

**PERSONAL EFFECTIVENESS OF EMPLOYEES IN A HEALTHCARE
(INFORMATION TECHNOLOGY) ORGANISATION: A STUDY**

By

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*Dissertation submitted for the partial fulfilment of the
MBA Hospital and Health Management*

Academic year, 2016-2018



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Internship Training At

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Under the guidance of

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TO WHOMSOEVER MAY CONCERN

This is to certify that Dr. Tanveer Singh Nag student of MBA Hospital and Health Management from IIHMR University, Jaipur has undergone internship training at A Healthcare (Information Technology) Organisation, Navi Mumbai from 05th Feb, 2018 to 05th May, 2018 and at Karma PrimaryHealthcare Services Private Limited from 21st May 2018 up till now.

The Candidate has successfully carried out the study designated to him during internship training and his approach to the study has been sincere and scientific.

This Internship is in fulfilment of the course requirements.

Wishing him all success in all his future endeavours.

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The certificate is awarded to

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*In recognition of having successfully completed his
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5th Feb 2018 to 5th May 2018

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CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled 'PERSONAL EFFECTIVENESS OF EMPLOYEES IN A HEALTHCARE (INFORMATION TECHNOLOGY) ORGANISATION: A STUDY' and submitted by Dr. Tanveer Singh Nag, Enrolment No. IIHMR-U/01/2016-18/0512 under the guidance of Prof. Nutan P. Jain for partial fulfilment of the MBA Hospital and Health Management of the university carried out during the period from 05th Feb, 2016 to 05th May, 2018, embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning and knowledge.

Signature

Acknowledgement

This project was a journey of remarkable learning experience for me. I am able to successfully complete this project only because of the extraordinary support, guidance, counselling and motivation from my respectable staff, of IIHMR University and my organization where I worked during this period. This journey could not be completed without support of my family and friends.

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DECLARATION

I Dr. Tanveer Singh Nag, do hereby declare that I am a student of 2nd year, MBA in Hospital and Health Management, IIHMR University, Jaipur, Rajasthan during the academic session 2016-2018. Stating that the study titled “Personal Effectiveness of Employees In A Healthcare (Information Technology) Organisation” is carried out by my own and has not been submitted to any of the other Institute or University for the purpose of award of any degree, diploma or learning.

Dr. Tanveer Singh Nag

MBA- HM 21

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Introduction

The concept of personal effectiveness is based around how well people know themselves and how well others know them. Concept of personal effectiveness was developed by using positive thinking and positive psychology.

Professor Pareek (2001) defined personal effectiveness as, being the best to oneself by mobilizing motivation and galvanizing cognitive capability in order to address the demand of a given situation.

Personal effectiveness means harnessing all personal resources at own disposal (personal talent, energy and time) for achieving one's goals.

Personal Effectiveness can be one such influential factor which is about unblocking the potential that an individual possesses. One pre-condition for personal effectiveness is better self-awareness, but only understanding oneself does not make a person effective. It assesses the consistency in an individual's orientation towards the situation.

An effective person is one who understands oneself, is aware of his/her strengths and weaknesses. Also listens carefully what others say and is open to their feedbacks.

Personal effectiveness has three components.

Self disclosure

Openness to feedbacks

Perceptiveness

Openness is critical for personal effectiveness. Openness is the extent to which a person shares himself; his ideas, perceptions, feelings, experiences and various other personal data. Openness is effective if it is appropriate and the person should know what it has to do with others. It has two aspects- self-disclosure and use of feedback.

Self Disclosure is defined as, sharing with others what they do not seem to know about one- self. Self disclosure is important to increase self awareness, to develop close and meaningful relationships, to improve communication, to reduce sense of shame or guilt and to increase self acceptance, to resolve conflicts and interpersonal problems.

Feedback is defined as, being open to what others say on aspects which one may not be aware of. It is the relevant information which others share about oneself. People should be open in giving feedbacks and receiving feedbacks.

Openness in combination with communication and perceptiveness makes a person effective.

Perceptiveness is sensitivity to others feelings and non verbal clues.

Personal effectiveness is often perceived by employees as the extent to which they have sufficiently met the task requirements of their job, or the extent of their individual productivity.

The organizational environment can have a strong effect on personal effectiveness and productivity. Styles of organizational culture that maximize employees' abilities to approach their tasks in ways that they perceive as constructive and fulfilling are likely, therefore, to be positively related to personal effectiveness.

Concept of personal effectiveness is now more scientific and is based on systematic approach inclusive of variety of factors which has got direct impact on personal effectiveness. In becoming personally effective one should know the category to which they belong to.

Majority of people never know that they are effective or ineffective. They even know sometimes they are unable to perform still they never know how to improve and where to improve.

Evaluating personal effectiveness will help individual to evaluate themselves and find a self solution to become effective in personal as well as professional life.

Gaining personal effectiveness is linked to get skills that are important in dealing various situations at work as well as in personal life. These skills are linked to success, goals and positivity.

Having effective personal skills can lead to more control over daily life, having more focus and sense of achievements. Those who live more effectively feels more energised and are able to manage themselves when necessary. They prepare themselves better to deal with the unexpected and are much more effective in managing stress and trust in their own capabilities.

