

A STUDY OF CHANGING PERCEPTIONS, UNDER INFLUENCE OF GLOBAL CULTURE: A STUDY CONDUCTED IN PUNJAB, PAKISTAN

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The study was conducted to examine the changing perceptions of personnel about different social threads like loyalty, affiliations, value homogeneity with the business organization, career growth, under influence of global business culture. Likewise, the study also focused on the affects of changing perception on certain behavioural dimensions like change in behaviour, compatibility of change, level of satisfaction, and willingness to impart the change to rest of the society. Some socio-economic and demographic variables were also included to explore their effects on behavioral shift. The study was conducted in 100 export based textile organizations by selecting five personnel of upper and middle lower levels from each organization, who were selected randomly. A sample of 500 respondents was selected randomly. Data were collected through a comprehensive and well-designed questionnaire. Descriptive and inferential statistics were applied for data analysis. Pre-testing was carried out to examine the workability of the measuring instrument. Results showed a significant change in behaviors of people working in export based textile organization. The main reason for this behavioral change was 'changing perception' which influenced by modern business western values. These personnel are further disseminating a new perception in society as a whole. Results showed a significant affect of modern values on the perception of personnel who had some more interaction with global business practices. Social accountability aspects along with social responsibility awareness to corporate level would be very important. Public-private-partnership is vitally important for the promotion and assimilation of modern business values to ensure quality and quantity of the industrial productivity to achieve economic sustainability. Undoubtedly economic development ensures the social development and national solidarity and integrity.

Keywords: Perception, globalization, culture, business organization

INTRODUCTION

The social change does not exempt any nation and individual, more specially in this modern of era rapid change. It is vital and inevitable, however role of assimilation or adoption may differs depending upon the nature of business, type of organization, size of organization, technical level of personnel, and more importantly the value system, the society possess. We can find many intellectual work done in different centuries in different parts of the world; all tried to grasp the same issue. The upcoming changes in society may be of many patterns. This may be 'cumulative' like change in legal system, flexibility in creeds, stratification, food production, or energy consumption. Or this may be in 'diffusion pattern' that deals with the spread of cultural elements. The diffusion process refers to the acquisition of elements of other cultures but in a procedural manner. In every society there are factors that promote change and there are those that strive to maintain the status-quo. In reality both operates simultaneously. These both groups are very much visible in Pakistan. Although, to assess or declare the dominant one is difficult right now but the promoters of modern values seem more organized and systematic. The impact of social change can be viewed by many perspectives like social impact

of technology, response to social change, social globalization, unintended consequence of change, and ways of coping with change. The impact has its own cost endured by the country; mostly this examination includes the economic, social, and psychological cost of change.

The promoters of social change have three aspects; targets, agents, and methods (Vago, 1996). The best target may be conceptualized as the personnel of the business organizations (especially in developing countries like Pakistan) and the same people act as change agents due to their overriding position in society. On the other end social values of a country are always considered as safeguard and a source of integration against any uncertainty and acceptance or rejection of values and innovation of other cultures. The business organizations of a country always considered as source of integrity against contingencies and the places where people of diverse nature work together to meet some common goal. These people of different nature and caliber work at different levels as team members and yield output as productivity; while enjoying various benefits as reward. These organizations are like a tiny world where organizational rules and regulations control their behavior and thinking.

With the advent of unipolar world the control of these domestic businesses is weakening owing to successful and aggressive emergence of globalization. This globalization that originated in developed world has just overwhelmed almost in the entire world. It has been passing through different phases of economic integration and now reached to the stage where different logical grounds have just overcome the domestic business norms. This social change caused by the free market economy has tapped down the all-domestic business norms. It is noted that sociology of local business organizations is emerging (Hashmi, 2004). Power distances are reduced, so people have become more autocratic and target-oriented. Uncertainty avoidance has boosted up the need of specialization vitally important for modern organizations as viewed by Max Weber (1978) and Hofstede (1991). Individuality leads to more competitive behavior and has affected the cooperation spirits. Masculinity has shaped money motive behaviors. All these elements of global business culture have invaded simultaneously with the advent of globalization which has crept inside the local business culture. Day by day, this global business culture is taking its place by weakening or eradicating the various domestic business norms, values, and behaviors. WTO and TQM ensure the stability of this global culture (Hashmi, 2004). The industrial sociology is changed or is in the process of changing. No doubt, this global business culture is of multi facets with dynamic effects. It has changed the entire cognition, black box, and ultimately the whole sociology of an organization (Dessler, 2003). Then these organizations work like a change agent to diffuse this culture in developing societies (Decenzo, 2004).

