

## Chapter-1:- Introduction to OB

### ➤ Evolution of OB

- ✓ The great Greek philosopher PLATO had wrote about the “importance of Leadership”.
- ✓ Great philosopher Aristotle had addressed the topic “Persuasive Communication”.
- ✓ In 500 B.C Chinese philosopher Confucius had started “Emphasizing ethics and leadership”.
- ✓ In 1776, Adam smith, economist in his book “Wealth of Nations” he propounded new form of organizational structure based on “Division of labour and Work specialization”.
- ✓ Robert Owen is an important name in the history of OB because he was one of the first industrialists who argued for :-
  - Regulated hours of work for all workers
  - Child labour laws
  - Public education
  - Company supplied meals at work
  - Business involvement in community projects.
- ✓ German Sociologist, Max Weber developed “a theory of authority structures and described organizational activity based on authority structures”.
- ✓ Soon after Max Weber, F W Taylor introduced a “systematic use of goal setting and rewards to motivate employees” and also defining clear guidelines for improving production efficiency by his one of the paper called “The Principles of Scientific Management”.
- ✓ Henry Fayol, Real father of modern Management defined the universal functions that all managers perform and the principles (14 principles of Management) that constitute good management practices.
- ✓ In the late 1950’s people like Abraham Maslow, Douglas McGregor, David McCellenad, Fred Fiedler, Herzberg, Freud Sigmund and other behavioural scientists propounded many theories on employee behaviour.

## ➤ Introduction to OB

Organisational Behaviour tries to understand human behaviour in the organization. OB is a part of total management but plays a very important role in every area of management and has been accepted by all the people concerned.

The managers now understand that to make their organization more effective, they have to understand and predict the human behaviour in the organization.

## ➤ Definitions of OB

🔗 According to **Stephen P Robbins** - “Organisational behaviour is a field of study that investigates the impact that individuals, groups and structure have on behaviours within the organizations for the purpose of applying such knowledge towards improving an organizations effectiveness”.

🔗 According to **Fred Luthans** - “Organisational behaviour is directly concerned with the understanding production and control of human behaviour in organization”.

🔗 According to **Raman J Aldag** – “Organisational behaviour is a branch of the social sciences that seeks to build theories that can be applied to predicting, understanding and controlling behaviour in work organizations”.

By analyzing the above definitions, we can define OB as a behavioural Science that states about :

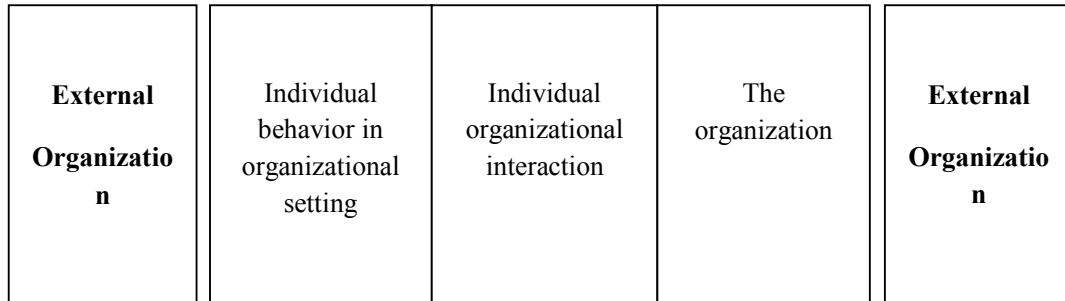
- Nature of Man
- Nature of the Organization
- Knowledge of human would be useful in improving an organization’s effectiveness.

## ➤ Nature of OB

OB is the study of human behaviour in the organization. Whenever an individual join an organization he/she brings with him/her unique set of personal characteristics, experiences from other organizations and a personal background.

At first stage, OB must look at the unique perspective that each individual brings to the work setting.

At second stage, OB is to study the dynamics of how the incoming individuals interact with the broader organization. No individual can work in isolation he/she comes into contact with the other individuals and the organization in a variety of ways:

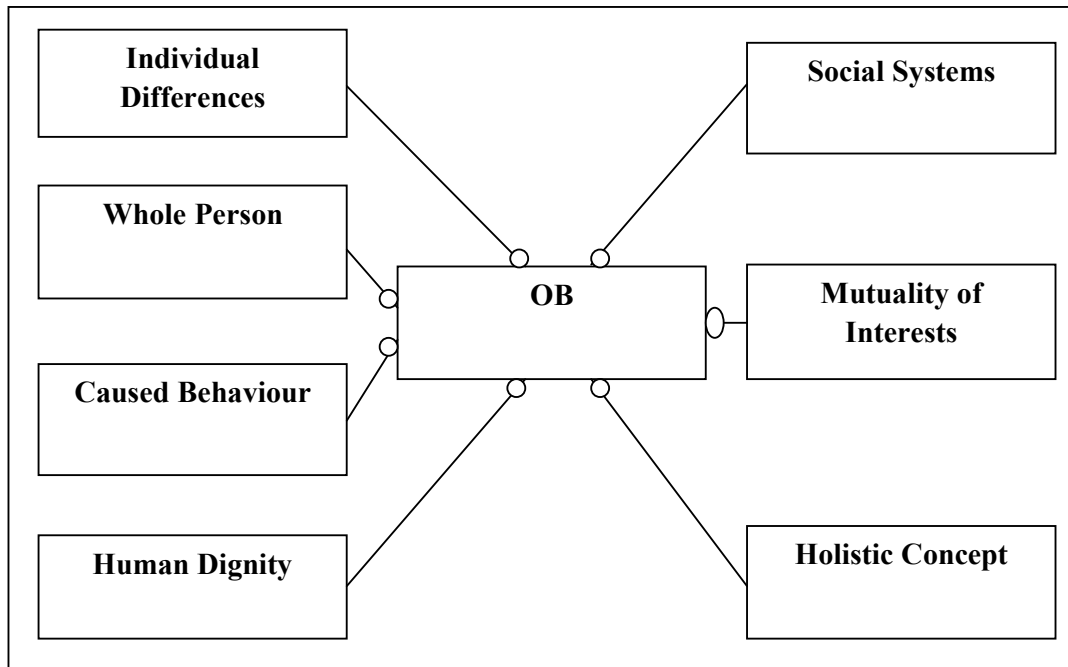


The OB must be studied from the perspective of the organization itself because an organization exists before a particular individual joins in and continues to exist after he or she left the organization.

Thus, we can say that we cannot study individual behaviour completely without learning something about the organizations. On the other hand, we cannot study the organizations without studying the behaviour of the individuals working in it. This is because the organization influences and is influenced by the people working in it.

## ➤ Foundations of OB

The subject OB is based on a few fundamental concepts which are explained below :-



### 1. Individual Differences

Each person is different from one to another in intelligence, physique, personality, diction, or any such trait. Individual differences mean that management can cause the greatest motivation among employees by treating them differently. If it were not for individual differences, some standard, across-the-board way of dealing with all employees could be adopted and minimum judgement would be required thereafter. It is because of individual differences that OB begins with the individual. Only a person can take responsibility and make decisions, a group, by nature, cannot do so. A group is powerless until individuals therein act.

### 2. A whole Person

When an individual is appointed, his or her skill alone is not hired, his/her social background, likes and dislikes, pride and prejudices are also hired. A person's family life cannot be separated from his or her work life. It is for this reason that managers should endeavour to make the workplace a home away

from home. They not only strive hard to develop a better employee out of a worker, but also a better person in terms of growth and fulfillment.

### **3. Caused Behaviour**

The behaviour of the employee is caused and not random. This behaviour is directed towards some one that the employee believes, rightly or wrongly, is in his/her interest. The manager must realize this basic principle and correct this behaviour and tackle the issue as its root.

For ex: when a worker comes late to his or her work, pelts stones at a running bus, or abuse the supervisor, there is a cause behind it.