Personal effectiveness develops an opportunity for self reflection and assessment of individual ways of operating. People can approach new learnings with honesty and that leads to change in one's individual performance.

Personal effectiveness will be helpful in managing stress, controlling impulses, motivating oneself and being responsible for his/ her deeds. Also to be personally accountable and setting and working towards achieving personal and professional goals.

Personal effectiveness and self confidence is a gradual process and can be built on past successes which lead to better success rate. Most people never have long term goal but they can start working on them from now only. They have to push themselves beyond the comfort zone. Success and failures gives something to learn and people should use that learning in building blocks for future goals.

Technical skills are important but they solely never make individual effective without personal soft skills. As gaining on soft skills employees will be able to focus on their true strengths and weaknesses which will help in building a entrepreneur, resulting in a good enterprise.

It will make employees more confident in conducting oneself with external and internal stakeholders, as they can self motivate themselves knowing their strengths and weaknesses ; helps to build leadership qualities.

Assuming a confident employee is more effective and lack of confidence leads to dissatisfactory outcome. Often found employees blaming the circumstances under which they work and find the

cause outside for their own failure. Usually they do not search within themselves but blame themselves without analysing which leads perceived as a negative attitude person.

In building strong self confidence one needs to self motivate and say some positive things to themselves. Many times employees often criticize themselves, instead they should stop doing that and say some positive things, like recalling their good qualities, things they have achieved and things they have done for others well being. They should stop comparing themselves with others who have achieved high goals, otherwise they are criticizing themselves.

It is always beneficial to have role models but there is no use criticizing themselves if they cannot be like their favourite icons. Role models can often help in goal setting but employees should not forget to compare themselves with the ones who are not doing as well as they are doing. Blaming themselves continuously will only give dissatisfaction and frustration.

So it is helpful to think positively and then set a achievable but stretched goal. People do fail many times, but they should maintain a diary for that to keep a track on everything they achieve and review it regularly to celebrate success and gain self confidence.

By being personally effective employees will make good use of their resources and will be able to combine efficiency and skilled execution; making more efficient and effective individual resulting in effective and efficient organisation.

It helps to structure thoughts and present ideas more cohesively and effectively and subsequently helps planning, organising and time management in the organisation.

It will make employees more determined and helps them to stay focused on the respective goals, and reduces distraction which leads to success making an employee and the organisation more disciplined.

It helps to make effective relationships at work as employees will talk sensible in appropriate language, never complain and argue too much and won't indulge into politics which will be helpful in creating win win situations, setting up organisational behaviour and maintain a organisational culture and team work.

It will help employees to judge what to think or what not to think as they should know the consequences of what to think, say and do which will result in good organisation culture.

Individual will go beyond the minimum effort to do the work, and will work hard to keep up excellent work which will be beneficial for the organisation.

Personally effective employees believes that there is always a way to solve any problem, so they keep the hopes alive which energises them to accept the challenges and they forward that energy to the group or team; helps in building optimistic organisation culture.

In summary personal effectiveness creates success. To be a star performer not only technical skills are important but self-improvement also. By gaining these soft skill employees will help to set a culture in the organisation and will make organisation more effective and efficient.

REVIEW OF LITERATURE:

Personal effectiveness:

While doing the literature review I came across a study on personal effectiveness of public health management Personnel in South East Asia region by (Nutan Prabha Jain, Md. Shahnawaz, S. D. Gupta) whose main objectives were: i) to calculate the personal effectiveness scores under the three categories: self-disclosure, openness to feedback, and perceptiveness, ii) to determine the type of personal effectiveness and which dimension of personal effectiveness is lacking among the health personnel mostly, and iii) to develop personal effectiveness norms for public health management personnel in South East Asia region under the categories of self-disclosure, openness to feedback and perceptiveness.

Methodology they used to assess personal effectiveness, was a Personal Effectiveness (PE) scale developed by Prof Udai Pareek which was administered on 74 public health management personnel, who attended various leadership and management training programmes during 2009-2012, in South East Asia Region (SEAR). Using 10 as “cut-off” for high or low scores, combining the three dimensions of personal effectiveness, being self disclosure, openness to feedbacks and perceptiveness, the respondents were categorized in to eight categories, ranging from effective to ineffective.

Results of the study were that more than three-fourths of the public health management personnel in SEAR were found to be ‘high’ on openness to receiving feedback followed by three-fifths who have ‘high’ perceptiveness. However, less than one-half had ‘high’ self-disclosure. The compositions of the three dimensions of personal effectiveness of all the respondents suggested that about one-fourth were ‘effective’. Nearly one-third of the respondents were found to be ‘secretive’. One out of every ten respondents was found to be “ineffective”.

The conclusion of the study was; the public health management personnel need to work upon enhancing their personal effectiveness by sharing and becoming sensitive to others.

There was one more study as a research paper on personal effectiveness (Dr. Kedar Narayan Choudhary). According to that many people do not know whether they are effective or ineffective, even if they know that they are unable to perform still they do not know where to improve and how to improve. This paper will help individual to evaluate themselves and find a self-solution to become effective.

