

Impact Of Work Values On Organizational Effectiveness In Banking Industry

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The work values are singular person empower frame of mind that rouse individuals to act one way or diverse it fills in as a guide for human conduct. This study reveals the impact of work values on organizational effectiveness in banking industry. A survey was conducted among 132 public sector bank employees in Tamilnadu. The impact of work values on organizational effectiveness was measured through SEM. The results designate organizational culture significantly influences organizational effectiveness. Work values significantly influences organizational effectiveness. Organizational culture significantly influences work values. Work culture of textile industry is greatly affected by the employees' values, employees' knowledge, employees' attitudes, employees' habits and employees' willingness to do work of the management.

KEYWORDS: Organizational Culture, Work Values, Organizational Effectiveness, and Public Sector Bank Employees.

INTRODUCTION

Human resource is considered as a key resource in every organization in the world. Because the remaining resources like money, material, and machinery are efficiently utilized by manpower. Employees are the key to the success of the banking sector. Competent employees are the source of customer satisfaction, help in reducing complaints from customers, good service, improved work environment and better business performance. Most of the employees are unskilled and technical for the banking sector. Most of the employees are committed to their work to help increase bank customer satisfaction and organizational performance. Banking industry management motivates employees in their work through various monitoring and non-monitoring benefits. Likewise, the banking industry also provides full support to their employees in their work commitment, new ideas, job innovation, and job involvement and so on. Bank management creates a positive work environment among employees and recognizes employees through observational and non-observational appreciation and encourages their contribution to organizational growth. This leads to improved work value of employees and

higher job satisfaction in their work. Employees feel that their work contribution is valued and the banking industry cares about the physical and mental health of the employees, the value of that job is compared to the relative value of other jobs in the organization, it is referred to as "job values". Job values increase when employees contribute more than their true potential. It helps to gradually improve the organizational effectiveness of bank workers.

BACKGROUND OF THE STUDY

Jeng-Wen Lin, et al. (2015) analyzed the effects of employees' work values and organizational management on corporate performance. The analysis found that there is a significant influence of organizational management and employees' work values and on corporate performance.

Baskar and Rajesh Kumar (2019) found that work values among employees were influenced by organizational support and organizational culture. The analysis also identified organizational effectiveness was influenced by employees' work values in the industry. Again in the year 2020, Baskar and Rajesh Kumar explored the influence of employees' perceived work value on employees' job performance. The research discovered that organizational effectiveness was influenced by job performance. The research suggests that organisation should motivate the employees in order to achieve higher job performance and organizational effectiveness.

Mashal Ahmed and Saima Shafiq (2014) examined the impact of organizational culture on organizational performance. It is identified that there is influence of dimensions of organizational culture on organizational performance in different Bahawalpur based franchises of telecom companies. Boyun Woo and Packianathan Chelladurai (2012) investigated the dynamics of perceived support and work attitudes. It was identified that perceived support explained 79% of the variance in work attitudes.

Vijayakumar (2007) conducted a research on work values, management styles and organizational climate. The author highlighted those direct effects of directive and intervening effects has participative style of the work-related values and beliefs in determining up of climate perceptions. Irene Hanson Frieze, et al. (2006) examined the work values and their effect on work behavior and work outcomes. Work values did not differ for women and men in the sample. Women managers were higher in the value of wanting to do an excellent job when compared to male managers.

Very few researches are focused on the relationship between work values and organizational effectiveness. Though there have been a few researches done on employees' work values and organizational effectiveness, no direct study have been done on the Indian context. Based on the reviews:

H₁: Organizational culture significantly influences work values.

H₂: organizational culture significantly influences organizational effectiveness.

H₃: work values significantly influences organizational effectiveness.

FRAMEWORK OF THE STUDY

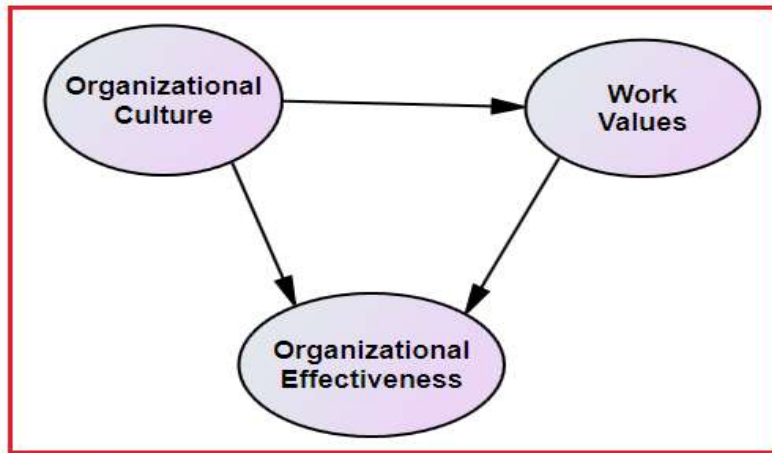


Figure 1: Framework of the Study

Baskar and Rajesh Kumar (2020) found that work values among employees were influenced by organizational culture. Hence, organizational culture considered as independent variable. Jeng-Wen Lin, et al. (2015) found that there is a significant influence of organizational management and employees' work values and on corporate performance. Hence, work values considered as dependent variable. Baskar and Rajesh Kumar (2020) identified organizational effectiveness was influenced by employees' work values in the industry. Hence, organizational effectiveness considered as outcome variable.