Evolutionary theories tried to show that all societies in all spheres of social life passed through similar stages of development, moving from less complex, less differentiated stages to more complex and differentiated stages- culminating in the modern industrial, secular society (Durkhiem, 1957). Mainly these theories have been focusing on change; as consequence of an increase of contacts bringing about heterogeneity and disorganization of culture. Judging the evolution theories, there seems to be agreement among theorists that change is natural, directional, imminent, continuous, and necessary and proceeds from uniform causes (Nisbet, 1967). These theories also contained, as all theories do, an implicit ideological component. The general evolutionary approach, because of its emphasis on natural laws and its fixed series of stages, perhaps had a special appeal to political conservatives (Vago, 1996). Sumner, for example, used it to justify the social class system of

the time, maintain that the operation of natural selection has placed the most able groups at the top of the structure. He also believed that people should not interfere with the operation of natural laws and the evolution of society, and thus he opposed all ideas of the possibility of guided social change.

Conflict theorists view change as the outgrowth of inescapable competition for scarce resources among groups in society as advocated by Marx. In Marx's words, "the sum total of these relations of production constitutes the economic structure of society, the real foundation, on which rise legal and political superstructures and to which correspond definite forms of social consciousness. The mode of production in material life determines the general character of the social, political, and spiritual process of life". Conflict is considered inevitable in social systems and is seen by some as a creative source of change and by others as the only possible means of change. The structural-functional theorists have sought in various ways to account for change within the overall framework of society that consists of interrelated (institutions) parts that work together for the purpose of maintaining internal balance. The structural functional paradigm presented by Parson (1968).

Perception is pivotal in understanding behavioral shift in any community. Perception is a way to interpret meaning out of any situations by using sensory impressions (Robins, 1990). Due to work place environment these sensory impressions are in continuous process of change. Contemporary social psychology of any society brings also changes. Ferber (1999) is of the opinion that people's perception are affected by the culture in which they live. He gives an example of an individual who brought up in the middle class family, he is taught values, beliefs, and expected behavior of his family. He further extrapolates the same logic to a business organization. There are major values that organizations advocate and expect the participants to share. This organizational culture change the mind set of that individual, this mind set is 'perception'.

Korczynski (2006) describes that in early age of industrialization 'employer' and 'employee' relationship was casual and turnover was high. This created a 'perception' of urgency between both. Then advent of 'scientific management' further eliminated many unskilled people from work places but enhanced the need of 'skilled people'. This was a creation of new 'perception', out of that both (employer and employee) interpreted all the rules of game in a new style. So 'perceptions' changed again. Employer's more dependency on skilled worker changed his perception from short-run employment to long-run employment

and employees 'perception' changed towards learning more skills for sustainable jobs. This wave evolved in Europe engulfed US and is diffusing across the globe through US based business values. In developing countries, like Pakistan, the biggest manifestation of the change redirected the patterns of employment and unemployment. Many surveys were carried out to identify the causes of jobs losses and their permanent nature.