There was a correlation made between personal effectiveness and confidence as: "It is assumed that a confident person is more effective, lack of confidence leads to dissatisfactory outcome. Confidence grows when people use their strengths and have a winning attitude. Mostly they blame the circumstances under which they work. They try to find some cause outside for their own failure. Generally they do not search within themselves but sometimes they are blaming themselves without analysing which leads perceived as negative attitude person. To build and

maintain strong self-confidence, it's important to say positive things to themselves. Many times they also criticize themselves, they must stop and say some positive things, like recalling their good qualities, things they have achieved or things they have done for others. They should not compare themselves to others, who have achieved high goals, otherwise they are criticizing themselves. It's good to have role models but there's no use beating themselves if they can't be like their favourite icons. Role models can help in goal setting but at the same time they should not forget to compare themselves with people who aren't doing as well as them. Even if they haven't achieved much in their life, they should try to do nice things for others. It will give a feeling of satisfaction and proudness. Blaming contentiously will lead to frustration and dissatisfaction, hence it is better to start with positive thinking and then set a achievable but stretched goal for themselves. Many times people feel so bad that they lash out at everyone around them, which just ensures that they will remain in the same environment which has worst impact on them. The easiest way to raise themselves up is to start doing nice things for other people. They will start feeling better about themselves and then they can start taking on bigger challenges. People fail many times, it is not new anyone rather everyone does, but they should keep a diary to keep track of everything they achieve, even little things and they must review it regularly to celebrate their success. Self-confidence and personal effectiveness is a gradual process and it can be built on past successes, which will lead to better success rate. Most of the people in this world do not have long term goal but they can start working on it from now only. They have to push themselves beyond the comfort zone. Every success or failure gives something to learn and this only helps in building blocks for future goals."

According to the paper personal effective people generally possess following traits: It is not a compulsion that they must have these traits, although it is found that they have these quality.

Determination: This helps them to remain focused on the presided goals. It reduces distraction, which lead to success. They are usually disciplined people.

Self-confidence: As already discussed in the beginning and it is not required to discuss it again.

Optimism : Personally effective people believes that there is always a way to solve any problem, hence hope is always alive, which energies them to accept challenges and supply the energy to the group which helps to build leadership traits.

Managing stress: These people are able to manage their stress by their own techniques. Once they are under stress they become suboptimal and their performance will become low only.

Persistence: Most of the times people are unable to strike back because of lack of persistence. Precisely a failure story is only lack of persistence, failure is part of reality but only those can write a story, who keeps trying again and again continuously. Failures teaches lesson, and people should learn from each failure.

Problem - solving: To become effective this is the way, it is spirit to work to find a solution, there is no way to leave them. Individuals have to always find a way to keep moving and ahead.

Time Management: Greatest art to become more effective is this, spending time or allocating time is crucial, generally after failure people become frustrated or not interested to work further

but they must be able to allocate some time to relook the cause of failure and analyse the things to find a better solution for their problems.

Planning: Referring it as a backbone of any story, a well planned system can be executed easily but it is said unplanned work leads to a failure which is planned.

Creativity: People should be creative, it is something to think beyond, generally they think stereo type where they have limited understanding and they continue within their own boundary, which leads to minimum solutions to the problem.

Self-motivation: Motivation generally plays a very important role in creating success, a self-motivated person need not be informed about what is required to be done rather they find the problem and try to get a solution which is more appropriate to their problem. They keep challenging the existing process to improve it and creating the better situations.

Study: A workshop was conducted on the personal effectiveness in one of the Engineering College in Pune, where several staff members from nearby Engineering Colleges participated in the workshop on assessing personal effectiveness. During the workshop the whole concept of personal effectiveness was discussed in around four hours and then the participants were requested to participate in evaluation of personal effectiveness. The tools used to assess personal effectiveness of personnel's was a scale for personal effectiveness by Professor Udai Pareek.

Conclusions of the study were: Analysing the data, highest no. of staffs were task-obsessed. Generally employees keep complaining about the workload being too high and they are not able to perform as per the expectations made for them. They never analyse their own problems, in which area one has to improve and work. These people who were task obsessed were open for feedback but they were not open to self-disclosure and perceptiveness which is also very important for a person to be personally effective. Then there were people who were secretive; second highest according to the data. This means in self disclosure their score was quite low which leads to keep the real feedback away from the individual. Johari windows are there which suggests there are different known and unknown factors of individuals and how to improve themselves. so it become important to know those factors. According to Kedar Narayan Choudhary effective and ineffective people are close to each other, which came to be a reality. If people talk who run the organisation they are effective people only, they are the backbone of any organization and due to their efforts organisations are able to compete in the market and leads the market but at the same time, can find many people who are counter productive and to whom organisation never appreciates. These people who are of opposite nature makes organization to function as an average effective because they are counterproductive to each other; therefore individual must know their own areas to improve. Then there were insensitive people who scored less in perceptiveness, which is obvious that they do not bother about what other think about them, but they do not know how it becomes harmful for themselves. Only one employee was egocentric, who only speaks but not willing to receive feedback, so this person was creating his / her own image outside the organisation.

