A view gaining increasing acceptance in recent years is one that upholds ethical behavior as the best long term strategy for an organization. Ethics means accepted standards in terms of one’s personal and social welfare. Ethics is drawn from books and debates in which philosophical theories about right and wrong are proposed and tested. Ethics cannot simply be acquired – ethics must be studied.

Within the organizational context, ethics is a system of rules or principles of behavior within a group against which actions can be judged. And it must be agreed upon by all members of the group to ensure consistency of action. When it comes to volunteering, we often decide to contribute our time and energy based, in part, on personal values and priorities. Many years of international research have created strong evidence that people everywhere articulate some version of the same five core values:

- Trustworthiness (truthfulness, sincerity, candor, loyalty, promise keeping, honesty)
- Respect (autonomy, courtesy)
- Responsibility (diligence, continuous improvement, self-restraint)
- Justice (fairness, impartiality, equity)
- Caring (kindness, compassion)

These universal values become the basis for creating a common set of ethical principles which can be applied when searching for “the right thing to do”. These principles are different than program policies or standards. They are rules of engagement that focus on interpersonal interactions rather than operational procedures and articulate a general set of values that can be applied to many different situations.
Lapses in ethical conduct by those in corporate and public authority worldwide have given business researchers and practitioners alike cause to reexamine the antecedents to personal ethical values. As important as these individual characteristics are, the influence of the organization is equally important. The ethical standards that one observes in the organization will have a significant effect on individual behavior. “People will do what they are rewarded for doing” (Andrews). The organization has its greatest impact on the employees by establishing standard norms and has a strong influence on individuals’ behavior in the organization.

Guided with the above idea, the study was designed to gain an insight into the role of ethics in personal, team and organizational effectiveness. It has been proposed in the study that personal ethics are having a positive relationship with personal, team and organizational effectiveness.

This study is a comparative analysis designed to compare the three sectors- Information Technology, banking and Telecom Sector. The discussion in this chapter is based on the quantitative findings presented in the previous chapter. Further the discussion focuses on the:

1. **Comparison between the Three Sectors on the following Dimensions of Personal Effectiveness:**
   - i. Honesty
   - ii. Loyalty
   - iii. Trustworthiness
   - iv. Responsibility

2. **Comparison between the Three Sectors on the following Dimensions of Team Effectiveness:**
   - i. Task- completion
   - ii. Goal- setting
   - iii. Co-operation and Collaboration
3. Comparison between the Three Sectors on the following Dimensions of Organizational Effectiveness:
   i. Fairness in competition
   ii. Organizational culture
   iii. Job- Satisfaction

4. Comparison between the Three Sectors on the basis of the Role of Personal Ethics on Personal, Team and Organizational Effectiveness.

6.1. COMPARISON BETWEEN THE THREE SECTORS- PERSONAL EFFECTIVENESS

A comparison on the four variables of personal effectiveness i.e. honesty, loyalty, trustworthiness and responsibility was made in the three sectors under study.

On comparing the organizations in IT sector, it has been observed that trustworthiness seems to be the most significant variable which is followed by Responsibility and loyalty. Honesty has got the least mean scores in IT sector, it may be concluded for the present research that trustworthiness and responsibility are the most important variables of personal effectiveness in the IT sector.

On comparing organizations in banking Sector, loyalty has been found to be the primary component of personal effectiveness which is followed by responsibility. This shows that the manpower in the organizations of banking sector is much more loyal and responsible. It may be concluded that loyalty is the essential requirement for the people working in banking sector.

On comparing organizations in telecom Sector, trustworthiness again has been found to be the most influential variable followed by loyalty. This again leads to the conclusion that trustworthiness is the important variable for the employees working in the telecom sector. There is not a much difference
between trustworthiness and loyalty, which implies also similar difference between responsibility and loyalty. Honesty has been found to be the least important factor in telecom sector.