### **4. Human Dignity**

This states that people want to be treated with respect and dignity. Every job, however simple, entitles the people who do it to proper respect and recognition of their unique aspirations and abilities. The concept of human dignity rejects the old idea of using employees as economic tools. Organizational behaviour always involves people, ethical philosophy is involved in one way or other in each action. Human decisions cannot and should not be made devoid of values.

### **5. Organizations are Social systems**

Organizations are social systems; consequently activities therein are governed by social as well as psychological laws. The people are also have social roles and status. Their behaviour is influenced by their group as well as by their individual drives.

The existence of a social system implies that the organizational environment is one of dynamic change, rather than a static. All parts of the system are interdependent and are subject to influence by any other part.

### **6. Mutuality of Interest**

Organizations are formed and maintained on the basis of mutuality of interest Among their participants i.e. organizations need people and people also need organizations. People see organizations as a means to help them reach their goals, while, at the same time, organizations need people to help attain Organizational objectives. Mutual interest provides a superordinate goal that united the variety of needs that people bring to organizations.

### **7. Holistic Concept**

This concept interprets people-organization relationships in terms of the whole person, whole group, whole organization, and the whole social system. It takes an all-encompassing view of people in organizations in an effort to understand as many of the possible factors that influence their behaviour. Issues are

analyzed in terms of the situation affecting them rather than in terms of an isolated event or problem.

## ➤ Importance of OB

### 1) OB provides a road map to our lives in organizations

People bring to their work place their hopes and dreams as well as their fears and frustrations. Much of the time, people in organizations may appear to be acting quite rationally, doing their fair share of work, and doing about their tasks in a civil manner. Suddenly, a few people appear distracted, their work slips, and they even get withdrawn. Worse still, one may find someone taking advantage of others to further his or her personal interest.

Such a range of human behaviors makes life in organizations perplexing. But those who know what to look for and have some advance ideas about how to cope with pressures are more likely to respond in ways that are functional, less stressful, and even career-advancing. Therefore, OB need to map out organizational events so that employee can function in a more secure and comfortable environment.

### 2) A Manager in a Business Establishment is concerned with Getting Things Done Through Delegation

He or she be successful when he or she can motivate subordinates to work for better results. OB will help the manager understand the basis of motivation and what he or she should do to motivate subordinates.

### 3) The field of OB is useful for improving Cordial Industrial/Labour Relations

If an employee is slow in his/her work, or if his/her productivity is steadily declining, it is not always because of a poor work environment. Often the indifferent attitude of the boss makes the worker lazy. Similarly, reluctance of the management to talk to union leaders about issues might provoke them to give a strike call.

In other words, relations between management and employees are often strained for reasons which are personnel issues, not technical. Human problems need to be tackled humanely. OB is very useful to understand the cause of the problem, predict its course of action, and control its consequences. The field of OB serves as the basis for human resource management.

**4) OB helps in motivating employees**

OB helps manager to motivate the employees bringing a good organizational performance automatically that leads to job satisfaction. It helps managers to apply appropriate motivational tools and techniques in accordance with the nature of individual employees.

**5) OB helps effective utilization of human resources**

OB helps managers to manage the people's behaviour and the organization effectively. It enables managers to inspire and motivates employees towards high productivity and better results.

**⇒ Contributing Disciplines of OB**

**1) Psychology**

The terms psychology comes from the Greek word 'Psyche' meaning soul or spirit. Psychology is the science that seeks to measure, explain and sometimes change the behaviour of human beings. Psychology studies processes of human behaviour, such as learning, motivation, perception, individual and group decision-making, pattern of influences change in organization, group process, satisfaction, communication, selection and training also such above concepts are used in Organization Behaviour.

**2) Anthropology**

The term anthropology combines the Greek term 'anthropo' meaning man and the noun ending 'logy' meaning science. Thus, anthropology can be defined as the science of man. It is also known as 'science of humanity'. It studies the relationship between individuals and their environment. The major contributions of Anthropology in the field of OB are Comparative values, Comparative attitudes, Cross-culture analysis, Organization environment etc.

**3) Political Science**

Political science is the branch of social science which deals with political system and political behaviours. In other words, political science helps us to understand the dynamics of power and politics within organizations Which includes conflict resolution, group coalition, and allocation of power etc. The main contributions of political science in the field of OB have been concerned mainly with Conflict, Intra-organizational policies and Power.

#### 4) Economics

Economists study the production, distribution and consumption of goods and services. The economic conditions of a country have long lasting impact on organizational behaviour. If psychological and economic expectations of employee are met, they are satisfied and become high performers. Economic systems include financial, commercial and industrial activities which have greater influences on the behaviour of the people.

#### 5) Engineering

Engineering also influences organisational behaviour. Some topics are common to engineering as well as organisational behaviour e.g. work measurement, productivity measurement, work flow analysis, work design, job design and labour relations etc.

#### 6) Medical Science

Stress is becoming a very common problem in the organisations. Research shows that controlling the causes and consequences of stress in and out of organisational settings, is important for the well being of the individual as well as the organisations. Medicine helps in the control of stress as well as stress related problems.

#### 7) Sociology

Sociology also has a major impact on the study of organisational behaviour. Sociology makes use of scientific methods in accumulating knowledge about the social behaviour of the groups. Sociology contributes to organisational behaviour through the study of interpersonal dynamics like leadership, group dynamics, communication etc.

### ➤ Application of OB in Management

#### 1) Responding to Globalization

Organization in recent days has changed the style of working and tries to spread worldwide. Trapping new market place, new technology or reducing cost through specialization or cheap labour are few of the different reasons that motivates organizations to become global.

#### 2) Managing Workforce Diversity

The increasing heterogeneity of organizations with the inclusion of different groups. Whereas globalization focuses on differences among people from different countries.

"Workforce diversity has important implications for management practice. Managers will need to shift their philosophy from treating everyone alike to recognizing differences and responding to those differences in ways that



will ensure employee retention and greater productivity while, at the same time, not discriminating".

**3) Improving Quality and Productivity**

a) Total Quality Management (TQM)

It is a philosophy of management that is driven by the constant attainment of customer satisfaction through the continuous improvement of all organizational processes.

1. Intense focus on the customer
2. Concern for continuous improvement
3. Improvement in the quality of everything the organization does
4. Accurate measurement
5. Empowerment of employees.

b) Reengineering

Reengineering: Reconsiders how work would be done and the organization structured if they were being created from scratch. "It asks managers to reconsider how work would be done and their organization structured if they were starting over".

**4) Improving people skills**

It will help management to better plan and respond to changes in the workplace. employee relationship is also showing change in the modern era. Employer Employers are no more autocrats and participative style of leadership welcomed. Flexible working hours and increased is authority motivates employees to perform to their best. Management now welcomes upward communication and participation of lower level employees in the decision making process.

**5) Stimulating Innovation and Change**

"Today's successful organizations must foster innovation and master the art of change or they'll become candidates for extinction. An organization's employees can be the impetus for innovation and change or they can be a major stumbling block. The challenge for managers is to stimulate employee creativity and tolerance for change.

**6) Work-life Balance**

Achieving a work-life balance between work and other important aspects of life is a big challenge today in every organization. It can be tough to make time for family and work. Hence, Employers can help employees to achieve work-life balance by instituting policies, procedures, actions, and expectations that enable them to pursue more balanced lives, such as flexible work schedules, company-sponsored family events and activities etc.

## 7) Improving People Skills

Possessing people skills is essential to have success in today's organizations. Employees need to improve their skills through a little effort and showing basic common courtesy in their business dealings like being polite, avoiding conflict, listening, appreciating etc. On the other hand employers' should also concentrate more on training employees with this above context.

## ➤ Shortcomings of OB

### 1) Failure of Individual on the Domestic Front

The subject helps an individual understand human behaviour better only in the work place, he or she may be a failure on the domestic front. People who have a thorough grounding of behavioural disciplines have sometimes proved to be total wrecks in their personal lives.