Employee tenure represents the amount of time that an employee stays with an employer and is very important measure of perception (Korczyński, 2006). Spending longer or shorter time in an organization that all depends upon understanding the need of job, importance of financial and professional growth and development, comfortability level at work place and so on. All these factors are called as 'perception'. In local value system in the context of peculiar political and social history of Pakistan (likely to many developing nations ruled by colonialists) 'perceptions' regarding doing jobs were different. Subsequently, the rural majority of subcontinent played an important role to shape a specific behavior or perception. But now flux of rural to urban migration, industrializations inclination to business education, privatization, and commercialism are clear indicators that 'perceptions' of people are changing. Specially the 'perception' of people who are directly involved in any institutes that is working for the sake of mercantilism (Vallenta, 1996).

In the global business environment, nature of working relationship between employer and employee has been changing continuously and this all is due to change in perception to working people. The changed perception is mainly due to influence of interaction with US based business. The changed perception is further is diffusing in other aspects of people's life and may result in holistic change in perception of masses. Korczyński (2006) viewed this change of perception characterized by the US based business organizations in these words, "changing perceptions are more likely to be traced to developments originating from within the business firm, ostensibly within the control of the executive team". In this study the changing business perceptions of the employees of textile based organizations due to the business interaction with international organizations are explored with following specific objectives:

- To assess the impact of global business culture on the perception of personnel of local business organization.
- To examine the level of satisfaction among the employees of local business organizations with the modern business values.

- To examine the willingness to disseminate new global perception in general society.

MATERIAL AND METHODS

Methodology describes the methodological approaches employed to test the hypotheses. A cross-sectional survey in the Punjab province is conducted in the 100 textile based organizations. Five respondents from each organization from top and middle level management were selected. A well structured questionnaire consisting of open and closed ended questions were prepared in the light of research objectives. Pre-testing of the measuring instrument to examine its suitability and workability also carried out with 20 respondents. In the light of pre-testing necessary correction in the questionnaire were made for gathering meaningful responses. Interviewers having Master degree in the social sciences were recruited for the field work. Training sessions with the interviewers were also conducted to make concepts and questions in the questionnaire understandable. Role play activity for ensuring the interviewers' competency for conducting survey also performed. The researcher and research supervisor personally supervised and monitoring the field research activities. At spot editing was carried out. The study employed descriptive statistics such as frequency distribution, measures of central tendency (mean) and measure of dispersion (standard deviation) to describe and summarize data collected. Inferential statistics such as Chi-square, Gamma tests are used to explore the relationship between predictor and response variables.

RESULTS AND DISCUSSION

Socio-economic and demographic variables were added in order to check the roots one has in the local value system and to see their affect on perception. The duration of working in organization influences the perception of an individual, majority of the respondents had been working in respective organizations for 5 years. Modern values supercede in giving maximum importance to education to any other norm or value. Results show that majority comprised 52.8% had education of master level. The findings reflected the dominant role of the personnel working in export based organizations. Income also affects perception, most of the respondents (34.6%) were earning Rs. 5000-15000 monthly income, but desire of above is like catalyst in changing their perception. Majority of the respondents had urban background, that made one a good adapter to accept any new idea rapidly (Table 1).

Table 1. Percentage distribution of the respondents according to their socio-economic and demographic characteristics

Time Spent in this organization	Frequency	Percentage
Upto 5 years	300	60.0
6-10 years	151	30.2
11 & above years	49	9.8
Total	500	100.0
Mean = 5.53 Std. Dev. = 4.91		
Education of the respondents		
Primary	52	10.4
Matric	7	1.4
Intermediate	32	6.4
Graduation	145	29.0
Master	264	52.8
Total	500	100.0
Monthly Income in Rs.		
5000-15000	173	34.6
15001-25000	143	28.6
25001-35000	64	12.8
35001 & above	120	24.0
Total	500	100.0
Mean = 30373.60 Std. Dev. = 29573.85		
Background		
Rural Area	236	47.2
Urban Area	264	52.8
Total	500	100.0