It can be concluded from the present research that trustworthiness as the variable of personal effectiveness has been found the highly influential variable which is followed by loyalty. Honesty is found to be the least important factor of personal effectiveness in all the sectors under study. It has also been concluded that telecom and banking sectors have got the highest mean values on various dimensions of personal effectiveness. The importance of perceiving trust in the multinationals has received wide spread attention in recent years. Primarily, this is due to the threats to trust posed by managed care, but the general and growing recognition in that trust deserves more attention than in traditionally has received in all aspects of ethics. Trust is intrinsically important because it is a core characteristic that affects the emotional and interpersonal aspects of the relationships. As Caldwell and Clapham (2003) identified trustworthiness as the foremost variable of effectiveness that is followed by honest communication, task competence, quality assurance, interactive courtesy, legal compliance and financial balance.

6.2. COMPARISON BETWEEN THE THREE SECTORS- TEAM EFFECTIVENESS

A comparison on the three variables of team effectiveness i.e. task completion, goal setting and cooperation and collaboration was made in the three sectors under study.

When making a comparison for the organizations in IT sector, the results show that there is not a big difference between the three variables of team effectiveness. Though co-operation and collaboration has got the highest mean scores which is little more than task completion and again task completion is also a little more than goal setting. It may be concluded that in IT sector, all the three dimensions of team effectiveness are almost equally important.
In banking Sector, goal-setting has been observed as the primary dimension of effectiveness which is followed by co-operation and collaboration and lastly by task completion.

By comparing organizations in telecom Sector, goal setting and task completion has got the highest and equal mean values and that is slightly more than the mean values of co-operation and collaboration. It may be concluded that all the three variables of team effectiveness are equally important in telecom sector.

The present research shows that goal setting as the variables of team effectiveness have been found to be significant variable in banking and telecom sector. By comparing the Cooperation Scores, a similar trend has been observed. Telecom Sector has got the highest mean scores in all the three dimensions (i.e. Goal Setting, Task Completion and Cooperation) of Team Effectiveness as compared to the Banking and IT sector. The employees in Telecom Sector tend to be more co-operative with the other team members as compared to the Banking and IT Sector. It may be concluded that allowing the subordinates to participate in setting goals affects performance by enhancing employees’ commitment to, and satisfaction with, the performance goals (Cotton et al, 1988).

6.3. COMPARISON BETWEEN THE THREE SECTORS- ORGANIZATIONAL EFFECTIVENESS

A comparison on the three variables of organizational effectiveness i.e. fairness in competition, organizational culture and job satisfaction was made in the three sectors under study.

When making a comparison for the organizations in IT sector, the results showed that organizational culture is the most significant variable of organizational effectiveness which has highest mean values followed by job satisfaction and fairness in competition.
In banking Sector, fairness in competition has been observed as the primary dimension of organizational effectiveness which is followed by organizational culture and job satisfaction. But there is not much difference between the mean values of organizational culture and job satisfaction in banking sector.

By comparing organizations in telecom Sector, organizational culture is found to have the highest mean values which is followed by fairness in competition and job satisfaction.

The present research shows that organizational culture as the variable of organizational effectiveness has been found to be the most significant variable in all the three sectors under study. Telecom sector has the highest mean scores for the dimensions of Organizational Effectiveness named Fairness in Competition, Organizational Culture and Job Satisfaction. Organizational culture has become an important, if contentious, focus in the study of organizational life. Managers of organizations have turned to organizational culture not only to explain what happens in organizations, but to attempt to shape what happens in ways that are consistent with organizational goals - to use culture to orchestrate organizational change. Organizational culture has been portrayed as a particularly promising tool in the managerial kitbag (Schwartz and Davis, 1981).

6.4. COMPARISON BETWEEN THE THREE SECTORS- PERSONAL ETHICS

By comparing the organizations in the three sectors under study for the dimension of personal ethics, it has been found that persons in the Tele-Communication Sector tend to be much more ethical as compared to IT and Banking Sector. But the difference in the ethical values of IT and banking people are not very different, providing us with a finding that employees in IT and Banking Sector have almost similar ethical values.