### 2) Failure to contribute to improve Interpersonal Relations

The subject of OB has not contributed to improved interpersonal relations in organizational settings. Jealousies, back-stabbing, leg-pulling, intrigues, harassment, and inequalities in rewards go side by side with nice lectures, training programmes, discussions, smiles, assurances, niceties and the like.

### 3) OB is selfish and exploitative

It serves only the interest of the management. With high emphasis on motivation, efficiency, and productivity, the subject breeds a competitive spirit among the employees. They are not allowed to function and live in harmony with one another.

### 4) Expectation of quick fix solutions

A serious problem that has plagued the subject is the tendency of managers to expect quick-fix solutions from behavioural programmes. Critics of OB wonder whether the ideas that have been developed and tested during periods of organizational growth and economic plenty will endure with equal success under different conditions. Future environment shall be marked by shrinking demand, scarce resources, and more intense competition. When organizations stagnate, decline, or encounter a threat of closure, there will be conflict and stress as a result it leads to one of the critical issues to find answers to related questions.

**5) OB will not totally abolish conflict and frustration, it can only reduce them**

It means, OB not an absolute answer to problems. It is only a part of the whole fabric of an organization. However, OB will not solve unemployment. It will not make up for our own deficiencies. It cannot substitute for poor planning, inept organizing, or inadequate controls. It is only one of the many systems operating within a larger social system.

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## Chapter2-Personality

### ➤ Personality

#### • MEANING AND DEFINITION OF PERSONALITY

The word personality is derived from Latin word called “persona” means a “mask” or “personare” means “to speak through”.

- ✓ Personality is the characteristics, qualities, skills, competencies and outward appearances of individuals.
- ✓ In other words, personality is a way to respond people, situations, and things that are consistent (more or less).
- ✓ In short, Personality is the psychological factor that influences individual behavior.

Many people view the term personality in the following ways:-

- ✓ According to **Gordon Allport** – “personality is the set of traits and behaviors that characterize an individual”.
- ✓ According to **Stephen Robbins** – “Personality is a dynamic and organized set of characteristics possessed by a person that uniquely influences his or her cognitions, motivations, and behavior in various situations”.
- ✓ According to Lawrence Ervin – “Personality is the relatively stable set of psychological attributes that distinguish one person from another”.
- ✓ According to R B Cattell – “Personality is that which permits a prediction of what a person will do in a given situation”.
- ✓ According to Munn – “Personality as the most characteristic integration of an individual’s structure, modes of behavior, interest, attitude, capacities, abilities, and aptitudes”.

#### • TYPES OF PERSONALITY

Since the days of Ancient Greece it was confirmed that there are four different types of personality :-

##### 1) Sanguine type

This type of personality characterized by spontaneity, optimism, enthusiasm, high energy, mental flexibility and curiosity. These people often have very express”, “fun”, “active”, “travel” and similar.

**2) Phlegmatic type**

These people are mainly defined by their social skills, such as their ability to express themselves and read other people face expressions and body language. They are nurturing, sympathetic, agreeable and emotionally expressive.

**3) Choleric type**

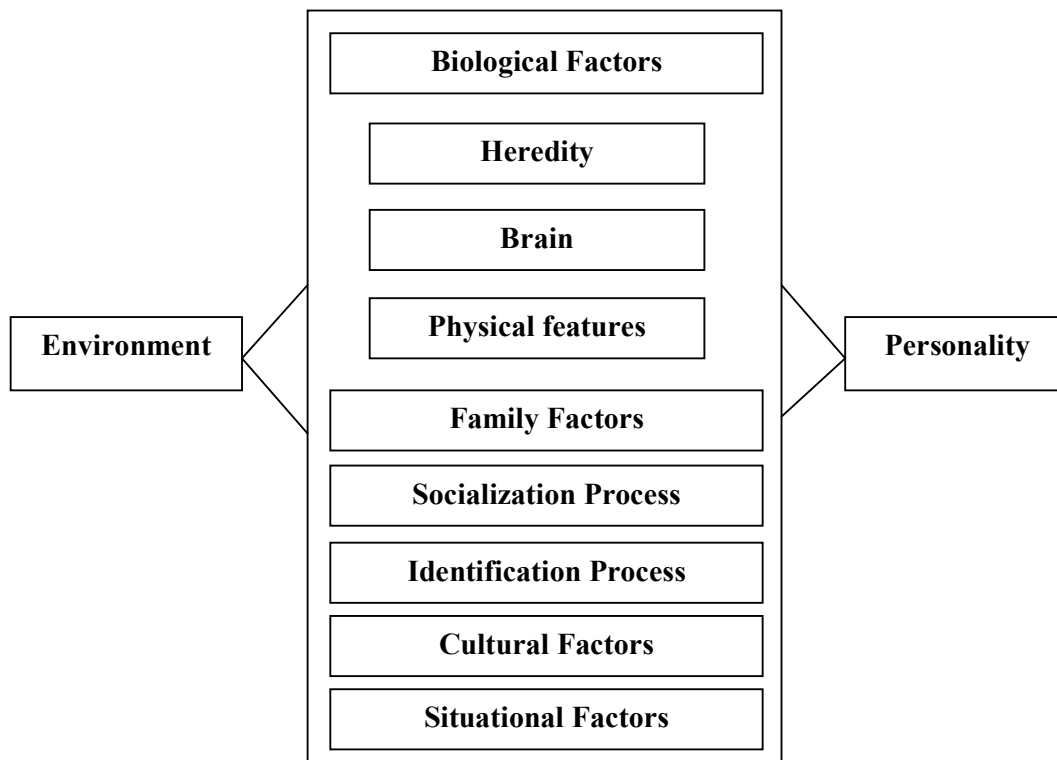
These people are direct, focused, tough, analytical, logical and strategic. They have a great deal of courage and like to complete.

**4) Melancholic type**

Melancholic tend to be calm, loyal and orderly, just as their personality name sounds. They are cautious and conventional. Their favorite words are “family”, “loyal”, “respect”, “caring”, “values” and “moral”.

• **DETERMINANTS OF PERSONALITY**

Different theories propose different factors that determine an individual personality. The most popular research work done by Freud deals with the identification of Self-concept. However the major determinants of personality are heredity, environment and situation.



## **I. Environment**

Environment refers to the surroundings in which the individuals are brought up. The environmental factors relating to the formation of personality includes culture, family, society upbringing and experiences.

### **1) Family factor**

Family is one of the significant factors that have an impact on personality development. Families influence the behavior of a person especially in the early stages. The nature of such influence will depend upon the following factors:

- ✓ Socio-Economic level of the family
- ✓ Family size
- ✓ Birth order
- ✓ Race
- ✓ Religion
- ✓ Parent's education level
- ✓ Geographic location.

Empirical evidence also suggests that the home and family environment, created by the mother and the father as well as their own behavior is highly influential on personality development.

### **2) Socialization Process**

Socialization is a process by which an infant acquires from the enormously wide range of behavior potentialities that are open to him/her at birth, those behavior patterns that are customary and acceptable to the family and social groups. Initially socialization starts with the contact between mother and her new infant. Later on other members of the family also influence the socialization process.

### **3) Identification Process**

The identification process occurs when a person tries to identify himself/herself with some person to whom he/she feels ideal in the family.

### **4) Cultural factor**

It is a unique system of perception, belief, values, norms, pattern of behavior of individual in a given society.

Culture is the factor which determines the decision-making power of an individual. It generally determines attitude towards independence, aggression, competition and cooperating.

### 5) Situational factor

Situational factors also play a very important role where situation exerts an important press on the individual. It exercises constraints and may provide push. This aspect is very important for organization because manager has control over the organizational situation.

