{02} and H_{03} were not retained.

Findings of the Study

- There was found a significant difference in organizational effectiveness of BSNL and Vodafone Idea Ltd. In the context of mean scores, it was found that the mean score of organizational effectiveness of BSNL (305.313) is higher than that of the Vodafone Idea Ltd. 297.54).
- A significant difference was reported in the leadership style of BSNL and Vodafone Idea Ltd. On comparison of the mean scores it was found that BSNL (134.873) has a higher score than the Vodafone Idea Ltd. 122.293) with respect to its leadership style.
- The study reported a significant difference in organizational citizenship behavior of BSNL and Vodafone Idea Ltd. It was observed from the mean scores that the BSNL employees had a better organizational citizenship behavior than their counterparts working in Vodafone. Further the public sector employees exhibited a higher degree of organizational citizenship behavior than the private sector employees.
- There was no significant difference in the organizational culture of BSNL and Vodafone Idea Ltd. However, with reference to mean scores it was observed that the Vodafone Idea Ltd. (72.630) had a better organizational culture than the BSNL (71.613).
- Organizational effectiveness of both the telecommunication organizations showed the highest positive correlation with the leadership style followed by organizational citizenship behavior and organizational culture.
- Leadership Style was found to be determinant factor which significantly impacts the variation in Organizational Effectiveness of both the telecommunication organizations and 8.1 % of variance in the Organizational Effectiveness was explained by Leadership Style of the organizations.

Conclusion

Organizations today are confronting difficulties and openings because of the continually changing universe of the business. The adjustments in the business world incorporate the mechanical changes and changing financial patterns. These progressions significantly affect the adequacy of the organizations. This investigation was intended to explore the determinants of the organizational effectiveness of the telecommunication sector organizations specifically BSNL and Vodafone. The study revealed that BSNL has better organizational effectiveness than the Vodafone Idea Ltd. organization. In context of leadership style, BSNL was found to possess a comparatively good leadership style than its counterpart. However, no significant difference was found in the organizational culture of the BSNL and Vodafone Idea Ltd. The BSNL employees were found to score higher than the Vodafone Idea Ltd. employees with regard their organizational citizenship behavior.

The study reported significant and positive relationship among the organizational effectiveness, leadership style, organizational citizenship behavior and organizational culture of BSNL, Vodafone Idea Ltd. and the overall telecommunication sector. It was also found that there was

a significant impact of leadership style, organizational citizenship behavior and organizational culture on the organizational effectiveness of BSNL, Vodafone Idea Ltd. Organization and the overall telecommunication sector organizations. Out of the three determinants of organizational effectiveness, leadership style was found to be the significant predictor as 8.1 % of variance in organizational effectiveness was explained by leadership style alone.

Suggestions to enhance the organizational effectiveness of the telecommunication sector organizations

- ✓ **Provide Opportunities for challenging tasks and initiatives:** The leader should provide the employees with the opportunities to take up certain challenges and thus enhances employee retention in an organization. Creativity amongst the employees needs to be encouraged.
- ✓ **Encourage Better Communication Skills:** Effective leadership is all about communicating effectively. The leader should effectively communicate the vision and mission of an organization to the employees. He should work upon verbal and non-verbal skills, listening skills so that the employees can be handled properly.
- ✓ **Acquire knowledge about leadership style:** Regular feedback from the employees can help in improving the current leadership style of an organization.
- ✓ **Promote Critical Thinking:** A leader must possess the necessary skills to counter potential issues before they happen. Also, he should know to utilize the opportunities which are beneficial for the employees and organizations as well.
- ✓ **Be a patient listener:** When the employees feel that they are properly understood, powerful things can happen.
- ✓ **Motivate the employees:** A true leader should motivate the employees on regular intervals and do the needful to stimulate an employee. The example set by he himself can be a source of motivation for them
- ✓ **Have a positive attitude:** An optimistic leader is an asset to an organization whereas a discouraged and apathetic leader will lead his team to the same attitude.
- ✓ **Be clear about the vision and mission:** A good leader should necessarily possess a clear vision and steps to be taken for achieving the set targets.
- ✓ **Try out new ideas:** Being innovative is the most prominent characteristics of a leader. He needs to be engaged in experimenting the ways and ideas by which an organization a can excel.

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