

A Comparative Study of Organizational Awareness Strategies in Private and Public Sector

Both quantitative and qualitative data were used to compare the degree of organizational awareness by the employees in private and public organizations. It was observed that employees in private organization were more aware of organizational input-throughput—output processes than employees in public organization. Different awareness strategies of both organizations were discussed.

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Introduction

Awareness of organizational goals, production processes, strength and weakness by the employees helps organization to be effective (Litchman, 1970; Adam, 1975). According to Litchman, awareness of organizational operations plays a major role in improving the productivity of the organization and improving the n.Ach also. Adam suggested that awareness of organization contributes to (a) development of image about the organization in the workers (b) fostering economic consciousness and (c) taking decision over cost control and waste control. Bennis (1966) thinks that awareness of organization is one of the indicator of healthy organization. Dutta Roy (1989) found that organizational awareness was significantly related with job satisfaction, mental health, and life satisfaction. The management philosophy of the organization largely contributes to the degree of employees' awareness of organization. It has been observed that the objectives of the firm in private sector differ largely from the same in public sector. Profits and self interest are the legitimizing goals of private firms,

whereas the primary legitimizing goal of public ownership is social amelioration (Reiney et al., 1976). Since the basic objectives of the firms in private and public sector are different, it might be expected that the employees' awareness of organization in both sectors would be different. Present study purports to find out (a) the managerial strategies in private and public sector to make the employees aware of organizational functioning, (b) the significance of differences in perceiving organizational awareness by the employees of the firms in private and public sectors.

Methods

Sample :

Data were collected by a survey questionnaire from the employees (N=186) of two large scale units in private and public sectors. The unit in private sector is manufacturing steel tubes and the unit in public sector is producing steel, hot rolled and cold rolled coils. The questionnaire was distributed among the bottom level of the hierarchy, i.e.,

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staff. Respondents were approached individually and were requested to fill out the questionnaire according to the instructions given. Suggested interview method was followed in collecting data from 93 individuals in each organization. The characteristics of sample were presented in Table 1.

Table 1 : Description of the Sample

	Private organization	Public organization
1. Mean age	41.18	36.05
2. Mean tenure	37.92	11.71
3. Mean education	2.41 *	3.26 **

* Completed school final
 ** Completed Higher secondary

Measures :

Awareness of organizational functioning was measured in terms of Likert type five point organizational awareness scale (Dutta Roy, 1989). The scale consists of nine items. Some of the items are : "Employees are aware of the goals of their own departments", "Employees are aware of the nature of the raw materials used here and the source of their availability". The high alpha coefficient (d=0.84) indicates the higher level of internal consistency among each item (Table 2).

Results and Discussion

Strategies :

The research concerns with the qualitative information from the samples and with the observation in order to find out the strategies for the development of organizational awareness by the firms in private and public sector.

Both firms used five similar strategies for organizational awareness, namely, chairman's report, news letter, orientation training courses safety consciousness programme, and quality

circle. However, private organization adopted some strategies which were different completely from the strategies of public firm. As for example, in private organization, employees were well aware of their tasks and responsibilities as they got a written job chart whereas no written job chart was given to the employees of public organization. The private organization introduced a suggestion box system in which any employee can write their suggestion regarding the improvement of production process, controlling environmental pollution, or of the safety programme. The best suggestion is given award by the management. However, this type of suggestion box system was not found in public organization. The quality circle programme in public organization maintained one way communication system whereas such programme in private organization followed both way communication system. Private organization attempted to involve the family members of employees in safety drama, in safety poem writing, and in safety poster campaign. As a result, employees were much aware of safety rules and regulations whereas employees in public organization were less aware of safety rules by the orientation training programme only.

Perceptual Differences :

An examination of Table 2 shows that the samples in private organization significantly perceived much awareness of organizational overall objectives, departmental goals, departmental contribution to overall objectives of the organization, profit and loss account, job responsibilities, production process and safety rules and regulations than the samples in public organization. Possibly, such differences were due to adoption of various awareness policies above as discussed by the private organization.

Table 2 : Significance of Differences in Organizational Awareness Across Two Organizations

	Private organization		Public organization		t
	Mean	SD	Mean	SD	
1. overall objectives	3.61	1.22	2.95	1.31	3.54**
2. raw materials	3.93	1.04	3.10	1.15	5.13**
3. departmental goals	3.89	1.16	3.51	1.08	2.30**
4. tasks and responsibilities	4.12	0.86	3.51	1.00	4.44**
5. departmental and organization's production process	3.46	1.23	2.72	1.18	4.10**
6. departmental contribution to organizational objectives	3.34	1.18	2.71	1.12	3.71**
7. organisation's profit and loss	3.39	1.27	2.72	1.17	3.72**
8. reasons behind the disturbance in production process	3.61	1.02	2.90	1.06	4.63**
9. safety rules	3.99	0.94	3.27	1.19	4.55**

** p < .01

*p < .05

The present study is merely an attempt to examine the awareness of organization by the employees in private and public sector. Before drawing any generalized conclusion related with awareness strategies in both sectors, data must be collected from more number of private and public organizations.

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