## II. Personality

GENES is the important element that influences our behavior because our brain and the chemicals that operate within it are made by genes. The genetics of behavior is complex because personalities are complex. However personality includes the following:-

### 6) Biological factor

The study of biological contribution to personality can be divided into 3 major categories:-

#### a. Heredity

Heredity is the transmission of qualities from the ancestor to descendent through a mechanism primarily lying in the chromosomes of the germ cell.

#### b. Brain

The structure of the brain determines personality though no conclusive proof is available so far about the role of brain in personality formation.

#### c. Physical features

The third biological factor determining personality formation is physical characteristics and rate of maturation. An individual external appearance, which is biologically determined, is an important ingredient of personality.

## ➤ Perception

### • MEANING AND DEFINITION

According to dictionary meaning, perception means “act of faculty of perceiving”. Perception means perceiving i.e. giving meaning to the environment around us.

For example: Looking at a sculpture some may perceive it as beautiful, the others as ugly.

According to **Udai Pareek and others**, perception can be defined as “the process of receiving, selecting, organizing, interpreting, checking, and reacting to sensory stimuli or data”.

According to **Stephen P Robbins**, “A process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment”. By analyzing the above definitions we can say that the term perception involves the following:-

- ✓ Deciding which information to notice,
- ✓ How to categorize this information,
- ✓ How to interpret it within the frame work of our existing knowledge.

- **FACTORS INFLUENCING PERCEPTION**

- I. INTERNAL FACTORS**

The internal factors include the following:-

- 1) Learning**

Learning may play the single biggest role in developing perceptual set. It is a cognitive awareness by which the mind organizes information and forms images and compares them with previous exposures to similar stimuli.

Learning creates an expectancy in an individual and expectancy makes him see what he wants to see which means perceptions and interpretations of people depend upon their previous exposure.

For instance: Verbal Response Set

M-A-C-D-O-W-E-L-L
M-A-C-D-O-N-A-L-D
M-A-C-B-E-T-H
M-A-C-H-I-N-E-R-Y

- 2) Motivation**

Motivation also has a vital impact on perceptual selectivity where it creates a urge and activates the inner stimuli of individuals.

For example:-a) a hungry person will be more sensitive to the smell or sight of food than a non-hungry person;

b) When a person walks into the lunch room, he may go to the table where several of his co-workers are sitting, rather than a table which is empty or on which just one person is sitting.



### 3) Personality

Behavior, values and even age of an individual may also affect the people perceive the world around them.

For example, the older senior executives often complain about the inability of the new young manager to take tough concerning terminating and paying attention to details and paper work. The young managers, in turn, complain about the 'old guards' resisting change and using paper and rules as ends in themselves. Further, the generation gap witnessed definitely contribute to different perceptions.

## II. EXTERNAL FACTORS

External factor includes the following:-

### 1) Size

Size always attracts the attention, because it establishes dominance. The size may be the height or weight of an individual, sign board of a shop, or space devoted to an advertisement in the newspaper.

The bigger the size of stimulus, the higher is the probability that is perceived.

For example:-A full page advertisement will always catch attention as compared to a few lines in the classified section.

### 2) Intensity

Intensity attracts to increase the selective perception. In other words it is an activity involves concentrating a lot of effort or people on one particular task in order to try to achieve a great deal in a short time.

Example: Yelling or whispering, very bright colors or very dim colors etc.

The term also includes **behavioral intensity**. For instance, if office order says "Report to the boss immediately," it will more intense as compared to "Make it convenient to meet the boss today".

### 3) Repetition

Repetition refers to make others to pay attention by stimulating their inner urge through repeated stimulus.

In other words, it states that a repeated external stimulus is more attention drawing than a single one. Because of this factor, supervisors make it a point to give the necessary directions again and again to the workers.

For example:-Product shown again and again on TV grabs more attention as compared to an advertisement which is shown once a day.

**4) Status**

High status people can exert greater influence on the perception of the employees than the low status people.

For example:-There will always be different reactions to the orders given by the foreman, the supervisor or the production manager.

**5) Contrast**

An object which contrasts with the surrounding environment is more likely to be noticed than the object which blends in the environment.

For example:-In a room if there are twenty men and one woman will be noticed first because of the contrast; EXIT SIGN in cinema halls which have red lettering on a black background are attention drawing.

**6) Movement**

This principle states that a moving object receives more attention than an object which is standing still.

For example:-A moving car among the parked cars catch attention faster.

**7) Novelty and Familiarity**

This principle states that either a novel or a familiar external situation can serve as an attention getter. This principle helps the managers to change the workers jobs from time to time, because it will increase the attention they give to their jobs.

For example:-A familiar face on a crowded railway platform will immediately catch attention.

**8) Nature**

This principle states that whether it is a visual, auditory or pictures of people or animals that will attract more attention than words.

For example:-Video attracts more attention than still pictures.

• **PERCEPTUAL PROCESS**

**1) Receiving**

Receiving is the first stage in the process of perception. It is the initial stage in which a person collects all information and receives the information through the sense organs.

**2) Selecting**

Selecting is the second stage in the process. Here a person doesn't receive the data randomly but selectively. A person selects some information out of all in accordance with his interest or needs. The selection of data is dominated by various external and internal factors.

- ✓ **External factors** – The factors that influence the perception of an individual externally are intensity, size, contrast, movement, repetition, familiarity, and novelty.
- ✓ **Internal factors** – The factors that influence the perception of an individual internally are psychological requirements, learning, background, experience, self-acceptance, and interest.

### 3) **Organizing**

Keeping things in order or say in a synchronized way is organizing. In order to make sense of the data received, it is important to organize them. Usually data can be organized through grouping them on the basis of their similarity, proximity, closure, continuity.

### 4) **Interpreting**

Finally, we have the process of interpreting which means forming an idea about a particular object depending upon the need or interest. Interpretation means that the information we have sensed and organized, is finally given a meaning by turning it into something that can be categorized. Usually one's interpretation may subject to certain errors which was discussed below:-

## ❧ **PERCEPTUAL ERRORS**

### 1) **Halo effect**

The halo effect refers to the tendency of judging people on the basis of a single trait which may be good or bad, favorable or unfavorable. The halo effect is a very common type of error committed by the managers where evaluating the subordinates. Where a manager judge the employees based on his or her first impression.

For example:-If a manager considers that an employee has good skills in analyzing a problem, he comes to a conclusion that he can also solve the problem. But solving the problem involves the choosing of the alternatives followed by the decision-making process in which the employee may not be "PROFICIENT".

### 2) **Selective Perception**

Selective perception is also known as "Selective attention". It comprises traits

and characters of individual based on sex, age, culture, socio-economic status etc. People selectively perceive objects or things that interest to them most in a particular situation and avoid others. In other words, selective perception is the personal filtering of what we see and hear so as to suit our own needs.

For example:-Employee of production department may be concentrating to the skill/work which he is doing and may ignore others.

### 3) Stereotyping

It is a process in which the individuals are judged based on the group to which they belong. In other words, stereotyping means judging someone on the basis of one's perception of the group to which that person belongs.

For example:-General notion about gender i.e. "Males have high ego, Women are sensitive".

### 4) Perceptual defense

It is the inability to perceive that is threatening to the perceiver. A consequence of perceptual defense is that employees that are fired often express shock and maintain that they were never told about this poor performance.

For example:-A person performing poorly at work may be unable to get the warning of his manager.

### 5) Primacy effect

'First impression is the best impression'. Errors based on this type of perception are called as primacy effect. It is the tendency of the individuals to make an opinion based on the first impression.

For example:-Not sociable and soft spoken concluded as introvert.