It may be concluded from the present research that the employees in telecom sector are found to be more ethical as compared to Banking and IT sectors.
The reason may be the Recession effect. Banking and IT sectors are more prone to the adverse effects of Global Recession that can be a reason of hampering of personal ethics whereas Telecom sector is at boom and have a minor effect due to recession and does not have any deteriorating effect on personal ethics. India, like many other countries of the world, have adopted a gradual approach to telecom sector reform through selective privatization and managed competition in different segments of the telecom market (Manas Bhatacharya, 2010).

6.5. RELATIONSHIP BETWEEN PERSONAL ETHICS AND PERSONAL EFFECTIVENESS- THE THREE SECTORS COMBINED

It has been found in the present research personal ethics are positively correlated with personal effectiveness. Combined together all the four dimensions of personal effectiveness i.e. honesty, trustworthiness, loyalty and responsibility are found to have a significant positive correlation with personal ethics. It is also very important to state that although all the four dimensions of personal effectiveness are significantly positively correlated to personal ethics, among them responsibility is found to be the most significantly correlated variable with personal ethics which is slightly more than the correlation scores of loyalty with personal ethics. It may lead to the conclusion that the persons with ethical values are found to more responsible and loyal. It can also be stated from the present research that the persons with personal ethics are more trustworthy and honest but this relationship is weaker than responsibility and loyalty. Hence, the first hypothesis stating that personal ethics have a positive effect on personal effectiveness has been proved along with its sub- hypotheses. The findings are in line with the findings of Fritzche (1997) who states that ethical behavior is a necessary component of developing and maintaining trust. From the perspective of the organization, ethics is closely related with trust. Many people agree that in order to develop trust behavior must be ethical.
However, the relationship between ethics and trust is a nebulous one at best, because although ethics can play an important role in facilitating trust and distrust often the consequence of unethical behavior- the flipside is that trust cannot always guarantee ethical behavior, and can just as easily be abused by way of unethical behavior. Trust is a very complex and ambiguous subject in itself, and researchers have been looking at the issue of trust from diverse aspects and analyzing the processes for trust development. “Trust is a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another” (Rosseau and Sitkin; Burt and Camerer, 1998).

6.6. RELATIONSHIP BETWEEN PERSONAL ETHICS AND TEAM EFFECTIVENESS: THE THREE SECTORS COMBINED

It can be seen that personal ethics are positively correlated with team effectiveness. Combined together all the three dimensions of team effectiveness i.e. goal setting, task completion and cooperation and collaboration are found to have a significant positive correlation with personal ethics. Among these, task completion is the variable that is highly correlated with personal ethics which is followed by the correlation values of goal-setting and cooperation and collaboration with personal ethics. Hence the second hypothesis predicting the positive relationship between personal ethics and team effectiveness has been proved.

This is similar to the findings of the study by Brief et al. (2001), who suggested that organizations emphasizing goal attainment and reward performance accordingly could instill a permissive ethical climate whereby individuals perceive that the organization expects, or at least condones, unethical behavior on behalf of the organization. However, the potential for goal-setting to enhance performance may come at the cost of ethical behavior. The most studied attributes of goals are their specificity (the degree of quantitative precision with which the goal is specified) and difficulty (the degree of proficiency or level of performance sought). (Austin and Vancouver, 1996 and Locke et al., 1981).
6.7. RELATIONSHIP BETWEEN PERSONAL ETHICS AND ORGANIZATIONAL EFFECTIVENESS: THE THREE SECTORS COMBINED

It is also observed from the present research that personal ethics are positively correlated with organizational effectiveness. Combined together all the three dimensions of organizational effectiveness i.e. fairness in competition, organizational culture and job satisfaction are found to have a significant positive correlation with personal ethics. Among these, fairness in competition is highly correlated with personal ethics which is followed by the correlation values of organizational culture and job satisfaction with personal ethics. Hence the third hypothesis emphasizing the positive relationship between personal ethics and organizational effectiveness has been proved.

