CHAPTER 1

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All people live in organizations of one kind or another and therefore Organizational culture has become an exciting field of research in the new millennium. People are educated and work in organizations. They spend most of their leisure time playing and laughing in organizations. But most of all, they live by laws laid down by one of the largest and most powerful of organizations - the Government or State. Men are social animals and they are shaped, inspired, nurtured and controlled by organizations all their lives.

The competitive organizational environment of the 21st century reflects factors such as an aging and changing workforce in a high –tech workplace that demands and rewards ever-increasing skill, and increasing global competition in almost every sector of the economy. The world’s most influential business guru and the father of modern management, Peter Drucker, stated that we are in one of those great historical periods that occur every 200 or 300 years when people don’t understand the world anymore, and the past is not sufficient to explain the future (Drucker, 1999). Unremitting, unpredictable, and sometimes alarming change makes it difficult for any organization or manager to stay current, to accurately predict the future, and to maintain constancy of direction. The failure rate of most planned organizational change initiatives is dramatic. Almost all the works published during and after the Recession of 2008-09 call for a democratic spirit in organizational culture. But the hierarchical structure is also important because it provides discipline and accountability. Moreover, men are born *tabula rasa* and they develop their minds in different ways and to different degrees.
Just as individuals have personalities, so, too, do organizations. Organizations, like people, can be characterized as rigid, friendly, warm, innovative, or conservative. These traits, in turn, can be used to predict attitudes and behaviors of the people within these organizations. There are differences in the motives of individuals to do work; some seek security from an organization, others look for challenges and risks. These individual factors have an influence on how an organization’s culture is experienced. Collins (1998) sums up the matter by stating that cultures are historically developed, socially maintained, and individually interpreted. Every culture, however, has an in-built tendency to unify behavior. This happens by creating common norms and a shared social identity. The norms determine how one ought to behave in each situation and role.

Organizational culture provides insight into the inner working and belief system of the unit and offers behavior codes for employees. Culture has no physical presence; it has no hands and cannot be seen, touched or smelt. Thomas (1909) argued that culture is a phenomenon, existing only in the minds of those individuals who believe in it. He would equally accept that in our socially constructed world cultures guide the way we act out our social relations. ‘Culture’ is the word that we use to describe the complex social processes that influence individuals’ behavior when they come together on a regular basis. Behavior is a function of person and the environment (Lewin, 1951). People construct culture. They do this by developing norms, values, and beliefs that will guide their behavior and help them to understand the social world.

**ORGANIZATIONAL CULTURE**

Culture acts as a blue print influencing all aspects of life (Charan, 2006). Culture can be defined either by a set of observable behaviors or by the underlying values that drive behavior. Though these values determine behavior, they cannot be directly observed.
When an organization’s systems, structures, technologies, and skills/qualities are in alignment with the stated values, vision, mission, philosophy, and goals, its operating culture tends to closely reflect its ideal culture and desired outcomes are achieved. Morgan (2007) described culture as an active living phenomenon through which people jointly create and re-create the worlds in which they live. Deal and Kennedy (1982) stated that a strong culture is a powerful lever in guiding behavior. Hofmann, Morgeson and Gerras (2003) pointed out that organizational culture provides a salient system of meaning, which creates specific cognitive role perceptions (scripts) as to what’s expected in the workplace. Those cognitive role perceptions are among the proximal factors leading to behaviors.

Organizational culture is reflected in how things are done and how problems are solved in an organization. It may be defined as the ethos of a company or the shared values and team spirit (Flanagan, 1995). Organizational Culture refers to a system of shared meaning held by members which distinguishes the organization from other organizations. This system of shared meaning is actually a set of key characteristics that the organization values. Organizational culture is a descriptive term which is concerned with how employees perceive the characteristics of an organization’s culture, not with whether or not they like them. This appraisal of the organization on its characteristics gives a composite picture of the organization’s culture. This picture in turn becomes the basis for feelings of shared understanding that members have about the organization, how things are done in it, and the way members are supposed to behave (Robbins & Sanghi, 2007). An organization’s culture is initially formed as a result of early experiences and the values of its founding fathers. Some researchers have suggested that transformational leadership and organizational culture contain the key to understanding organizational effectiveness (Barney 1986; Bass & Avoilo, 1992).
Sharma and Sharma (2010) support this outlook: Culture is manifested in the values and business principles that the management preaches and practices, in the employees’ attitudes and behavior and in the legends people repeat about happenings in the organization. Culture is not simply the espoused values of managers, supposedly shared by all or most employees. Rather it is embedded in the everyday working lives of all its members. Therefore, sub-cultural differentiation and the ambiguities that pervade organizational life are essential features of any organization’s culture (Schein, 1985).

Peters and Waterman (1982) argued that organizations with strong culture are highly successful. They also argued that a superior firm performance is achieved only if the organization moves away from a pure technical, rationalistic approach toward a more adaptive and humanistic approach. Organizational culture is one of the biggest promoters of creating and leveraging knowledge assets (De long & Fahey, 2000). Being aware of an organization’s culture at all levels is important because the culture defines appropriate and inappropriate behavior. Shared values and norms focus the employees’ attention on organizational priorities and guide their behavior and decision making. Smircich (1985) brought out the direct link between the concepts of culture and organizational behavior. Pettigrew (1979) referred to culture as a system of publicly and collectively accepted meanings operating in a given group. Thus it can be said that organizational behavior and culture are strongly intertwined and share a symbiotic relationship.