### 6) Recency effect

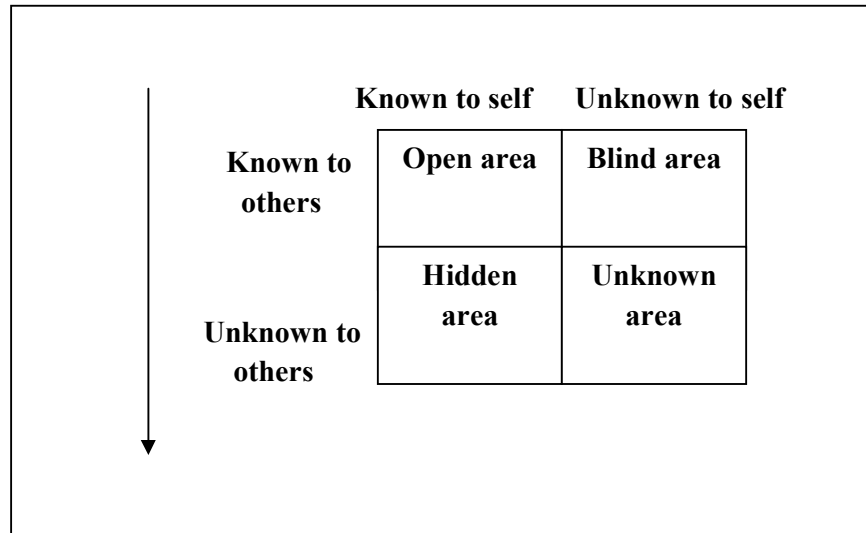
Individuals tend to remember the recent happening and based on that, come to a conclusion on a particular event. The recent happenings or incidents remain in our short-term memory and it dominates the other incidents when the perception takes place.

## 🔗 Ways of overcoming or strategies for improving perceptual skills

### 1) Knowing oneself accurately

One of the powerful ways to minimize perceptual distortions is know oneself. People normally misperceive others because they fail to perceive themselves accurately. The more accurately a person understands himself, the more accurately he can perceive others.

For example:-JOHARI WINDOW Model helps to understand hoe co-workers can increase their mutual understanding.



The JOHARI model concludes that the employee should be like an open area so that both the individual and the colleagues are aware of his perceptual limitations.

### **2)Empathize with others**

Empathy refers to a person's ability to understand and be sensitive to the feelings of others. Empathy is a natural phenomenon and develops within an individual by itself. By empathizing with other person, one can perceive the other individual more aptly.

### **3)Have a positive attitude**

Attitudes have a strong and long lasting effect on perception. If one holds a negative attitude towards someone or something, our perception is undoubtedly going to be distorted. We should make effort to have a positive attitude and should not let our personal biases to crop in and hinder the perceptual powers.

### **4)Postpone Impression Formation**

Forming judgments about an individual by first impression or by first meeting is absolutely wrong. A much better strategy is to postpone the impression formation until more information about the individual and the situation is collected.

### 5) Communicating openly

Inadequate or one way communication leads to misperception. Utmost care should be taken, so that the message reaches the right person, at the right time and in the right manner.

### 6) Comparing one's perceptions with that of others

Another useful strategy to reduce perceptual errors is to compare one's perception with the perception of other person about the same object. By sharing perceptions we come across different point of views and potentially gain a much better understanding of the situation and the object.

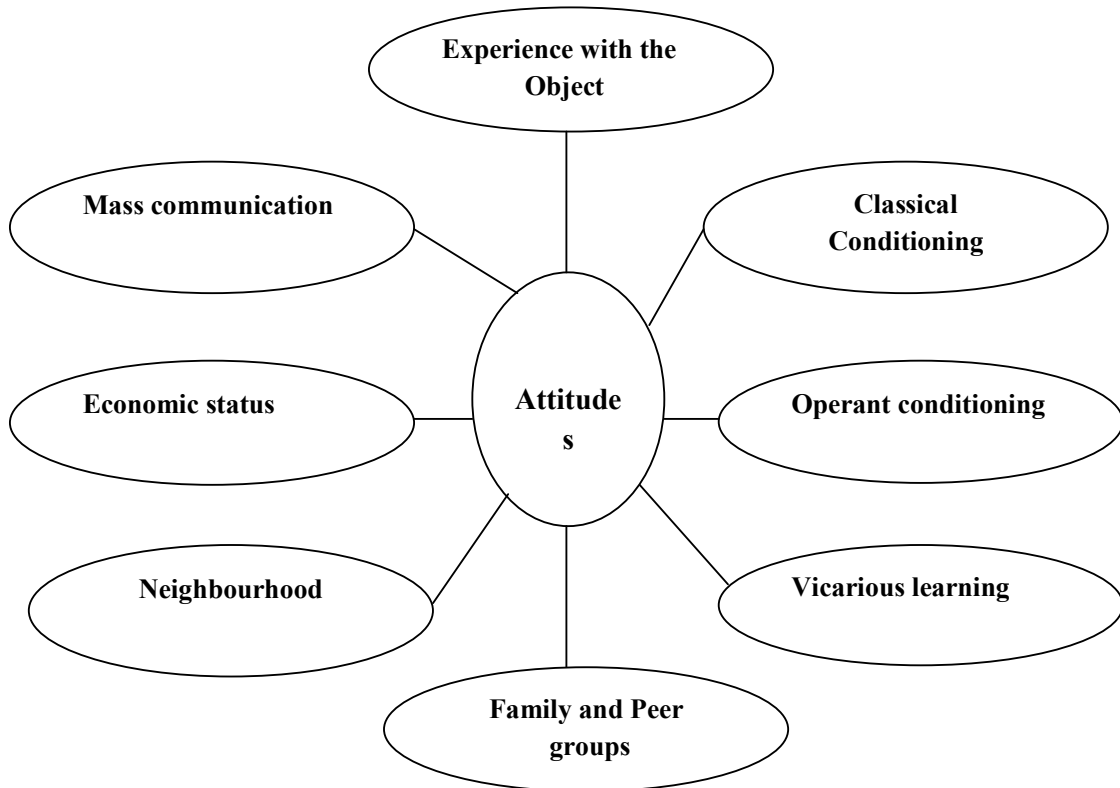
## ➤ Attitudes

### • MEANING AND DEFINITION

- ✓ An attitude defined as the way a person feels about something- a person, a place, a commodity, a situation or an idea.
- ✓ In other words, attitudes are the set or cluster of beliefs towards objects, events and situation.
- ✓ According to **Gordon Allport**, Attitude defined as a-“mental and neural state of readiness, organized through experience, exerting a directive or dynamic influence upon the individual's response to all objects and situation with which it is related”.
- ✓ According to **P R Lawrence**, “Attitude represents the cluster of beliefs, assessed feelings, and behavioral intentions toward an object”.

By analyzing the above, attitude is refers to a persistent tendency to feel and behave in a particular way toward some object.

• **FORMATION OF ATTITUDE**



**1) Direct experience with the object**

Attitudes can develop from a personally rewarding or punishing experience with an object. Employees form attitudes about jobs on their previous experiences.

For example:-If everyone who has held a job has been promoted within six months, current job holders are likely to believe that they will also be promoted within six months.

**2) Classical Conditioning and Attitudes**

One of the basic processes underlying attitude formation can be explained on the basis of learning principles. People develop associations between various objects and the emotional reactions that accompany them.

For example:-we may come to hold positive attitude towards a particular perfume because a favorite model wears it.

**3) Operant Conditioning and attitude acquisition**

Attitudes that are reinforced, either verbally, tend to be maintained. Conversely, a person who states an attitude that elicits ridicule from others may modify or abandon the attitude.

**4) Vicarious learning**

This refers to formation of attitudes by observing behavior of others and consequences of that behavior. We also learn vicariously through television, films and other media.

For example:-a) Movies that glorify violence reinforce positive attitudes regarding aggression.

b) If parents says that “blind people are incompetent” then children may adopt such attitudes towards blind people even they never met them ago.

**5) Family and Peer groups**

A person may learn attitudes through imitation of family members or peers. Attitude towards the opposite sex, religion, tolerance or prejudice, education, occupations, political parties, and almost all other areas where attitudes are capable of expression are the result of our accepting or rejecting the attitudes held by members of our family. Similarly, attitudes are acquired from peer groups in colleges and organizations.

