

REFLECTION OF SELF IMAGE, SELF PERCEPTION AND SELF MANAGEMENT IN COMMUNICATING ORGANIZATIONAL CULTURE

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Abstract

In the present intricate environment, organizational culture has a profound role in the relationship between communication and performance. People who possess high organizational culture ensures high emotional intelligence which lead to enhance communication effectiveness.

There are significant dynamics in the employee's workplace which have a very positive role in boosting up the level of motivation and performance of the employees. Consequently corporations and business settings can not bear lose of the potential of their employees. The key objective of the study is to comprehend self impression in context with self and perceived impression between the workforce for the effective and improved performance within the work environment. The study also focuses to derive insight for answers to the problems that encounter due to natural designs, perceptions, willingness to communicate and management that results in good human relations within the organizational culture. Comprehension anxiety and self esteem in one's life are also being discussed in the paper. Future research should investigate other variables that could benefit the communication within the organization.

Key words: Self image, self perception, communication effectiveness, organizational culture.

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Introduction

In the present intricate environment, organizational culture has a profound role in the relationship between communication and performance. These days the new life style changes, work and life balance, fitness and health are not only significant rather considered as the supreme element for the full potential of the workforce in the employees work settings. The purpose of this paper is to analyze the influence of the self image and self perception on the employees' performance in environment of their workplace. From different fields of interest, engineers and scientists are being inspired by nature. Each creature is distinctive and is full modified to its own environment by reacting to its need and finding answers that work, nature progress. These efforts endure through immeasurable generations, while fleeting the experiment of continued existence to reach new generations. Good communication is found in people who possess high self regard and they are usually very successful in what ever work they do. Similarly those who possess low self regard find difficulty in communicating with people and prove to be less successful.

The model for this paper is composed of three key constructs including self perception, communications effectiveness, and organizational culture. Self perception and self concept are so strongly related that they are often difficult to separate.¹ Self concept is how you see yourself and self perception is how you are looking others and the environment around you. The entire knowledge of the world which a person perceives comes through the senses of his own and that has a common basis and a common bias. How a person looks at the world depends on what that person thinks about himself, and what that person thinks about him self will influence how that person look at the world.

Self concept affects perception in a different way as well. Capturing incoming stimuli is the act of perceptions. These acts involve a form of anticipation that help us to identify what is about to happen and we start taking measures to handle it. These measures or precautions act as a perceptual filter, and they have a reflective effect on our perceptions. Our perceptions affect more than our direct interactions with others. People also influence our response to all the

¹ Trope, Y., & Liberman, A. (1993). The use of trait conceptions to identify other people's behavior and to draw inferences about their personalities. *Personality and Social Psychology Bulletin*, 19(5), 553-562. doi:10.1177/0146167293195007

information around us. Whenever we come across new information or knowledge, whether it's from a newspaper, a television program, the Internet, or from some other person, we go through a three step perceptual process, that is we select the information, arrange it, and then interpret it. Same is the case in our office or work colleague, we perceive something about them and allow them to perceive about us. Internal characteristics help people to move and work together in organizations. And the most important impact is no doubt on the communication skills of employees.

There are several arguments that communication is the glue that holds organizations together (Katz & Kahn, 1978). However, that "glue" differs in its capacity to grip organization associates together. The humorous quote, "I know you believe you understand what you think I said, but I am not sure you realize that what you heard is not what I meant," is a perfect example of ineffective communication. (Fulmer, 8-2010)

Literature Review

The notion of self-regard, self image and self perception is individual's view of themselves. In short it is how human being estimates themselves. According to Paradise and Kernis (2002), Self-regard is the combination of three categories (a) high (positive), (b) low (negative) and (c) middle (neutral). This reflects that a person having high self-regard would be having a better idea and understanding of oneself. On the other hand individuals with low self regard find themselves as low and not important yet tend to be negative.²

