

Organisation Behaviour

UNIT-V Group, Team & Leadership

Dr. Manoj Kumar

Definition of a Group

- Two or more individuals, **interacting regularly** and who have **come together to achieve particular objectives.**

Robbins

- A **collection of people** who share most a **sense of shared purpose, interdependence, interaction and ability to act in a unitary** manner. **Mullins**

Factors of Group Formation

1. **Psychological**- interest, personality, perception matching with other individuals
2. **Social**- to satisfy the religion, caste & culture related social need.
3. **Security** - the feeling of insecurity over unexpected developments such as sudden health problem, termination, suspension or local problems. Happen especially at new place.
4. **Economic**- accidental or obligatory needs like money for marriage, medical care, house construction etc.
5. **Interaction, interest and influence**- similarity of job increase the interaction and sittings together.

Theories of group formation

- 1. Propinquity-** (Nearness/closeness) Individuals affiliate with one another because of **geographical proximity**. People who work in the same area of the plant or office **close to another would more probably form into groups**.
- 2. Homans Theory** (George C. Homans)- group formation is **based on 3 elements** namely , **activities, interaction and sentiments**. People interact for various activities and goal accomplishments during which they develop common sentiments for one another and it results in informal group formation.
- 3. Balance Theory** (Theodore Newcomb)- persons are **attracted to one another** on the basis of **similar attitudes towards common object** and goals.
- 4. Exchange theory of Reward and Cost Outcome**(Thaibaunt & Kelly)- outcome of interaction is

CLASSIFICATION OF GROUPS

Formal- formed by the organisations in order to help the org to achieve its specific goals(eg-quality control group, discipline committee, purchase committee, etc.

Types of Formal Groups:

1.Command Group- based on basic reporting relationship in org.(finance, personnel, mkt.) leader of command group plays important role.

Formal Group

- 2. The committees-** collection of people brought together by the organisation to accomplish goals. It is **dispersed after goal achievement.**
- 3. The team-** formed for some specific purpose. It has **high level of interaction** and work together very intensely to achieve goal.
- 4. Self managed work teams-** **team itself responsible to accomplish its goals.** Team is empowered to discipline its members. Hiring and firing is done by team itself.

Informal

All groups that are neither formally structured nor organisationally determined. They emerge naturally in org. it is just like shadow of the formal org.

TYPES

- 1. Friendship groups-** group of those who **enjoy each other's company and love to socialize with each other** on the job or off the job.
- 2. Interest group-** people form **on the basis of common interest** or goal to achieve. The interest of the members may be ignored or neglected by the organisation. Members of this group try to achieve their goal by uniting their efforts.

WHY DO PEOPLE JOIN GROUPS?

- Security
- Status
- Self-Esteem
- Affiliation
- Power
- Goal Achievement

Group Dynamics

- Group dynamics are the **forces that emerge and take shape** as members interact with each other over the life of a group.
- Group dynamics is the study of groups and its processes. It includes various relevant fields of **psychology, sociology and communication** studies.
- Group dynamics is primarily concerned with small group behaviour which **include norms, roles, relations, development, need to belong, social influence and effects on behaviour**.

STAGES OF GROUP DEVELOPMENT

The Five-Stage Model

- **Stage 1 Forming** - great deal of **uncertainty** about the groups **structure, purpose and leadership**.
- **Stage 2 Storming** - **intragroup conflict, Resistance** to the constraints that the group imposes on individuality. Conflict over **who will control the group**.
- **Stage 3 Norming** - **close relationships develop** and the group demonstrates **cohesiveness**. Strong **sense of group identity**.
- **Stage 4 Performing** - **structure is fully functional and accepted**. **Emphasis is on performing** the task.
- **Stage 5 Adjourning** - group prepares for its demobilization. Attention is directed towards **wrapping up activities**.

Group Norm

- Norm is a principle of right action binding upon the members of a group and serving to guide, control or regulate proper and acceptable behaviour.
- Rules of behaviour that are the part of the ideology of the group norms –
 - tend to reflect the values of the group
 - specify the proper and inappropriate actionsas well as reward and punishment.

Advantage of Group Norms

1. Enable the groups to accomplish their goals
2. Help the group to control and regulate the behaviour of its members.
3. Enables a group to survive in the phase of threat and competition from other groups.
4. Helps the group and its members to express group's values and give the group a unique identity.
5. Enhance the predictability of the group members in terms of performance & appearance.

Types of Norms

1. **Performance norms**- how to do the job?; expected level of outcome; how hard members should work?
2. **Appearance norms**- appropriate dress when together; loyalty to the work group; when to look busy
3. **Social interaction norms** – with whom can we be socialise?; who can we be friends with on and off the job?; regulates social interactions inside and outside the group.
4. **Resource allocation norms**- who should be assigned to job?; how much pay increase should each member get?; who should receive the next

GROUP STRUCTURE

- **Norms** - Acceptable **standards of behaviour** within a group that are shared by the groups members.
- **Status** - A socially defined **position or rank given to groups or group members** by others.
- **Size** of the group
- **Social Loafing** - The tendency of individuals to expend less effort when working collectively than when working individually.

GROUP STRUCTURE-

Composition

Most group activities require a **variety of skills and knowledge.**

Research studies show that **heterogeneous groups** (those composed of **dissimilar individuals** in terms of **gender, personalities, opinions, abilities, skills and perspectives**) are likely to perform more effectively.

Group Cohesiveness

- It represents the bonding among the members of the group.
- Factors affecting group cohesiveness:-
 1. Degree of dependency- more dependency more attraction and more cohesiveness
 2. Size- Inverse relationship (small size-more cohesiveness)
 3. Homogeneity & stable membership- stable relationship enhance cohesiveness
 4. Location of the group- if the members are located close to each other, they interact frequently & freely. Group cohesion would be high.

Group Cohesiveness

5. Group status- a group with high status and with high success is more attractive to its members.
6. Group leadership- qualities of the group leader determine the cohesiveness.
7. Competition- affects the group cohesiveness
8. Outside pressure- increase cohesiveness to face the challenge.

Group Cohesiveness

- The **attractiveness** of a group to its members and their **desire to retain membership**.
- To Encourage Group Cohesiveness:-
 - **Make the group smaller.**
 - **Encourage agreement with group goals.**
 - **Increase the time members spend together.**
 - **Increase the status of the group.**
 - **Stimulate competition with other groups.**
 - **Give rewards to the group rather than the members.**

GROUP PROCESSES

- Group process includes the various aspects within a group like:-
 - communication patterns
 - group decision making process
 - leader's behaviour
 - power ,
 - conflict, interactions etc.
- Group process is important to understand group behaviour.
- It also involves **Synergy** and **Social loafing**.

Synergy & Social Loafing

- **Synergy**- is two or more things working together in order to create something that is bigger or greater than the sum of their individual efforts.
- **Social loafing**- it is the phenomenon of a person putting less effort when they are part of a group. Members of the group contributes less, than would if they were individually responsible. This is one of the main reasons groups are sometimes less productive.

GROUP DECISION MAKING

Why Decision? (Herbert Simon's Contribution)

Which decision making style is good?

it depends on what criteria you want to emphasize:-

- Effectiveness Criteria;
- Number of ideas and Quality of ideas;
- Speed; (time)
- Task orientation;
- Feelings of accomplishment;
- Social pressure; Money / costs;
- Commitment to solution;
- Group cohesiveness, etc

Characteristics of group decision making

- It must be carried out
- It must be democratic or participative
- It must be based on facts and opinions both.
- It must be understood by all the members in the same way.

Group Decision Making Vs. The Individual

Which one is better? Answer depends on a number of factors.

Group D. Making-

- Generate more information and knowledge;
- offer increased diversity of views;
- generate higher-quality decisions;
- lead to increased acceptance of a solution.

Weaknesses –

- Time-consuming;
- Conformity pressures; (traditionalism)
- Discussion can be dominated by one or two members;
- Ambiguous responsibility

Decision making process

- **Define problem** – identify root cause, limiting assumptions
- **Determine requirements-** acceptable conditions, what must be(quantity, quality)
- **Establish goals** - want and desire (according to requirement)
- **Define criteria** – must be based on the goals , meaningful, few in number
- **Identify alternatives-**
- **Evaluate alternatives-**
- **Validate solution-**

OR

- [Problem Identification- collection of data – setting parameters – designing options – evaluation – selecting the best one – **implementation – follow up – feedback**]

GROUP DECISION MAKING TECHNIQUES

- **Brainstorming** - An idea-generation process where group members interact face-to-face and analyze all alternatives.
- **Nominal Group Technique** - Members meet face-to-face to pool their judgments in a systematic manner.
- **Electronic Meeting** - A meeting where members interact on computers, allowing them for comments and aggregating of votes.

TEAMS & TEAM BUILDING

- What is team?
- What are the characteristics of team?
- What is team work?
- What is team building?
- What are the team advantages and disadvantages?
- What are the problems faced by team process.
- What can be done to improve team process?
- What are the types of teams?

What is team?

- A **team** may be defined as a group of two or more people who interact and influence the members for the achievement of common goals.
- **Steven and Mary Ann Von** have defined team as a group of two or more people who interact and influence each other, are mutually accountable for achieving common objectives and perceive themselves as a social entity within an organisation.

Characteristics of the Teams

- A group of two or more persons
- Regular interaction among members
- Influence the behaviour of team members
- Mutually accountable
- Interdependent
- Social entity
- Achievement of common goal
(frequency of interactions, influence and task nature may determine the formation of group i.e. formal, informal, long term or short term)

Advantages & Disadvantages of Team

- Multiple ideas for solving problems, making it easier to resolve issues. Slows down the problem-solving process because of discussion & disagreements. As a result, deadlines may be compromised.
- Provides wide pool of talents, letting members work together to complete tasks. But there is a challenge for employees who prefer working alone or not comfortable in a group.
- Divergent skills strengthen bonding between employees and improves their job satisfaction. But it allows some team members to do less work than others.

Types of Teams

On the bases of purpose, power and period, **Mohrman** has classified teams into the following:-

- 1. Problem solving team-** also known as corrective action team, it is constituted to solve some specific problems of an organisation or department. (Eg. Quality circles)

Types of Teams

2. **Self managed team-**

- this is natural work group which is given autonomy and asked to control its behaviour and produce significant results.
- It is also called **autonomous** or **empowered team.**
- It is characterised by empowerment, self plan, self goal, self inspection & self responsible for the results.

Types of teams

3. Cross functional team-

- It is made by the members of different departments or functional areas which are related to each other.
- These are formed where individual department teams are unable to resolve the problem.
- Such teams are disbanded when the problem is solved.

Types of teams

4. Time based team-

- **temporary** teams- which are formed for some specific purpose and disbanded after completion of job(like product design team).
- **permanent** teams- are tend to be permanent part of organisation(like team related to effective customer service).

5. Virtual Teams

Problems faced by team process

- Increased emphasis on teams and team work
- Present challenges to people accustomed to more traditional ways of working.
- Creates complications due to multiple and shifting memberships.
- New members are concerned about the issues of: • Participation • Goals • Control • Relationship

What can be done to improve team process?

Task activities which include-

- Initializing discussion.
- Sharing information.
- Asking information of others.
- Clarifying what has been said.
- Summarizing the status of team.

Maintenance activities include-

- Encouraging the participation of others.
- Trying to harmonize differences of opinion.
- Praising the contributions of others.
- Agreeing to go along with a popular course of action

Team building

- Team building refers to shaping of the team for smooth functioning.
- According to **Steven and Mary Ann Von**, team building is any intervention directed towards improving the development and functioning of a work team.

Hence, the process of team building aims at enhancing the effectiveness of a team.

Team building

- **Pareek Udai** has suggested following **approaches for team building**:-

1. The Johri Window Approach-

- this approach aims at helping members to express their feelings, opinions, reactions and accept feedback from team members.

- This enhances their sensitivity towards the team members.

Team building

2. **The role negotiation approach-**

- focuses on understanding the expectations of the team members and accommodating their behaviour according to the expectations.
- This enhances the collaborative effort of the team members.

3. **The team role approach-** this approach advocates that there are certain roles which each member is expected to perform.

Team building

4. The behaviour modification approach-

- this approach focuses on examining members behaviour towards the team.
- the individual member evaluates his/her own behaviour and finds out the most suitable behaviour towards better performance of the team.

Team building

5. Simulation approach-

- in this approach an artificial team is formed where members interact, discuss, deliberate and learn from other members behaviour.
- in this, team members learn the most effective way of dealing with the challenges and meet the requirements and the expectations of team members.

Team building

- 6. The action research approach-** In this, the whole behaviour is analysed and evaluated. The researcher interacts with the team members and evaluates their behaviour. The effort is made to find out most suitable behaviour of the team members.
- 7. The appreciative inquiry approach-** it focuses on the identification of positive qualities in the team members. The effort is made to channelize these positive qualities towards the achievement of the team goal.

Team building

8. Projection into future-

Team members prepare common vision of the team. The team members may be encouraged to make effort towards realising them.

9. Linkage with individual goals-

Each person has his/her individual goal as well as team goal. Therefore, individual goal must be integrated with the team goal. This brings harmony in the team effort and enhances the performance of the team.

Team building

10. **Force field analysis** – several forces influence the performance of the team. Team members are required to analyse these forces and identify them. The favourable forces are channelized for the achievement of team goal.
11. **Strengthening positive forces**- identifying the positive forces and strengthening them for achieving team goals.
12. **Monitoring**- monitoring of detailed plans and targets to be achieved.

How team building works?

