

# Assessment of organizational effectiveness: a comparative study in between public and private sector

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***Abstract--** The present has been aim to assessment of organizational effectiveness among the banks of public and private, which are located in the area of Chennai, India. The data collected by using primary data with structured questionnaire among the employees of scale I, and scale-II officers) in selected banks. The convenience sampling was adopted collected 100 samples from each bank put together 400 samples were cumulated from the selected Banks namely State Bank of India, Punjab National Bank, public sector and another two from private sector banks i.e ICICI Bank and HDFC Bank. After analyzing of the collected data, the results indicate that the organizational effectiveness significantly differs in public and private sector banks. The study also reveals that there is no important disparity among public and private sector banks concerning the organizational effectiveness in the study region. Both the sectors of banks are properly managing the employee engagement and performance.*

***Keywords:** Assessment, Organizational Effectiveness, Banks, Public and Private Sector*

## **I. Introduction**

The measurement of organizational effectiveness is the most prominent challenge among researchers. So for there are many studies initiated by the researcher in the section of OE. The possible text on OE displays a limited concurrence regarding the construct. A significant provider to the debate seems the fact that OE has noticed by several identical with target achievement [1]. The managers perform any role in moving effectiveness in business, then including the compositions into forms of OE is hence possible to increase knowledge of organizational performance[2]. The organizations contribute supportive formations and methods for front line employees; these employees incredibly present top-level eminence products

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category and services to outside customers [3]. The HR conclusions persuade business results, rather than the supplementary technique around [4]. [5] Point out that the Irrespective of any improvements that may turn out to be negligible at minimum, the requirement to proceed to attempt the identification and efficient use of OE standards and to benchmark performance in both the sector organizations now presents itself more vigorously. As public organizations grow more customer-focused, it may be desirable to distinguish more OE dimensions that can be utilized to assess the performance of companies in both sectors and then support them to develop. [6] OE defined phrases of organizational aim achievement from member's view. Astonishingly, no support obtained for environment member associations explain OE. The possible variance in leadership conjecture and may familiarize concerning leadership's suitable place in member associations building. [7] The tactic could perform significant task in becoming the consequences of HRM and entrepreneurship establishing foremost factors HRM. The scheme process used encourage expertise discovery during KM whereas organizational policy chosen to prepare optimistic corporate culture and elevated level-performance scheme. [8] Gainsharing is a necessary and triumphant interference for various organizations. The solutions to completion include entire stakeholders in the construction of the sketch, producing an effortless to concede the formula for experiencing gain, reporting clearness, and assuring the plan's intentions with the organization's rationales. [9] Effective performance entails cooperative energy of various leaders in establishment, and leaders must adjustable and adaptive in position changes.[10] The increase in optimistic exercises predicts developments in particular symbols of effectiveness over time. The events are described by the original strengthen, safeguard, and heliotropic results of completely in human systems. [11]. Positive energy is regularly unleashed in commanding features. Hence, the excess approach to effectiveness allows the assumption that assertive and negative elements are usually causally tangled in organizations [12].

The practices of HRM improve OE, offer some indication of HRM systems improve efficiency, and emphasize the importance of assumption-driven procedural process. HRM scheme comprising perform that promise staffing, presentation-based pay level, and improved employee infiltrate support in conclusion achieve something in superior levels of OE[13]. The influence OCB on OE also recognized to be significant [14]. The OE evidences neither the division nor nature nor the level could provide a meaningful influence on OE [15]. The KM represents a significant position in the impact on organizational effectiveness [16]. There are several researchers conducted a study with the measurement of organizational effectiveness. Facing this backdrop, the existing research focuses on measuring the organizational effectiveness among the Scale I and Scale II officers in both select banks in Chennai area.

## II. Literature Review

OE the conception of effectively organization achieves the conclusion the organization aims [17]. The study contemplates the connection between effectiveness level and efficiency, the time assistance for assessing effectiveness, and the probability of mitigating various research conclusions for studying OE. [18].