Self disclosure at workplace :

Self disclosure is an important thing. There are values to self-disclosure. Values might include being involved in a decision-making processes, knowing how others feel about the decisions made by management, or being kept aware of potential downsizing. Relationships developed out of these disclosures have their advantages. "Employees privacy to the information-sharing, support, and decision making influence that occur in workplace friendships enjoy a distinct advantage over those who left out of these relationships" (Sias, Smith & Avdeyeva, 2003, p. 322). In other words, employees who are made aware of the decisions being made and have the support from the employee sharing the information will have an advantage over the employee who does not know what has been shared or what decisions have been made within the organization (i.e., knowledge is power).

According to one more article on self disclosure at workplace, the focus was on the idea that disclosing one's emotions and thoughts to people, if done with caution, can be great to build strong relationships at work. Self Disclosures are fundamental to human relationships. Conversations are a major driver through which people can stay connected to people at work places.

When people eat, meet and spend major chunks of their wakeful hours together they are bound to get in off-task conversations. This leads to personal Disclosure - verbal revelations of one's thoughts, emotions, values, preferences and experiences encompassing many facets of one's professional and personal life. There could be a range of reasons why people disclose.

For example say Sourabh who loves to narrate stories from her earlier work places which depicts people idiosyncrasies. These tales are mainly aimed at sharing a light moment. Vijay on the other hand loves to flaunt his closeness with the boss and is full of fanciful stories about the boss's preferences from soaps to soap operas. While Sara chooses to disclose only when she wants endorsement for her behaviour, Vinay would always disclose to people who she recognizes as a mean to reach the ears of some significant people in the organizations. Thus disclosures can be done for numerous reasons from self portrayal to self validation. Many evidence shows that self disclosures create an environment of trust, openness and genuineness among dialogue-partners.

Disclosures also provides a social mirror to gauge the social precision of individuals' and others' behaviour and develop deeper relations beyond official tasks. Example Bhavika, a fund manager at a mid-sized firm, who believes that self disclosures helps her "detoxify" and create new energies to take on business challenges. On the other hand such disclosures also run a risk of creating negative impressions or overgeneralizations for the discloser. It can make an unnecessary subject of office gossip and collective ridicule. Thus self-disclosure is a doubled edged sword that has to be borne by the workplace warrior intelligently.

In that paper it was mentioned there are five aspects of workplace disclosure, a formula to manage workplace disclosures:

- *Attending the inner needs:* Why do people disclose; to generate social support, for knowledge sharing, to provide solutions to others, to gain sympathy, to portray a positive me image, to build relations, to gain trust, to exemplify a value or behaviour? Attending

to their own needs and beliefs about personal disclosures becomes a starting point for genuine and productive revelations.

- *Acknowledging the cultural nuances:* Each organization is unique in terms of the culture, climate and the maturity of the people that make up this social milieu. Being alert to others' discussions during lunches and meetings would help acknowledge and estimate the readiness of co-workers to handle information in an adult like fashion. Imagine Harish mentioning that his closest friend is gay and happy about it. The change in the body language of all around the table makes Harish wonder if they are having doubts about his orientation. Surely it is Harish's responsibility to judge the openness quotient of the workplace before talk about certain sensitive topics.
- *Alignment of disclosure with task goal:* Any type of self disclosure that comes as a logical extension of a problem solving exercise or is relevant to the on-going discussion is appreciated more than one that steers the conversation away from the immediate task on hand. Such disclosure also helps to create an energized and active climate in task groups and organisations.
- *Analysing the response of others:* This one is the single largest umbrella of skill set that makes or breaks the situation for people after disclosures. Emotional Intelligence demands that the best way to evaluate the impact of individuals' disclosure on others is to be tuned to the body language, expressions and the words- both said and unsaid that follow their disclosures. All reactions that meet the revelations would decide whether it will help or harm to indulging in this practice in future or does not help or harm.
- *Avoiding too much too early:* Many a times disclosures boomerang as a disclosure happens too early in the relationship which can upset the impression formation phase and create biases for people. Disclosure of hobbies, preferences, experiences and less intimate details are always welcomed in workplaces. Moreover, discussion of gender preferences, personal finances, legal hassles that they going through, marital discords, HIV status, and details about mental illnesses may not be handled maturely by all. In fact such topics are best kept for very close one-to-one dialogues rather than group interactions. A special word of caution for impulsive disclosures who can share a lot and then worry about it getting held against them forever.

Therefore, self disclosures are a great way of creating intimate relationships at workplaces. But if mishandled they can also be roads to dissatisfaction.

Openness to feedbacks :

There is a article on the art of feedback; giving, receiving and seeking feedbacks. According to that feedback is a part of how people work. It can be a simple comment on a piece of work or can be a more detailed and structured discussion about how people are going and what they could do even better. It can happen in a 'day to day'.

'Day to day' feedback happens naturally and continuously as part of the way people interact with each other at work. More structured feedback discussions happen when people talk with their supervisor/manager about how they are going in their job. Structured feedback discussions can happen as part of the performance cycle (e.g. performance planning discussions and mid or end

of cycle review discussions) or at other times if there is a particular matter they wish to inform that discussion.

It doesn't matter what level they are, or whether their job is at the same, higher or lower level. In general they don't give feedback to members of the public or their clients/customers. This may be different in some roles (e.g. teachers will give feedback to students and parents).

Giving and getting good quality feedback means to have an accurate idea of how people are doing at work. Everyone needs to hear. They are all responsible for being alert to feedback when it is given and using it to improve the way they work.