Five step process:-

1. Problem or opportunity in team effectiveness.
2. Data gathering and analysis.
3. Planning for team improvements.
4. Actions to improve team functioning.
5. Evaluation of results

Team effectiveness

- It represents to what extent team is successful and work effectively than others.
- **It includes:-**
- The **degree to which** the objectives of the team are achieved;
- The **degree to which** the team achieves the needs and well being of its members;
- And the ability of the team to survive.

Team effectiveness depends on-

Team effectiveness relates to the following:-

Organisational Environment-

- Reward system
- Communication
- Physical space
- Organisational environment
- Org. structure
- Org. leadership

Team effectiveness depends on-

Team design-

- Task characteristics
- Team size
- Team composition

Team process-

- Team development
- Team norms
- Team roles
- Team cohesiveness

Difference between Group & Teams

Base	work group	team
Accountability mutual	individual	individual &
Focus on	individual goal	team goal
Work	individual	collective
Interaction	general	frequent
Concern with outcome	one's outcome	team & ones
Integration integration	integration	high

Organisation Behaviour (Leadership)

Dr. Manoj Kumar

INTRODUCTION

- Leadership is the one of the most important function of management.
- Leading involves directing, influencing & motivating employees to perform.
- DEFINITION : According to **Peter Drucker**, “ Leadership is shifting of own vision to higher sights, the raising of man’s performance to higher standards, the building of man’s personality beyond its normal limitations.”

Definition

- Leadership is the ability to develop a vision that motivates others to move with a passion toward a common goal.
- Leadership is a process by which a person influences others to accomplish an objective.
- Leadership is ultimately about creating a way for people to contribute to making something extraordinary happen.

Definition

Leadership is the result of leader himself, situation and the followers. Which can be shown in the following equation.

$$\mathbf{Leadership = l \times c \times s \times f}$$

Where

l = leader

c = communication

s = situation

f = followers

Four factors of leadership

- **Leader** -You must have an honest understanding of who you are, what you know and what you can do. To be successful you have to convince your followers and your superiors.
- **Follower** -You must know your people. You must have a good understanding of human nature, such as needs, emotions and motivation.
- **Communication**- You must have effective communication. Bad communication harms the relation between leader and employee.
- **Situation**-You must use judgment to decide the best course of action and the leadership style needed for each situation. What we do in one situation will not always work in another.

Characteristics of Leadership

- process of influencing behaviour, attitude and belief of followers or subordinates
- Involves interaction between leader and followers
- focus is on common goal achievement
- Related to situation
- It exists only with the followers

WHO IS A LEADER.....?

- One that leads or guides.
- One who is in charge or in command of others.
- One who heads a political party or organization.
- One who has influencing power, especially of a political nature.

CHARACTERS OF LEADERSHIP

- **Empathy** (sympathy)- Must be able to understand
- **Consistency**- regularity towards goal achievement
- **Honesty**- in all the aspects and transparency
- **Direction**- towards goal achievement
- **Communication**- for better functioning
- **Needs support from all**- to achieve goal
- **Assume obligation**- commitment towards

DIFFERENCE BETWEEN MANAGER & LEADER

MANAGER

- Oversees the current process well
- Must achieve balance
- Thinks execution
- Comfortable with control
- Problems are just that & need solution

LEADER

- Impersonal
- Wants to create the future
- Needs to make change
- Thinks ideal
- Welcomes risks
- Sees problems as opportunities
- High emotional intelligence

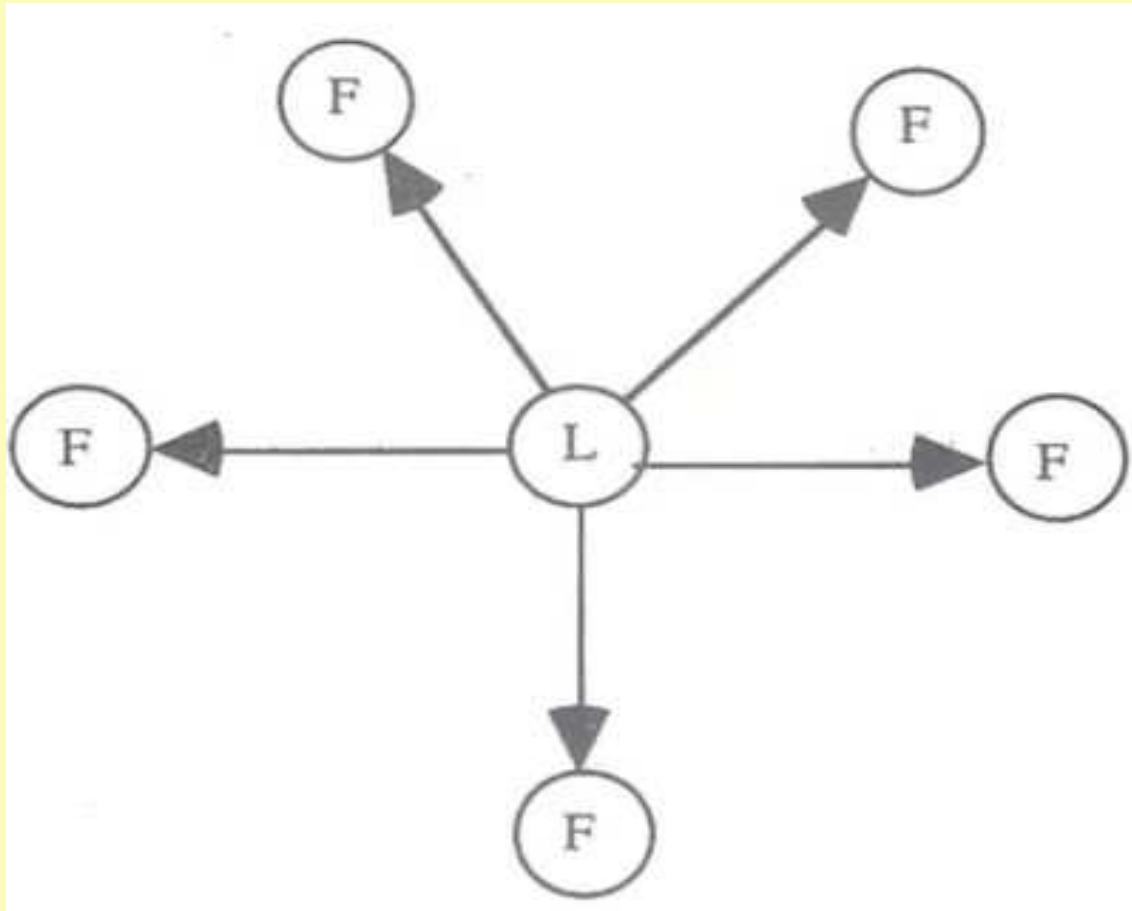
IMPORTANCE OF LEADERSHIP

- **Providing inspiration** - for higher performance
- **Developing team spirit**- inculcates sense of collectiveness and forces people to work as a team
- **Facilitating change** – prepares people for change
- **Building morale**- shapes thinking and attitude of the group and maintains discipline
- **Initiating action** – towards goal achievement
- **Providing guidance** – to the followers
- **Creating confidence** – among individuals by providing psychological support
- **Co-ordination** – for smooth functioning
- **Making effective plans** – task of leadership

Styles of Leadership

- There are three major styles of leadership (U.S. Army Handbook, 1973) :
Authoritarian or autocratic; Participative or democratic; Delegative or Free Reign
- **Autocratic**– The authoritarian leader makes decisions alone as power is centralized in one person. Decisions are enforced using rewards and the fear of punishment. it is an abusive, unprofessional style called “bossing people around”

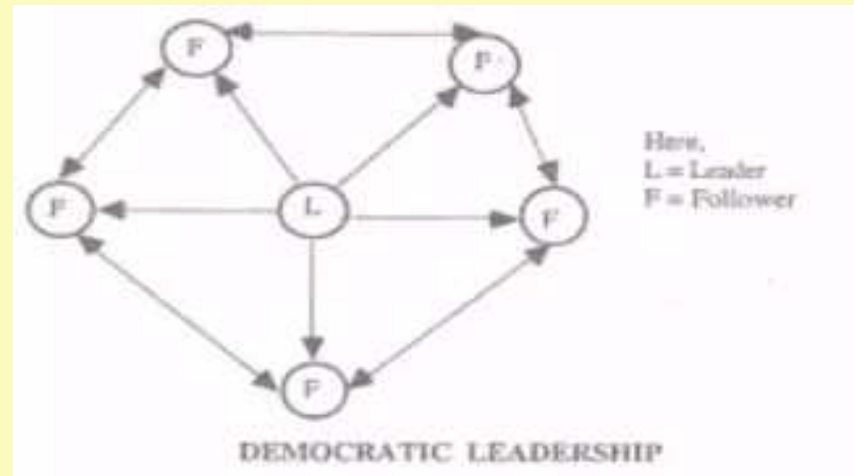
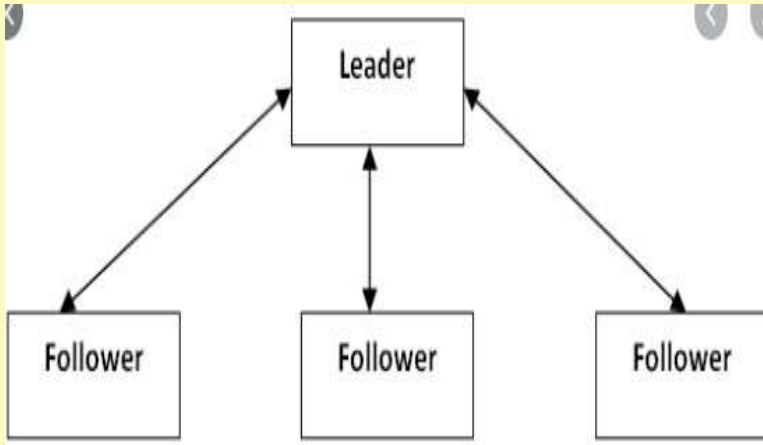
Styles of Leadership



Styles of Leadership

- **Democratic-** The participative leader includes one or more employees in the decision making process. Communication flows freely; suggestions are made in both directions. The participation encourages member commitment to the final decision.

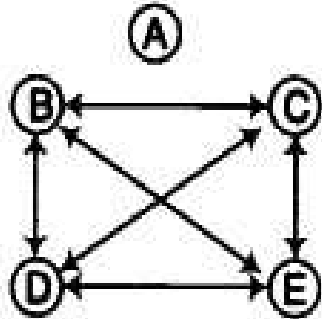
Styles of Leadership



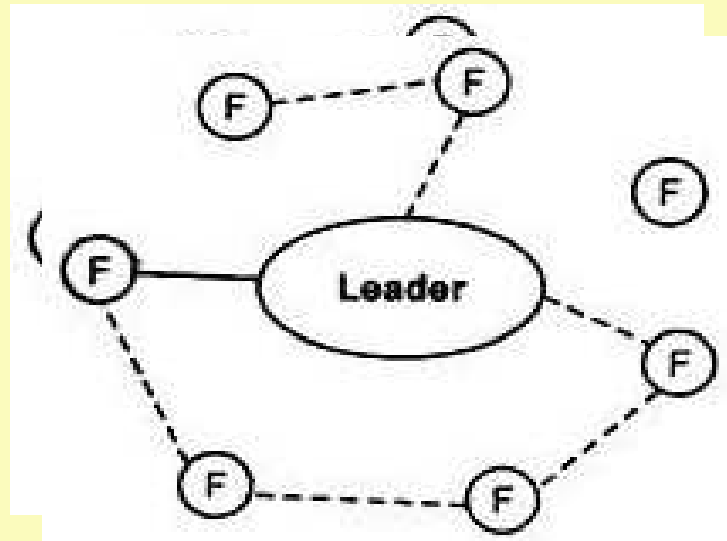
Styles of Leaderships

- **Laissez-faire-** The **free-rein** leader gives power to subordinates to make the decisions. However, the leader is still responsible for the decisions that are made. This is used when employees are able to analyze the situation. **Deligative style** is generally not useful for the organisations.