There are different ways presented to achieve improvements in self regard. (a) When self regard has been lowered, individuals might proceed in different directions that boost their self-regard. This can be improved and can be changed to high positive by redefining the nature and condition of the work. This behavior helps the people to attain self-regard (b) Self confirmation or verification is another way to improve self regard.³

A broadly conventional statement explains that better environment of the workplace produces

² Rasha Mahmoud Ali El-Zeiny. (2012). The interior Design of workplace and its impact on employees performance: A case study of private sector corporations in Egypt. Elsevier. Available on online at www.sciencedirect.com

³ Jill A. Brown. April 8, 201. Personality Perception Accuracy Development within Newly Acquainted. Psychology, Statistics, and Human Development and Family Studies

better outcomes. Usually the workplace environment is affected by the nature in all stages of workforce and individuals who are going to work in that office. Many factors affect the productivity at the corporate level such as technology, employees, and purpose of the corporation. Mostly these are management and self perception within and amongst.⁴ Time tested patterns and solutions are presented by the nature and are present all around us. Nature is stimulated by requirement, and has already solved many of the problems we are struggling today.⁵

It has been stated that a person's performance does not have to be directly observed, mental production such as answers or decisions should also be noticed which gives a clearer picture about a person's performance.⁶ In recent studies, the main factor which impact on the daily and common efficiency of employees in workplaces is the personality. In the study conducted by The Commission for Architecture & the Built Environment and the British Council for Offices revealed that even effortless things such as ample greeting and hello effects can reduce absentee percentage by 15 per cent. And surprisingly they boost the productivity by up to 28 per cent.⁷

In spite of the fundamental role that self image and perception plays as the key job in career prospects and communication effectiveness, managers, employees and executives in organizations. They want to comprehend the term of self image and perception, self regard in relationship with communication effectiveness.⁸

⁴ Trope, Y., & Liberman, A. (1993). The use of trait conceptions to identify other people's behavior and to draw inferences about their personalities. *Personality and Social Psychology Bulletin*, 19(5), 553-562. doi:10.1177/0146167293195007

⁵ Rasha Mahmoud Ali El-Zeiny (2012). Biomimicry as a Problem Solving Methodology in Interior Architecture, Bangkok. ASEAN Conference on Environment-Behaviour Studies, Bangkok, Thailand, 16-18 July 2012. Available online at www.sciencedirect.com

⁶ Trope, Y., & Liberman, A. (1993). The use of trait conceptions to identify other people's behavior and to draw inferences about their personalities. *Personality and Social Psychology Bulletin*, 19(5), 553-562. doi:10.1177/0146167293195007

⁷ El-Zeiny, R. M. (2012). The Interior Design of Workplace and its Impact on Employees performance: A Case Study of the Private Sector Corporations in Egypt. . *Elsevier*.

⁸ Georges Ulrich, Sybille Sachs and Bruce Millett. Perception, reflection and communication: an empirical case study within the pharmaceutical industry

Over the past years, many corporations have been trying new techniques and designs in offices and their buildings, which can uphold productivity, and attract more efficient employees in their work settings. This has been noticed by many authors that, the workplace design, along with effective running processes, is playing an important role in escalating employees' productivity and enhancing organizational performance. An improved environment and energetic self within and amongst would increase employee productivity and efficiency hence the organizations would grow.⁹ The measures of this study are individuals' collective perceptions, attitudes or evaluations which affect the performances and productivity of employees in organizations.

Organizational and individual goals can only be achieved when the members of the organization communicate effectively, implement and respond to organizational change in coordinating organizational activities (Ivancevich, Konopaske, & Matteson, 2008).