Giving feedbacks:

To do so there are five tips:

1. Choose an appropriate time and place.
2. Give feedback in person wherever possible.
3. Be prepared
 - Ask what to know from the discussion?
 - Plan what to talk about and what to say.
4. During a feedback session:
 - First, confirm with the other person that it is a suitable time and place.
 - Begin the conversation by outlining the background/situation/issue and say what to get from the discussion.
 - Encourage a two-way discussion by asking questions and listening (the other person should do most of the talking).
5. Following the discussion:
 - If the discussion was a scheduled Performance and Development session, complete the template to record what was discussed.
 - In other circumstances, if it is appropriate, record the discussion (including any action either committed to) in an email, by letter or as a personal file note and provide a copy to the other person.
 - Appropriate circumstances to do this may include: a challenging discussion/a serious occurrence or topic/what was discussed was complicated and both need something to remind in the future.
 - Remember that the other person may need a little time to reflect on what was said in feedback discussion - they may come later with questions or comments.
 - Make sure to follow through on any action committed to and if this isn't possible, tell the other person immediately.

Seeking Feedback:

How to ask for feedback

Asking for feedback is one of the best ways to feel 'in control' of work, to get an accurate idea of what is expected and to judge how to improve even further.

- Can ask for feedback from manager/supervisor or colleagues at any time.
- Let the other person know about liking feedback so that they have time to prepare.
- Can help the other person prepare by being specific about what the feedback is. Prepare a set of questions and let the other person see them.
- Ask 'open questions'. These questions will often begin with the word 'Why' or 'How'. Open questions are designed to get full and meaningful answers – they can't be answered with a simple 'yes' or 'no'.

Why seek feedback?

- It can have a number of positive benefits for people and their team.
- It helps build a feedback culture (where feedback is part of the 'way to do things')
- It builds relationships that are based on trust.
- It builds their own self-awareness about their supervisory skills and style.

Receiving feedback:

When people receive feedback they usually go through three stages – react, reflect and respond. For feedback to be useful it is important that they 'analyse' the feedback before responding. Listening skills have a big impact on feedback discussions. Active listening help to:

- Understand what the other person is saying and their point of view
- Get to know the other person
- Know when the other person has understood what is said.

Listening can be;

Internal listening: When on this level people may be hearing the words the other person is saying but the focus is on listening to the own thoughts, may be thinking about what they are going to say next, focused on what they think or feel about what the other person is saying and thinking about something else.

Attentive listening: At this level people are totally focused on what the person is saying, aren't distracted and they are able to give them their full attention, they use active listening techniques such as paraphrasing or asking questions to confirm understanding. This level allows them to listen for facts, meaning and intention. This level leads to a common understanding about what is being said and what the other person wants to achieve.

Observational listening: This is a much deeper level of listening. At this level people are totally focused on what the person is saying and are attuned to body language, facial expressions and tone of voice, they are more likely to identify the other person's feelings and are aware of the

impact of their communication on the other person. At this level people are able to help the other person understand their own feelings and views by reflecting what they are saying back to them. This is called a reflective listening technique.

Perceptiveness:

According to writer, Steve Benna people don't have to have superpowers to read people's minds. In fact, one executive says getting an accurate read on people is crucial to getting ahead in the career. Loren Miner, COO of recruitment-services company Decision Toolbox, has become "an expert on reading minds," she says. For her, it's all about perception. "Being perceptive leads to being more successful, both in life and in business," she says. "A gap in perception could be a deal's greatest vulnerability."

Miner shared some tips to help anyone improve their mind-reading abilities.

- To become a better listener: "People have to go in with big ears and a small mouth," she says. "Otherwise, they'll miss the subtle cues that a person gives." Her strategy is to create an open-ended dialogue, which sparks a nice discussion and allows her to really listen to the other person. "People can so, so easily perceive an engaged and passionate voice,"
- To be aware of the person's background and preferences: "People come to any situation with a different set of lenses based on their experiences and their culture," Miner says. Prior to any meeting, consider who people are dealing with and try to create an environment that fits their comfort zone. Millennials, for example, may be less comfortable in face-to-face meetings and more familiar with video calls, she says. Baby boomers, on the other hand, tend to thrive in face-to-face environments and might prefer that.
- To focus on nonverbal cues: Awareness is the No. 1 skill managers should have, Miner says. Picking up on someone's body language — whether it's poor eye contact, bad posture, crossed arms, or something else — seems easy and obvious, but Miner says it's very easily missed. Top employees aren't necessarily smarter, she says, but they're often emotionally intelligent and highly perceptive.

RATIONALE:

Individuals never know that they are effective or ineffective. They even know sometimes they are unable to perform still never got to know how to improve and where to improve. Evaluation of personal effectiveness will help individual to evaluate themselves and find a self solution to become effective in personal as well as professional life to manage personal as well as work life

well. By gaining personal effectiveness individuals will get skills that are important in dealing various situations at work as well as in personal life which are linked to success, goals and positivity.

RESEARCH QUESTION:

What is the current status of employees on personal effectiveness in a healthcare (information technology) organisation.

OBJECTIVES OF THE STUDY:

1. To review the literature on personal effectiveness.
2. To measure and analyse personal effectiveness of employees at a healthcare IT firm.
3. To recommend suggestions to increase personal effectiveness.

