

Influences of Organisational Culture and Personal Effectiveness among Foreign Employees in Bangalore

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ABSTRACT

The present study tries to find the role of organizational Culture and personal effectiveness among Foreign Employees in Bangalore. A sample of 85 foreign employees from Bangalore, out of which 43 are men and 42 women are selected for the samples and Purposive sampling technique was employed for selecting the samples. The Octapace questionnaire famous questionnaire used to measure the organizational ethos. This questionnaire is proposed by Udai Pareek, The personal effectiveness types in terms of self-disclosure, feedback and perceptiveness. Data collected and analyzed t-test, f-test, correlation and regression. This result indicates that there are no influences of organization culture on personal effectiveness among foreign employees.

Keywords: *Organisational Culture, Personal Effectiveness & Employees*

Presence of employees in the organization with full involvement will not happen without a strong support of Organizational Culture. Organizational Culture can be viewed or seen as the embodiment of the relationship between the employer and the employees and employee to employee as influenced and regulated by work place regulations within the frame work of legislation. A positive Organizational Culture is likely to ensure high level of employee's loyalty, good organizational citizenship and more productivity. Therefore a positive and supportive Organizational Culture would promote correct application of workplace regulation which in turn encourages employee's perception of application thereof. But at the same time Organizational Culture is influenced by work related practices framed by the organization which needs a detailed investigation. According to Schein (1990), one of the most prominent theorists of organizational culture, gave the following very general definition, "A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems". Organizational culture defines the way employees complete tasks and interact with each other in an organization. The cultural paradigm comprises various beliefs, values, rituals and symbols that govern the operating style of the people within an

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organization. Corporate culture binds the workforce together and provides a direction for the company. Magee (2002) in this very point argued that organizational culture is inherently connected to organizational practices; therefore organizational performance is conditional on organizational culture. According to Hellriegel & Slocum (2009), organizational culture can enhance performance in a large scale if it can be understood that what sustains a culture. According to these authors the culture of an organization allows the employees to be acquainted with both the firm's history as well as current methods of operation and this specific detection endows the employees with guidance about expected and acceptable future organizational behaviors and norms. On the above ground the present research try to study the role of organizational Culture, Job satisfaction and personal effectiveness among Foreign Employees in Bangalore.

Methodology

Objectives:

- i. To study the impact of Organizational Culture on Personal Effectiveness
- ii. To study the relationship between Organizational Culture and Personal Effectiveness
- iii. To study the gender differences on Organization Culture and personal effectiveness

Research Question:

- i. What is the significant impact of Organizational Culture on Personal Effectiveness?
- ii. Is there any significant relationship between Organizational Culture and Personal Effectiveness?
- iii. Are there any significant role of gender on Organizational Culture and Personal Effectiveness?

Hypotheses:

The hypotheses of these studies are as follows:

- H1: There is no significant impact of Organizational Culture on Personal Effectiveness
- H2: There is no significant relation between Organization Culture and Personal Effectiveness
- H3: Employee do not differ in organizational culture and personal effectiveness on basis of gender.

Description Of Tools:

1. **Organizational culture** : The Octapace questionnaire famous questionnaire used to measure the organizational ethos. This questionnaire is proposed by Dr. Udai Pareek. The OCTAPACE profile is a 40-item instrument that gives the profile of organization's ethos in eight values. These values are openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration and experimentation. The instrument contains two parts. In part I, values are stated in items 1 to 24 (three statements of each of the eight values), and the respondent is required to check (on a 4-point scale) how much each item is valued in his organization. Part 2 contains sixteen statements on beliefs, two each for eight values, and the respondent checks (on a 4-point scale) how widely each of them is shared in the organization.
2. **Personal Effectiveness Scale (PES)**: The personal effectiveness types in terms of self disclosure, feedback and perceptiveness. It contains 15 statements, five for each of the three aspects. A respondent checks each statement, indicating the extent to which it is true of him or her (on a 5-point scale) This instrument is self administered. The reliability alpha for a group of 24 health managers was found to be 0.90.

