Chapter 7
Summary, Conclusion and Recommendation
This chapter presents a brief summary of the present study including a review of its major findings, implications for theory and practice and the limitations of the study. Further, this chapter will highlight future research opportunities based on the findings of this study.

7.1. SUMMARY

Ethics have a positive effect on personal effectiveness and organizational activities and results. Productivity improves. Group dynamics and communication improve, and risk is reduced, one reason for this is ethics becomes an additional form of logical reasoning, increasing the flow of information, and adding an additional set of eyes and antennae to give the organization needed feedback regarding how it is doing. Increased reasoning capabilities, coupled with additional information, is a strategic advantage in any business or organization. This study focused on to identify the role of ethics in personal, team and organizational effectiveness. This main objective has been further broken down into following sub- objectives:

- To investigate the role of ethics in the behavioral aspects of a person relating personal effectiveness i.e. honesty, trustworthiness, loyalty, and responsibility.
- To identify the role of ethics on team effectiveness like co-operation, task-completion and goal setting.
- To identify the role of ethics in organizational effectiveness like job satisfaction, fairness in competition and organizational culture.

For the purpose of this study, three sectors were chosen namely, Information technology, banking and telecommunication as all the three sectors are closely linked to ethical issues. Measures used in the study are Personal
Effectiveness, Team Effectiveness and Organizational Effectiveness. For the purpose of this study, personal effectiveness is defined as:

“Personal Effectiveness is the constant ‘golden thread’ that run through all aspects of the way in which we work with people. By reviewing the literature, the definition of Personal effectiveness comes to be, “Being the best I can be, for myself and others”.

For the purpose of present study, the variables under personal effectiveness include:

- Honesty
- Loyalty
- Trustworthiness
- Responsibility

Team effectiveness in this study is defined as, ‘Team effectiveness refers to the efficient achievement of well defined set of objectives by the joint efforts of the team members”. For the purpose of present study, the variables under team effectiveness include:

- Goal setting
- Cooperation and collaboration
- Task completion

Organizational effectiveness in the present study is defined as, “Organizational effectiveness is the ability of an organization to maximize its performance within a competitive external environment”. For the purpose of present study, the variables under organizational effectiveness include:

- Fairness in competition
- Organizational culture
- Job satisfaction
The study was based on convenience sampling. Data was collected through structured questionnaires and the questionnaires were delivered personally by the researcher or through mail/ email. The same method was used for collecting the filled questionnaires. In all, 700 questionnaires were distributed among 11 different industrial organizations in various sectors i.e. Information Technology, Banking and Finance and Telecommunication. However, only 311 questionnaires were received duly filled in thus the sample comprises 311 respondents.

The data hence collected was subject to the following statistical analysis:

1. Descriptive Statistics
2. Inferential Statistics
3. Correlation Analysis
4. Multiple Regression Analysis.

**Summary of Results based on Demographical Information**

- The mean value of personal ethics is greater for graduates followed by post graduates and then by technical. By applying one way ANOVA, it was found that there are significant differences in the ethical values of employees with different educational level.

- There are differences in ethical values due to different income level. One way ANOVA test results revealed that there are significant differences in the ethical values of employees with different income level.

- The mean value of personal ethics is greatest for age group 45-54 years and lowest for 35-44 years age group. The results derived from one way ANOVA, indicate that there are significant differences in the mean ethical values of employees with different age groups.

**Results of the Descriptive Statistics**

- Telecom and Banking Sectors represent the highest mean values on various dimensions of Personal Effectiveness i.e. Honesty, Trustworthiness, Loyalty and Responsibility.
• Telecom Sector has got the highest mean scores in team effectiveness in all the three dimensions (i.e. Goal Setting, Task Completion and Cooperation) as compared to the Banking and IT sector.

• Telecom sector is found to have the highest mean values at all the dimensions of Organizational Effectiveness named Fairness in Competition, Organizational Culture and Job Satisfaction in comparison with Banking and IT sector.

• The results of One Way ANOVA indicate that there is a significant difference in the computed ethical values in the three sectors under study. The employees in the Telecom Sector are having highest ethical values as compared to IT and banking Sector. But the difference in the computation of ethical values of IT and banking people are not very different, providing with a finding that IT and Banking Sector have almost similar ethical values. Telecom sector has significantly greater ethical values as compared to IT and Banking Sector.