By comparing the three sectors for personal effectiveness, it is observed that in telecom sector, the relationship between personal ethics and personal effectiveness is strongest which is followed by IT sector and then by banking sector. It may be concluded that in banking sector, personal ethics are having a positive impact on personal effectiveness but this relationship is weaker when compared to Telecom and Banking sector.

6.8. RELATIONSHIP BETWEEN PERSONAL ETHICS AND PERSONAL EFFECTIVENESS: IT SECTOR

The present research states a significant positive relationship between personal ethics and personal effectiveness in the IT sector. Among all the four dimensions (honesty, loyalty, trustworthiness and responsibility) of personal effectiveness, responsibility is found to have the highest correlation value with personal ethics which is slightly more than the correlation value of trustworthiness with personal ethics. It may be concluded that the ethical values oriented persons working in the organizations of IT sectors tend to be more responsible and trustworthy than the similar results are observed for honesty and loyalty as both of these dimensions have achieved the same
correlation values with personal ethics. So it can be stated that persons with personal ethics tend to be honest and loyalty and their tendency to be honest and loyal is same as their correlations value is same.

In the organizations under IT sector, all the four dimensions of personal effectiveness are significantly correlated with personal ethics and among them responsibility and trustworthiness are the dimensions which have got the maximum correlation with personal ethics in IT sector. The reason may be the nature of task the persons in IT sector are assigned demands a lot of trustworthiness.

6.9. RELATIONSHIP BETWEEN PERSONAL ETHICS AND PERSONAL EFFECTIVENESS: BANKING SECTOR

The present research states a significant positive relationship between personal ethics and team effectiveness in the banking sector. Among all the four dimensions (honesty, loyalty, trustworthiness and responsibility) of personal effectiveness in banking sector, responsibility and trustworthiness are significantly positively correlated with personal ethics which again gives a confirmation to the hypothesis. On the other hand, honesty and loyalty are found to be non-significant with personal ethics.

In the organizations under Banking sector, the two dimensions responsibility and trustworthiness of personal effectiveness are significantly correlated with personal ethics whereas the other two dimensions i.e. loyalty and honesty are found to have a non-significant relationship with personal ethics.

6.10. RELATIONSHIP BETWEEN PERSONAL ETHICS AND PERSONAL EFFECTIVENESS: TELECOM SECTOR

In this research, it has been observed that in telecom sector, the three dimensions (i.e. responsibility, trustworthiness and loyalty) of personal effectiveness are positively correlated to personal ethics. Among them,
responsibility is the dimension which is highly correlated to personal effectiveness and that is slightly more than trustworthiness. Loyalty is also found to be significantly correlated with personal ethics. Whereas, honesty is found to have a non-significant relationship with personal ethics in Telecom sector.

6.11. RELATIONSHIP BETWEEN PERSONAL ETHICS AND TEAM EFFECTIVENESS: IT SECTOR

In IT sector, task completion and goal-setting are found to be significantly positively correlated with personal ethics which lead to the conclusion that the person who follow personal ethics tend to be efficient in goal setting within their teams and also very efficient in completing their task. Whereas, the correlation between personal ethics and co-operation and collaboration is found to be non-significant in IT sector. it may be derived from the present research that the persons with high ethical values tend to be cooperative with their team members and vice-versa.

6.12. RELATIONSHIP BETWEEN PERSONAL ETHICS AND TEAM EFFECTIVENESS: BANKING SECTOR

In banking sector, all the three dimensions of team effectiveness (goal setting, cooperation and task completion) are significantly positively correlated to personal ethics. Among these, goal-setting is found to have the highest correlation with personal ethics which is slightly higher than the correlation of task completion with personal ethics. It may be concluded that persons with personal ethics are very efficient in goal setting in their teams and leading to their effectiveness in task completion as well. Cooperation is also found to be significantly correlated with personal ethics. As Guoquan Chen & Dean Tjosvold (2007) have also stated that the Organizational values of people and respect and interdependent structures of team procedures and task interdependence may help departments believe their goals are cooperative and thereby coordinate effectively.
6.13. RELATIONSHIP BETWEEN PERSONAL ETHICS AND TEAM EFFECTIVENESS: TELECOM SECTOR