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Sample:

A sample of 85 foreign employees from Bangalore, out of which 43 are men and 42 women are selected for the samples were selected based on their willingness to participate in the study. The sample areas is organizations within Bangalore and about 10 to 12 industries was selected for the administration of the questionnaires. Purposive sampling technique was employed for selecting the samples. Totally 100 questionnaires were distributed to the foreign employees however only 85 questionnaire got back complete and was taken for final analysis.

RESULTS AND DISCUSSION

Table 1- Showing the impact of organizational culture on personal effectiveness.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
o1	-1.739	.538	-.395	-3.229	.002
o2	.392	.373	.125	1.051	.297
o3	.433	.394	.125	1.100	.275
o4	-.490	.450	-.118	-1.091	.279
o5	.894	.399	.287	2.242	.028
o6	-.521	.469	-.120	-1.109	.271
o7	-.422	.428	-.101	-.986	.327
o8	.496	.513	.112	.966	.337

a. Dependent Variable: personal effectiveness

The Independent Sample T-test was run to also find out the impact of organizational culture on personal effectiveness. The table score shows that while there is a negative impact of openness on job satisfaction it could also be seen that there is a significant impact of proaction on personal effectiveness. The result is so because few employees believes that they become less effective the moment they let out their plan to their fellow colleague. On the other hand employees in most of this organization have attributed their been able to be effective to the culture practiced in their organization. This result is in line with the findings by Martin and Siehl (1990); they argued that organizational culture is theoretically related to performance and do have positive influence on it.

Table 2 : Showing correlation between organizational culture and personal effectiveness

	Disclosure	Feedback	Perceptiveness	total	OP	CO	TR	AUT	PRO	AUTO	COL	EXP
Disclosure	1											
Feedback	.505**	1										
	.431**	.347**	1									
Total	.828**	.765**	.765**	1								

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	Disclosure	Feedback	Perceptiveness	total	OP	CO	TR	AUT	PRO	AUTO	COL	EXP
Openness	-.191	-.005	-.200	-.174	1							
Confrontation	.065	.125	.021	.087	.383*	1						
Trust	.222*	.175	.131	.224*	.176	.190	1					
Authenticity	.030	-.040	-.097	-.045	.058	.300*	.018	1				
Pro-ation	.263*	.339**	.091	.288*	.376*	.312*	.448**	.156	1			
Autonomy	-.150	-.265*	-.097	-.212	-.123	-.227*	-.045	.053	-.286**	1		
Collaboration	-.117	.028	-.156	-.109	.114	.048	.081	-.048	-.011	-.008	1	
Experiment	.034	.097	.041	.071	.417*	.109	.185	.117	.334**	-.166	.151	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Pearson Product-moment correlation was run to find out the relationship between organization culture and personal effectiveness. The above table indicate that there was a positive correlation between the following dimensions in the two variables; proaction and disclosure, proaction and feedback, proaction and the ground total of the dimensions under personal effectiveness. Dimensions like autonomy and feedback have negative correlation and it is also seen that autonomy has positive correlation with the ground total of the dimensions under personal effectiveness. The result indicates that the hypothesis was also partially accepted and partially rejected. The rationale behind the positive correlation between proaction and disclosure is due to the fact that this organizations is very responsive to the issues bothering their employees and as a practice any impending problem when made known to the management, is often resolved before the occurrence of the problem. This has orientate the employees on the need to always disclose issues to relevant authorities. Thus, pro-action have positive correlation. On the possible reasons behind the correlation between proaction and feedback, it is evident that this organizations encourages feedback on any issues for proactive measures. Thus, there is a positive correlation between proaction and feedback. The dimension which have negative correlation tells that the practice or rather the presence of one in the organization is not as a result of the other in a way it proves that the employees have an independent mind wherein, quite a number of the employees would still do what is expected of them irrespective of the existing culture in the organization due to their level of maturity. This result proves the by Arthur, 1994; Donald et al(2005) They believed that organizational environment can have a strong effect on personal effectiveness and productivity (Arthur, 1994; Donald et al., 2005).