Organizational cultures are much more than slogans and empty promises. The destructive influence of hiring someone who does not share the same set of values, goals, and commitment expected by the organization will weaken a strong chain of links and bonds. Some organizations choose to part ways with those who do not work
according to the values and behaviors that the other employees embrace. Others accomplish the same objective more positively. Employers at all levels in an organization notice and validate the elements of culture. As owners, they judge every management decision to hire, reward, promote, and fire colleagues (El- Nadi, 2008). Palthe and Kossek (2003) suggested that adjusting to changing environmental demands has become even more perplexing over the last decade. One confounding issue that Fritz (1996) identified was that if the organizational structure remains unchanged, the organization’s behavior will revert to its previous behavior.

Traditional definitions assume that culture is enduring, and relatively stable; and once formed it could be learned by whoever is or becomes a part of the organization. But people know that organizations display what can be thought of as "learning disabilities," or what Argyris might call "defensive routines" that get in the way of the kind of second-order learning (Argyris & Schon, 1996). Parker (2000) demonstrated that because organizational members do not see the past of the organization in the same way, they orient themselves to different futures. In addition, the struggle between organizations bent on normative control and individuals subjected to it is over the definition of reality (Kunda, 1992). According to the social information-processing view (Salancik & Jeffrey, 1978) and cognitive view (Weick, 1995), the definitions of the situation offered by others and people’s past experiences in social context provide the selection mechanisms or norms and values through which people enact events. Culture is a liability when shared values are not in agreement with those that will further the organization’s effectiveness. This is most likely to occur when an organization’s environment is dynamic (Sorensen, 2002).

Today stability is interpreted more often as dynamism than as stagnation, and organizations that are not in the business of change and transition are generally viewed
as recalcitrant. Deal (1985) referred to organizational culture as the epicenter of change which can be a help or a hindrance. On the one hand, it provides power of action while on the other, it filters information, exercises control over decision making, and restrains action options. As competition, change and pressure intensify; organizational culture becomes more solidified and is given more prominence and emphasis (Cameron, 2003). Strobel (1997) argued that weak change forces imply reactive change, moderate change forces require proactive change and strong change forces demand rapid change. An organization’s performance is affected by the culture, so it may be sometimes necessary to change the culture (Huczynski & Buchanan, 2001) but this should be managed and controlled (Hayes, 2007). But before doing so, the management should identify, analyze and develop the organization’s capacity for change (Judge & Douglas, 2009). It is very difficult to change the culture of an organization, for it may take years. But Organizational culture can change due to environmental factors, global business and presence of intense competition (Alfaroby, 2010).

In a sense organizational culture is the emotional order of the organization, features of which can be openly exploited, or engineered. Where a “strong” culture is desired, an atmosphere of excitement, enthusiasm or passion for the task or company is orchestrated through social events, bonding rituals and scripts reinforcing the company’s way (Van Maanen & Kunda, 1988). According to Kotter and Heskett (1992), organizations with adaptive cultures perform much better than organizations with unadaptive cultures. An adaptive culture translates into organizational success; it is characterized by managers paying close attention to all of their constituencies, especially customers, initiating change when needed, and taking risks. An unadaptive culture can significantly reduce a firm's effectiveness, disabling the firm from pursuing all its competitive/operational options. Additionally, performance-oriented cultures
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have been shown to possess statistically better financial growth. Such cultures possess high employee involvement, strong internal communications and an acceptance and encouragement of a healthy level of risk-taking in order to achieve innovation. Additionally, organizational cultures that explicitly emphasize factors related to the demands placed on them by industry technology and growth will be better performers in their industries.

No wonder, therefore, Organizational Culture has become an exciting field of research in the new scenario. It plays a very significant role in making organizations to get the best out of themselves. Culture provides the energy needed to function well by ensuring as it were a proper circulation of blood through all the organs (Farooq & Sethi, 2008). It is the flesh as well as the spirit (Kumar, 2005). In biological terms, culture is like the DNA of an organization, invisible to the naked eye, but critical to shaping its behavior. One culture is distinguished from another in terms of how some commonly shared human problems are addressed, and the specific solutions that are sought (Trompenaars, 1993). Hofstede (1980) has clearly brought out the strong influence of culture on an organization by describing it as its “software.” It affects the organization internally and externally. Consequently Harrison and Stokes (1992) and Carter (2000) meaningfully pointed out “Culture is to an organization what personality is to an individual”.

A positive organizational culture is defined as a culture that emphasizes building on employee strengths, rewards more than it punishes, and emphasizes individual vitality and growth (Nelson & Cooper, 2007). When organization members identify with the culture, the work environment tends to be more enjoyable, which boosts morale. This leads to increased levels of teamwork, sharing of information, and openness to new ideas (Goffee & Jones, 1996). The resulting increased interaction among employees
activates learning and continuous improvement because information flows more freely throughout the organization. Additionally, such a culture helps to attract and retain top employees (Greger, 1999). Organizational culture affects human performance and effectiveness on the job (Ogbonna & Harris, 2003). Hallett (2003) has the same view that organizational culture finds expression through the thoughts, intentions, and actions of the members of the organization. It is the “golden thread” that runs through all aspects of the way in which people work at any organization. There is an inevitable link between personal and organizational success. A positive mind anticipates happiness, joy, health and a successful outcome of every situation and action.