METHODOLOGY:

Study Area: A healthcare IT organization, Mumbai

Study Respondents: Employee (team leaders, quality analysts, and virtual scribes) of the healthcare IT organization, Navi Mumbai

Study design, sampling and sample size: This is descriptive study. The organization has huge number of employees but only 200 employees (virtual scribes) were selected as per the guidance of the organizational supervisor due to shift timings and availability. The tool was sent to all 200 employees I was able to contact for their email id's and contacts but only 54 employees responded to the study.

Data collection method and tool: The HRD instrument, namely PE Scale developed by Prof Udai Pareek was administered on the respondents. A soft version of the tool was developed so that the employees can fill the tool as per their convenience. Informed consent form was also developed, after reading that only they accessed the tool.

Data analysis: Personal effectiveness scale has three components- Self disclosure, Openness to feedback and Perceptiveness. The employees was categorised in eight categories which were- Effective, Insensitive, Egocentric, Dogmatic/rigid, Secretive, Task Obsessed, lonely empathetic and Ineffective.

FINDINGS:

Table showing maximum scores, minimum scores and average scores employees scored in all aspects of different categories

Category	Self disclosure scores		Openness to feedbacks scores		Perceptiveness scores	
	Range (Max./Min.)	Average	Range (Max./Min.)	Average	Range (Max./Min.)	Average
Effective	18/11	13.07	20/11	15.70	15/10	12.23
Insensitive	17/12	13.4	17/11	13.6	10/5	7.6
Egocentric	12/12	12	10/7	8.5	10/9	9.5
Dogmatic	11	11	9	9	11	11
Secretive	10/5	8.07	20/12	13.85	14/10	12.07
Task-Obsessed	10/5	7.5	17/12	13.8	10/5	8.8
Lonely Empathetic	0	0	0	0	0	0
Ineffective	9/2	6.57	10/6	9.14	9/4	7.42
Overall	18/2	9.85	20/6	13.39	15/4	10.33

Summary of findings:

Showing number of employees belongs to which category:

Category	Total number of responses	Percentage
Effective	14	26%
Insensitive	5	9%
Egocentric	2	4%
Dogmatic	1	2%
Secretive	15	28%
Task Obsessed	10	18%
Lonely Empathetic	0	0%
Ineffective	7	13%

According to the above data highest are secretive, 28% employees falls in this category, followed by effective being 26%. 18% of employees are Task-obsessed and 13% of them are ineffective. Insensitive are 9%, 4% are egocentric. Also 2% of them responded as dogmatic and no one came to be lonely empathetic. According to this data majority of them that is 74% need to work somewhere to gain personal effectiveness.

Self Disclosure: 32 employees scored low on self disclosure while 21 employees scored high. Average score employees scored on self disclosure was 9.85. Maximum score an individual scored was 18 and lowest was 2

Openness to Feedbacks: 10 employees scored low on openness to Feedbacks while 43 employees scored high. Average score employees scored was 13.39 , where maximum was 20 and minimum was 6.

Perceptiveness: 25 employees scored low on Perceptiveness while 28 employees scored high on Perceptiveness. Average score employees scored was 10.33 where maximum was 15 and minimum was 4.

According to the data people scored highest in openness to feedbacks whether they were effective or do belong to some other category and lowest on self disclosure. A maximum score one could attain is also in openness to feedbacks and lowest score one can attain was in self disclosure.

CONCLUSION:

After data analysis, the highest number of employees are secretive and same thing reflects when communicating with any employee. They do not know their own problems, in which area they have to improve as they never disclose themselves and never self evaluate. They often find other things manipulating them and bothering them like high work load and all. They scored low on self disclosure which keeps the real feedback away from the persons there are many different known and unknown factors of individuals, without knowing them one can never become personally effective. But they were open for feedbacks and scored high on perceptiveness too. From this study one can find where improvement is required and then one can target to improve to become personally effective.

Secondly there are people who are effective which is a good thing for the organisation as they are the pillars for the organisation and due to them only the organisation is able to maintain its good market and a good organisation culture inside the organisation too.

Then there are people who are task obsessed; who scored high on openness for feedbacks but they scored low on self disclosure and Perceptiveness. They prefer doing the work according to the tasks assigned to them, they never use their heart to finish a work. They do the work for the sake of doing and keep complaining about workloads and expectations on them. Instead they should understand that self disclosure as mentioned above and Perceptiveness is also an important aspect to make them personally effective.

Then on fourth number there were employees who were not personally effective they usually never helps an organisation to grow and instead makes the working of an organisation average. These are the people who should work most on themselves.

Then there are insensitive people who scored low on Perceptiveness that shows they are least bothered about what others think about themselves and it is not a good thing. Others perceptions are always a helpful thing.

Two employees are egocentric who scored high only on self disclosure but when it comes to feedbacks and Perceptiveness they are least bothered. Usually no one likes such people.

One employee is dogmatic who are similar to egocentric people but they somehow bother about Perceptiveness. At the same time they are not willing for feedbacks which is harmful.

Approximately 60% employees scored low on self disclosure and 40% scored high which is a issue as more than half people are not disclosing themselves as they never get to know their true strengths and weaknesses.

