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Title of Thesis- Employee Engagement, Organizational Effectiveness and Organizational Culture In Public and Private Sector Organizations.

Abstract

Objectives of the Proposed Study:

How public and private sectors in two types of organizations (Banks & Insurance) at two levels of organizational hierarchy influence employee engagement, organizational effectiveness and organizational culture

How organizational culture is influencing employee engagement and organizational effectiveness in public and private sectors, in two types of organizations (Banks & Insurance) and at two levels of organizational hierarchy .

Hypothesis Related To Employee Engagement, Organizational Effectiveness and Organizational Culture and influence of organizational culture on Employee Engagement and Organizational effectiveness

Employee engagement, organizational effectiveness and organizational culture will be different in public and private sectors, in two types of organizations and at two levels of organizational hierarchy.

How Organizational culture influence employee engagement and organizational effectiveness in public and private sectors, in two types of organizations (Banks and Insurance) and at two levels of organizational hierarchy.

Method: Sample

The total sample size was 280 employees, 140- Public Bank & Insurance, 140- Private Bank & Insurance, 70 employees were from public sector banks and 70 employees were from public sector insurance and 70 employees were private sector banks and 70 employees were private sector insurance. In banks 35 employees were front line and 35 were managers and in insurance organization 35 were front line and 35 were managers.

Tools

Employee Engagement Scale

The Employee Engagement scale (Gallup Q12 scale) has been used which is being developed by Gallup, Mercer, Hewitt and Watson Wyatt (consulting Companies).It is a twelve –question survey that identifies employee engagement divided into three factors like Motivation, Positive Feedback and Recognition & Involvement.

Organizational Effectiveness Scale

For the present research a 27 items scale was developed by the investigator to suit the purpose of the research, taking help from existing tools as well as current researchers in the area of organizational effectiveness divided into 5 factors Group/ team Effectiveness, Role Clarity, Social Support, Sharing and Division of Labour.

Organizational Culture Scale

The Organizational Culture Profile (Instrument) developed by Udai Pareek (1997) has been used. The Instruments measures four organizational cultures: autocratic/ feudal, bureaucratic, technocratic and entrepreneurial/ organic/ democratic.

Results related to Employee Engagement

The first dimension (Motivation) of employee engagement is perceived differently in public and private sector and at bank and insurance. The second dimension (Positive feedback) of employee engagement is again perceived differently by public and private sector employees. The third dimension of employee engagement (Recognition & Involvement) differs in public and private sector organizations.

Results related to Organizational Effectiveness

The second dimension (Role Clarity) of organizational effectiveness is perceived differently in bank and insurance and at front line and managers level of organizational hierarchy. The fifth dimension (Division of Labour) of organizational effectiveness is perceived differently in bank and insurance.

Results related to Organizational Culture

The two levels of organizational hierarchy differ in terms of bureaucratic culture. Autocratic, Technocratic and Entrepreneurial culture is perceived differently in public and private sector. Bureaucratic culture and Technocratic culture is perceived differently at front line and managers level of organizational hierarchy.

Results related to influence of organizational culture on employee engagement and organizational effectiveness

Results show that the technocratic culture emerged as predictor of employee engagement and employee engagement at front line. Bureaucratic culture emerged as predictor of employee engagement in public sector. Entrepreneurial culture emerged as predictor of employee engagement in private sector, in insurance and at manager level of organizational hierarchy. Results also indicated that entrepreneurial and autocratic culture together emerged as predictors of organizational effectiveness, organizational effectiveness in insurance and organizational effectiveness at manager level of organizational hierarchy. Entrepreneurial culture emerged as predictor of organizational effectiveness in private sector and organizational effectiveness at front line of organizational hierarchy.

In the entire study, there was lot of support found for relations among various variables. Evidence also suggested that there is some influence of dimensions of culture like Autocratic, Bureaucratic, Technocratic and Entrepreneurial on Employee engagement and Organizational effectiveness with difference in terms of public and private sector, bank and insurance and at front level and managers' level of organizational hierarchy.