The personalities and interactions of people in an organization have the most significant influence on culture. Positive organizational cultures have been linked to increased alignment, resulting in enhanced organizational effectiveness, heightened consensus regarding strategic direction, increased employee productivity and advanced levels of employee commitment (Barney, 1986). Organizational culture holds the key to increased commitment, productivity and profitability (Avolio, Waldman & Yammarino, 1991). Quality of work life efforts are systematic efforts by organizations to give workers a greater opportunity to affect the way they do their jobs and the contributions they make to the organization’s overall effectiveness. It is a way of empowering the employees by giving them a greater say in the decision-making process. QWL means having good working conditions, good wages and benefits, good leadership and interesting, challenging jobs (Rao, 2011).

QUALITY OF WORK LIFE

A high Quality of work life (QWL) is absolutely essential for an organization to continue to attract and retain the best employees (Sandrick, 2003). Quality of work life refers to the level of happiness or dissatisfaction with one's career. Those who enjoy
their careers are said to have a high quality of work life, while those who are unhappy or whose needs are otherwise unfilled are said to have a low quality of work life. QWL motivates people by satisfying not only their economic needs but also their social and psychological ones (Saraji & Dargahi, 2006). Sirgy, Efraty, Siegel and Lee (2001) defined quality of work life as “employee satisfaction with a variety of needs by means of resources, activities, and outcomes stemming from participation in the workplace.” High QWL can increase productivity and loyalty (Belch & Blanck, 1989). Furthermore, organizational theorists and researchers have emphasized the importance of work environments that cultivate and empower the work force and promote effective interaction with clients, co-workers and managerial staff. QWL can produce a favorable work environment which is beneficial for developing and maintaining good mental health (Peterson & Speer, 2000).

Quality of work life is a philosophy, a set of principles, which holds that people are the most important resource in an organization, as they are trustworthy, responsible and capable of making valuable contributions, and so they should be treated with dignity and respect (Rose, Beh, Uli & Idris, 2006). A few methods which can be used to enhance QWL are the use of flextime shifts, job rotation, good and effective leave rules, maternity leave and benefits, fair and equitable pay, and positive punishment practices (Thakur, 2010). The work culture that is able to fulfill the employees’ personal needs is considered to provide a positive interaction effect, which will lead to an excellent Quality of work life.

Organizational culture shapes the environmental stimuli and experiences to which one is exposed and to which one will react. As such, it directly and indirectly influences QWL for employees, and influences individual attitudes concerning outcomes such as commitment, motivation, satisfaction, morale, and power (Harris & Mossholder, 1996).
Kiernan and Knuston (1990) defined QWL as an individual’s interpretation of his/her role in the workplace and the interaction of that role with the expectations of others. The QWL is individually determined, designed, and evaluated. QWL means something different to each individual, and is likely to vary according to the individual’s age, career stage, and/or position in the industry. Kerce and Booth-Kelley (1993) further added that QWL is a way of thinking about people, work and the organization.

If organizations are setting up policies for maintaining a work-life balance they are going in for innovative methods to keep their employees happy and satisfied. Such conditions are likely to affect not only their physical but also their psychological and social well-being. QWL enhances the working life experiences of organizational members, thereby improving commitment and motivation for achieving organizational goals. Locke (1976) conceived quality of work life as an “inter cooperation” to jointly solve the problem of improving organizational performance and employee satisfaction. An organization’s culture also determines the way in which employees are rewarded. Management tends to focus on a dominant source of motivation, such as pay, status, or opportunity for personal growth and achievement.

Quality of work life means ensuring adequate and fair compensation, safe and healthy working conditions, opportunities for personal growth and development, satisfaction of social needs at work, protection of employee rights, compatibility between work and non-work responsibilities and the social relevance of work-life (Rose, Beh, Uli & Idris, 2006). It also aims at narrowing down the gap between the professional and personal life of the employers and employees. So, QWL is an area that has gained much attention from researchers and management experts all over the world. The work-life balance must be maintained effectively to ensure that all employees are running at their peak potential and free from stress and strain.
Lawler (1982) suggested that the core dimension of the entire QWL in an organization is to improve the employees’ well-being and productivity. Many authors have noted that workers are becoming better educated and that they now consider work as a tool for personal growth and social support rather than merely as a means of achieving financial independence (Kerce & Booth-Kelley, 1993). QWL therefore becomes an integral part of people’s overall Quality of life (QOL). Quality of work life helps the employees to feel secure and feel they’re being thought of and cared for by the organization in which they work. In fact, the Quality of work life in an organization is absolutely essential to its smooth running efficiency and success (Riareddy, 2009). Consequently Quality of work life is a comprehensive program designated to improve the employees' satisfaction. It is a way of thinking about people, work and organization and it creates a sense of fulfillment in the minds of the employees and contributes toward greater job satisfaction and involvement. It wonderfully improves productivity, adaptability, innovation and overall effectiveness of an organization. For every organization, job satisfaction of its workers means a work force that is motivated and committed to high quality performance.