In telecom sector, among the three dimensions of team effectiveness (i.e. goal setting, cooperation and collaboration and task completion), all the dimensions are significantly positively correlated with personal ethics. Task completion is the dimension which is having the highest correlation with personal ethics leading to a conclusion that the persons with personal ethics are very effective in their completion of task as a member of team. Secondly, they are very efficient in goal-setting and also tend to cooperate and collaborate with their team members.

6.14. RELATIONSHIP BETWEEN PERSONAL ETHICS AND ORGANIZATIONAL EFFECTIVENESS: IT SECTOR

In IT sector, all the three dimensions of organizational effectiveness (fairness in competition, organizational culture and job satisfaction) are found to be significantly positively correlated to personal ethics. Job satisfaction is the dimension which is having a positive correlation with personal ethics confirming to the hypothesis that people with personal ethics tend to be more satisfied with their jobs and vice versa. Similarly, organizational culture is also found to be significantly positively correlated with personal ethics which is slightly higher than the correlation of fairness in competition with personal ethics. The finding of the research suggests that the persons with personal ethics tend to be fair in the competition in the work-setting.

Finding by Singhapakdi and Vitell (1991) reinforced this notion by concluding the ethically sensitive salespeople prefer to see a punitive or non punitive action response, as opposed to a no- action response, taken by their firms in reaction to unethical behavior by employees. Job satisfaction of salespersons were found to be weakened if they perceive the organization rewarding the unethically behaviors of co-workers (Bellizzi and Hite, 1989).
6.15. RELATIONSHIP BETWEEN PERSONAL ETHICS AND ORGANIZATIONAL EFFECTIVENESS: BANKING SECTOR

In the Banking sector, personal ethics are found to be significantly positively correlated with the three dimensions of organizational effectiveness (i.e. fairness in competition, organizational culture and job satisfaction). Among them, fairness in competition is the dimension which has the highest correlation with personal ethics leading to a conclusion that ethical persons are fair in competition in their work-setting. Job satisfaction and organizational culture are also found to have a significant correlation with personal ethics.

6.16. RELATIONSHIP BETWEEN PERSONAL ETHICS AND ORGANIZATIONAL EFFECTIVENESS: TELECOM SECTOR

In telecom sector, all the three dimensions of organizational effectiveness (i.e., fairness in competition, organizational culture and job satisfaction culture) are found to have a significant positive correlation with personal ethics. Among them, organizational culture has the highest positive correlation with personal ethics which is slightly more than the correlation of fairness in completion with personal ethics. Job satisfaction is also found to be significantly correlated with personal ethics in telecom sector.

6.17. PREDICTING PERSONAL ETHICS FROM PERSONAL, TEAM AND ORGANIZATIONAL EFFECTIVENESS IN ALL THE THREE SECTORS UNDER STUDY

From the present research, it has been found that the variables Fairness in Competition, Responsibility, Organizational Culture, Loyalty, Trustworthiness, and Job Satisfaction came out to be significant predictors of personal ethics in all the three sectors combined. On the basis of present research, it may be stated that the responsible persons tend to be more ethical at their work place. Similarly, organizational culture is also proved to be a good predictor of personal ethics. Organizational culture is also found to be a significant predictor for personal ethics of employees.
Loyalty is also found to be the significant predictor of personal ethics. Similarly, trustworthiness is found to be the other predictor of personal ethics. And the next predictor variable comes to be job satisfaction. It is very important finding for the organizations that if there employees are satisfied with their jobs; they are more likely to be ethical.

In brief, all the three dimensions of organizational effectiveness (organizational culture, job satisfaction and fairness in competition are the main predictors of ethics; and the other three predictors are from the dimensions of personal effectiveness (loyalty, responsibility and trustworthiness) form team effectiveness, none of the dimension has been found to be predictor of personal ethics in all the three sectors combined.