METHODOLOGY

Data were obtained for organizational culture, work values and organizational effectiveness among 132 public sector bank employees out of 150 selected respondents. This research is carried out through descriptive research design. Questionnaires were distributed to public sector bank employees through Google docs and responses were collected. Data were collected using category and likert scale instrument scale format. Reactions to queries were obtained using a scale (choices from 1 to 5). This method enables the use of more useful statistics to test the hypotheses of the study.

Organizational culture consists of 15 statements were allowed to answer for the public sector bank employees to respond to a five-point scale. The tool 'organizational culture' was constructed and standardized by Twumasi-Ankrah (2012). The tool 'work values' was constructed and standardized by Meyer, et al. (1998). Work values consists of 21 statements were allowed to answer for the public sector bank employees to respond to a five-point scale. The tool 'organizational effectiveness' was constructed and standardized by Brayfield, et al. (1951).

Table 1: Questionnaire Construction

S.No.	Variable	Items	Total Items
1	Organizational Culture	1 to 15	15
2	Work Values	1 to 21	21
3	Organizational Effectiveness	1 to 5	5

The researcher selected 150 public sector bank employees to conduct the pilot study in Chennai city. The questionnaire was constructed by the researcher and distributed to the public sector bank employees through Google document. The nature of the research was clearly explained to the public sector bank employees by the researcher. Public sector bank employees voluntarily agreed to answer the questionnaire. Also, the collected data were analyzed and tabulated by SPSS software to determine the consistency and strength of the research tool.

The reliability of the questionnaire was evaluated through a pilot study. Reliability (Cronbach alpha) of not less than 0.7 for all constructs was considered sufficient for the research. This research used Cronbach's alpha to check the consistency of the research tool. Instrument reliability of 0.7 and above is acceptable (Rosson, Gasser and Seifer, 2002). Reliability and validity are the criteria of a good instrument. Reliability and validity are main purpose of reliability testing is to increase the eminence of the research instrument. Reliability of the research instrument refers to the consistency of the research (Kapur, 2018). For the pilot study data were collected from 124 public sector bank employees in Tamilnadu. Correlation analysis was done to identify the validity. At the same time the table value was found to be 0.273 at five percent level. The table values indicate that the set questionnaire was correct at five percent level. Therefore, the questionnaire was designed to make this study more valid. The questionnaire was taken to the next stage of the study as the value detected by the valid analyzer was greater than 0.273. The primary data collected are analyzed by the researcher using some statistical tools. According to the hypotheses constructed in this study, the researcher is going to analyze using some statistical tool (SEM).

RESULTS AND DISCUSSION

The results of model fit indication of impact of work values on organizational effectiveness. The table values exposed in CFA fit procedures for goodness of fit are $\chi^2 = 432.054$, AGFI = 0.831, GFI = 0.931, CFI = 0.951, and NFI = 0.914, which are within the satisfactory range. Similarly, the values of the badness of fit are RMR = 0.079 and RMSEA = 0.087, which are as well within the satisfactory range. Indra, et al. (2020); Reena, et al. (2019); Velaudham & Baskar (2015) have found good fit result.

Table 2: Model fit indication of SEM

S.No.		Model Fit Indicators	Suggested standards (Premapriya, et al. 2016)	Calculated Values
1	Chi-Square Test	Chi-Square	---	432.054
		p		0.0001
2	Goodness	GFI	> 0.90	0.931

	Fit	AGFI		0.831
		CFI		0.951
		NFI		0.914
3	Badness	RMR	< 0.080	0.079
	Fit	RMSEA		0.087