**JOB ATTITUDE**

Attitudes can have a significant effect on the behavior of a person at work. Employee satisfaction and attitudes represent one of the key areas of measuring organizational effectiveness. Attitudes help us to protect our ego. It also helps us to maintain our self-image and self-respect (Katz, 1960). Attitudes reflect a person’s likes and dislikes toward other persons, objects, events, and activities in their environment. Strong attitudes will very likely affect a person’s behavior (Judge, Boudreau & Bretz, 1994). Each and every person has different attitudes in different conditions. Developing positive attitude at work can determine how successful we are in our career. Work
attitudes are collections of feelings, beliefs and thoughts that people currently hold about their jobs and organizations. Work attitudes are more specific than values and not as long lasting. Attitude refers to the ‘feel’ part of our work. It relates to how we feel about our work and our approach towards work. Hence, work attitude behavior is intangible. These positive attitudes at work are, in fact, a ‘subconscious’ transfer of feelings. Steve Jobs, the legendary CEO of Apple, once said that one should love one’s work like a lover, thus beautifully illustrating the supreme importance of Job attitude (Jobs, 2005).

Attitudes are changed with various events in a person's life. These emotional changes also vary in length of time. According to Winston Churchill "Attitude is a little thing that makes a big difference." This is true in our personal life, home life, and especially in our work life.” Job attitudes have attracted academic and practitioner attention for a number of reasons, including empirical findings suggesting that such attitudes have important organizational consequences, including effects on turnover, effort expenditure and productivity (McNeily & Goldsmith, 1991; Somers & Birnbaum, 1998). The word “Job Attitude” seems almost mystical and reverent. Job satisfaction, Job commitment and Job involvement are the three most prominent dimensions of Job attitude.

**Job Satisfaction**

Organizational culture can influence Job satisfaction. Satisfied employees are more likely to engage in organizational citizenship behaviors beyond the requirements entailed in job descriptions, by helping others to reduce their workload and stress (Bettencourt, Gwinner & Meuter, 2001). Organizational culture plays an important role in promoting job satisfaction and organizational success (Rashid, Sambasivan &
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Johari, 2003). It serves as a vehicle of the Organizational influence on the individual’s identity and behavioral attitudes (Parker, 2000).

Job Satisfaction is a person’s positive or negative evaluation of his or her job. People who are satisfied with their jobs evaluate positively such factors as their pay, supervision, chances for promotion, work environment and the tasks they perform, and they are likely to stick with their company. Robbins and Judge (2009) have the idea that job satisfaction describes a positive feeling about a job, resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feelings about his or her job, while an unsatisfied person holds negative feelings. It can be enhanced by improving work conditions (job, role, relationships, etc). Spector (1997) has also agreed to this idea that it is "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs”. This definition suggests job satisfaction is a general or global affective reaction that individuals hold about their job. Traditional job satisfaction facets include: co-workers, pay, job conditions, supervision, nature of the work and benefits. Job satisfaction can also affect work behavior and personal well-being.

But the most-used research definition of job satisfaction is by Locke (1976), who defined it as ‘a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences.’ Job satisfaction, a worker's sense of achievement and success, is generally perceived to be directly linked to productivity as well as to personal wellbeing. It implies doing a job one enjoys, doing it well, and being suitably rewarded for it. Job satisfaction further implies enthusiasm and happiness with one's work. The Harvard Professional Group (1998) perceived job satisfaction as the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to
a general feeling of fulfillment. So, in essence, job satisfaction is a product of the events and conditions that people experience in their jobs. Brief (1998) wrote: "If a person's work is interesting, her pay is fair, her promotional opportunities are good, her supervisor is supportive, and her coworkers are friendly, then a situational approach leads one to predict she is satisfied with her job".

**Job Commitment**

Job Commitment is a person’s emotional attachment and identification with his/her organization. “Commitment is a central concept in psychology” and is the second most studied work attitude in Industrial Organizational Psychology (Pennsylvania State University, 2011). This concept has been applied to various aspects of psychology, such as work ethic, level of involvement in the job, commitment to their career/profession, and commitment to work or organization. Work place commitment is thought of as a very important topic to consider and is also “…vital for understanding the psychology of human behavior” (Cooper-Hakim, 2005). Commitment is a force(mindset) that binds an individual to a course of action of relevance to a particular target (Meyer & Herscovitch, 2001). Meyer and Allen (1994) stated that organizational commitment is "a psychological state that (a) characterizes the employee's relationships with the organization, and (b) has implications for the decision to continue memberships in the organization”. They also claimed that affective commitment is the strength of emotional attachment to the organization (based on positive attraction and a sense of belonging). Other researchers have used similar definitions that refer to an employee's attachment, goal congruency, identification, loyalty and allegiance to his/her organization.
Job Involvement

Job involvement is the belief that there is a relationship between an individual’s performance in a job and his own self-worth. Companies prefer to see their employees being psychologically involved with their jobs, because such involvement is related to lower absenteeism and less quitting. According to Robbins and Judge (2009) employees with a high level of job involvement strongly identify with and really care about the kind of work they do. Employee involvement, more commonly referred to as engagement, is essential to excellent job performance and positive work attitudes. Engaged employees generally experience greater levels of job performance than those who are not actively involved in the workplace. Happy employees tend to be productive employees. To increase employee involvement, it is essential that the organization's actual culture be in alignment with its espoused culture (Webster, 2011).