**6) Neighbourhood**

The neighbourhood in which we live has certain cultural facilities, religious groupings and ethnic differences. Further, it has people, who are neighbours. These people may be Northerners, Southerners etc. The people belonging to different cultures have different attitudes and behaviors. Some of these we accept and some of these we deny and possibly rebel.

**7) Economic status and Occupations**

Our economic and occupational positions also contribute to attitudes formation. They determine, in part, our attitudes towards unions and management and our belief that certain laws are “good” or “bad”. Our socio-economic background influences our present and future attitudes.

**8) Mass Communication**

Attitudes are generally less stable as compared to values. The presentation of news or information is constructed so as to cater to the attitude of the audience. In turn, the audience selects the specific form of mass communication that best reflects its attitudes on various subjects.



- **COMPONENTS OF ATTITUDE**

- 1) **Informational or Cognitive Component**

The informational component consists of beliefs, values, ideas and other information a person has about the object. For example, a person seeking a job may learn from his own sources and other employees working in the company that in a particular company the promotion chances are very favourable. In reality, it may or may not be correct. Yet the information that person is using is the key to his attitude about that job and about that company.

- 2) **Emotional or Affective Component**

The informational component sets the stage for the more critical part of an attitude, its affective component. The emotional components involve the person's feeling or affect-positive, neutral or negative-about an object. For example, "I like this job because the future prospects in this company are very good".

- 3) **Behavioural Component**

The behavioural component consists of the tendency of a person to behave in a particular manner towards an object. For example, the concerned individual in the above case may decide to take up the job because of good future prospects.

➤ **EMOTIONAL INTELLIGENCE**

- **MEANING OF EQ**

- ✓ Emotional intelligence refers to the capability of a person to manage and control his or her emotions and possess the ability to control the emotions of others as well.
- ✓ Emotional intelligence are the skills which are required to better understand, empathize and negotiate with other people.

- **IMPORTANCE OF EQ AT WORKPLACE**

- 1) **Self-awareness**

If a person has a healthy sense of self-awareness, he understands his own strengths and weaknesses, as well as how his actions affect others. A person who is self-aware is usually better able to handle and learn from constructive criticism than one who is not.

- 2) **Self-regulation**

A person with a high EQ can maturely reveal her emotions and exercise restraint when needed. Instead of squelching her feelings, she expresses them with restraint and control.

- 3) **Motivation**

Emotionally intelligent people are self-motivated. They're not motivated simply by money or a title. They are usually resilient and optimistic when they encounter disappointment and driven by an inner ambition.

- 4) **Empathy**

A person who has empathy has compassion and an understanding of human nature that allows him to connect with other people on an emotional level. The ability to empathize allows a person to provide great service and respond genuinely to others' concerns.

- 5) **People skills**

People who are emotionally intelligent are able to build rapport and trust quickly with others on their teams. They avoid power struggles and backstabbing. They usually enjoy other people and have the respect of others around them.

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## UNIT3:- LEARNING

### ⇒ MEANING AND DEFINITION

- ✓ Learning is a change in behavior as a result of experience. Learning is the product of reasoning, thinking, information processing and perception.
- ✓ In a **Layman's view**, "Learning is something we did when we went to school".
- ✓ According to **Stephen P Robbins or E R Hilgard**, Learning is "any relatively permanent change in behavior that occurs as a result of experience".
- ✓ According to **Steers and Porter**, Learning can be defined as relatively permanent change in behavior the potentiality that results from reinforced practice or experience".

By analyzing the above definitions we can define the term learning as a "all changes in behavior that result from prior experience and behavior in similar situations".

### ⇒ NATURE

#### 1) Change in Behavior

Learning involves change in behavior, although the change may be good or bad from an organization's point of view. The change in behavior need not be an improvement over the previous behavior, although learning improves behavior. For example:-Bad habits like smoking.

#### 2) Change in Behavior must be relatively permanent

All the changes do not reflect learning. To constitute learning, change should be relatively permanent. Temporary changes may be only reflective and fail to represent any learning.

For example:-any temporary adaptations like fatigue or drugs etc are not covered in learning.

#### 3) Change must be based on some experience, practice or training

The behavioral change may also influenced by experience, practice or training. This change may not be evident until a situation arises in which the new behavior can occur.

For example:-any change in behavior due to physical maturation, any disease or physical damages do not constitute learning.

**4) Reinforcement**

The practice or experience must be reinforced in order for learning to occur. If reinforcement does not accompany the practice or experience the behavior will eventually disappear.

**5) Learning is reflected in Behavior**

A change in an individual's thought process or attitudes not accompanied by behavior is not learning. Further learning needs to result in behavior potentially and not necessarily in the behavior itself.

For example:-if a person is thinking of using drugs but has not actually used them and he finds out that a friend of his has died because drugs, he will never get involved with drugs.

**➤ PRINCIPLES OF LEARNING**

Learning is a very complex and wide topic. Following are the principles of learning in formal training situations:-

**1) Feedback**

Learning can be a more effective process when both the instructor and trainee give feedback to each other. The instructor needs feedback to know how the trainee is progressing and the trainee needs the feedback to know his level of performance.

**2) Active learning**

Learning can be more effective and quick, if the trainee is actively involved in the learning process.

**3) Reinforcement**

According to this principle "learning which is rewarded is more likely to be retained." This is how learning make children, students and even pets to learn.

**4) Meaningful material**

The material supplied to the trainee should be meaningful. He can understand and learn more, if the material supplied is related to his existing knowledge.

**5) Multiple sense learning**

The presentation method which makes use of two or more senses are more effective than using one sense only which means "one picture is worth a thousand words". Generally, the most important senses for learning are SIGHT and HEARING.

**6) Overloading**

If an individual frequently makes attempts to recall the learned material, forgetting is reduced and the material is memorized in his brain.

**7) Primary and recency**

This principle states that trainees can recall those things they learn first and last in sequence. This principle does not hold true in all conditions and sometimes they act against one another.

For example:-When the most recent impressions change or blot our first impressions.

⇒ **TYPES OF LEARNING**

• **OBSERVATIONAL LEARNING**

- ✓ Observational learning is learning that occurs through observing the behavior of others.
- ✓ Observational learning is a form of social learning where it is concerned with learning by watching others is called Observational learning.
- ✓ Observational learning always occurs through **attention, retention, production and motivation.**
- ✓ **For example:** (1) A child learns to interact with other people by observing their parents; (2) A newer employee avoids being late to work after seeing a co-worker fired for being late.

• **BENEFITS OF OBSERVATIONAL LEARNING**

**1) Encourage Social Interactions**

People learn numerical, language and social skills through observational learning. Since it help to build their self-esteem. Also, they become familiar with diverse activities, learning new ways to have fun.

**2) Improves Behaviour**

Observational learning often occurs outside the classroom, and parents contribute to the learning process. Young people tend to imitate the behaviors and language of their peers from infancy, which help inculcate positive behaviors in them.

**3) Expands Knowledge**

Observational learning also helps to improves one's knowledge, through inquisition and imitation. People become more familiar with their surrounding, which helps to improve skills required to master other subjects.

#### 4) Enhances Memory

Memory improvement is the primary benefit in people. Imitation and memory go hand in hand in determining the people's behavior. For instance, people retain the information of their surrounding and then mimic what they see.

- **REINFORCEMENT**

- ✓ Reinforcement is a process of strengthening desirable behaviors, often through the use of rewards.
- ✓ Reinforcement is the attempt to develop or strengthen desirable behavior. There are two types of reinforcement in organizational behavior: positive and negative.

- **Positive reinforcement** strengthens and enhances behavior by the presentation of positive reinforcers. There are primary reinforcers and secondary reinforcers.

Primary reinforce satisfy basic biological needs and include food and water. Where secondary reinforce include such benefits as money, status, grades, trophies and praise from others.