Source: Primary data

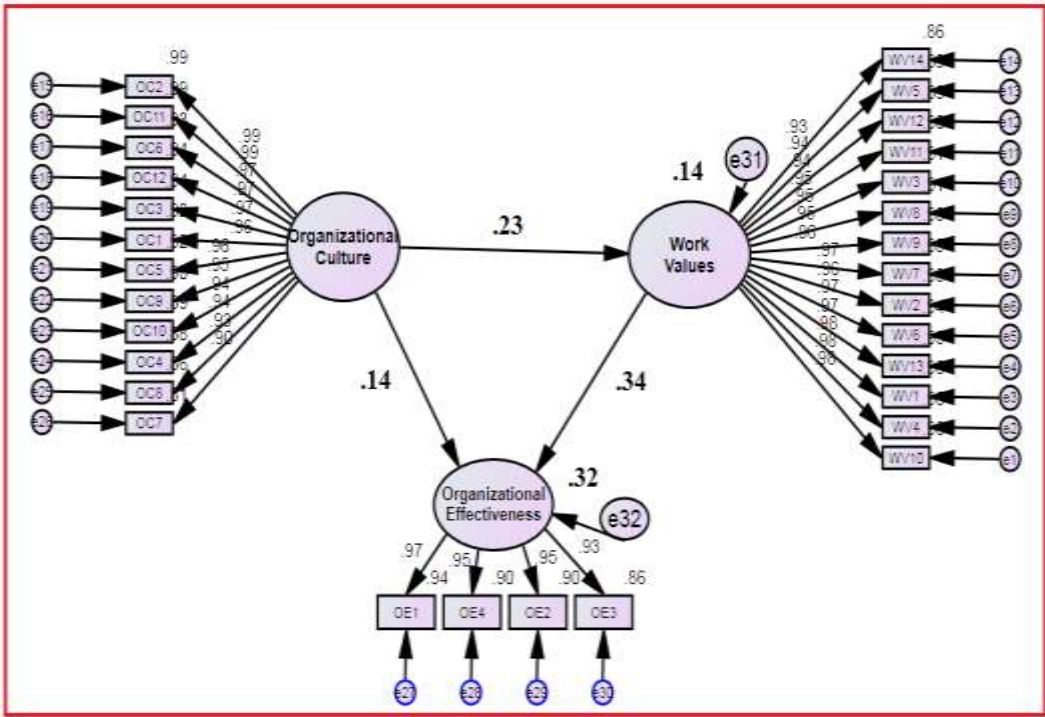


Figure 2: Impact of work values on organizational effectiveness

The hypothesis H_1 of the research clarifies that organizational culture has significant influences on the work values of public sector bank employees. The outcomes of the research designate that the beta coefficient and the CR value is significant level ($p=0.001$). The value of β is 0.232 that organizational culture explains 23.2 percent of the work values of public sector bank employees. Consequently, statistical outcomes ascertain a positive influence of organizational culture on work values of public sector bank employees. Baskar and Rajesh Kumar (2020) found that work values among employees were influenced by organizational culture.

Table 3 Regression Weights of SEM

DV		IV	Estimate	S.E.	C.R.	Beta	P
Work Values	<---	Organizational Culture	0.256	0.050	4.122	0.232	0.001
Organizational Effectiveness	<---	Organizational Culture	0.168	0.053	3.162	0.140	0.002
Organizational Effectiveness	<---	Work Values	0.392	0.051	7.736	0.344	0.001

Source: Primary data

The hypothesis H₂ of the research clarifies that organizational culture has significant influences on the organizational effectiveness of public sector bank employees. The outcomes of the research designate that the beta coefficient and the CR value is significant level (p=0.002). The value of β is 0.140 that organizational culture explains 14 percent of the organizational effectiveness of public sector bank employees. Consequently, statistical outcomes ascertain a positive influence of organizational culture on organizational effectiveness of public sector bank employees. Jeng-Wen Lin, et al. (2015) found that there is a significant influence of organizational management and employees' work values and on corporate performance.

The hypothesis H₃ of the research clarifies that work values has significant influences on the organizational effectiveness of public sector bank employees. The outcomes of the research designate that the beta coefficient and the CR value is significant level (p=0.001). The value of β is 0.344 that work values explains 34.4 percent of the organizational effectiveness of public sector bank employees. Consequently, statistical outcomes ascertain a positive influence of work values on organizational effectiveness of public sector bank employees. Baskar and Rajesh Kumar (2020) identified organizational effectiveness was influenced by employees' work values in the industry.

FINDINGS AND SUGGESTIONS

- Organizational culture significantly influences organizational effectiveness. Public sector bank management should look for feedback from their employees, concerning the perception of the organizational culture on a regular basis as a continuous attempt to sustain and develop environments to development of organizational effectiveness.
- Work values significantly influences organizational effectiveness, as researchers found in current study. Work culture of textile industry is greatly affected by the employees' values, employees' knowledge, employees' attitudes, employees' habits and employees' willingness to do work of the management.
- Organizational culture significantly influences work values. Success of the bank industry depends on the employees' performance, employees' development, employees perceived work values and participative decisions. Superiors should guide the behavior and demonstrate a way to lead is a best appropriate technique.
- It is suggested that continuous work improvement should be done in all level of jobs in the bank industry. The job itself acts as a leading motivator for the employees which

has been clearly established from the analysis. Their jobs provide them social prestige, social security and opportunity for using abilities on their own.

CONCLUSION

This study reveals the impact of work values on organizational effectiveness in banking industry. A survey was conducted among 132 public sector bank employees in Tamilnadu. The impact of work values on organizational effectiveness was measured through SEM. The results designate organizational culture significantly influences organizational effectiveness. Work values significantly influences organizational effectiveness. Organizational culture significantly influences work values. Work culture of textile industry is greatly affected by the employees' values, employees' knowledge, employees' attitudes, employees' habits and employees' willingness to do work of the management.

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