Styles of Leadership



Subordinate - Centred - Leadership
(A is the leader, who avoids use of power and gives freedom to subordinates)



Theories of Leadership

1. Traditional Theory of Leadership

or

Great man Theory of Leadership

or

Charismatic Theory of Leadership

“Leaders are born”

[charisma=greek word = gift; god gifted]

[high level of self confidence and strong conviction(desire) in his belief, ability to convince]

Theories of Leadership

2. **Trait Theory**(became popular in 1930-50)

“Leader are not born they can be made”

- Physical appearance ;
- Intelligence ;
- Emotional stability;
- Motivating skills;
- Technical skills;
- Communicative skills;
- Social skills]

Theories of Leadership

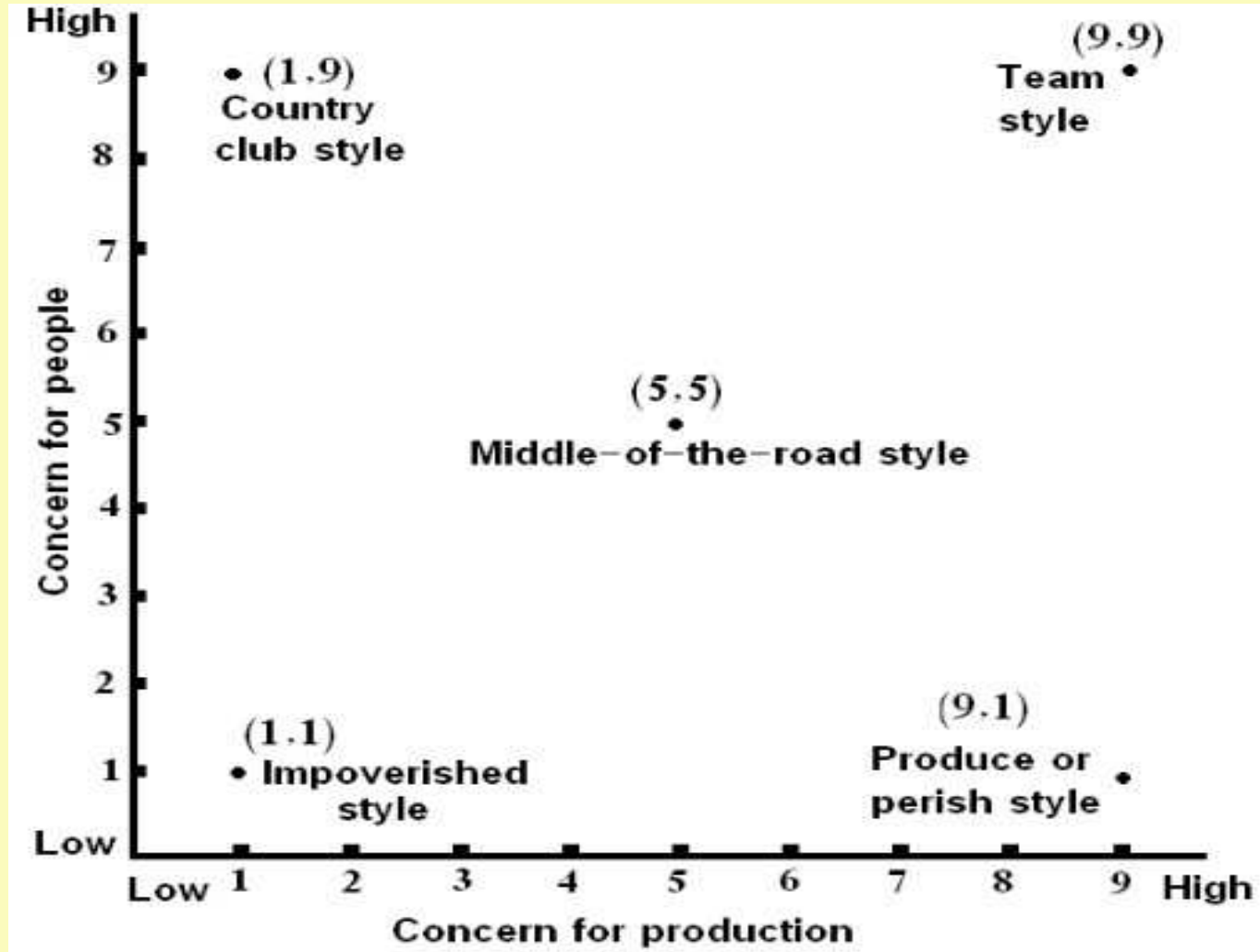
3. Behavioural Theory:-

- it focuses on leaders role behaviour.
- Leadership is the result of leader's act rather than his traits.
- This theory has some implications for managers. They can shape their behaviour which appears to be functional.
- There are two popular models of behavioural theory-Managerial Grid & Ohio State University Studies

The managerial grid

- The **managerial grid** model (1964) is a style **leadership** model developed by **Robert R. Blake and Jane Mouton**.
- This model originally identified five different **leadership** styles based on the concern for people and the concern for production. The optimal **leadership** style in this model is based on Theory Y.

Managerial Grid

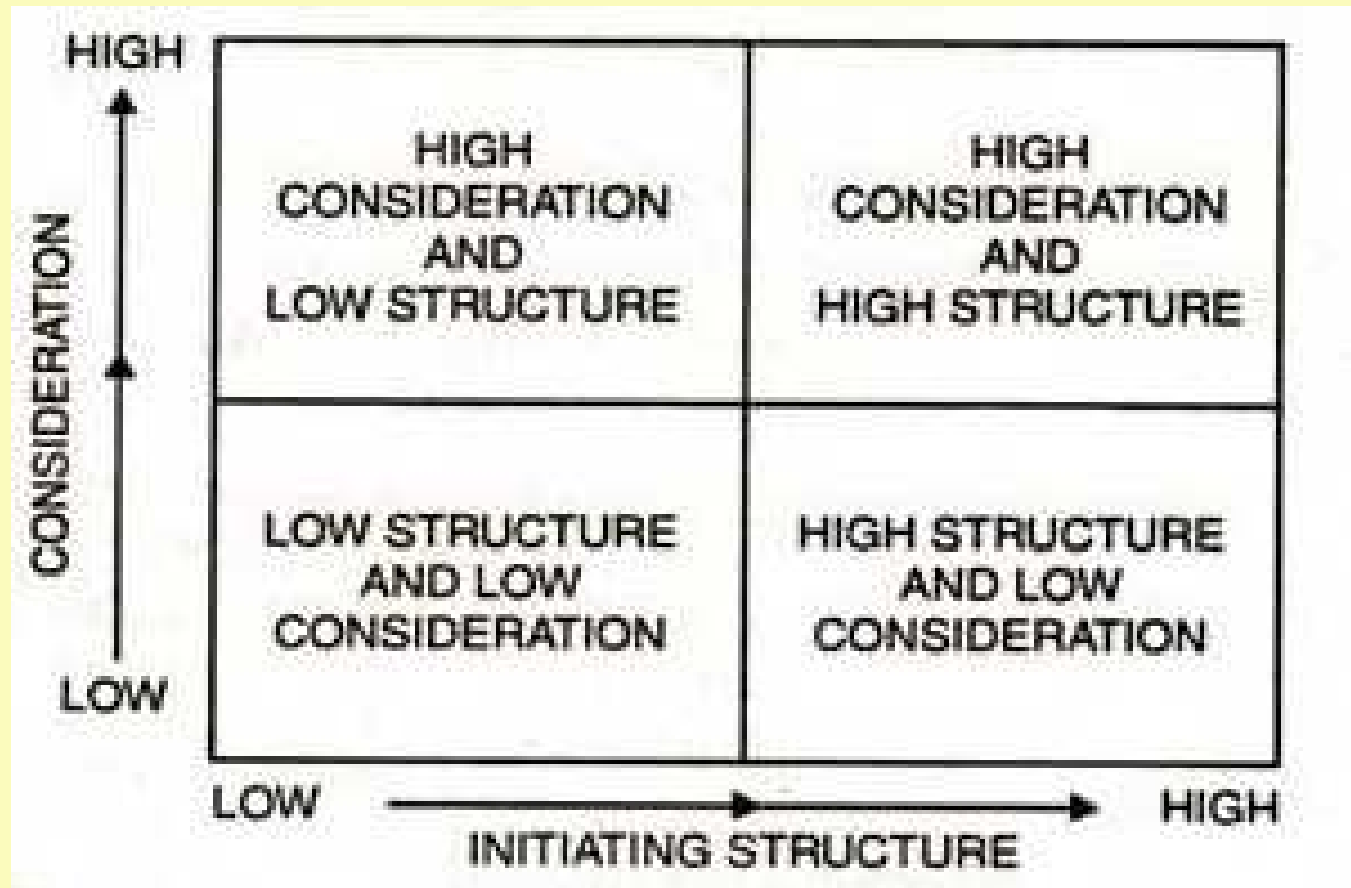


Ohio State University Studies

A series of **studies on leadership** was done by **Ohio State University** in 1945 to identify observable behaviors of **leaders** instead of focusing on their traits.

They found two critical characteristics of **leadership** either of which could be high or low or independent of one another.

Ohio State University Studies



Situational leadership

- **Situational leadership** is a **leadership** style that has been developed and studied by **Kenneth Blanchard and Paul Hersey**.
- **Situational leadership** refers to when the **leader** or manager of an organization must **adjust his style to fit** the development level of the followers he is trying to influence.

- The fundamental principle of the situational leadership model is that there is **no single "best" style of leadership.**
- Effective leadership is task-relevant, and the most successful leaders are those who adapt their leadership style **to the *performance readiness*** (ability and willingness) of the individual or group they are attempting to lead or influence.
- Effective **leadership varies**, not only with the person or group that is being influenced, but it also depends on the task, job, or function that needs to be accomplished.

Assignment

Q. 1 – What are the factors affecting group formation? Discuss.

Q. 2 – What are the stages of group formation? Discuss.

Q.3- What do you mean by cohesiveness? And how is it important for the group and organisation?

Submit on Tuesday 24.03.2020 on my email id manojkumarmk@its.edu.in

Unit 2

Perception, Attitude, Values &
Motivation

Concept of Behaviour

- Is what a person does in a particular situations
- Overt Behaviour (Observable and Measurable) (Decision making, working on machine)
- Covert Behaviour (Non-Observable and Immeasurable) (perception, feelings)

Covert Behaviour is responsible for shaping and influencing overt behaviour.

Therefore, understanding of total behaviour is important

Assumptions about Human Behaviour

- Individual differences
- The whole person
- Causation of Behaviour
- Human Dignity

Determinants of Human Behaviour

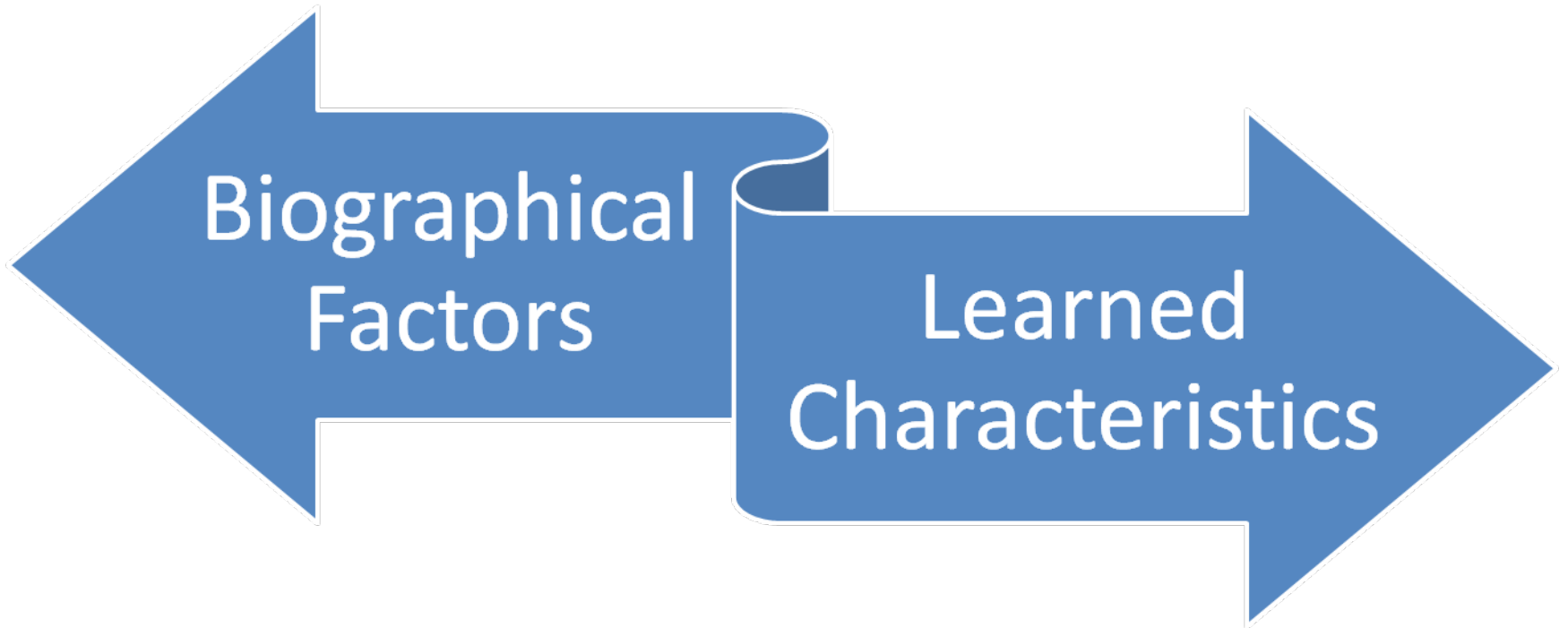


Personal
Factors

Environmental
Factors

Organizational
Factors

Personal Factors



Environmental Factors

- Economic Factors
- Socio Cultural Factors
- Political Factors
- Legal Environment

Organizational Factors

- Leadership
- Reward System
- Organization structure and design
- Physical Environment

Perception

**“ WE DON’T SEE THINGS
AS THEY ARE, WE SEE
THINGS AS WE ARE.”**

What Is Perception, and Why Is It Important?