80% employees scored high on openness for feedbacks while only 20% scored low, this is a good thing for the organisation as this shows people listen to each other.

Approximately half employees scored high and half of them scored low on Perceptiveness which shows that half of them never bothers what others think and do not respect views of others.

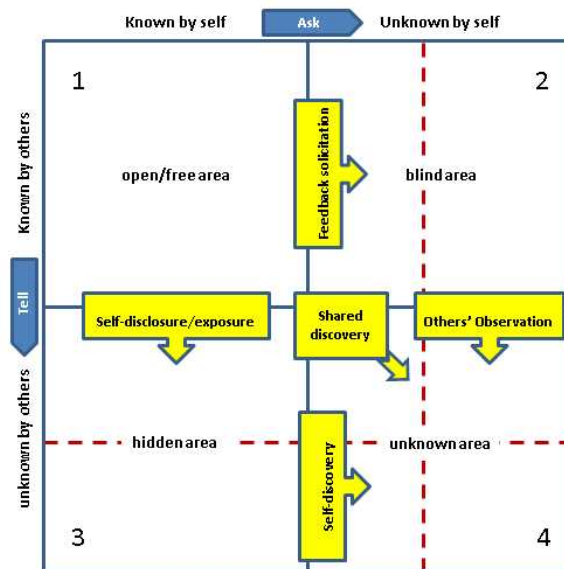
SUGGESTIONS:

Employees should work on exploring themselves by disclosing oneself to each other. There are many dark areas of an individual which he/she is not aware of. They should work on knowing those areas. Those dark areas when known will help to self evaluate true strengths and weaknesses of oneself.

Employees should also work on increasing their scores on Perceptiveness, as it is very important what others think. Employees should become sensitive towards each other, then only they can gain personal effectiveness.

Few employees who scored low on openness for feedbacks should care what others think and they should know that the feedbacks are important to be personally effective.

Johari Window model



Annexures

Data collected

Below table shows the scores of employees according to individual category of personal effectiveness.

Respondent No.	Self Disclosure	Openness to Feedbacks	Perceptiveness	Category
Respondent 1	9/L	12/H	12/H	Secretive
Respondent 2	10/L	14/H	11/H	Secretive
Respondent 3	6/L	12/H	8/L	Task Obsessed
Respondent 4	12/H	7/L	10/L	Egocentric
Respondent 5	15/H	16/H	12/H	Effective
Respondent 6	11/H	19/H	15/H	Effective
Respondent 7	13/H	20/H	13/H	Effective
Respondent 8	10/L	14/H	11/H	Secretive
Respondent 9	8/L	10/L	4/L	Ineffective
Respondent 10	5/L	17/H	5/L	Task Obsessed
Respondent 11	5/L	20/H	13/H	Secretive
Respondent 12	12/H	14/H	12/H	Effective
Respondent 13	14/H	16/H	10/L	Effective
Respondent 14	6/L	15/H	8/L	Task Obsessed
Respondent 15	16/H	15/H	11/H	Effective
Respondent 16	6/L	19/H	12/H	Secretive
Respondent 17	2/L	8/L	9/L	Ineffective
Respondent 18	7/L	12/H	8/L	Task obsessed
Respondent 19	12/H	17/H	9/L	Insensitive
Respondent 20	9/L	12/H	11/H	Secretive
Respondent 21	4/L	6/L	9/L	Ineffective
Respondent 22	17/H	11/H	6/L	Insensitive
Respondent 23	11/H	9/L	11/H	Dogmatic
Respondent 24	5/L	16/H	11/H	Secretive
Respondent 25	10/L	12/H	14/H	Secretive
Respondent 26	15/H	16/H	12/H	Effective
Respondent 27	10/L	12/H	10/L	Task Obsessed
Respondent 28	7/L	14/H	13/H	Secretive
Respondent 29	18/H	12/H	13/H	Effective
Respondent 30	8/L	17/H	10/L	Task Obsessed
Respondent 31	5/L	12/H	9/L	Task Obsessed
Respondent 32	14/H	11/H	5/L	Insensitive
Respondent 33	8/L	10/L	9/L	Ineffective
Respondent 34	10/L	14/H	12/H	Secretive
Respondent 35	11/H	12/H	12/H	Effective
Respondent 36	7/L	10/L	4/L	Ineffective
Respondent 37	12/H	15/H	10/L	Insensitive

Respondent 38	8/L	12/H	12/H	Secretive
Respondent 39	9/L	10/L	8/L	Ineffective
Respondent 40	11/H	19/H	11/H	Effective
Respondent 41	7/L	12/H	10/H	Secretive
Respondent 42	8/L	17/H	10/L	Task Obsessed
Respondent 43	10/L	12/H	10/L	Task Obsessed
Respondent 44	15/H	12/H	14/H	Effective
Respondent 45	8/L	10/L	9/L	Ineffective
Respondent 46	11/H	11/H	11/H	Effective
Respondent 47	10/L	12/H	14/H	Secretive
Respondent 48	13/H	19/H	12/H	Effective
Respondent 49	12/H	14/H	8/L	Insensitive
Respondent 50	8/L	12/H	12/H	Secretive
Respondent 51	12/H	10/L	9/L	Egocentric
Respondent 52	7/L	12/H	10/L	Task Obsessed
Respondent 53	11/H	18/H	12/H	Effective
Respondent 54	9/L	13/H	12/H	Secretive

Personal effectiveness scale, score sheet and the consent form is attached which were used as tools for the study.