The conventional model on effectiveness on the notion of organizations as a condition of regulatory activities familiarized with the accomplishment of goals.[19]. Effectiveness calculated in emotions fulfillment of intentions, objectives, destinations, etc. [20]. The system design indicates the performance of specific requirements of information, an accomplishment of sources, and methods exclusive of ignoring the significance of productivity. [21]. Effectiveness estimated in aspects of the tactical-constituencies design. It concentrates the variety of prospect of shareholders. The stockholders titleholders, representatives, consumers, suppliers, bankers, civilization, and management that must be excellent to guarantee the helpfulness of the business.[22]. The distinguished organization is place of inside and outside constituencies that bargain a complicated area of coercion, objectives, and referents. [19]. The OE literature registers which speculations are most central construct of OE delivers clear the advantages in thoughts established, confirms that the effectiveness research and the extensive literature on managerial examination are analogs of one different, and offers an overarching arrangement to guide succeeding exercises at organizational assessment [23]. It commemorates the evaluation of OE movement rooted in perfection. The perfection is the significant certainties of appropriate method of treatment are exceptionally or communally excellent to an unfavorable or different process of performance [24]. [23] In contradiction principles as discussed earlier—the efficiency model hinders complex anticipation by identifying the organization situation of difficulties and responsibilities [25]. It emphasizes to recognize predicament rather than focus effectiveness. [26] Organizations found beneficial identically in seasons of ambitions, functions, liabilities, and communication methods with employee expansion. [27] The effectiveness capability of association and its managers administer other serious factors achieve organizations' purposes effectively. The effective leadership has a positive influence on behavior inside organizations. Transformational leadership's responsibility in humanizing several factors organizations is particularly pronounced [28]. [29] Exhibited similarities between transformational leadership, OC, and OE reveal no significant association combining transformational leadership and OE. Similarly,[29] and [30]originate that transformational leadership does not narrate considerably to OE. [31] Propositioned that pleasure and cheerfulness of personnel direct to OE. [32] Effective performance entails a cooperative endeavor by the several administrators in organization, and they must be adjustable and adaptive as the situation develops. [33] strategic management has reasonably an influence on OE in way of planning, implementation, formulation, and assessment concerning modernization, comment, roles, and announcement within an association. [34]The administrators have recognized both leadership styles important in public sector organization. Nevertheless, transformational leadership considered vaguely more significant in OE. [35] [36]Specify that adaptableness certainly influence organizational prosperity level. The results entail enhance the level of adaptableness in organizations will improve prosperity. The adaptability is significantly associated with OE [37] the dimensions, role clarity, and division of labor in both sectors. [38] Categorize unifying structure for the unequal and conflicting models of OE.

### III. Methodology

The present study has been developed following objective.

To assess the organizational effectiveness among the selected banks in Chennai division.

The study designed followed hypothesis

Hypothesis: Organizational Effectiveness is Similar in both Public and Private Banks in Chennai.

There is no significant difference among the select Banks Concerning the Organizational Effectiveness in the study region

The present research is executed to assess the organizational effectiveness in both banks in Chennai. The study needed both primary and secondary level data to complete the present research. The secondary level data obtained through Textbooks, journals, newspapers, websites, government records, etc. The primary data sourced from the employees of (Scale I and Scale-II officers), both the banks. The primary data is obtained through structured questionnaires. The framed questionnaire copies circulated among the scale I and scale II officers and explained the purpose of the study personally. The study used two sectors of banks. Based on the market share of the banks, four banks were identified. Out of four banks, two banks from the public sector and two banks from the private sector. Public sector banks include State Bank of India and Punjab National Banks. In the private sector, banks include ICICI Bank and HDFC Bank. The study used a purposive sampling method. Each bank 100 samples distributed, and overall, 400 samples used for the study.

#### Measurement of Variables:

OE Factors	Developed by	Year
1. Group / Team Effectiveness;	Anupama Dullo Raina & M G Shahnawaz	2017
2. Role Clarity;		
3. Social Support;		
4. Sharing;		
5. Division of Labor;		

### IV. Analysis and Discussion

Null Hypothesis 1

Organizational Effectiveness is Similar in both Public and Private Sector Banks in Chennai Area.

There is no significant difference among the select Banks Concerning the Organizational Effectiveness in the study region

Table 1

Independent t-test for Assessment of Organizational Effectiveness

*n= (Public=200 & Private=200)*

Factors	Sector	M	SD	t	p
	ean				

Group/Team Effectiveness	Public	44	3.	.546	2.17	0.0
	Private	29	3.	.825	3.31*	0.0
Role Clarity	Public	71	3.	.715	2.497	0.0
	Private	91	3.	.922	3.13*	0.0
Social Support	Public	90	3.	.746	2.10	0.0
	Private	72	3.	.919	3.36*	0.0
Sharing	Public	79	3.	.805	3.323	0.0
	Private	06	4.	.831	3.01**	0.0
Division of Labor	Public	83	3.	.783	3.066	0.0
	Private	08	4.	.841	3.02**	0.0
Overall Organizational effectiveness	Public	92	3.	.730	1.481	0.1
	Private	03	4.	.811	3.40	0.0