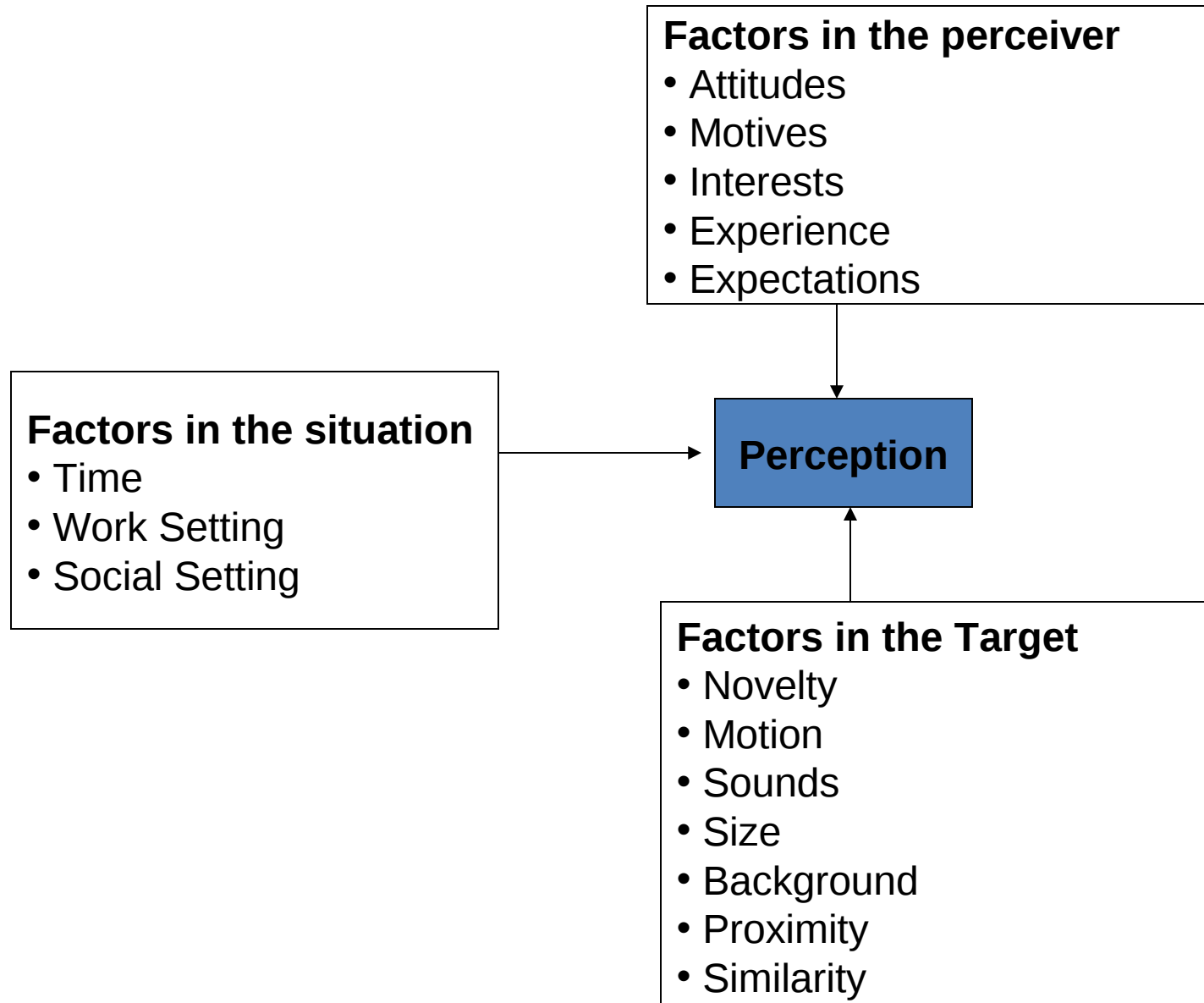
Perception

A process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.

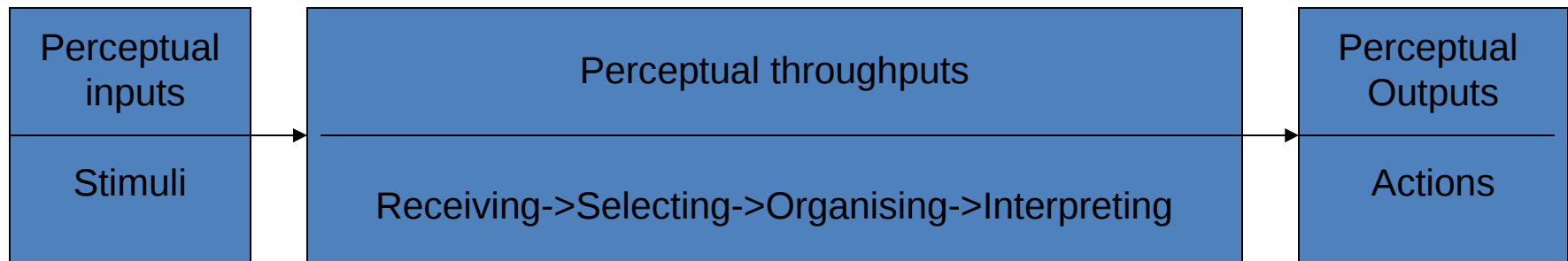
It is a cognitive process

- *People's behavior is based on their perception of what reality is, not on reality itself.*
- *The world as it is perceived is the world that is behaviorally important.*

- **Factors influencing Perception**



PERCEPTUAL PROCESS...



Simplified process of perception

• **Perceptual Process**

Receiving Stimuli
(External & Internal)

Selecting Stimuli
External factors : Nature,
Location, Size, contrast,
Movement, repetition, similarity
Internal factors : Learning,
needs, age, Interest,

Interpreting
Attribution , Stereotyping,
Halo Effect, Projection

Organizing
Figure Background ,
Perceptual Grouping
(similarity, proximity,
closure, continuity)

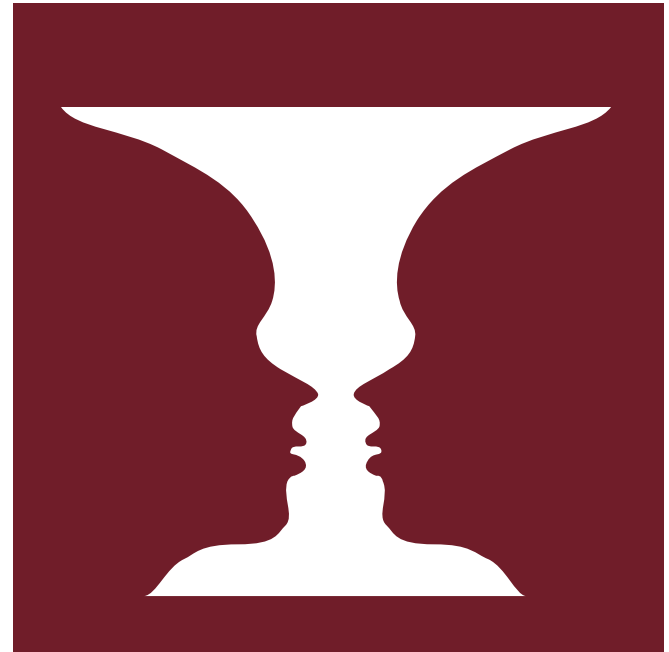
Response
Covert: Attitudes ,
Motivation,
Feeling
Overt: Behavior

Perceptual organization

- It is the process by which we group outside stimuli into recognizable and identifiable patterns and whole objects.
- Certain factors are considered to be important contributors on assembling, organizing and categorizing information in the human brain. These are
 - Figure ground
 - Grouping
 - Simplification
 - Closure

Figure-Ground Illustration

- Field-ground differentiation
 - The tendency to distinguish and focus on a stimulus that is classified as figure as opposed to background.



Managerial Application of Perception

- Selection of employees
- Interpersonal Working relationship
- Performance appraisal
- Delegation of authority
- Organizational change and development
- Project management

Attitude

Attitudes are evaluative statements either favourable or unfavourable concerning objects, people or events. They reflect how one feels about something.- **S.P. Robbins**

Components of Attitude

- 1. Informational or cognitive component**
 - It consists of beliefs, values, ideas and other information a person has about the object.
- 2. Emotional or affective component** – involves personal feelings positive or negative about the object.
- 3. Behavioural component-** tendency of a person to behave in particular manner

Sources of Attitude

- Direct Personal Experience
- Association (with an old attitude)
- Family and peer groups
- Neighbourhood
- Economic status and occupation
- Social classes

Attitude for OB

- Job satisfaction
- Job involvement
- Organisational commitment

Values

- Values are beliefs that guide actions and judgments across a variety of situations.
- Values represent basic convictions that a specific mode of conduct socially preferable to an opposite mode of conduct.
- Desirable criterion or standard a person possesses.
- It is a part of culture; learned response; inculcated; social phenomenon

Sources of Values

- Family Factor
- Social factor
- Personal factor
- Religious factor
- Cultural factor
- Life experience

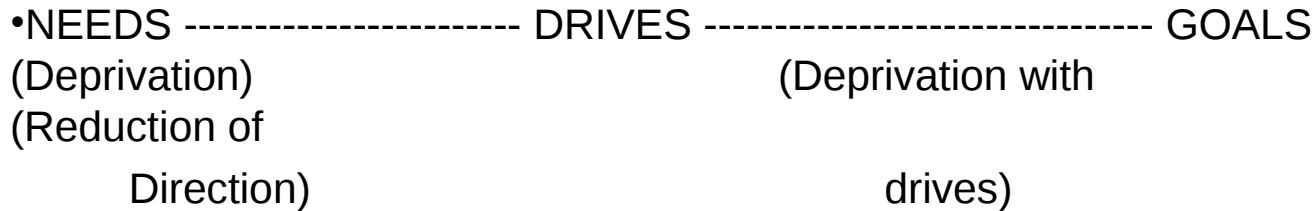
Importance of values

- Lays foundation for understanding attitude and motivation
- Influences perception of an individual
- Influences manager's decision
- Influences attitudes and behaviour

Motivation

- Motivation is a basic psychological process.
- Technically, the term ‘motivation’ can be traced to the Latin word ‘movere’, which means “to move”.
- The key to understanding motivation lies in the meaning of, and relationship between, needs, drives, and goals.

THE BASIC MOTIVATION PROCESS



•**Needs:** The best one-word definition of a need is deficiency. For example, a need exists when a cell in the body is deprived of food and water.

•**Drives:** Drives or motives are set up to alleviate needs. A drive can simply be defined as a deficiency with direction. The examples of the needs for food and water are translated into the hunger and thirst drives, and the need for friends becomes a drive for affiliation.

•**Goals:** At the end of the motivation cycle is the goal. A goal in the motivation cycle can be defined as anything which will alleviate a need and reduce a drive. Food, Water and Friends are the goals in our examples.

TYPES OF MOTIVES

- **Primary Motives:** Hunger, thirst, sleep, avoidance of pain, sex etc. are classified as primary motives.
- **General Motives:** The motives of competence, curiosity, manipulation activity, and affection are called general motives.
- **Secondary Motives:** Power, achievement, affiliation, security and status are important secondary motives.

Techniques of Motivation

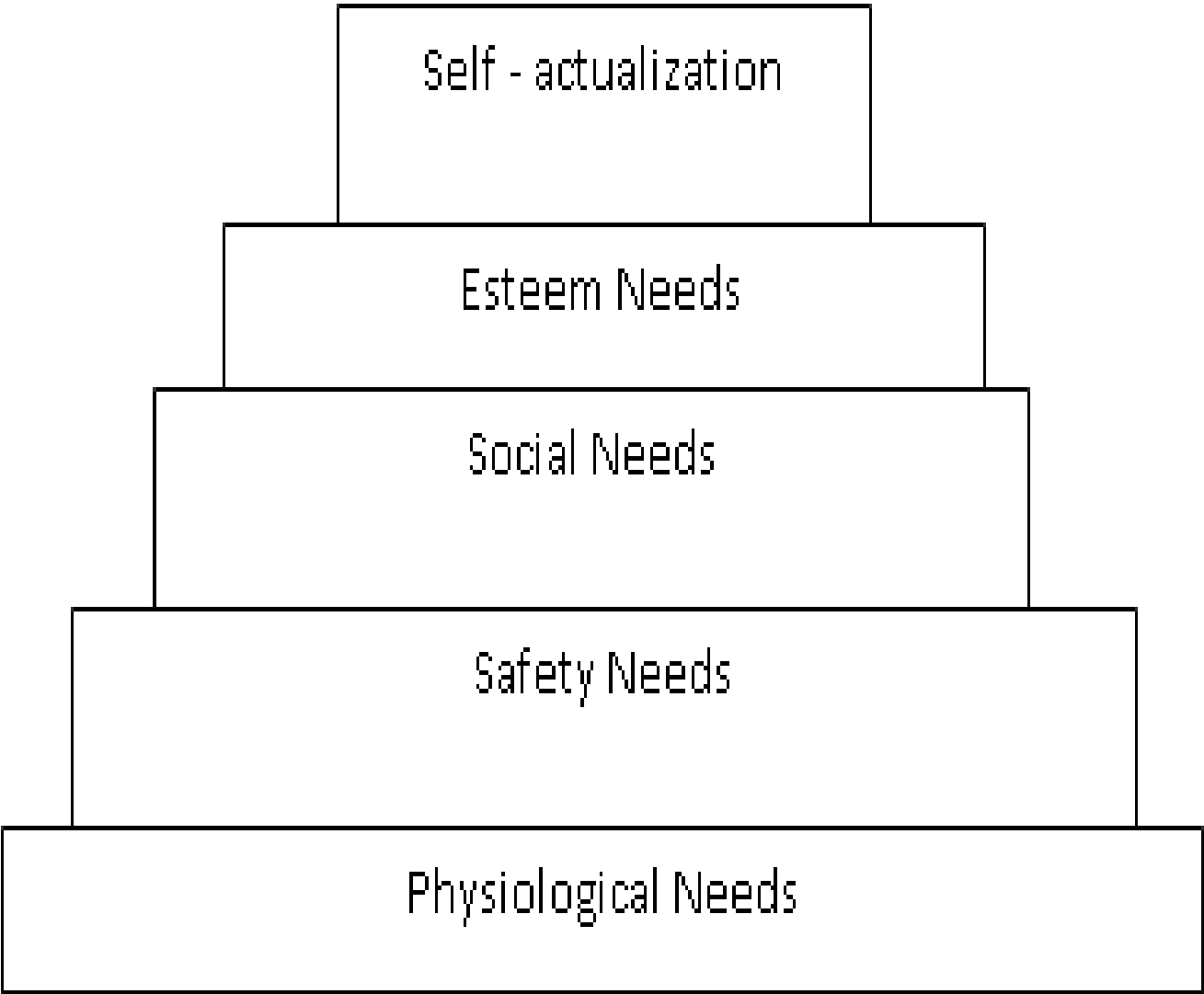
- Financial Rewards (Salary, Bonus, insurance, retirement benefits)
- Non-Financial rewards (Recognition, job security, status, opportunities for growth)

Theories of Motivation

- Maslow's Need Hierarchy Theory
- Theory X and Y
- Hygiene Theory
- Vrooms Expectancy Theory

Maslow's Need Hierarchy Theory

- Abraham Maslow identified that human needs have a certain priority. As the more basic needs are satisfied , the individual seeks to satisfy the higher needs.