On the other hand the failure to communicate effectively within an organization is harmful to the success of that organization (Pierce, Gardner, Dunham, & Cummings, 1993). It is essential for employees to hold strong communication skills in order to carry out and accomplish job responsibilities and duties in the changing world. Communication fear refers to anxiety an individual may experience due to the reason of unwillingness to communicate (Fayer, McCroskey, & Richmond, 1984). Communication which is self perceived measures how well people think they can communicate. An individual will likely experience communication anxiety if he or she thinks is not a good communicator. Hence the result in turn would lead to low willingness to communicate (McCroskey, 1992). (Fulmer) (Fulmer, 8-2010). In the changing environment it is essential for employees to possess strong communication skills to get their job duties done more effectively. Absence of good communication within an organization will generate corporate or personal strain, which is likely to lead to a less productive organization.¹⁰

In the study about Meta analysis, the author concludes that there is a reasonably strong relationship between effective leadership and emotional intelligence. A meta-analysis conducted

⁹ Management: A Study of Organizational Culture and the Relationship between Emotional Intelligence and Communication Effectiveness Case Study in Organizations of Iran. Journal of Management Research. ISSN 1941-899X. 2012, Vol. 4, No. 1: E11. www.macrothink.org/jmr 1

¹⁰ Fulmer, B. N. (8-2010). An investigation of Willingness to Communicate,. *University of Tennessee, Knoxville*

by Van Rooy and Viswesvaran (2004) to forecast office performance based on the rank of emotional intelligence provided a establishing point for the current study.

Empirical links with emotional intelligence and transformational leadership behaviors are reported in the literature. Barling, Slater, and Kelloway's study (2000) discovered emotional intelligence's connection with three phases of transformational leadership (inspirational motivation, idealized influence, and individualized consideration) ¹¹

The level of interpersonal communication skills a person possesses is normally modest though there are some people who possess good communication skills. The relationships between interpersonal communication skills and self concept have revealed positive results as there is important association between them. ¹²

Methodology

This research is a descriptive research based on both primary data and secondary data. The paper presents the analysis of the impact of self image, self impression and self management on organizational performance mainly at Private Sector Corporation. The research paper would seek to fulfill the following listed objectives:

Objectives

- To understand the relationship amongst the employees and their self image.
- To analyze the factors of self and communication affecting on the employee's performance.
- To assess whether self perception and relationship is one of the factors affecting employees' performance.

¹¹ Mills, November 2009. Volume 3, A Meta-Analysis of thr Relationship Between Emotional Intelligenc and Effective Leadership, Journal of Curriculum and Instruction (JoCI)

¹²(Yahaya & Ramli, The Relationship between Self-Concept and Communication Skills towards Academic Achievement among Secondary School in Johor Baru (Faculty of Education Universiti Teknologi Malaysia 81310 Skudia Johor, Malaysia}, December 2009)

Conceptual Framework and Hypothesis

This paper is based on the model which is composed of three key constructs including self perception, communications effectiveness, and organizational culture. According to the literature review there is a strong positive relationship between self image; self perception, self perception and communication effectiveness. Also, review of the literature showed that organizational culture helping as a mediator of this relationship and helps in building up a strong and effective communications. Therefore, we can propose that organizational culture facilitates the link between self perception and communications effectiveness. Thus the following hypotheses are derived:

- Hypothesis 1. Self image will have a significant relationship with communication effectiveness.
- Hypothesis 2. Organizational culture will have positive relationship with self perception.
- Hypothesis 3. Self management will have positive relationship with organizational culture.

Self and Self Perception

Self is the study of either the cognitive and affective image of an individual's identity in the field of psychology. The initial formulation of the self in modern psychology resulting from the difference between the self as I, the subjective knower, and the self as Me, the object that is known. Distinguishing the "true self" from the "false self" in the human persona is in view of the true self that depends on a sense of being in the body experienced, the sense of doing an effect of it. In the study of social psychology, the term *person perception* denotes to the dissimilar mental processes that we use to form notions of other people. This does not only include how we shape these impressions, but the unlike conclusions we make about other individuals based upon our own impressions.

These are some of the most complicated and profound questions which we can ask to ourselves. How we would answer to these questions depends both on how we observe ourselves and on how others observe us.