A positive attitude energizes work, stimulating creativity. If employees have more positive attitudes to the organization their productivity increases and, everything else being equal, the organization will be more creative and effective. An employee’s performance depends on what is and what is not proper among his or her peers, which in turn affects that individual’s behavior and motivation to participate in and contribute to the organizational framework (Asimkhan, 2005). Organizations that provide their new employees with guided mastery experiences, effective co-workers as models, and enabling performance feedback, enhance the employees’ self-efficacy, emotional well-being, satisfaction and level of productivity (Saks, 1995). Other organizational practices, such as job enrichment and mutually supportive communication, also build the employees’ perceived efficacy to take on broader functions and a proactive work role (Parker, 1998). Enhancing one’s attitude on a daily basis will change the course of one’s life and personal effectiveness.
PERSONAL EFFECTIVENESS

Every individual is not efficient by birth. He/she is special in different ways and manners. We are made efficient by self-improvement and since we don’t come with user manuals to study, a basic understanding of others and an attempt to refine our own attitudes become necessary if we are to be acceptable. A good professional at workplace normally becomes a successful person in all aspects of life. Personal effectiveness means making the most of talents and resources in all of one’s endeavors. At the organizational level, it manifests itself in the form of interpersonal effectiveness and group effectiveness. At the individual level, it promotes happiness and well being. It can be derived through one’s work, family or by any other means. It is considered to be a combination of many factors that are attributed to personal qualities and external influencing factors that work together in harmony (Pramila, 2009). People make up the internal social system of the organization and they consist of individuals and groups, and large groups as well as small ones. People are the living, thinking, feeling beings that create what is called an organization. People are also, in turn, affected by the culture in which they live. An individual working for any organization with a firmly established culture will be modified by the values, beliefs, and expected behaviors of that organization.

The complexity and competitiveness of today’s industrial environment requires that organizations continuously raise the bar on their effectiveness. Top performance increasingly demands excellence in all areas, including leadership, productivity, and adaptation to change, process improvement and capability enhancement (knowledge, skills, abilities, and competencies). To be the best performers we don’t need the highest graduation marks or gold medals. Rather what we need is continuous and intense self
improvement. Key to personal effectiveness is the prioritizing and scheduling of work so that not only are our deadlines met but also time is saved to concentrate on those matters that are most important, ensuring a higher quality outcome. Effectiveness means getting positive results; doing things which are worthwhile (Angier, 2001). But personal effectiveness emphasizes the task performance of specific employees or members of an organization (Jain, 2005). For everyone, personal development is a solo journey and a lifetime’s work. Personal effectiveness cannot be forced on another. Rather, it will be brought about by individuals who transform themselves and become the catalysts for individual and institutional change. It is the role which we set to the society and to the next generation. Personal effectiveness at workplace leads to success of our career. It means to improve our self in such way that we are recognized to be persons of courage, high spirits and good determination and also as excellent and balanced human beings. And at workplace, it is such a chiseled character that determines success.

Personal effectiveness is also the ability to make a positive and energetic impact on others by conveying ideas and information clearly and persuasively. It involves planning and prioritizing available means by using interpersonal skills to build effective working relationships with others and reduce personal stress. It encourages employers to develop self-knowledge and apply this to their behavior, both in relation to their own job performance and in the role of leading and managing others. According to Sutton and Ford (1982) it refers to one’s ability to perform the job efficiently and, at work place, it is dependent on the type and nature of the work. For instance, an employee’s effectiveness is defined as behavior evaluated in terms of its contribution to the goals of the organization (Churchill, Ford, Hartley & Walker, 1985).

One definition of Personal effectiveness is: “Being the best I can be, for myself and others.” According to Reber (1985) personal effectiveness means ability to perform
some task or accomplish something. The suggested synonyms of Personal effectiveness include ability, competence, capability, capacity, efficiency, self-efficacy, proficiency, competency, skill, expertise etc (McLeod, 1986). The concept of competence in its commonsense meaning includes a satisfactory degree of ability to perform certain implied kinds of tasks. Researchers and theorists have long been pointing out that there is a tendency or need in human beings to explore and to produce effects over the environment (Berlyne, 1950).

Human behavior is extensively motivated and regulated anticipatorily by cognitive self-influence. Among the mechanisms of self-influence, none is more focal or pervading than belief in personal efficacy. Perceived efficacy occupies a pivotal role in causal structures because it affects human functioning not only directly, but also through its impact on other important classes of determinants. These determinants include goal aspirations, incentives and disincentives rooted in outcome expectations, and perceived impediments and opportunity structures.

Perceived efficacy, similarly, plays an influential role in the incentive and disincentive potential of outcome expectations. The outcomes people anticipate depend largely on their beliefs of how well they can perform in given situations. Those of high efficacy expect to gain favorable outcomes through good performance, whereas those who expect poor performances of themselves conjure up negative outcomes. In today’s turbulent environment, individuals have to navigate several career transitions and so they must be adaptable and competent learners (Hall & Chandler, 2005). However, personal career management and internal changes are more easily proclaimed than accomplished. Enacting a protean career in a shifting landscape of work may not be equally easy for all workers. A person of high effectiveness focuses on the opportunities worth pursuing, and view obstacles as surmountable. Self-efficacious employees take
greater initiative in their occupational self-development and generate ideas that help to improve work processes (Speirer & Frese, 1997).