2. Herzberg's Two – Factor Theory

- According to Herzberg, there are satisfiers and dis-satisfiers in a job for the individuals. Herzberg labeled satisfiers motivators, and he called the dissatisfiers hygiene factors. Taken together, they became known as Herzberg's two – factor theory of motivation.
- Herzberg's theory is closely related to Maslow's need hierarchy. The hygiene factors are preventive and environmental in nature, and they are roughly equivalent to Maslow's lower – level needs.

Hygiene Factors	Motivators
Company policy and Administration Technical supervision Salary Inter-personal relations Working conditions	Achievement Recognition Work itself Responsibility Advancement

3. McGregor's 'Theory X' and 'Theory Y'

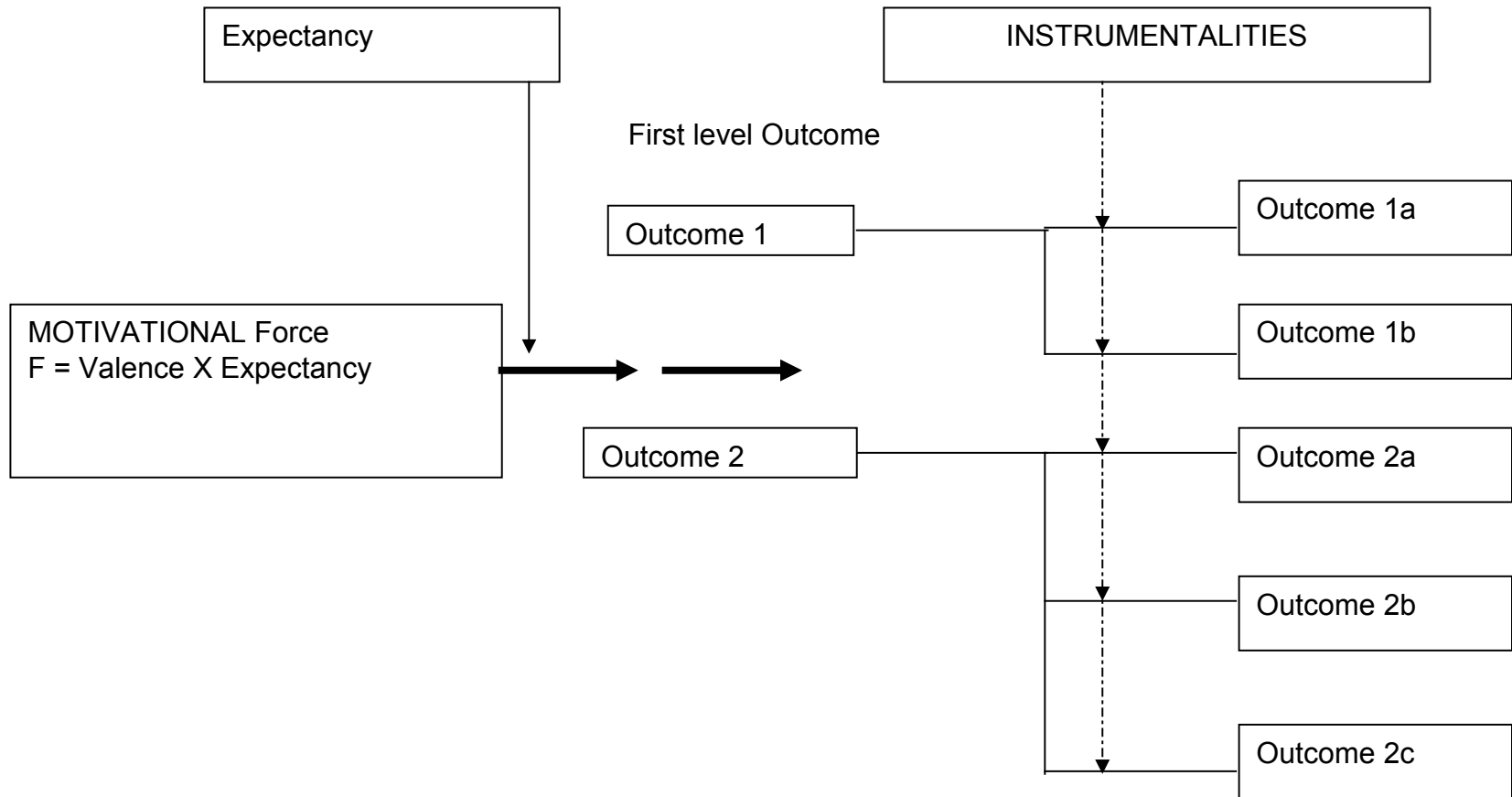
•Douglas McGregor propounded two contrasting theories of human behavior which he called theory X and theory Y.

•**Theory X:** Theory X indicates the traditional approach to managerial motivation and control. It represents old stereotyped and authoritarian management style of motivation. It suggests that threats of punishment and strict control are the ways to manage people.

•**Theory Y:** Theory Y indicates that if people are properly motivated, they could really be creative. The main task of management is to unleash the potential in the employees. An employee who is properly motivated can achieve his goals by directing his own efforts and, thus, he can help in accomplishing the organizational goals. This theory emphasizes the satisfaction of need of the workers. It does not rely heavily on the use of authority as an instrument of command and control. It suggests that decentralization and delegation, job enlargement, participation and consultative management style are the ways to motivate people.

Theory X	Theory Y
Based on the assumption that people are basically lazy and so shirk work	Based on the assumption that people like work as children like play
People do not take initiative. They like to be directed.	People like to take initiative. They seek self – direction.
People avoid responsibility whenever possible	People assume responsibility gladly if conditions are favourable.
For getting things done, people must be supervised strictly.	People do not require close and strict supervision for properly performing their jobs.
Autocratic style of leadership is likely to be more effective	Democratic or participative style of leadership is likely to be more effective.
Applicable to illiterate, unskilled and lower – level workers	Applicable to educated and skilled employees who occupy high positions in the organizations.
Believes in mental sickness and so negative motivation of employees	Believes in mental health and so positive and intrinsic motivation of employees

Vroom's Expectancy theory of Motivation



END

Organisation Behaviour

UNIT-VI (Conflict)

Dr. Manoj Kumar



Introduction

- What is Conflict?
- **Conflict is** - when **two or more values, perspectives & opinions are contradictory** in nature and haven't been aligned or agreed.
- Conflict is **neither good** nor bad. It is **inevitable**.
- All unresolved conflicts **decrease productivity and lowers performance**.

Definition:

Organizational Conflict or also known as **workplace conflict**, is described as the **state of disagreement** or **misunderstanding**, resulting from the **actual or perceived** dissent of needs, beliefs, resources and relationship between the members of the organisation.

Definition

- **New Strom and Davis** - Conflict is **any situation** in which two or more **parties feel themselves in opposition**. It is an **interpersonal process** that **arises from disagreement** over the **goals** or the **methods** to accomplish those goals.
- **Chung and Megginson** - Conflict is the **struggle between incompatible or opposing needs, wishes, ideas or interests** of people. Conflict arises when individuals or groups encounter goals that both parties can not obtain satisfactorily.

Definition

- According to **M.P. Follett** “conflict is the **appearance of difference**, difference of **opinions**, difference of **interests**.”
- According to **Thomas** conflict is the **process** that **begins** when **one party perceives** that **another party negatively affected**, or is about to negatively affects something that the **first party cares about**.
- It is a **disagreement between people** that may be the **result of different** Ideas, Perspectives, Priorities, Preferences, Beliefs, Values and Goals.

Ingredients of conflict

- Need
- Perceptions
- Power
- Values
- Feelings and emotions

Ingredients of conflict

- **Need-** are essential to our well-being. Conflict arises when we ignore other's needs, our own needs or the group's needs.
- **Perceptions-** people interpret reality differently. They perceive differences in the severity, causes and consequences of problems. Misperceptions may come from self-perceptions, other's perceptions, differing perceptions of situations and perceptions of threat.

Ingredients of conflict

- **Power**- how people define and use power is an important influence on conflicts that occur. Conflict can arise when people try to make others change their actions or to gain an unfair advantage.
- **Values**- are beliefs or principles we consider to be very important. Serious conflicts arise when people hold incompatible values or when values are not clear. Conflict also arises when one party refuses to accept the fact that the other party holds something as a value rather than a preference.

Ingredients of conflict

- **Feelings and emotions-**
 - many people let their feelings and emotions become a major influence over how they deal with conflict.
 - Conflict can also arise because people ignore their own or other's feelings and emotions.
 - Conflicts occur when feelings and emotions differ over a particular issue.

Views of conflict ?

- **Traditional view** -The belief that all conflicts are **harmful and must be avoided**.
- **Human relations view**- The belief, that conflict is a **natural and inevitable** outcome in any group.
- **Integrationist view**- The belief, that conflict is not only a **positive force** in group but that it is absolutely **necessary** for a group **to perform effectively**.

Types of Conflict



Types of Conflict

- Individual-level conflict
- Interpersonal level
- Group-level conflict
- Organizational-level conflict
- Functional ,Dysfunctional, Constructive

Individual level conflict

- **Intra personal conflict** - **Within every individual** there are usually
 - – A number of **competing needs and roles**
 - – A variety of **ways that drives** and roles can be expressed
 - – Many types of barriers that can occur between the drive and the goal
 - – Both **negative and positive aspects** attached to desired goals

Interpersonal conflict

- **Interpersonal conflict:**
- Conflict due to frustration,
- Goal Conflict,
- Role Conflict – personality and the expectations of role.
- Personal differences
- Information deficiency
- Environmental stress

Group Conflict

- **Intragroup conflict:** conflict **among members of a group** at early stage of group development. It involves **different ways of doing tasks** or reaching group's goals. Family run business can be seen having intragroup conflict. These conflicts typically become more intense when an owner/founder approaches retirement, actually retires or dies. (Dhirubhai Ambani's Reliance Industries is a typical example.)
- **Intergroup conflict:** **between two or more groups**

Organizational conflict

- **Organizational conflict-**

The discord that arises when goals, interests or values of **different individuals or groups are incompatible** and those **people block or spoil each other's efforts** to achieve their objectives.

Functional and Dysfunctional

- **Functional** – support the Functions; support the goals of the group and improves performance.
- Can also be called **Constructive**- which increase information, ideas and Encourages innovative thinking.
- **Dysfunctional** – conflict that hinders group performance. Brings tension, anxiety, stress and Reduce trust. It increases poor decisions because of altered information.

Difference between Functional & Dysfunctional Conflict

- **Functional Conflict-** beneficial conflict; best possible outcome is achieved; recognises cooperation and makes happy everyone; people may have different views but they are agreeable; behaviour of participants solve more problems; focuses on subject; successfully facing a challenge; try to satisfy everyone's need; feelings are clarified and shared; relationship grows deeper and stronger.

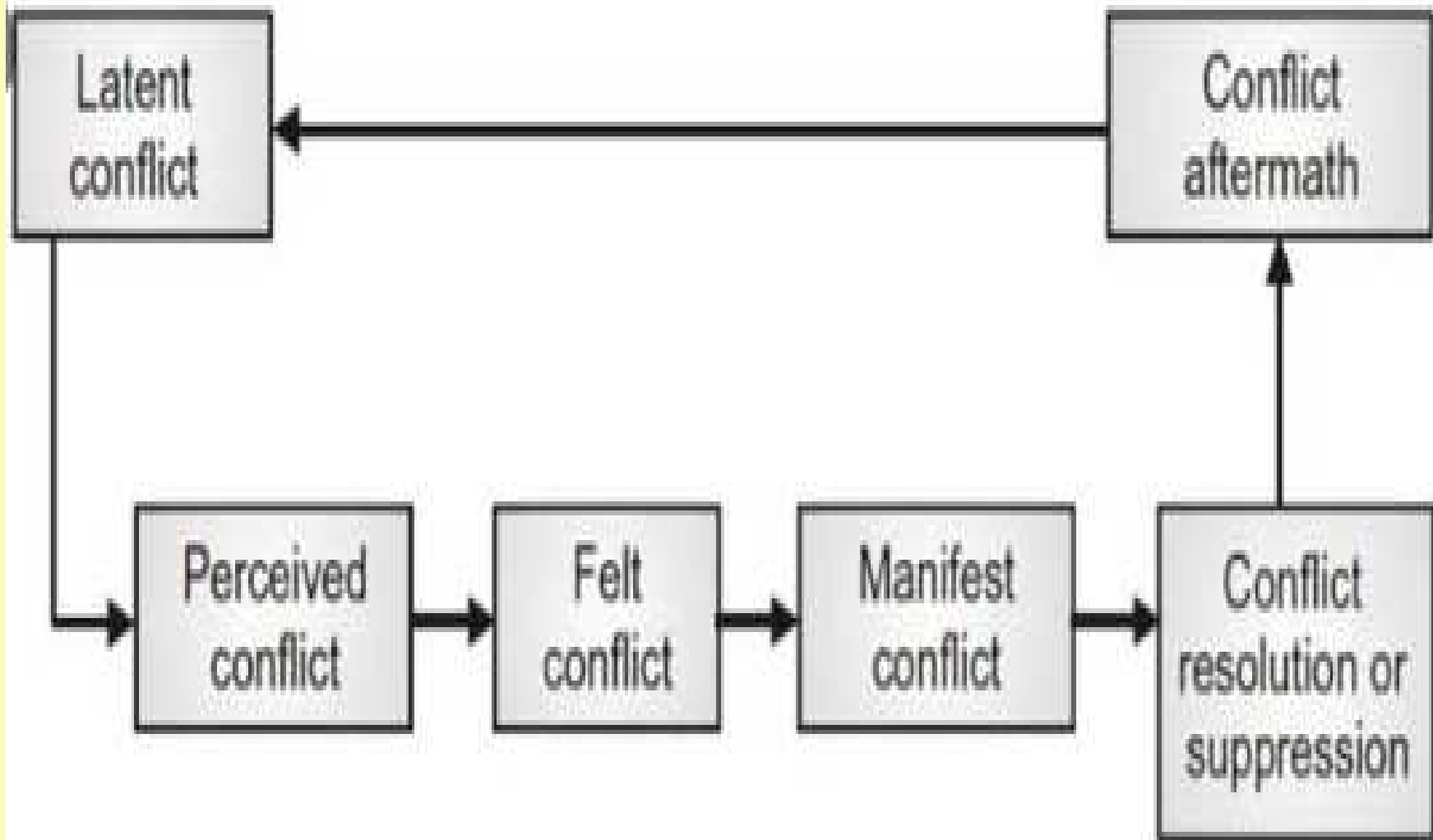
Difference between Functional & Dysfunctional Conflict