- **Negative reinforcement**, an unpleasant event that precedes a behavior is removed when the desired behavior occurs. For example, Supervisors apply negative reinforcement when they stop criticizing employees whose poor performance has improved.

- **Punishment**

Punishment is an undesirable consequence an employee receives for bad behavior. This can involve actions like demoting the employee or suspending the employee.

- **Extinction**

Extinction is the elimination of a behavior. This type of behavior modification should be reserved for the most damaging behaviors.

- **BENEFITS OF REINFORCEMENT**

- 1) **Increases Behaviour**

Reinforcement is one of the easiest and quickest ways to improve employee happiness and effectiveness. Increased self-confidence and esteem by continuous reinforcement, inspires people to do their best work, develop new skills and enabling them to make a dramatic and lasting impact on the organization.

- 2) **Sustain Change**

Reinforcement creates changes into organizations. Reinforcing behavior may help workforce to adopt and sustain the right behaviors saving time and money and improving the probability of success. More positive application of reinforcement should also get the credit for flexible work schedules, fulfilling job design, or creative compensation practices.

- 3) **Gives a path to correct errors**

Every organization is confronted with errors. Organizations often focus on error prevention as a single strategy for dealing with errors. Error prevention needs to be supplemented by reinforcement techniques, an approach directed at effectively dealing with errors after they have occurred, with the goal of minimizing negative and maximizing positive error consequences.

- 4) **Achieve perfection**

Reinforcement correlated with positive affect and was interpreted as reflecting the positive aspects of perfectionism that boosts self-oriented and social-oriented perfectionism.

- **COGNITIVE LEARNING**

- ✓ Cognitive Learning is a type of learning that is **active, constructive, and long-lasting**. It engages students in the learning processes, teaching them to use their brains more effectively to make connections when learning new things.
- ✓ Comprehension, Application and Memory are the basic factors that influences cognitive learning.
- ✓ In other words, the cognitive learning process aims to chart the learning process for optimal thinking, understanding and retention of what we learn.

- **BENEFITS OF COGNITIVE LEARNING**

- 1) **Enhance Comprehension**

In cognitive learning, people learn by doing. This hands-on approach makes the learning immersive and promotes comprehension. Thus, one can develop a deeper understanding of the material and its application to your work and life.

- 2) **Improve Problem Solving Skills**

Problem-solving skills are critical at any level of leadership. The cognitive learning approach enhances your ability to develop this core skill and helps them to apply it to every aspect of their job.

- 3) **Boosts Confidence**

Cognitive learning can also improve confidence in one's ability to handle challenges at work. This is because it promotes problem-solving skills and makes it easier to learn new things within a short period.

- 4) **Encourages Continuous Learning**

Cognitive skills promote long term learning as it allows you to connect previous knowledge with new materials. It helps you merge old and new information and apply both effectively.

- **SELF-DIRECTED LEARNING**

- ✓ Learning that occurs when learners explore, question, react, and respond to learning material relevant to their needs. Also known as *self-concept* or *self-initiated* learning.
- ✓ self-directed learning describes a process in which individuals take the initiative, with or without the help of others, in diagnosing their learning needs, formulating learning goals, identifying human and material resources for learning, choosing and implementing appropriate learning.



- **BENEFITS OF SELF-DIRECTED LEARNING**

- 1) **Support learning through trails and error**

It helps people to make space to take risks and feel the impact of what happens when those risks don't work out. Ask them to reflect on both their wins and challenges so that their risks become more calculated over time.

- 2) **Value System**

Self-directed learning enables individuals to improve their self-confidence, motivation and lifelong learning skills based on value system. It is also aimed to reveal the relationship between self-directed learning skills and lifelong learning tendencies.

- 3) **Intrinsic Motivation**

We are connected to our intrinsic motivation when we are inspired to achieve a goal because it is meaningful to us. Sometimes a people knows right away when something is personally meaningful. For others, it takes a while.

- 4) **Inspires a love of learning**

A life lived with a love of learning is beautiful and complex. There is a sense of freedom that comes along with that realization. When we control a people's learning, we can end up robbing them of that realization.

- **EXPERIMENTAL LEARNING**

- ✓ Experiential learning is a method of educating through first-hand experience. For Example:- internships, studies abroad, field trips, field research, and service-learning projects.

- ✓ In other words, it is a process whereby knowledge is created through the transformation of experience. Knowledge results from the combinations of grasping and transforming the experience.

- **BENEFITS OF EXPERIMENTAL LEARNING**

- 1) **Links theory to Practice**

People have the chance to engage in the experience and practice what they have learned, see the application of the theoretical concepts in practice, process that application and make generalizations.

- 2) **Increase Engagement**

By encouraging collaboration and scaffolding between learners it increases people involvement.

**3) Leads to development of Skills**

By assisting in the acquisition of essential skills and encouraging people to reflect, conceptualize, and plan for next steps.

**4) Assist memory retention**

By building strong relationships between feelings and thinking processes. people have the capacity to learn successfully when the information is associated with values and feelings.

➔ **THEORIES OF LEARNING**

**1) Classical Conditioning**

- ✓ Classical conditioning is a type of conditioning in which an individual responds to some stimulus that would not ordinarily produce such as response.
- ✓ In other words, it is the process of learning to associate a particular thing in our environment with a prediction of what will happen next.
- ✓ The classical conditioning was first constructed by Ivan Pavlov, the Russian psychologist.
- ✓ Pavlov presented one dog with a piece of meat, the dog exhibited a noticeable increase in salivation. When Pavlov withheld the presentation of meat and merely rang a bell, the dog did not salivate. Then Pavlov proceeded to link the meat and the ringing of the bell. After repeatedly hearing the bell before getting the food, the dog began to salivate as soon as the bell rang. After a while, the dog would salivate merely at the sound of the bell, even if no food was offered.
- ✓ In classical conditioning, learning involves a conditioned stimulus and an unconditioned stimulus. Here, the meat was unconditioned stimulus; it invariably caused the dog to react in a specific way.

## 2) Operant conditioning

- ✓ Operant conditioning learns that a particular behavior is usually followed by a reward or punishment.
- ✓ The Harvard psychologist B.F. Skinner proposed operant conditioning.
- ✓ Operant conditioning argues that one's behavior will depend on different situations. People will repeatedly behave in a specific way from where they will get benefits.
- ✓ On the other hand, they will try to avoid a behavior from where they will get nothing. Skinner argued that creating pleasing consequences to specific forms of behavior would increase the frequency of that behavior.
- ✓ In one famous experiment displaying operant learning, the psychologist B.F. Skinner trained rats to press a lever to get food. In this experiment, a hungry rat placed in a box containing a lever attached to some concealed food. At first, the rat ran around the box randomly. In this process, it happened to press the lever, and the food dropped into the box. The dropping of food-reinforced the response of pressing the lever. After repeating the process of pressing the lever followed by dropping off food many times, the rat learned to press the lever for food.

## 3) Cognitive Theory

- ✓ Cognition refers to an individual's thoughts, knowledge of interpretations, understandings, or ideas about himself, and his environment.
- ✓ This is a process of learning through active and constructive thought processes, such as a practice or using our memory.
- ✓ For example might be that we were taught how to tell time by looking at a clock. Someone taught us the meaning of the big hand and little hand, and we might have had to practice telling the time when we were first learning it.
- ✓ This process of learning was entirely inside our mind and didn't involve any physical motions or behaviors. It was all cognitive, meaning an internal thought process.
- ✓ Hence, the theory has been used to explain mental processes as they are influenced by both intrinsic and extrinsic factors, which eventually bring about learning in an individual.

## 4) Social Learning Theory

- ✓ The social learning theory also called observational learning, stresses the ability of an individual to learn by observing what happens to other people and just by being told about something.
- ✓ One can learn things by observing models, parents, teachers, peers, motion pictures, TV artists, bosses, and others.