According to Pajares (2002), Self efficacy beliefs also influence an individual’s thought patterns and emotional reactions. High self efficacy helps creating a feeling of serenity in approaching difficult tasks and activities. Written goals are a great personal feedback system to decide what areas one either needs improvement or assistance in, and what strengths one really possesses. According to Javier (2002), performance is equivalent to the famous 3Es (economy, efficiency, and effectiveness) of a certain program or activity.

Updgraff (2004) suggests, “The ability to build and sustain professional relationships is a vital component of personal effectiveness”. Furthermore, according to Pajares (2002), Bandura (2000); Gardner and Schermerhorn (2004), self efficacy beliefs provide the foundation for human motivation, well being and personal accomplishment. Luthans (2002) adds that positive perceptions lead to positive choices, motivational effort, perseverance, positive thought patterns and resistance to stress. He also notes, “Hope or optimism/self efficacy leads to a psychological capacity for development and effective performance”. But the self-efficacy concept has a significant effect only when a person realizes the maturity continuum in which he/she distinguishes between dependence, independence and interdependence. The concept of self awareness is also supported by the enlightened self interest paradigm which enables us to reach win-win relationships.

Self-efficacy beliefs are powerful predictors of behavior and explain the choices people make with regard to their aspirations and also their persistence in difficult situations. But developing positive self-efficacy beliefs is a slow process built up over time through experience, exposure and a deeper understanding of self (Clark & Walsh, 2002). High self-efficacy helps creating a feeling of serenity in approaching difficult tasks and
activities. The strength and willpower of a strong organization is also assessed by the effectiveness of its members. Good members must be hardworking, sincere, motivated and must have also a good sense of humour. Humour serves as a lubricant in any stressful situation. Improving our personal effectiveness with others also develops our interpersonal skills that lead to higher performance, both for the individual and the organization.

Bandura (2000) provides four sources for increasing self effectiveness (1) mastery experience through interpreting results (2) vicarious experiences by observing others perform tasks (3) creating models to learn of better ways for doing things and (4) verbal judgments through awareness of social persuasions one receives from others. Personal adaptability has been proposed by Hall (2002) as a career Meta competency, which along with personal identity forms the core of a protean career. It is, at its core, the capacity to change, including both the competence and the motivation to do so (Hall & Chandler, 2005). Pramila (2009) has also offered four ways to increase personal effectiveness: (a) understand what motivates and inspires us (b) continue to learn and improve our self (c) get organized and (d) improve our health.

The greatest advantage in enhancing Personal effectiveness is the revival of self-confidence. Self-confidence can be developed by performance accomplishment, realistic goals, opportunities to develop and acquire new skills, role–modeling, verbal persuasion, and having positive psychological and emotional states (Winstanley, 2009). Personal effectiveness competencies like interpersonal skills, integrity, professionalism, initiative dependability and willingness to learn are also essential for all life roles - those roles as a member of a family, of a community, and of the larger society. They are often referred to as "soft skills." Effective goal setting is also an excellent way to improve
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personal effectiveness (U. S. Department of Labor, 2011). Personal effectiveness is utilizing one’s resources to the optimal level to achieve the intended result, implying a sense of completeness and harmony in any domain of life. This is of great relevance to our life, as we live in a chaotic era where stress, dissatisfaction, and unhappiness are commonplace. We are so preoccupied with every hurdle and challenge that we often forget to take care of ourselves.

The strength of a culture is best described by the homogeneity and stability of the employees, and the length and intensity of shared experiences. Therefore it has become necessary to pay attention to organizational culture along with personal effectiveness. Organizational culture is significantly interrelated to individual culture (Handy, 1991). A dynamic and fast developing working environment demands skillful and high potential personal traits and skills. Certainly Organizational culture and its impact on Personal effectiveness are of vital importance today because effective employees are the central reality of any organization. So culture is the all enveloping atmosphere at the workplace, which is consciously and deliberately cultivated and is passed on to the incoming employees. In short, it is a two-way process and it forms the background of our work-lives, colouring everything in an organization.

SIGNIFICANCE OF THE STUDY

“A healthy organization is like a healthy family” (Mac Govern & Shelly, 2010). An enlightened leadership views change as an opportunity as well as a challenge. It is well known that in the Chinese alphabet the letter for a crisis and the letter for an opportunity are the same. The leader should not be arrogant but modest and always willing to listen to others in a democratic way. Innovation and improvement should be the ultimate goal. Everyone at all levels of the organization should continuously try to
“build or rebuild a better mousetrap,” as Emerson, the American philosopher put it in the 19th century. The secret of success in the new knowledge economy is not hard work but hard thinking. “Don’t work hard; work smart” is the new maxim in all the great organizations around the globe. Failures may be there, but failures lead to harder thinking and perfection. Festivity is also essential. Every creative innovation, every success should be celebrated, even in a period of recession. Such celebrations will provide enthusiasm and motivation for further innovations and successes or in other words a “virtuous cycle” ensues.