- **Dysfunctional Conflict-**
- harmful conflicts;
- outcome has a damaging effect on relationship;
- see each other as opponents and views other's gain as their loss;
- problems seem to grow larger instead of smaller;
- threaten the future of relationship

Process of Conflict

- **STAGE 1** : Potential Opposition or Incompatibility
- **STAGE 2** : Cognition and Personalization [PERCEIVED CONFLICT]-understanding of conflict
- **STAGE 3** : Felt conflict; Intentions of Two dimensions :
- **STAGE 4** : Manifest conflict (conflict becomes visible); Each parties intentions(behaviour) are implemented. This is an interactive stage.
- **STAGE 5** : (Outcomes) FUNCTIONAL CONFLICT or DYSFUNCTIONAL CONFLICT

CONCLUSION - Conflict is either positive or negative.



Sources of Conflict

- **Organisational Change-** people have different views on direction, success, resources etc
- **Personality Clashes-** different beliefs
- **Threat to status-**(social status in the group)
- **Different perceptions-** people perceive things differently as a result of their prior experiences and expectations. Since their perceptions are very real to them.

Sources of conflict

- Lack of trust-
- Communication failure
- Value differences
- Goal differences
- Lack of cooperation
- Differences regarding authority
- Competition over resources
- Methodological differences

Process of Conflict Management

- Analyze the conflict
- Determine management strategy
- Pre-negotiation
- Negotiation
- Post – negotiation

Process of Conflict Management

1. **Analyze the conflict:** Nature and type

2. **Determine management strategy:**

- **Collaboration** – high concern for self and others , matching interest of all(win-win)
- **Compromise** – high concern for self, win some / loose some
- **Competition** – high concern for your group interest and less for others (win / loose)
- **Accommodation** – low concern for your group interest and high concern for others group
- **Avoidance** – low concern for self and others

Process of Conflict Management

3. **Pre-negotiation**- to set the stage for effective negotiation, the ground work must be laid. It involves-

- **Initiation** - begins the process;
- **Assessment** – right conditions; willing to collaborate; reasonable deadline and sufficient resources.
- **Ground rules and agenda**- for groups
- **Organisation**- meeting logistics must be established.
- **Joint fact-finding**- groups must agree on what information is relevant to the conflict.

Process of Conflict Management

4. Negotiation –

- **Interest-** openly discuss interest
- **Options-** to resolve conflict, concentrate on options
- **Evaluation-** listening options
- **Written agreement-** documentation of agreement
- **Commitment-** every partner must be confident

Process of Conflict Management

5. **Post – negotiation-** once negotiation is complete, the group will need to implement the decision made.

Ratification – partners must get support for the agreement from organisations that have a role to play in the agreement.

Implementation- of agreement ; monitor progress ; document success etc

Grievance

- Grievance may be **any genuine or imaginary feeling of dissatisfaction or injustice** which an employee experiences about his job and its nature, about the management policies and procedures.
- According to **Michael Jucius**, 'A grievance can be any discontent or **dissatisfaction, whether expressed or not, whether valid or not**, and arising out of anything connected with the company that an employee thinks, beliefs or even feels as unfair, unjust or inequitable.'

Grievance

In simple words grievance means **any discontentment or dissatisfaction** in an employee **arising out of anything related to the enterprise** where he is working. It arises when an **employee feels** that something has **happened or is going to happen** which is unfair and unjust.

FACTORS of GRIEVANCE

An employee may have grievance because of :-

- long hours of work,
- non-fulfilment of terms of service by the management,
- unfair treatment in promotion,
- poor working facilities, unsafe workplace,
- strict production standards,
- bad relation with managers
- Irrational management policies such as overtime,
transfers, demotions, inappropriate salary structure, etc.
- Violation of organizational rules and practices

Nature of Grievance

- Grievances are symptoms of conflict in the enterprise and they should be handled promptly and efficiently.
- While dealing with Grievances of subordinates, it is necessary to keep in mind the following points :
- A grievance may or may not be real.
- Grievances may arise out of not one cause but multifarious causes.
- Every individual does not give expression to his grievances.
- The Grievance may relate to either one employee or group of employees.
- Individual and group grievances are to be redressed through grievance handling procedure.

Forms of Grievances

- They may take the following forms:
- Factual
- Imaginary
- Disguised.

Identifying Grievances

- Good management should have the capacity to anticipate Grievances and prevent them from arising.
- **Exit Interview** : Due to dissatisfaction or better prospects elsewhere employees leave organisation. At this time, an interview is conducted which tells about the employee's grievances.
- **Gripe Boxes** : These are boxes in which the employees can drop their anonymous complaints.
- **Opinion Survey** : Group meetings, periodical interviews with employees are some other means through which the employee's Grievances come into notice.
- **Open door Policy** : In this, the employees can go straight to the managers' office anytime and talk over their grievances.

Causes of Grievance

- Before dealing with the grievance, their causes must be diagnosed. The cause of grievances may be broadly classified into the following categories:

1. Grievance resulting from working conditions:

- Worker and job not matching.
- Changes in work schedules or procedures.
- Non availability of resources- proper tools, machines and equipment for doing the job.
- Tight production standards.
- Bad physical conditions of workplace.
- Bad employer-employee relationship, etc.

Causes of Grievance

2. Grievances resulting from Management Policy :

- Wage payment and job rates.
- Leave.
- Over time.
- Seniority and promotion.
- Transfer.
- Disciplinary action.
- Lack of role clarity.

Causes of Grievance

3. Grievances resulting from personal adjustment :

- Over ambition.
- Excessive self-esteem.
- Impractical attitude to life.

Effects of Grievances

Grievances have several effects which adversely affect the organisational growth. These are :

- Loss of interest in work, lack of morale and commitment.
- Poor quality of production.
- Low productivity.
- Increase in wastage and costs.
- Increase in absenteeism.
- Increase in the incidence of accidents.
- Indiscipline.
- Unrest.
- Increase in Employee turnover.

Steps in Grievance Handling

- In grievance redressal, responsibility lies largely with the management. These should be settled promptly at the first stage itself. Following are the steps for dealing with the grievances:
- **Acknowledge dissatisfaction** : Management should focus immediate attention on grievances not turn away from them.
- **Identify the problem**: The problem of grievance should not be vague but should be defined properly.
- **Record the Facts** : Facts should be separated from friction. This is the need for a proper record to each grievance.
- **Analyse and decide** : grievances and taking decisions to settle them.
- **Follow up** : Decisions taken must be followed up. They

Grievance handling Procedure

The Grievance procedure is a formal communication between an employee and the management designed for the settlement of a grievance.

Step 1 : Acknowledge Dissatisfaction

Step 2 : Identifying Problem

Step 3 : Record the Fact

Step 4 : Analyse and Decide

Step 5 : Follow Up

Guidelines for Effective Grievance Handling

Every grievance has to be dealt with on merit. There is no readymade solution to settle the grievance. The following guidelines may help to deal effectively with the grievance :

- The complainant should be given a patient hearing by his supervisor.
- The supervisor should try to get at the root of the problem.
- If the Grievances are real and their causes located immediate attempt should be made to remove the causes.

Guidelines for Effective Grievance Handling

- If the Grievances are imaginary or unreal, the workers should be convinced about this.
- Every grievance should be put into writing.
- Relevant facts about the grievance must be gathered or collected.
- Every grievance must be handled with in the reasonable time limit.

OBJECTIVES

- To enable the employee to air their grievance
- To clarify the nature of the grievance
- To investigate the reasons for dissatisfaction
- To obtain a speedy resolution to the problem
- To take appropriate actions and ensure that promises are kept.

The “W”s of Grievance

- Investigations
- WHERE did it happen
- WHEN did it happen
- WHO is involved
- WHY is it done
- WHAT happened (EXACTLY)

The grievance procedures

- **Open door policy** The aggrieved employee is free to meet the top executives of the organization and get his grievances redressed. Such a policy works well only in small organizations. However, in bigger organizations, top management executives are usually busy with other concerned matters of the company.
- **Step ladder policy** The aggrieved employee has to follow a step by step procedure for getting his grievance redressed.

GRIEVANCE PROCEDURE IN INDIAN INDUSTRY

- **Grievance Machinery**

In the **Indian Labor Conference**, a model for grievance procedure was drawn up. This model helps in creation of grievance machinery.

According to it, workers representatives are to be elected for a department or their union is to nominate them. Management has to specify the persons in each department who are to be approached first and the departmental heads who are supposed to be approached in the second step.

GRIEVANCE PROCEDURE IN INDIAN INDUSTRY

STEP 1: In the first step the grievance is to be submitted to departmental representative, who is a representative of management. He has to give his answer within 48 hours.

STEP 2: If the departmental representative fails to provide a solution, the aggrieved employee can take his grievance to head of the department, who has to give his decision within 3 days.

GRIEVANCE PROCEDURE IN INDIAN INDUSTRY

STEP 3: If the aggrieved employee is not satisfied with the decision of departmental head, he can take the grievance to Grievance Committee. The Grievance Committee makes its recommendations to the manager within 7 days in the form of a report. The final decision of the management on the report of Grievance Committee must be communicated to the aggrieved employee within three days of the receipt of report. An appeal for revision of final decision can be made by the worker if he is not satisfied with it. The management must communicate its decision to the worker within 7 days.

STEP 4: If the grievance still remains unsettled, the case may be referred to voluntary arbitration.

Grievance Handling Procedure in HCL Technology at Noida

- About HCL Technology Ltd. HCL Technologies is **fourth largest IT company in India** and is ranked 48 in the global list of IT services providers. It was founded on November 12, 1991 by SHIVE NADAR. Total employees are 85,000.
- About Noida HCLT centers: There are total 4 HCLT center in Noida. There are about 4350 employees working in Noida center located at sector 60. There are around 3 senior HR heads and 5 HR managers and 10 assistant HR in an organization. Handling 5 different business units in an organization. Business units consist of project managers, team leaders, senior software engineers and engineers

Grievance handling procedure in HCL

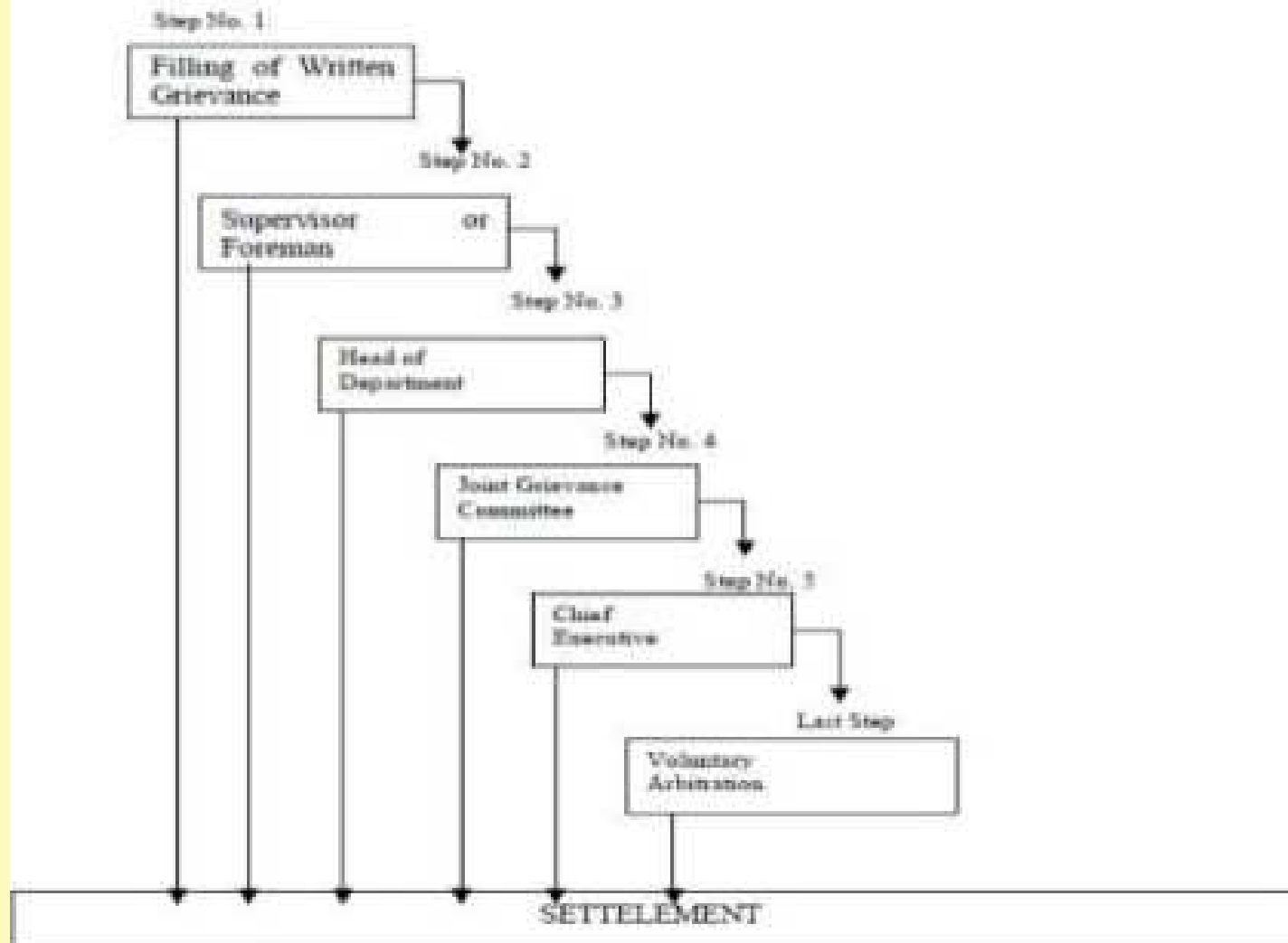
They follow **step ladder method** for solving a grievance. They have their own **grievance handling portal site** on which