**Results of the Inferential Statistics**

• On comparing the IT sector with Banking sector, significant differences are found in honesty, loyalty and responsibility while trustworthiness does not differ for IT and Banking sector.

• On comparing the IT sector with telecom sector, significant differences are found in trustworthiness, loyalty and responsibility while honesty does not differ for IT and telecom sector.

• On comparing banking and telecom sector, no significant differences are found in all the four dimensions of personal effectiveness i.e. honesty, trustworthiness, loyalty and responsibility.

• It is indicated by the present research that there are significant differences in the three dimensions of team effectiveness i.e. goal setting, cooperation and task completion by the comparison of IT and telecom sector.
• On comparing IT and banking sector, significant differences are found in goal setting while cooperation and task completion do not differ significantly.

• It is also observed that there are significant differences in cooperation and task completion for telecom and banking sector while goal setting does not differ significantly by the comparison of telecom and banking sector.

• It can be seen that there are not any significant differences in fairness in competition, organizational culture and job satisfaction by comparing IT and banking sector.

• The t test results reveal that there are no significant differences in fairness in competition, organizational culture and job satisfaction for IT and telecom sector.

• The findings of the present research indicate that there are significant differences in organizational culture by the comparison of telecom and banking sector while there are no significant differences in fairness in competition and job satisfaction.

Result of the Correlation Analysis

• By using Pearson product-moment correlation, it is observed that personal Ethics are significantly positively correlated to Personal Effectiveness, Team Effectiveness and Organizational Effectiveness. Among the all three, Personal Ethics are found to be highly correlated with organizational effectiveness which is followed by Team Effectiveness and lastly by the Personal Effectiveness.

• The four dimensions of Personal Effectiveness i.e. Honesty, Trustworthiness, Loyalty and Responsibility are significantly correlated to Personal Ethics. Among these, Responsibility and loyalty has the greater correlation as compared to Trustworthiness and Honesty.

• The three dimensions of Team Effectiveness i.e. Task Completion, Goal Setting and Co-operation are significantly correlated with Personal Ethics and among these; Task Completion has got the highest correlation with personal ethics which is followed by Goal-Setting and Co-operation.
The three dimensions of Organizational Effectiveness i.e. Fairness in Competition, Organizational Culture and Job Satisfaction are significantly co-related with Personal Effectiveness. Among these fairness in competition has got the highest co-relation with Personal ethics which is slightly more than Organizational Culture and Job Satisfaction.

Among all the factors of Personal, Team and Organizational Effectiveness, the dimensions of Organizational Effectiveness are found to have the greatest positive correlation with Personal Ethics which is followed by Team Effectiveness and personal effectiveness. The findings are leading to the conclusion that the persons with high ethical values are more likely to be fair in competition and satisfied with their jobs. They are also effective team members and also tend to have more personal effectiveness traits.

Result of Regression Analysis

- The results led by Multiple Regression Analysis revealed that the variables Fairness In Competition, Responsibility, Organizational Culture, Loyalty, Trustworthiness and Job Satisfaction are found to be the significant predictors of personal ethics.
- In IT sector, the variables Job Satisfaction, Trustworthiness and Cooperation came out to be significant as the p-values of test of significance of their coefficients are less than 0.0.
- Similarly, in Banking Sectors, the variables Fairness in Competition, Goal Setting, Loyalty, and Responsibility came out to be significant as the p-values of test of significance of their coefficients are less than 0.05.
- In Telecom sector, Organizational Culture, Fairness in Competition and Trustworthiness came out to be significant as the p-values of test of significance of their coefficients are less than 0.05.

7.2. CONCLUSION

Ethics and morality are concerned with human values and how humans relate to each other. Morality addresses problems of a practical and more specific
nature, whereas the ethicist seeks to answer questions of a more general and theoretical nature. Modern management theories and practices have an increasing focus on process approaches for stimulating desired behavior.

- On comparing the three sectors, it is found that telecom and banking sectors have got the highest mean values on various dimensions of personal effectiveness. Telecom Sector has got the highest mean scores in all the three dimensions of Team Effectiveness as compared to the Banking and IT sector. Telecom sector has again got the highest mean scores for the dimensions of Organizational Effectiveness named Fairness in Competition, Organizational Culture and Job Satisfaction.

- Trustworthiness as the variable of personal effectiveness has been found the highly influential variable which is followed by loyalty. Goal setting as the variable of team effectiveness has been found to be significant variable in banking and telecom sector. Organizational culture as the variable of organizational effectiveness has been found to be the most significant variable in all the three sectors under study.