Organizational culture is the workplace-environment formulated by the complex interactions between the employees at work. It is defined by all of the life experiences, strengths, weaknesses, education, upbringing, and so forth of the employees. Culture provides the "social glue" that generates the "we-feeling," and thereby counteracts the impact of differentiating processes that are unavoidable in a work setting. Organizational culture encourages a shared system of meanings that serves as the basis for communications and mutual understanding. If these functions of culture are not fulfilled, the efficiency and productivity of the organization declines.

Culture also functions as an organizational control mechanism, informally approving or prohibiting behaviors (Ott, 1989). It expresses the ideas and overall values that define an organization and has a significant and long-lasting influence on its members (Denhardt & Denhardt, 2003). Good cultures are characterized by norms and values supportive of excellence, team-work, profitability, honesty, a customer service orientation, pride in one’s work, and commitment to the organization. Most of all, they are supportive of adaptability – the capacity to thrive over the long run despite new competitions, new regulations, new technological developments, and the strains of growth (Baker, 1980). ‘A culture has a positive impact on an organization when it
points behavior in the right direction…. Alternatively, a culture has a negative impact when it points behavior in the wrong direction’ (Kilman, Saxton & Serpa (1985). According to Wilkins and Patterson (1985) ‘The ideal culture … is characterized by a clear assumption of equity … a clear sense of collective competence and an ability to continually apply the collective competence to new situations as well as to alter it when necessary’. A positive, innovative, and people-oriented organizational culture makes everyone more efficient and successful. It is a powerful force in influencing how the organization operates and how the organizational members behave.

Quality of work-life (QWL) refers to overall climate of work and its impact on people. It essentially stems from an interaction of personal and organizational factors. The organizational roots of work culture are located in "working condition", various job characteristics and job demand and more essentially the organizational mission (zeal - spirit) and administrative openness. QWL is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety and wellbeing, job security, competence development and balance between work and non work life. To improve Quality of work life is first to identify and then try to satisfy the employees' important needs through their experience in their working environment. Quality of work life is viewed as an alternative to the control approach of managing people. To improve the Quality of work life, the work satisfaction of employees is to be considered as a motivational strategy.

A good attitude in the workplace promotes a good work ethic and maximizes human potential. Having employees with good attitudes also makes the work environment more enjoyable and leads to happiness, constructive endeavors and fulfilling
relationships. In other words, a good attitude has enormous benefits for mental and physical health and it is the basis of most accomplishments. People with a positive attitude expect success and take the necessary steps to achieve it. They also attract other successful people and situations. According to Baker (2010) some of the good attitudes in the workplace are smiles, good posture, pleasant tone of voice, complaining through proper channels while offering ideas for improvement, respect and courtesy, managing conflict and anger, interest in others, and good job performance. Employees who have a positive attitude can be a valuable asset to any organization and need to be recognized and appreciated. A job attitude is a social attitude; in fact it may be one of the most central social attitudes, because individuals spend a majority of their waking hours at work; work is central to individuals’ identities (Judge & Mueller, 2011). Having a positive attitude can result in better psychological and physical well-being. Organizational culture enhances the quality of work life factors; and the cultural values are positively related to organizational commitment, job involvement, empowerment, and job satisfaction (Gifford, Zammuto & Goodman, 2002). Employee attitudes are considered an indicator of the future success of an organization (Hurst, 1995). According to Cooper and Croyle (1984) attitudes influence the person’s action. Several studies have shown job satisfaction as a contributor and predictor of organizational commitment. Johnson and Jones-Johnson (1992) stated that a pleasurable emotional state is the result of the job attitude. More recent analyses have shown that culture is a strong predictor of employee attitudes as the type of job a person has (Saari & Erez, 2002).

When an employee feels good about the work he does and feels as though the work is actually appreciated, he can feel a real psychological drive to complete work on time and to the best of his ability. The field of industrial/organizational psychology has a
long, rich, and, at times, controversial history related to the study and understanding of employee attitudes. Work attitudes are the feelings we have toward different aspects of the work environment. Job satisfaction, job commitment and job involvement are the three key attitudes that are relevant to important outcomes. Attitudes create an intention to behave in a certain way and may predict actual behavior under certain conditions. People develop positive work attitudes as a result of their personality, motivation, emotional intelligence, mental health, culture, stress levels they experience, perceived fairness of their pay, interpersonal relationships, and the work-life balance they achieve. When people have more positive work attitudes, they may have the inclination to perform better in the new highly competitive, global arena.

A positive corporate culture and a pleasant work environment are more important than money to most good employees. Quality is no more a specialized word but has become a necessary and must word for the best survival. In the present scenario every organization is getting involved to provide the best of the best work culture to enhance the work life as well as the Job attitude and Personal effectiveness of its employees. Maintaining the quality of such human inputs raises the quality of work life perfectly. A high Quality of work life in fact produces a virtuous cycle; it promotes the well-being of the employees and thereby the well-being of the whole organization.