- employee upload their grievances, it is first step.
- Preparing of data related to grievance and sufferer on excel sheet(fields:- name, employee id , job profile, experience in HCL, cause of grievance, type of grievance, updates)
- Interview of sufferer by project manager.
- On every step of procedure there is a certain time limit to solve the problem. Informing sufferer on every proceedings. They have grievance handling committee of 6 members (HR heads, HR manager ,chairperson, legal advisor) it is a last step before arbitration.

Benefits of Grievance Handling

- It encourages employees to raise concerns without fear of reprisal.
- It provides a fair & speedy means of dealing of grievances.
- It prevents minor disagreements developing into more serious disputes.
- It saves employer's time & money as solutions are found for workplace problems.
- It helps build in organisational climate based on openness and trust.

Step Ladder Procedure



Step – ladder Grievance Procedure.

--END--

**Fundamentals
of
Organizational Behaviour**

What Managers Do

Managers (or *administrators*)

Individuals who achieve goals through other people.

Managerial Activities

- **Make decisions**
- **Allocate resources**
- **Direct activities of others to attain goals**

Where Managers Work

Organization

A consciously coordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals.

Features of organization

1. Identifiable aggregation of Human beings
2. Deliberate and conscious creation
3. Purposive creation
4. Coordination of activities
5. Structure
6. Rationality

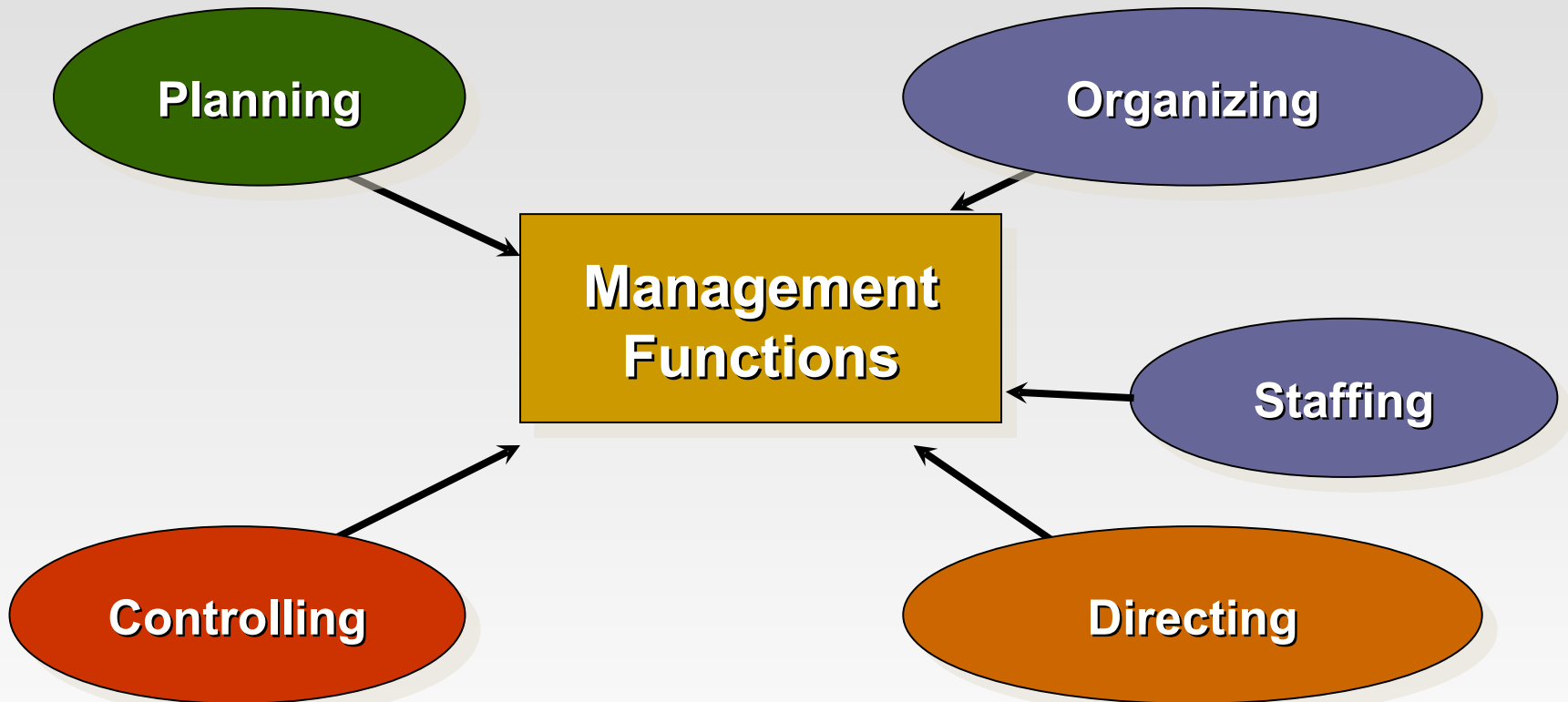
Significance of Organization

1. Limitations of individuals
2. Social reasons
3. Material Reason

What Managers Do

Management Functions

Management Functions



Nature of Management Functions

1. Universal
2. Iterative characteristics
3. Sequential arrangement
4. Relative importance

Management Roles

Mintzberg's Managerial Roles

•Interpersonal roles

- Figurehead
- Leadership
- Liaison

•Informational roles

- Monitor
- Disseminator
- Spokesperson

Decisional roles

- Entrepreneur
- Disturbance handlers
- Resource allocators
- Negotiator role

Management Skills

Technical skills

Human skills

Conceptual Skills



Enter Organizational Behavior

Organizational behavior (OB)

A field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness.

Stephen P. Robbins

- **According to Keith Davis** - "Organizational behaviour is the study and application of knowledge about the way people - as individuals and as groups - act within an organization. It strives to identify ways in which people can act more effectively."
-
- **According to Luthans** - "Organizational behaviour can be defined as the understanding, prediction and management of the human behaviour that affects the performance of the organizations."

Nature and Scope of OB

1. A field of study and not a discipline
2. Interdisciplinary Approach
3. An Applied Science
4. Normative and Valued Centred
5. Humanistic and optimistic
6. Oriented towards organizational objective
7. A total system approach

Contributing Disciplines to the OB Field

Psychology

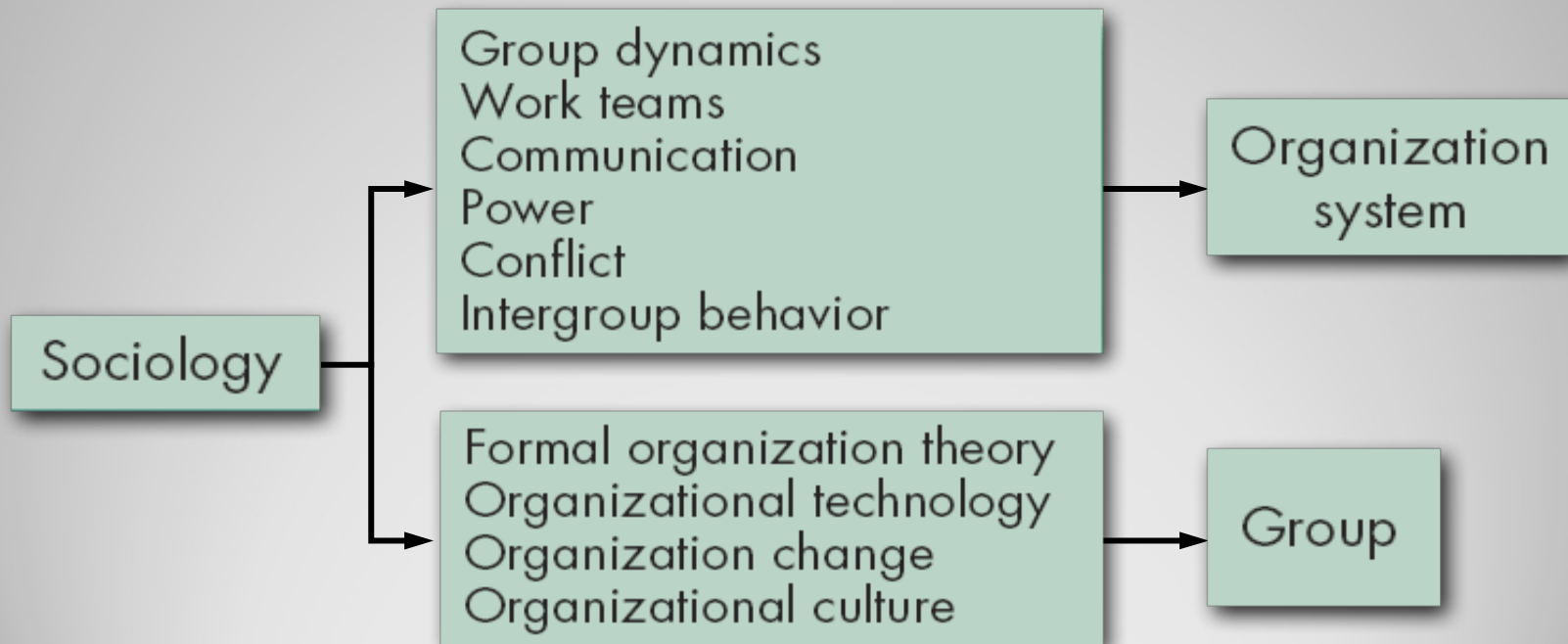
The science that seeks to measure, explain, and sometimes change the behavior of humans and other animals.



Contributing Disciplines to the OB Field (cont'd)

Sociology

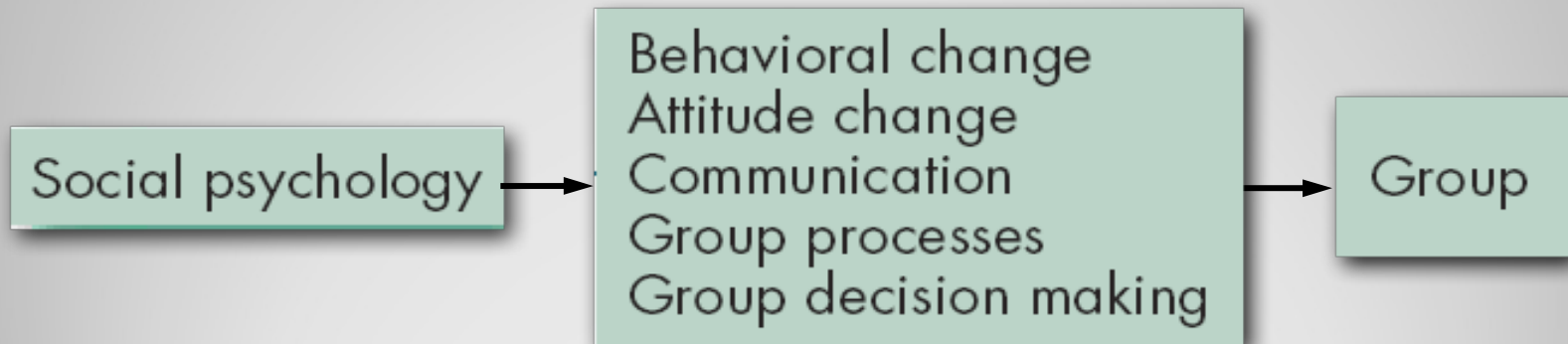
The study of people in relation to their fellow human beings.



Contributing Disciplines to the OB Field (cont'd)

Social Psychology

An area within psychology that blends concepts from psychology and sociology and that focuses on the influence of people on one another.



Contributing Disciplines to the OB Field (cont'd)

Anthropology

The study of societies to learn about human beings and their activities.



Key Elements of OB

1. Individual and group
2. Organization structure
3. Technology
4. Environment

Challenges and Opportunities for OB

1. Responding to Globalization

- Increased foreign assignments
- Working with people from different cultures
- Coping with anti-capitalism backlash
- Overseeing movement of jobs to countries with low-cost labor
- Managing people during the war on terror.