6.18. PREDICTING PERSONAL ETHICS FROM PERSONAL, TEAM AND ORGANIZATIONAL EFFECTIVENESS: IT SECTOR

The results of the present research indicate that the variables Job Satisfaction, Trustworthiness, Co-operation came out to be significant predictors of personal ethics in IT sector. In IT sector, the findings indicate single predictor from personal effectiveness (trustworthiness), team effectiveness (cooperation) and organizational effectiveness (job satisfaction). It may be concluded that in IT sector, there is an important role of personal, team and organizational effectiveness on ethics.

6.19. PREDICTING PERSONAL ETHICS FROM PERSONAL, TEAM AND ORGANIZATIONAL EFFECTIVENESS: BANKING SECTOR

It is observed that the variables Fairness in Competition, Goal Setting, Loyalty, and Responsibility came out to be significant predictors of personal ethics in Banking Sector. It may be concluded from the present research that if the persons are loyal and responsible, they are much more likely to be ethical in their life. Similarly, goal-setting is found to be the next important significant predictor of ethics and most importantly, job satisfaction is found to be the constant predictor of ethics.
6.20. PREDICTING PERSONAL ETHICS FROM PERSONAL, TEAM AND ORGANIZATIONAL EFFECTIVENESS: TELECOM SECTOR

Organizational Culture, Fairness in Competition and Trustworthiness are found to be significant as the p-values of test of significant predictor of personal ethics in telecom sector. Two dimensions of Organizational effectiveness (fairness in competition and organizational culture) seem to be important predictors for personal ethics and the single factor from personal effectiveness (trustworthiness) is found to be an important predictor of ethics in telecom sector. None of dimension of team effectiveness has been found in banking sector.

It can be derived from the present research that the dimensions of personal and organizational effectiveness are playing an important role in determining personal ethics. These are found to be an important predictor for personal ethics in all the three sectors under study. At the same time, the dimensions of team effectiveness have not been found to be significant for predicting personal ethics. Single dimension of team effectiveness i.e. goal-setting has been identified as predictor and that also only in the banking sector. In brief, it may be concluded that the three dimensions of personal effectiveness (loyalty, trustworthiness and responsibility), single dimension of team effectiveness (goal-setting) and all the three dimension of organizational effectiveness, (fairness in competition, organizational culture and job satisfaction) have been found as significant predictors of personal ethics.

Discussion based on Demographical Hypotheses

- The results of descriptive statistics reveal that the mean value of personal ethics is greater for graduates followed by post graduates and then by technical. It seems that the graduate employees have the highest personal ethics as compared to post graduates and technical.
- It is also observed that the mean values of personal ethics are greatest for age group 45-54 years and lowest for age group 35-44 years age group. It seems that the ethics differs according to age group.
Some researches related to demographic information with relation to ethics have reported that personal factors affecting the personal ethics. For example, Tyson (1990) also found that new managers perceived a greater need to compromise ethical values than those with more experience. Some of the researches have emphasized on the differences in the ethical perceptions due to different level of jobs. Posner and Schmidt (1984, 1992) examined how supervisory, mid-level and executive managers perceived ethical behavior in their organizations. In their 1992 study, they found that executive managers were more likely to believe that their organization was ethical relative to the beliefs of mid-level and supervisory managers. For example, while 78% of executive managers agreed that their organizations seemed to be guided by highly ethical standards, less than 65% of the supervisory and mid-level managers agreed. Similarly a study by Jin and Drozdenko (2003) of Direct Marketing managers suggested that upper-level managers perceived organizational ethical issues differently from mid-level managers. It seems that mid-level managers in mechanistic organizations have a greater tendency to report that their organization has unethical characteristics.

The final chapter deals with the summary and conclusions, which are drawn from the study and the implications thereof. Further, some important and interesting research questions that can offer fruitful directions for future research have been suggested and also some limitations of the presented study have been discussed.