39.6% of the employees said that they 'consider their organization is superior than other organizations'; this sense of superiority shows Loyalty and Commitment to the organization. A substantial number of the respondents i.e. 42.6% respondents said 'that they share the idea of superiority with their friends. It is emerged that these personnel spread their Loyalty and Commitment to others as well and this is due to global business. When respondents were asked whether they feel affiliations with their organization, majority laid in 'mostly true' by voting for 43.8%. This state of affiliation is a mark of Loyalty and Commitment, and this is due to local value system of collectivity (Hofsted, 1991). Slightly more than one-fourth i.e. 27.6% respondents 'neither agreed nor disagreed' when they were asked whether 'they will remain in this organization, and ready to do the job of any nature'. This shows a trend of high uncertainty avoidance. About 39.8% of the respondents agreed that they have common values with the organization. This matching reflects that the organization had strong business values (culture) and these modern business values also reflected in the personnel's perception. Luthan (1995) identified the effect of modern business organizations on their employees' value system which governs their social,

economic and cultural life. The prevalence of the strong value system in export based organizations proves the "social and behavioral shift" among personnel. Major proportion comprising 42.8% agreed that organizations have strengthened them professionally. This really reflects the change in perception and diffusion of modern business cultural values (Table 2).

Results clearly indicate that majority of the respondents' (31.1%) behaviour is changed due to modern business values. The findings match with Hofstede's (1991) findings. He conducted study on 'differences between organizational and national cultures', and is of the opinion that "when people write about national cultures in the modern world becoming more similar, the evidence cited is usually taken from the level of practices: people wear the same dress, by the same products, and use the same fashionable words (symbols); they watch the same television shows and movies (opinion leaders); they perform the same sports and leisure activities (rituals). These rather superficial manifestations of culture are sometimes mistaken for all there is; the deeper, underlying level of values, which moreover determine the meaning for people of their practices, is overlooked". When respondents were asked whether these modern values are compatible to your local value system, a substantial numbers of the respondents comprised 35.2% strongly agreed. This shows that modern values are already taking place and are changing traditional values in the society. The transition from the traditional business value system to the modern business value system also identified by Richard (1985) in many developing societies. Major proportion (41.4%) of the respondents agreed that this is 'mostly true' that our communication styles are changed, communication reflects the perception of any individual (Manski, 1993). Majority comprises of 35.4% agreed that modern business values have changed their thinking style; that is an indication of behavioural change (Kotler, 2006). Though, most of the respondents (36.4%) were found indecisive about recommending the change to others. Germani (1981) and Zaltman (1977) viewed the presence of resistance to change at the early stage of transition. The change in cultural ideology and behavioral shift is gradual and evolutionary process. However, major proportion of the respondents comprising 45.8% was found 'satisfactory' with new values. This shows the prevalence of positive perception and exposure to modern value system (Table 3).

Table 2. Percentage distribution along with mean and standard deviation regarding the perception
N = 500

I as an employee of this organization	Absolutely Not	Rarely	Neither agreed nor dis-agreed	Mostly true	Absolutely true	Mean	Std. Dev.
	Freq. %age	Freq. %age	Freq. %age	Freq. %age	Freq. %age		
Work more than expectations of my seniors	9.2	16.4	14.2	39.6	20.6	3.46	1.24
Consider this organization is superior than other organization	4.8	10.4	26.8	41.4	16.6	3.55	1.04
Share this idea of superiority with my friends	5.4	9.0	30.2	42.6	12.8	3.48	1.01
Feel many affiliation with this organization	3.4	10.6	24.8	43.8	17.4	3.61	1.00
Will remain in this organization, ready to do the job of any nature	3.0	27.2	27.6	19.0	23.2	3.32	1.19
Feel that I and the organization having common values	1.0	23.0	20.6	39.8	15.6	3.46	1.04
Proudly tell others about my organization	3.4	19.4	15.4	32.4	29.4	3.65	1.19
Find the same nature of the job in another organization, will switch over	9.4	19.2	32.2	23.0	16.2	3.17	1.19
Believes that this organization has strengthened me professionally	3.0	18.2	15.0	42.8	21.0	3.61	1.10
If I leave this organization there will not any bad effect on it	3.4	28.0	24.8	32.8	11.0	3.20	1.07