PERSONAL EFFECTIVENESS SCALE

The instrument is for your own use. So be frank in your responses. Read each statement given below and indicate against it how much it is true of your behaviour, by using the following guidelines.

Write 4- if it is most characteristic of you, or if you always or most often behave or feel this way;

Write 3- if it is fairly true of you, or you quite often behave or feel this way;

Write 2- if it is somewhat true in your case;

Write 1 -if it is not true or if you only occasionally feel or behave this way;

Write 0- if it is not at all characteristic of you, or you seldom feel or behave this way.

1. I find it difficult to be frank with people unless I know them very well.
2. I listen carefully to others opinions on my behaviour.
3. I tend to say things that turn out to be out of place.
4. I generally hesitate to express my feelings to others.
5. When someone directly tells me how he feels about my behaviour I tend to close up and stop listening.
6. On hindsight I regret why I said something tactlessly.
7. I express my opinions in a group or to a person without hesitation.
8. I take steps to find out how my behaviour has been perceived by the person with whom I have been interacting.
9. I deliberately observe how a person will take what I am going to tell him and accordingly communicate to him.
10. When some one discusses his problems, I do not spontaneously share my similar experiences and personal problems with him.
11. If someone criticises me I hear him at that time, but do not bother myself about it later.
12. I fail to pick up cues about others feelings and reactions when I am involved in an argument or a conversation.
13. I enjoy talking with others about my personal concerns and matters.
14. I value what people have to say about my style, behaviour etc.
15. I am often surprised to discover (to be told) that people were put off, bored or annoyed when I thought they were enjoying interacting with me.

Personal Effectiveness Scale

Score Sheet

A. Enter your responses, below after reversing (*) marked ones.

Original Responses	0	1	2	3	4
Reversed Responses	4	3	2	1	0

Item	Responses	Item	Responses	Item	Responses
1*		2		3*	
4*		5*		6*	
7		8		9	
10*		11*		12*	
13		14		15*	
Total					
	Self Disclosure		Openness to feedbacks		Perceptiveness

B. Write L or H in the parenthesis against each of the three total scores; if the total score is 10 or below, write L; if the score is above 10, write H.

Make one category, out of the eight given below, based on the combination of your three totals. This is your effectiveness type.

Category	Self Disclosure	Openness to feedbacks	Perceptiveness
Effective	High	High	High
Insensitive	High	High	Low
Egocentric	High	Low	Low
Dogmatic	High	Low	High
Secretive	Low	High	High
Task Obsessed	Low	High	Low
Lonely Empathetic	Low	Low	High
Ineffective	Low	Low	Low

**Personal effectiveness of employees in a healthcare (information technology) organisation:
A Study**

Implemented by Dr. Tanveer Singh Nag

Consent Form for Conducting A Study on Personal Effectiveness of Employees

Namaste! I am Dr. Tanveer Singh Nag, representing The IIHMR University, Jaipur to conduct a study on personal effectiveness.

Purpose of the study: This study aims to understand the categories under which the employees of this organisation falls based on their personal effectiveness.

Why you are selected: As I am employed in this organisation, I have been tasked to do a dissertation for completion of my degree. Therefore, I choose to study the personal effectiveness of employees.

Procedure: You are being invited to take part in this study under which you will be given a self administered PE scale to assess the scores for your personal effectiveness. After taking your responses you all will under one respective category of personal effectiveness which will be the analysis of how personally effective you are.

If you agree to participate, you will come together in a focussed group and you will be asked to share your filled up scores with me, so that I will analyse what is the current status of all the employees who took part in the study. You will be asked to assign respective scores against 15 questions.

The participants are requested to fill the score sheets according to their convenience whenever they have time. The expected duration to fill the PE score sheet will not be more than 10 minutes.

Risk and Benefits: It is possible that you may feel that why your are filling the score sheet or it is of no use to you. However, a standard PE scale is used to assess the criteria and it will help you analyse where you have to work upon yourself. Although, if you do not have to answer or take part in the discussion if you feel these are too personal or not useful for you, you are not forced to do so. Your honest responses will be appreciated, because they will be useful to conduct a good and effective study and I assure you it will help you and the organisation in a positive way.

Right to Refuse or Withdraw: You do not have to take part in this study if you do not wish to do so, and choosing not to participate will not affect your situation in any way.

Privacy, confidentiality and anonymity: I will not share information about you or your responses with anyone under any circumstances. Information I am collecting for this study will be kept private and protected securely. The information provided will not serve any other purpose except this study. Also it is also assured that your identity will not be disclosed in the final report because all the data will be presented in the report according to a group. Also it is ensured that

nothing recorded will allow the tracing of your identity or do any harm to you. All the responses obtained from you will be confidential and only I and my mentor will access it. Hence, nobody will ever come to know your identity.

Whom to Contact: If you have any questions, you can ask me now. If you wish to ask questions later, you may contact

Dr. Tanveer Singh Nag

Mobile No- 8107947796

e-mail- tanver91@gmail.com

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