- An interesting finding is 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.

- The present research has led to the conclusion that personal ethics are positively correlated to personal, team and organizational effectiveness in all the three sectors combined together. It is also observed that organizational effectiveness is found to be highly positively correlated with personal ethics leading to the conclusion that the persons with ethical orientations are much more likely to be effective at their workplace i.e. they are more fair in the competition and more satisfied.
with their jobs. The positive correlation between team effectiveness and personal ethics leads to the conclusion that the ethical persons are better in goal-setting, task completion and to cooperate with their team members. The similar relationship is found with personal effectiveness and personal ethics. Although the relationship between the personal ethics and personal effectiveness is not strong but a positive relationship exists between personal ethics and personal effectiveness. So on the basis of present research, it can be stated that ethical persons are found to be honest, loyal, trustworthy and responsible in their work life also.

- 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.

7.3. IMPLICATIONS OF THE STUDY

A view gaining increasing acceptance in recent years is one that upholds ethical behavior as the best long term strategy for an organization. Yet, everything hinges on how one defines ethical behavior. Ethics undoubtedly is an important concept from the perspective of both the individual as well as the organization. Hence, this research would enable the practitioners to:

- to increase theoretical and empirical understanding of personal ethics.
- gain an understanding of personal, team and organizational effectiveness
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- in rapidly developing country, by offering a more rigorous framework of personal ethics leading to personal, team and organizational effectiveness.
- identify the different components of personal effectiveness that promote ethical behavior in organizations.
- identify the different components of team effectiveness that lead to ethical behavior in their work-life.
- linking various components of organizational effectiveness to personal ethics on organizational behavior.
- make an assessment of the personal ethics with the subsistence of various components of personal, team and organizational effectiveness.

Research on personal ethics has been going from so many years. This study would add to the existing literature on personal ethics as:

- It develops an understanding and appreciation of personal effectiveness.
- It aims to identify the significance of team effectiveness.
- It builds on an organizational effectiveness perspective.

Therefore, in this direction this study would make a significant contribution to the theory of personal ethics.

7.4. LIMITATIONS OF THE STUDY

This section enumerates the limitations of the present study. Limitations are inherent in all research investigation and it is important for a researcher to report these limitations. The findings and limitations of any research may be the starting point for another research. Some of the limitations are inherent to social and behavioral science research and, therefore, part of a larger debate. Inspite of the limitations of the research, the present study provides significant insight on personal ethics that is having a significantly relationship with personal, team and organizational effectiveness. However, some of the limitations of the study are as follows:
• Paucity of the published material in the field of personal effectiveness as the variables of personal effectiveness are themselves considered as ethical values.
• Non-willingness of executives to participate in the study for fear of being quoted and identified.
• This study was based on self-report data and so the findings may be biased by common variance and spurious cause/effect inferences. Common method variance is a potential problem whenever data are collected from single source. However, some care was taken to reduce the spuriousness caused by this methodological problem as data was collected from different organizations or problem settings. In this regard, Mitchell (1985) concluded “anything that changes the test or the test context should reduce method variance.”
• The generalizations occurring from this study are more conducive and limited to a particular group of employees who have been included in the study. In other words, the limitation comes from the sampling technique used, which is non-probability based convenience sampling. The major inherent drawback of this technique is that it does not provide the researcher with any kind of sound foundation for making general inferences about the population from which this sample is drawn.

7.5. SCOPE FOR FUTURE RESEARCH
The present study was undertaken with the objective of studying the role of ethics in personal, team and organizational effectiveness in the three sectors and to explore if any differences existed in these variables among these sectors. The study has significant relevance for the theory and the understanding of personal, team and organizational effectiveness in relation with personal ethics as well as practical implications. However, during the course of research, the following opportunities for future research have been identified:
• A more detailed and comprehensive study can be carried out taking each sector independently.

• The study is limited to the three sectors i.e. IT, Telecom and Banking. This study can be extended to other prevalent sectors i.e. Pharmaceutical, Medical sciences and Education Sector.

• Besides the ten dimensions of effectiveness, there are a number of other factors that are affected by personal ethics (and vice versa). A study of the other factors would provide a fruitful insight into the role of ethics in overall effectiveness.

• A study considering the private sector as well as the public sector companies may further add value to the findings of the study.