Scale: 1 = Absolutely Not, 2 = Rarely, 3 = Neither agreed nor dis-agreed, 4 = Mostly true, 5 = Absolutely true

Table 3. Percentage distribution along with mean and standard deviation regarding the behaviour and social shift
N = 500

Behaviour and social shift	Absolutely Not	Rarely	Neither agreed nor dis-agreed	Mostly true	Absolutely true	Mean	Std. Dev.
	%age	%age	%age	%age	%age		
Do you feel any change in your behavior due to modern business values?	8.4	20.4	10.0	29.4	31.8	3.56	1.34
Does this change is compatible to our value system?	1.8	28.4	15.6	35.2	19.0	3.41	1.14
I support this change for rest of the organization	2.0	10.6	36.4	25.0	26.0	3.62	1.04
Do you recommended this change to your family	9.4	31.8	19.6	22.2	17.0	3.06	1.26
Up to what extent you support this change for the whole society?	5.0	20.0	11.0	27.4	36.6	3.27	1.12
Do you support this change for the whole society	2.6	26.6	30.8	21.6	18.4	3.52	1.07
Up to what extent you are satisfied with these modern business values?	1.6	18.8	20.0	45.8	13.8	2.78	1.06

Scale: 1 = Absolutely Not, 2 = Rarely, 3 = Neither agreed nor dis-agreed, 4 = Mostly true, 5 = Absolutely true

Education of the respondents has been emerged as an important indicator of behavioral shift. The respondents who had the lower educational attainment had the low behavioral shift as compared to the respondents with high level of educational attainment. 96.2% of the respondents who had the primary level of education and at the low behavioral shift as compared to 18.6%

of the respondents who had the same level of behavioral shift and had the master level educational attainment. On the other hand 42% who had the master level of education and had the high level of behavioral shift as compared to about 2% of the respondents who had the high level of behavioral shift and had the primary level of education. Findings of

bivariate analysis also indicate that as the level of education increases the percentage of the respondents with regard to behavioral shift also increases. The Pearson Chi square value which is 194.71 significant at 1% level also confirms the significant association between the education of the respondents and the behavioral shift. The tests like linear-by-linear association, and Gamma also confirmed the strong relationship between education and behavioral shift. The education of the respondents also maintains its significance in influencing the behavioral shift in multivariate regression model. The value of the standard regression coefficient (β) is 0.25 significant at 1% indicating the importance of education in predicting the behavioral shift. Several researchers supported the relationship; like Veblen (1919) related productivity of a society and organization with knowledge, while Mackenzie (1996) found that education is everlasting and changes behaviors constructively. Common (1934) called this knowledge sharing process as 'theory of transition' and labeled it inevitable. Weber (1978) accepted the concept and further demanded for a standardized education for prosperous behavioral shift. Abbott (1988) created link between two sources of education, society and business organizations, and further discussed adoption of new values in relation to education (Table 4).

Table 4. Association between education level of the respondents and behavioral shift

Education	Behavioral Shift			Total
	Low	Moderate	High	
Primary	50 96.2%	1 1.9%	1 1.9%	52 10.4%
Matric		6 85.7%	1 14.3%	7 1.4%
Intermediate	8 25.0%	19 59.4%	5 15.6%	32 6.4%
Graduation	15 10.3%	92 63.4%	38 26.2%	145 29.0%
Master	49 18.6%	104 39.4%	111 42.0%	264 52.8%
Total	122 24.4%	222 44.4%	156 31.2%	500 100.0%

Tests

	Value	Df	Significance
Pearson Chi-Square	194.171	8	.000**
Likelihood Ratio	177.362	8	.000**
Linear-by-Linear Association	104.500	1	.000**
Gamma	.473		.000**

** = Highly-significant

The bivariate analysis established the association of income of the respondents with their behavioral shift.