Table 1 exhibits Independent t-test result for Assessment of Organizational Effectiveness among the Banks in Chennai city. The factors of OE, namely “Group/Team Effectiveness”; “Role Clarity” and “Social Support” p-values, are <0.05. Therefore the study confirmed that these factors are significant at a 5% level. Due to these circumstances, the framed  $H_0$  rejected and confirmed that there is variation among the banks concerning these factors, namely “Group/Team Effectiveness”; “Role Clarity”, and “Social Support”. It is recognized from the results; the group/team effectiveness is significant at private sector banks (3.29) than the public sector banks (3.44). Besides, the study inferred that the private sector banks managing the team and group effectiveness. The team effectiveness is Capacity of Team to achieve the objectives. The organizational effectiveness factor, i.e., 'Role Clarity' significantly influencing private sector banks (3.91) than the public sector banks (3.71). In private sector, the employees have understandable perceptive of their responsibilities, and processes at employment. The role clarity is not limited to their role; it also includes their colleague's

roles. Furthermore, the study inferred that the organizational effectiveness factor, i.e., 'Social Support' significantly influences the organizational effectiveness in public sector (3.90) than the private sector banks (3.72). Besides, the rest of the two factors, namely 'Sharing' and 'Division of Labor' p-values are <0.01. Therefore the null hypothesis rejected at a 1% level and concluded that there is a significant difference between public and private sector banks concerning these organizational factors, i.e., 'Sharing,' and 'Division of Labor.' The organizational factors, namely 'Sharing' and 'Division of Labor,' significantly influence the private sector banks (4.06 & 4.08) than the public sector banks (3.79 & 3.83). In overall, the organizational effectiveness t & p-value is -1.481 & 0.140. It indicates that there is no significant difference between public and private sector banks concerning the organizational effectiveness in the study region. The study inferred that organizational effectively managing in private sector banks (4.03) than the private sector banks (3.92) in the study area.

#### Null Hypothesis-2

There is no significant difference among the select Banks Concerning the Organizational Effectiveness in the study region

Table 2  
ANOVA test for Organizational Effectiveness among the Banks

OE Factors	Banks	Mean	SD	F	p
Effectiveness	SBI	3.57 <sup>c</sup>	.560	51.881	<0.001**
	PNB	3.31 <sup>b</sup>	.503		
	ICICI	2.79 <sup>a</sup>	.618		
	HDFC	3.79 <sup>d</sup>	.693		
Role Clarity	SBI	3.76 <sup>b</sup>	.740	30.097	<0.001**
	PNB	3.65 <sup>b</sup>	.689		
	ICICI	3.43 <sup>a</sup>	.816		
	HDFC	4.39 <sup>c</sup>	.757		
Social Support	SBI	4.05 <sup>c</sup>	.720	17.742	<0.001**
	PNB	3.74 <sup>b</sup>	.742		
	ICICI	3.37 <sup>a</sup>	.773		
	HDFC	4.08 <sup>c</sup>	.919		
Sharing	SBI	3.96 <sup>b</sup>	.734	13.033	<0.001**
	PNB	3.63 <sup>a</sup>	.842		
	ICICI	3.82 <sup>ab</sup>	.833		
	HDFC	4.31 <sup>c</sup>	.760		
Division of Labor	SBI	3.96 <sup>b</sup>	.774	12.975	<0.001**
	PNB	3.70 <sup>a</sup>	.774		

	ICICI	3.81 <sup>ab</sup>	.863		
	HDFC	4.34 <sup>c</sup>	.728		
Overall Organizational Effectiveness	SBI	4.05 <sup>b</sup>	.638	20.145	<0.001**
	PNB	3.79 <sup>a</sup>	.794		
	ICICI	3.67 <sup>a</sup>	.705		
	HDFC	4.40 <sup>c</sup>	.744		

Table 2 describes the results of ANOVA test for Organizational Effectiveness among the Banks. Since the p-value of entire factors of organizational effectiveness such as ‘Group/Team Effectiveness’, ‘Role Clarity’, ‘Social Support’, ‘Sharing’, ‘Division of Labor’ is <0.01. In this situation, the null hypothesis rejected and confirmed that there is significant difference among the banks concerning organizational effectiveness in the select banks in the study area. Regarding ‘Group/Team Effectiveness’ the HDFC bank (3.79) group and team effectiveness managing effectively, followed by SBI (3.57), PNB (3.31), and ICICI Bank (2.79). In addition, the HDFC Bank effectively organizes the Role Clarity (4.39) and SBI also effectively organizing the role clarity. The study also established that the State Bank of India (4.05) and HDFC banks (4.08) have the good social supports. In connection with the organizational effectiveness factor i.e ‘Sharing’ concern, the HDFC bank (4.31), it indicates that the bank properly managing the sharing the officials information among the employees. It leads to encouragement among the employees and contributes the towards the organization development. The other factor of Division of Labor also HDFC banks (4.34) implemented properly.

## V. Conclusion

The core objective of the study is to assess the organizational effectiveness among the select public and private sector banks in the study area. The study results indicate that the organizational effectiveness significantly differs in public and private sector banks. The study also reveals that there is no significant difference between public and private sector banks concerning the organizational effectiveness in the study region. Both the sectors of banks are properly managing the employee engagement practices and performance level. The employee’s efficiency is honestly attached to the outcome and performance of individual business units. It can be featured that both the sectors the management is giving due weightage to employee contribution which brings good organization level in banks.

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