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Table 3 : Showing the impact of gender on Organizational culture

Variables	Gender	N	Mean	Std. Deviation	t-value
Openness	Female	42	14.50	1.966	1.618 (NS)
	Male	43	15.19	1.943	
Confrontation	Female	42	13.81	3.248	1.406 (NS)
	Male	43	14.65	2.181	
Trust	Female	42	14.33	2.091	0.311 (NS)
	Male	43	14.16	2.886	
Authenticity	Female	42	13.12	1.756	1.174 (NS)
	Male	43	13.65	2.369	
Pro action	Female	42	15.50	3.141	0.710(NS)
	Male	43	15.93	2.404	
Autonomy	Female	42	11.19	2.063	1.517 (NS)
	Male	43	10.53	1.919	
Collaboration	Female	42	13.17	1.860	1.731(NS)
	Male	43	12.40	2.227	
Experiment	Female	42	14.29	2.063	0.310(NS)
	Male	43	14.42	1.880	

NS- Not Significant

The table above shows the impact of gender on organizational culture. The result shows that clearly state that there is no significant impact of gender in any of the eight dimensions under Organizational culture with the table showing the mean score for female under openness as 14.50 while male has a total mean score of 15.19. For confrontation, the female have a total mean score of 13.81 while male have a mean score of 14.65. For trust the female have 14.33 while the male has 14.16. For Authenticity, the female has 13.12 while male have a mean score of 13.65. For Proaction, it is seen that the female has a mean score of 15.50 while male have 15.93, for Autonomy, the female have a mean score of 11.19 while male have a mean score of 10.53, for collaboration it is seen that the female have a mean score of 13.17 while the male have a score of 12.40. For experiment the shows a mean score of 14.29 for female and a mean score of 14.42 for male. The possible reason behind this scores could be for the fact that foreign employees in this organization is experiencing a culture that takes care of individual interest irrespective of the gender.

Table 4: Showing the impact of gender on personal effectiveness

Variables	Gender	N	Mean	Std. Deviation	t-value
Disclosure	Female	42	13.19	3.846	0.916 (NS)
	Male	43	13.95	3.836	
Feedback	Female	42	13.64	3.289	0.209 (NS)
	Male	43	13.49	3.521	
Perceptiveness	Female	42	13.12	3.451	1.303 (NS)
	Male	43	12.05	4.100	
Total	Female	42	39.95	8.588	0.245 (NS)
	Male	43	39.49	8.873	

NS- Not Significant

Independent Sample T-test is not significant.

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The Independent Sample T-test was run to also find out the impact of gender on the three dimensions under perceptiveness. The above table shows the total mean score of 13.19 for female and 13.95 for male under disclosure and a T-value of 0.916 which proves not significance. For feedback, it is seen that the Female have a total mean score of 13.64 while the Male a total mean score of 13.49 and a T-value of 0.209 indicating that there is no significant impact of age on personal effectiveness. For perceptiveness, the table have shown a total mean score of 13.12 for female and 12.05 for male with a total T-value of 1.303 which also indicate that gender has no significant impact on perceptiveness. The overall interpretation of the result found in the above table shows that gender as a demographic factor have no significant impact on personal effectiveness. The result clearly shows the richness in the cultural practices of this organizations in Bangalore which allows equal opportunity for foreigner working in their organization to explore and attain their full potential. The result support studies done by Arthur, 1994; Donald et al., 2005 which posited that organizational environment can have a strong effect on personal effectiveness and productivity

CONCLUSIONS

1. The hypothesis stating “ there is no significant impact of organizational culture on personal effective” the hypothesis was partially accepted
2. The hypothesis stating “ there is no significant relationship between organizational culture and personal effectiveness”, the hypothesis was partially accepted
3. The hypothesis stating “employee do not differ in organizational culture on the basis of gender”, the hypothesis was accepted
4. The hypothesis stating “employee do not differ in personal effectiveness on the Basis of gender”, the hypothesis was accepted

IMPLICATION AND LIMITATION

1. The sample size was very limited and the sample data collected was restricted because of time constraints.
2. The length of the questionnaire may have led to the fatigue among the respondents
3. Mentioned below are some of the implications that can be obtained from this study
4. The studies will be a significant resource for academic and non academic researchers
5. This would be beneficial to foreign employees who wishes to work in Bangalore Someday
6. The study may have implication on students, teachers, parents, school, Counsellors, policy makers and the government
7. This studies will help in strengthening relationship between countries.
8. This studies will be significant to the one who have done this research as it will serve as a guide for broader research.

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Conflict of Interest

There is no conflict of interest.

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