The findings of the bivariate analysis show positive relationship between both of the factors. The respondents who were at low income group were also found at low behavioral shift as compared to respondents who had some high level of income had shown more behavioral shift. To verify the relationship between income and behavioral shift Chi-square test was applied. The values derived out were 81.272, 91.150, and 49.023 respectively for Pearson Chi-square, likelihood ratio, and linear-by-linear association; and all are proved significant at 1% level of significance. Gamma test revealed a positive association at value of 0.392 and significant at 1% level of significance. Edwards and Whalley (2002) found that behavioral change occurs due to inequalities and basic reason of inequality is wages. Card et al (2003) further concluded that professional learning and behavioral change is mainly to cope this inequality in income. Wolff (1992) thrown light on a big sign of behavioral shift in society due to modern business values is increasing trend of commerce and business education (Table 5).

Table 5. Association between income of the respondents and behavioral shift

Income of the respondents (in Rs.)	Behavioral Shift			Total
	Low	Moderate	High	
5000-15000	84 46.2%	83 45.6%	15 8.2%	182 36.4%
15001-25000	23 20.0%	59 51.3%	33 28.7%	115 23.0%
25001-35000	35 33.7%	26 25.0%	43 41.3%	104 20.8%
35001 & above	10 10.1%	54 54.5%	35 35.4%	99 19.8%
Total	152 30.4%	222 44.4%	126 25.2%	500 100.0%

Tests

	Value	df	Significance
Pearson Chi-Square	81.272	6	.000**
Likelihood Ratio	91.150	6	.000**
Linear-by-Linear Association	49.023	1	.000**
Gamma	.392		.000**

** = Highly-significant

Respondents' background was considered as an independent variable that affects behavioral shift. Majority of respondents working on managerial level jobs were found from urban background comprised of 264 (52.8%). In bivariate analysis majority of the respondents (47.3%) from urban background were at

high behavioral shift as compared to the respondents who had rural background (13.1%) and on high behavioral shift. The Chi square, likelihood ratio, and linear-by-linear association values were all significant at 1% with values 127.896, 140.349 and 123.074 respectively. Gamma value is 0.741 that showed positive association between rural background and behavioral shift. The background of the respondents also maintains its significance in influencing the behavioral shift in multivariate regression model. The value of the standard regression coefficient (Beta) is 0.09 significant at 5%. The finding supported by West and Zimmerman (1987) who concluded that people who belonged to urban background are more prone to change and accepts any new value more rapidly than the people who are of rural background (Table 6).

Table 6. Association between background of the respondents and behavioral shift

Background	Behavioral Shift			Total
	Low	Moderate	High	
Rural	107	98	31	236
	45.3%	41.5%	13.1%	47.2%
Urban	15	124	125	264
	5.7%	47.0%	47.3%	52.8%
Total	122	222	156	500
	24.4%	44.4%	31.2%	100.0%

Tests

	Value	df	Significance
Pearson Chi-Square	127.896	2	.000**
Likelihood Ratio	140.349	2	.000**
Linear-by-Linear Association	123.074	1	.000**
Gamma	.741		.000**

** = Highly-significant

The duration or time an employee spent in an organization is quite important to study the behavioral shift. The respondents who had the less employment duration had the low behavioral shift as compared to the respondents with longer employment duration. 36% of the employees who had less duration of employment had been found at low level of behavioral shift as compared to 61.2% who had the high level of behavioral shift and had been working for longer time. Findings also indicated that 17% of the respondents had found on high behavioral shift with less duration of employment as compared to minimal number of about 14% of the respondents who had found on low level of behavioral shift while they had longer duration for their employment. Findings of bivariate analysis also indicate that as the duration of employment increases the percent of the respondents regarding behavioral shift also increases. The relationship between duration of employment and behavioral shift was further verified

by applying chi-square test. Pearson chi-squares value was 97.716 and showed a strong relationship at 1% level of significance. Likelihood ratio and linear by linear association values 107.259 and 76.478, respectively, also significant at 1% level reflecting the importance of duration of employment in behavioural change. Gamma value is 0.620 that also indicated positive relationship at 1% level of significance. The value of standardized coefficient is .150 significant at 1% level, identified duration of employment as important variable. The value also clearly indicates that there is non spurious relationship between duration of employment and behavioral shift. The findings are similar to Hochschild (1983) who concluded that duration of employment of the employees in an organization does affect their social life along with longer duration of an employee in an organization means he is satisfied with working environment. His social and economic needs are properly addressed. Thus level of his satisfaction changes his attitude desired for addressing organizational objectives and compatible with objectives and compatible with modern business culture (Table 7).