Thus studies on the influence of Organizational culture and Quality of work life on Organizational effectiveness have been made in several parts of the world. But unfortunately no such research has been undertaken in Kerala. Hence the relevance of the present study that investigates the moderating effects of Organizational culture and Quality of work life on the relationship between Job attitudes and Personal effectiveness.
STATEMENT OF THE PROBLEM

In order to improve the Personal effectiveness of employees of an organization, an in-depth understanding of Organizational culture along with Job attitude and Quality of work life is necessary. The investigation was intended to examine the extent of Organizational culture, Quality of Work Life, Job attitude and Personal effectiveness among the Engineering College Teachers of Kerala and to identify the correlates of these variables. So the problem to be focused in this study is entitled **ORGANIZATIONAL CULTURE AND QUALITY OF WORK LIFE AS MODERATORS OF JOB ATTITUDE AND PERSONAL EFFECTIVENESS.**

DEFINITIONS OF THE KEY TERMS

Organizational culture

Organization culture is the social glue which holds the organization together through an enlightened leadership, sharing patterns of values and beliefs, the mission, vision and strategy communicated by the management, along with the team effectiveness and the innovative and independent action of the employees. It is all about human transformation. It shapes our work enjoyment, our work relationships and our work processes.

Quality of work life

Quality of Work Life’ is the part of overall quality of life that is influenced by work and it is the sum total of our Physical conditions, Safe and healthy work conditions, Job security, Supervision, Social relationships, Relationships with co-workers and authorities, Reward system, Work and working conditions, Self and self- development, Training and development, Intrinsic aspects, Work and life balance, Well-being and Organisation and management.
Job attitude

Attitude is a tendency to act in a certain way that keeps alternating with time and situations. Job Satisfaction, Job Commitment and Job involvement are the three most prominent work attitudes.

Personal effectiveness

Personal effectiveness is the sum total of the goals, productivity, time management, motivation, self-discipline, avoidance of procrastination, good habits, intelligence, organizing, problem-solving and decision-making. Personal effectiveness means making the most of all personal resources at our disposal - our personal talents, energy and time relative to what's most important to us (Andros, 1999).

Moderators

In general terms, a moderator is a qualitative or quantitative variable that affects the direction and / or strength of the relation between an independent or predictor variable and a dependent or criterion variable (Baron & Kenny, 1986).

OBJECTIVES OF THE STUDY

- To find out whether there exist any relationships between Organizational culture, Quality of work life, Job attitude and Personal effectiveness.

1. To find out whether there exist any Inter relationships between dimensions of Organizational culture

2. To find out whether there exist any Inter relationships between dimensions of Quality of work life.

3. To find out whether there exist any Inter relationships between dimensions of Job attitude
4. To find out whether there exist any Inter relationships between dimensions of Personal effectiveness

5. To find out whether there exist any relationships between Organizational culture and Quality of work life

6. To find out whether there exist any relationships between Organizational culture and Job attitude

7. To find out whether there exist any relationships between Organizational culture and Personal effectiveness

8. To find out whether there exist any relationships between Quality of work life and Job attitude

9. To find out whether there exist any relationships between Quality of work life and Personal effectiveness

10. To find out whether there exist any relationships between Job attitude and Personal effectiveness

- To find out whether there exist any predictor relationships between Organizational cultures, Quality of work life and Job attitude on Personal effectiveness.

1. To find out whether there exist any predictor relationships between Organizational culture, Quality of work life and Job attitude on Personal focus.

2. To find out whether there exist any predictor relationships between Organizational culture, Quality of work life and Job attitude on Personal growth.

3. To find out whether there exist any predictor relationships between Organizational culture, Quality of work life and Job attitude on Team effectiveness.

4. To find out whether there exist any predictor relationships between Organizational culture, Quality of work life and Job attitude on Relationships.
5. To find out whether there exist any predictor relationships between Organizational culture, Quality of work life and Job attitude on Personal adaptability.

- To find out the main and interaction effects of the variables Organizational culture and Job attitude on Personal effectiveness and its variables.

- To find out the main and interaction effects of the variables Quality of work life and Job attitude on Personal effectiveness and its variables.

- To find out the influence of Organizational culture, Job attitude and demographic variables on Personal effectiveness

1. To find out the influence of Organizational culture, Job attitude and Qualification on Personal effectiveness and its variables.

2. To find out the influence of Organizational culture, Job attitude and Age on Personal effectiveness and its variables.

3. To find out the influence of Organizational culture, Job attitude and Sex on Personal effectiveness and its variables

4. To find out the influence of Organizational culture, Job attitude and Marital status on Personal effectiveness and its variables

5. To find out the influence of Organizational culture, Job attitude and Salary on Personal effectiveness and its variables

6. To find out the influence of Organizational culture, Job attitude and Type of organization on Personal effectiveness and its variables

- To find out the influence of Quality of work life, Job attitude and demographic variables on Personal effectiveness and its variables.
1. To find out the influence of Quality of work life, Job attitude and Qualification on Personal effectiveness and its variables

2. To find out the influence of Quality of work life, Job attitude and Age on Personal effectiveness and its variables

3. To find out the influence of Quality of work life, Job attitude and Sex on Personal effectiveness and its variables

4. To find out the influence of Quality of work life, Job attitude and Marital status on Personal effectiveness and its variables

5. To find out the influence of Quality of work life, Job attitude and Salary on Personal effectiveness and its variables

6. To find out the influence of Quality of work life, Job attitude and Type of organization on Personal effectiveness and its variables

- To find out whether there exists any influence of Organizational culture / Quality of work life as moderator on Job attitude and Personal effectiveness relationship.