Rabbi Martin Siegel (Rubin, 1980) in his diary describes the conflict among his own idea of himself and others' ideas of him:

*“People tend to make me a symbol. They say they know me, but they don't. They know only my roles. To some of them, I am a radical. To some of them, I am a signature on the marriage contract. To some of them I am the man who opposes the indulgence of the psychotic fear of anti-Semitism”.*¹³

Self efficacy is the reflection of the capabilities of an individual in organizing and executing the courses of action that requires managing prospective situations. Self efficacy denotes a persons belief in his or her own ability that helps succeeding the situation.

Individuals with a strong sense of self efficacy:

- Analyze challenging troubles as job to be mastered
- Expand insight interest in the actions in which they take part
- Reflect a stronger sense of dedication to their interests and activities
- Cover up quickly from impede and disappointments

Individuals with a weak sense of self efficacy:

- Stay away from challenging tasks
- Consider that complex tasks and situations are away from their capabilities
- Focus on personal failings and negative outcomes
- Rapidly lose self-assurance in special abilities

When we compare ourselves with others to see how different or similar we are from others, we actually make social comparisons. When we compare ourselves with our peers, we might inquire, “Do I look as perfect as she does?” or “What rank did you acquire in your finals?” or

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“What kind of clothes do you wear?” If you are a mother, you may compare your children to your friend’s children. “Can she walk yet?” “Did he get a position on the volleyball team?” At our work, we compare our performance with the performance of our co-workers, or we might ask did you get as good increment as the other guy got? Does the boss ever notice me and praise my work? The answers to these social comparison questions all contribute to our self concept. We make social comparisons from people or thing we don’t even know.

It is reasonable to assume that people are more likely to communicate with some kinds of receivers than with others, and will be more willing to communicate in some contexts than in others, proving the importance of studying the willingness to communicate within organizations. According to McCroskey (1992) willingness to communicate can be developed in four communication contexts (groups, meetings, dyads and publics) crossed with the three receiver types (strangers, acquaintances and friends). In addition to one’s willingness to communicate, McCroskey (1992) adds communication apprehension and self-perceived communication competence as other factors in determining the ability of someone to communicate. There are six variables that McCroskey and Richmond (1987) have identified as possible reasons for a person’s willingness to communicate. These are introversion, anomie and alienation, self-esteem, cultural divergence, communication skill level, and communication. Individuals who are introverted are less likely to communicate because they see less importance in the need to communicate (Richmond & Roach, 1992). Because of personality traits, introverts are likely to participate less and may not take leadership roles in small group discussions (North, 1989).¹⁴

Conclusion

Review of literature revealed that the self image and perception had a substantial influence on the performance of employees. The overall impact of different essentials showed that self image and perception and its management affects the productivity of most employees and therefore, it is suggested that we should give importance to positive self image and perception. It has been evaluated that good self image, self perception and its management can enhance performance and establish good relationship among the employees. Hence

¹⁴ Fulmer, B. N. (8-2010). An investigation of Willingness to Communicate,. *University of Tennessee, Knoxville*

consequently have a positive affect on the productivity of organizations. It has also been revealed that organizational culture plays an important role in emotional intelligence. The process of emotional intelligence for mounting takes attempt, time, sustains motivation and requires frequent practice over a long period of time to establish its process. Willingness to communicate is one major phenomenon that establishes good communication and is very important just like communication anxiety and self esteem. The level of interpersonal communication skills a person possesses is normally modest though there are some people who possess good communication skills. The relationships between interpersonal communication skills and self concept have revealed positive results as there is important association between them.

The results of this study suggest that organizational culture and emotional intelligence may now require to be measured as a constituent of communication effectiveness that results in effective performance. It can therefore, be concluded that the outcomes of the study shows positive results which represented strong positive relationship between self image, self perception and self management with organizational culture.

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