Table 7. Association between employment duration of the respondents and behavioral Shift

Employment duration	Behavioral Shift			Total
	Low	Moderate	High	
Upto 5 years	108	141	51	300
	36.0%	47.0%	17.0%	60.0%
6-10 years	7	69	75	151
	4.6%	45.7%	49.7%	30.2%
11 & above years	7	12	30	49
	14.3%	24.5%	61.2%	9.8%
Total	122	222	156	500
	24.4%	44.4%	31.2%	100.0%

Tests

	Value	df	Significance
Pearson Chi-Square	97.716	4	.000**
Likelihood Ratio	107.259	4	.000**
Linear-by-Linear Association	76.478	1	.000**
Gamma	.620		.000**

** = Highly-significant

'Perception', the index variable which is based upon different statements reflecting the perception of people towards the organization they are working in. Perception is identified as an important predictor in predicting the behavioral shift of the personnel working in export based textile organizations. Positive perception lead towards more behavioral shift and considered as high level of perception. The findings of the bivariate analysis indicate that the respondents

who had high level of the perception also had the high level of behavioral shift (64.2%) as compared to the respondents who had the low level of stress and had shown on the high level of behavioral shift (7%). The bivariate analysis also demonstrates as the level of positive perception increases the percent of the respondents regarding behavioral shift increases; it indicates that there is positive relationship between level of perception and behavioral shift. So why as the level of perception increases the behavioral shift also increase. Chi square value, likelihood ratio, linear-by-linear association and Gamma values also establish the significance of the relationship between the stress and behavioral shift at 1% level. This relationship also identified by many researchers. Vallento (1996) concluded that perception of people who work in business organizations are changing; he cites many indicators like rural to urban migration, industrialization, commerce education, privatization, etc. Korczynski (2006) concluded that this change in perception is due to emerging US based business organizations (Table 8).

Table 8. Association between 'Perception and Behavioral Shifts'

Perception	Behavioral Shift			Total
	Low	Moderate	High	
Low	80	40	9	129
	62.0%	31.0%	7.0%	25.8%
Moderate	32	144	61	237
	13.5%	60.8%	25.7%	47.4%
High	10	38	86	134
	7.5%	28.4%	64.2%	26.8%
Total	122	222	156	500
	24.4%	44.4%	31.2%	100.0%

Tests

	Value	df	Significance
Pearson Chi-Square	202.597	4	.000**
Likelihood Ratio	188.851	4	.000**
Linear-by-Linear Association	148.058	1	.000**
Gamma	.715		.000**

** = Highly-significant

CONCLUSIONS

People who are working in export based textile organizations are more prone to behavioral change. Under the situation these employees take a new direction that may shape and change the behavior of some one. These modern business values and culture add comforts in life by ensuring the professional success of the employees. Out of these comforts an employee who is also an active member of the society (due to his prosperous status in an uncertain

environment like Pakistan) becomes change agent and further diffuses these new values in the society. Perception is among the most important and broader dimensions of societal and behavioral change. On the contrary to the local social norm, the research found that employees have become more planned, systematic, and scientific in their thoughts and they are also disseminating these changes to the in the entire society and influences nature and structure of the social fabrics of the society. Social accountability aspects (such as SA 8000) along with social responsibility awareness to corporate level would be very important. Public-private-partnership strategy can make diffusion of good modern values into public sector institutes that has been proving less efficient for years. A full fledged symposium by Non Governmental Development Organizations (NGDOs) can be arranged to eradicate the prevailing misconception about modern values among people of backward areas.

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