2. Managing Workforce Diversity

- Embracing diversity
- Changing demographics
- Implications for managers
 - Recognizing and responding to differences

Challenges and Opportunities for OB (cont'd)

3. Improving Quality and Productivity

- Quality management (QM)
- Process reengineering
- Responding to the Labor Shortage
 - Changing work force demographics
 - Fewer skilled laborers
 - Early retirements and older workers
- Improving Customer Service
 - Increased expectation of service quality
 - Customer-responsive cultures

Challenges and Opportunity for OB (cont'd)

4. Improving People Skills
5. Empowering People
6. Stimulating Innovation and Change
7. Working in Networked Organizations
8. Helping Employees Balance Work/Life Conflicts

OB Models

1. Autocratic
2. Custodial
3. Supportive
4. Collegial

	Autocratic	Custodial	Supportive	Collegial
Basis Of Model	Power	Economic	Leadership	Partnership
Managerial Orientation	Authority	Money	Support	Teamwork
Employee Psychological result	Dependence on boss	Dependence on Org	Participation	Self-discipline
Employee needs met	Subsistence	Security	Status Recognition	Self-actualization
Performance Result	Minimum	Passive Cooperation	Awakened drives	Moderate enthusiasm

Cultural Diversity

Every cultural setting has its own pattern that shapes the manner by which people interrelate, such as:

- How they greet each other,
- The conversation they have,
- The way they handle their table manner,
- Business protocol,
- And many more ways of interacting.

Many people and organization are well aware of this. There are companies that set up courses related to cultural immersion for management personnel that are going to be sent abroad. There are guidelines that specify precisely what to do and what not to do under certain circumstances. It is asked that management pay close attention to these issues, and in many cases it is also considered a top priority item.

Impact of global and Cultural Diversity on OB

1. Ensure senior management initiatives as an opportunity for integration & learning
2. Ensure senior management commitment and accountability
3. Communicate how diversity is important to overall functioning of business
4. Emphasize the value of diversity to all employees
5. Engage the workforce in team building exercises
6. Develop methods to evaluate the effectiveness of diversity management programmes

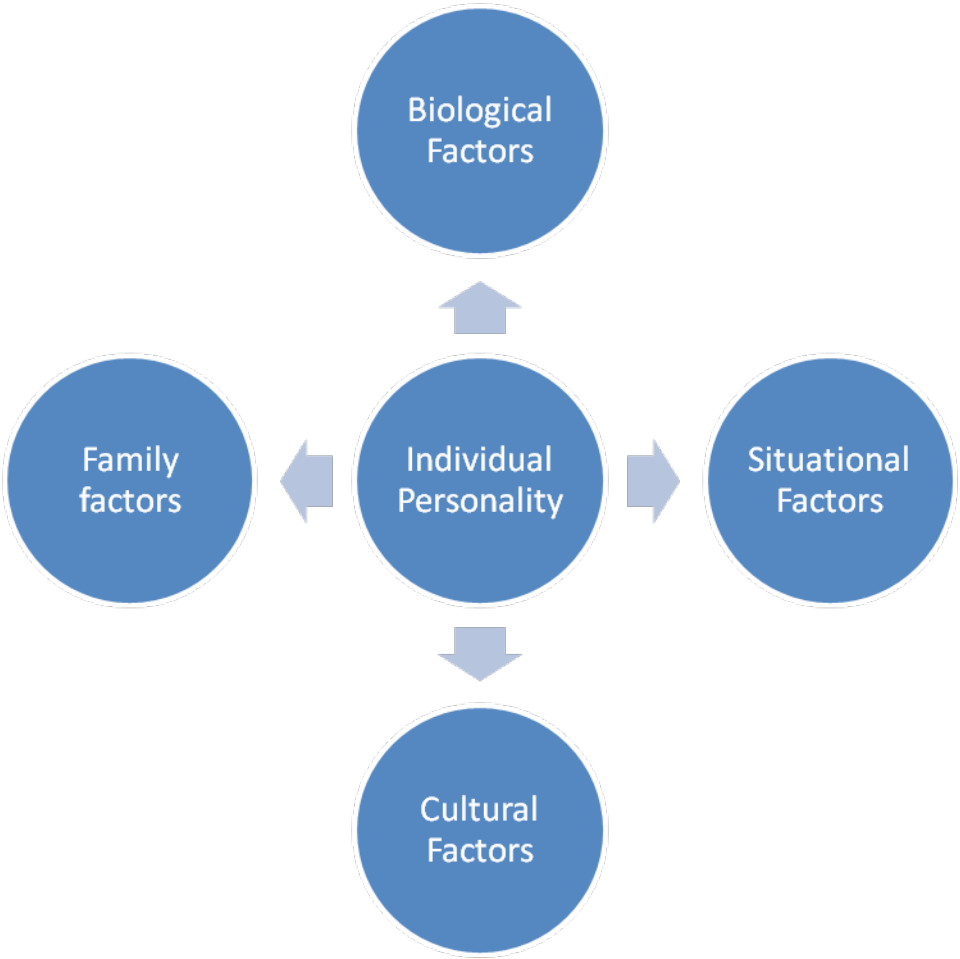
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Personality (Organisation Behaviour)

Personality

- Latin term “persona” which means to speak through
- Personality means how a person affects others and how he understands and views himself as well as the pattern of inner and outer measurable traits and the person-situation interactions (Fred Luthans).
- Personality is the sum total ways in which an individual reacts and interacts with others. (Stephen P. Robbins,)

Determinants of Personality



Theories of Personality

- Psychoanalytical Theory of Personality
- Trait Theory of Personality
- Self Theory of Personality
- Social Learning Theory

Psychoanalytical Theory of Personality

- **Sigmund Freud.**
- **Freud** developed the **psychoanalytic theory of personality** development, which argued that **personality** is formed through conflicts among three fundamental structures of the human mind:
 - the id,
 - ego, and
 - superego.

Trait Theory of Personality

- An individual personality is composed of definite pre-dispositional attributes called traits
- A trait may be defined as distinguishable, relatively enduring way in which one individual differ from another.

Gordon Allport's Trait Theory

- In 1936, psychologist [Gordon Allport](#) found:-
- **Cardinal Traits:** These are traits that dominate an individual's whole life, often to the point that the person becomes known specifically for these traits. People with such personalities often become so known for these traits that their names are often synonymous with these qualities.
- **Central Traits:** These are the general characteristics that form the basic foundations of personality. These central traits, while not as dominating as cardinal traits, are the major characteristics you might use to describe another person. Terms such as *intelligent*, *honest*, *shy* and *anxious* are considered central traits.
- **Secondary Traits:** These are the traits that are sometimes related to attitudes or preferences and often appear only in certain situations or under specific circumstances. Some examples would be getting anxious when speaking to a group or impatient while waiting in line.

Self theory of personality

- It is termed as organismic or field theory, which emphasis the totality and interrelatedness of all behaviours.

There are four factors:

- Self Image
- Ideal Self
- Looking Glass Self
- Real self

Social Learning Theory

- Direct: Social approval or disapproval
- Vicarious: refers to observation of someone else receiving reward or punishment for similar behaviour
- Self-administered: evaluation of one's own performance

Big Five Personality Traits

- Agreeableness
- Conscientiousness
- Negative Emotionality
- Extroversion
- Openness

MYERS-BRIGGS TYPE INDICATION

The **Myers-Briggs Personality Type Indicator** is a self-report inventory designed to identify a person's personality type, strengths, and preferences. The questionnaire was developed by Isabel **Myers** and her mother Katherine **Briggs** based on their work with Carl Jung's theory of personality types.

MYERS-BRIGGS TYPE INDICATION

- According to Jung there are four main ways in which we experience or come to know the world:-

1. Sensing
2. Intuition
3. Feeling
4. Thinking

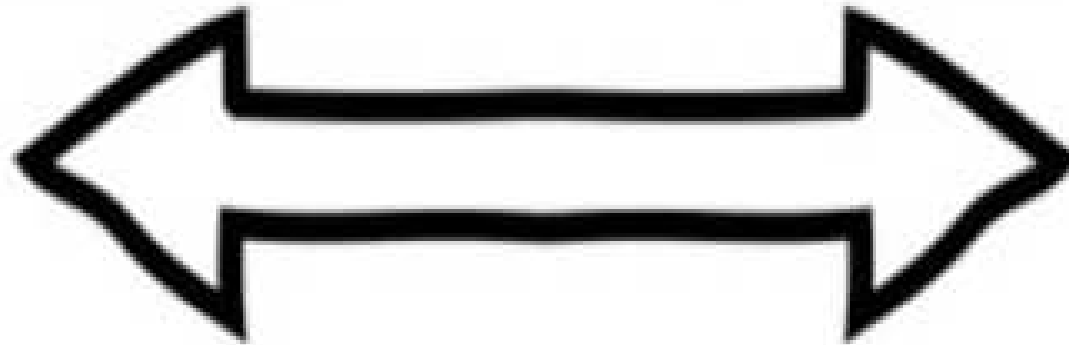
Jung believed that all human beings can be differentiated in two types: introversion vs. Extroversion. The basic assumption of MBTI is that we continue our experience and these preferences underlying our interests, needs, values, and motivation. MBTI applications are common in communication style, leadership, perception, etc.

Locus of control

- Locus of control is the degree to which people believe that they, as opposed to external forces, have control over the outcome of events in their lives. The concept was developed by Julian B. Rotter in 1954, and has since become an aspect of personality studies.

**EXTERNAL LOCUS
OF CONTROL**

**INTERNAL LOCUS
OF CONTROL**



**OUTCOMES OUTSIDE YOUR
CONTROL - DETERMINED BY
'FATE' AND INDEPENDENT OF
YOUR HARD WORK OR DECISIONS**

**OUTCOMES WITHIN YOUR
CONTROL - DETERMINED BY
YOUR HARD WORK,
ATTRIBUTES OR DECISIONS**

Type A & Type B Personality

Type A and Type B personality characteristics are two contrasting descriptions of traits. In organizations, it is important to identify individuals with these traits and understand the best scenario for employee motivation, output, and job accomplishment for both types.

Type A & Type B Personality

- **Type A personality traits** are aggressive, ambitious, controlling, highly competitive, preoccupied with status, workaholics, hostile, and lack in patience.
- **Type B personality traits** are relaxed, less stressed, flexible, emotional and expressive, and have a laid-back attitude.

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Work Stress (Organisation Behaviour)

Stress

Stress is the result of emotional, physical, social, economic or other factors that require a response to change. Workplace stress, then, refers to the harmful responses that can occur when the requirements of the job do not match the capabilities, resources or needs of the employee.

Job stress should not be confused with challenge, which motivates the employee to learn and master new skills

Monotony

- A psychologically undesirable effect of repetitive work found in the factories and offices of industrial and business organisation of today.
- Three major causes of monotony
 1. Repetitive nature of work
 2. Intellectual level of the person
 3. Personality characteristics of the individual

Methods for Elimination of Monotony

- Use of test
- Introducing change
- Making jobs more meaningful
- Recreational activities
- Reducing interruptions of work
- Setting short term goals
- Increasing the experience of completion

Fatigue & Causes

- **Fatigue** is the state of **tiredness** of the muscles, brain or nerves due to sustained activity and the person who is tired desires rest for regaining the vitality and energy.
- **Causes**- overtime; sudden change in work environment; employment of middle age people; working hours; change in work; personnel cuts etc.

Methods to Overcome Fatigue

- Work week and hours of work
- Shift hours
- Avoid assigning permanent night-shift schedule
- Assign regular, predictable schedules
- Avoid long shift lengths
- Provide adequate time to recover between shifts
- Give employees a voice in their schedules
- Rotate shifts forward when regularly rotating shifts
- Provide frequent breaks within shifts

Causes of Job Stress

- Job Stress can have various origins or come from just one aspect of a worker's responsibilities. Workplace stress can affect both employers and their employees. Causes are:-
 - Low morale
 - Management style
 - Job responsibilities
 - Career concerns
 - Traumatic events
 - Work environment

Effects/Symptoms of Work Stress

- Headaches
- High blood pressure
- Indigestion
- sleeplessness
- Irritability
- Depression
- Short attention span
- Loss of appetite
- Increased use of alcohol and drugs
- Poor job performance
- Emotional instability

Burnout

Burnout is a state of emotional, physical, and mental exhaustion caused by excessive and prolonged stress. It occurs when you feel overwhelmed, emotionally drained, and unable to meet constant demands.

Individual Stressors

- Job concerns
- Career changes
- Change in life structure
- Economic problem
- Personality type
- Role characteristics

Group Stressors

- Lack of group cohesiveness
- Lack of social support
- Conflict
- Organisational climate

Organisational Stressors

- Organisational policies
- Organisational structure
- Physical conditions
- Organisational life cycle
- Organisational processes

Extra Organisational Stressors

- Political factors
- Economic factors
- Technological factors

Managing Workplace Stressors

- Recognition of employees for good work performance
- Opportunities for career development
- An organizational culture that values the individual worker
- Management actions that are consistent with organizational values
- Ensuring that workload is aligned with employee capabilities and resources

Managing Workplace Stressors

- Designing jobs that provide meaning and opportunities for workers to succeed
- Clearly defining roles and responsibilities
- Providing opportunities for development and participation in decision-making
- Improving communication concerning the overall health of the company
- Providing opportunities for social interaction among workers

Strategies to Overcome Stress

- Taking charge of stress
- Avoid unnecessary stress
- Alter situation
- Accept the things you cant change
- Use stress reduction tips
- Making a stress management plan

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