- ✓ It includes four processes that have been found to determine the influence on an individual.
  - **Attention process:** People learn from a model only when they recognize and pay attention to its critical features. If the learner is not attentive they would not be able to learn anything. We tend to be most influenced by attractive models, repeatedly available, which we think is important, or we see as similar to us.
  - **Retention process:** A model's influence depends on how well the individuals remember the model's actions after the model is no longer readily available.
  - **Motor reproduction process:** After a person has seen a new behavior by observing the model, the watching must be converted to doing. It involves recall the model's behaviors and performing own actions and matching them with those of the model. This process then demonstrates that the individual can perform the modeled activities.
  - **Reinforcement process:** Individuals are motivated to exhibit the modeled behavior if positive incentives or rewards are provided. Behavior that is positively reinforced is given more attention, learned better and performed more often.

## ➤ E-LEARNING

- ✓ **E-learning** refers to a learning system that can obtain through the internet using an electronic device. It also known as *online learning* or *online education*.
- ✓ In other words, a learning system based on formalised teaching but with the help of electronic resources is known as E-Learning.

### • AIMS/GOALS OF E-LEARNING

#### 1) Cost Effective & Saves Time

By reducing the time taken from the office, removing travel costs and doing away with printed materials, online learning helps us to save money and increases workforce productivity.

#### 2) Learning 24/7

Online learning facilitates learning at anywhere at any place. In organizations also staff will be happier because they do not travel for training centers they can opt training even outside office hours also.

**3) Serves Different Styles**

One of the greatest benefits of e-learning is that they have a world of content formats at their fingertips. Videos, notes, info graphics, games and other content types make e-learning engaging for everyone. Plus, different types of assessments, like quizzes and case studies, means that learners can be engaged according to their increasing level of understanding as they progress through the training.

**4) Interactive and Gamification**

Learning requires active participation from people. Interactive eLearning courses allow employees to practice new skills. Simulations can provide the ultimate level of interactivity and practice, without the risk.

**5) Accessable Support**

Almost all training can be delivered digitally, but sometimes there is still a need for live facilitation and expert support. One of the benefits of online training for employees is that they can learn in their own time, at their own pace, while still having access to subject matter experts.

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## UNIT4:- GROUP DYNAMICS AND ORGANIZATIONAL CHANGE

### ➤ MEANING AND DEFINITION OF GROUP

- ✓ In layman's view, a number of people together at a given place and given time can be considered as a group.
- ✓ *According to Marvin Shaw*, "A group is two or more persons who are interacting with one another in such a manner that each person influences and is influenced by each other person."
- ✓ In short, A group is an aggregation of people for a *Common Ideology*.

### ➤ TYPES OF GROUP

#### 1) Formal Group

The line of authority forms the members of this group formally. They are formed for specific purpose. The purpose of forming is given by the management.

#### 2) Informal Group

Members of this group belong to various divisions irrespective of their jobs. These groups are formed for the purpose of solving any serious problems, or generally for sharing the ideas about any matter related or unrelated to the organization.

#### 3) Reference Group

The members of these group act as a comparisons or reference for other individuals. Individual outside the reference groups form their attitudes and frame their personality by referring or identifying themselves with reference groups.

#### 4) Small Groups

They are highly effective for short-term decision-making process. This group is restricted upto 5 members. The communications among the members of this group are fast.

#### 5) Friendship Group

They are a type of informal groups. These groups are basically formed to satisfy the needs of belongingness and security.

#### 6) Task Group

The management might form task groups in order to accomplish some of the organizational goals.

**7) Self-managed Team**

A group of people working together in their own ways toward a common goal which is defined outside the team.

**8) Self-directed Team**

A group of people working together in their own ways toward a common goal which the team defines.

**9) Command Group**

It is relatively permanent and is specified by the organization chart. It comprises of managers or superiors and subordinates, who meet regularly to discuss general and specific ideas to improve product or service.

**10) Vertical Clique**

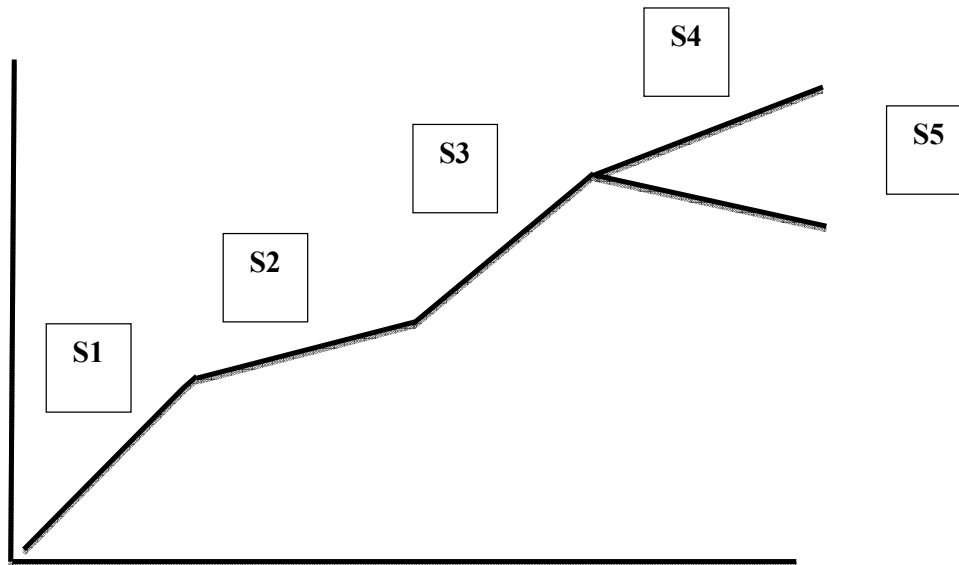
This group consists of people working in the same department drawing membership regardless of ranks.

**11) Horizontal Clique**

This group consists of people of more or less the same rank and working more or less in the same area.

**➤ GROUP FORMATION/FORMATION OF GROUP**

The process of group formation can be depicted by five stages:-



- **STAGE1:- FORMING**

This is the first stage of group formation. This first stage is characterized by a sense of uncertainty and awkwardness and perhaps anxiety. In this stage, group norms and standards are defined. This phase often shows as tentativeness or even some anxiety on the part of participants. Leaders need to “set the tone” for group behaviour, activities and interactions.

- **STAGE2:- STORMING**

This stage is characterized by individual assertive behaviour, which may result in some group instability. In this stage each person wants to feel a sense of individual importance and influence on the group “finding a niche”.

- **STAGE3:- NORMING**

This phase is known as “becoming personal”. Norming is the stage where the group is formed and structured completely. A growth of affection and establishment of personal relationships characterize this phase.

- **STAGE4:- PERFORMING**

This phase is termed as “Working together”. This phase is characterized by harmony among group members. At this stage the group is mature enough to attend to its own needs both in terms of task and relationship matters.

- **STAGE5:- ADJOURNING**

This stage is also known as “Transference”. In this stage, the group disperses after the group activity is completed.

## ➤ **NEGOTIATION AND CONFLICT**

- ✓ Conflict refers to “any tension which is experienced when one person perceives that one’s needs or desires are or are likely to be frustrated”.
- ✓ *According to Follet*, Conflict as “the appearance of difference, difference of opinions, of interests”.
- ✓ In short, conflict means “a disagreement between two or more individuals or groups”.

## ➤ **PROCESS OF CONFLICT**

### 1) **Potential Opposition or Incompatibility**

The first step in the conflict process is the presence of conditions that create opportunities for conflict to develop. These 3 conditions cause conflict and are:-



- **Communication:** Different words connotations, insufficient exchange of information and noise in the communication channel are all leads to conflict.
- **Structure:** The term structure is used to include variables such as size, the degree of specialization in the tasks assigned to group members. The larger the group and the more specialized its activities, the greater the likelihood of conflict.
- **Personal Variables:** Certain personality types- for example, individuals who are highly authoritarian lead to potential conflict. Another reason for the conflict is the difference in value systems.

## 2) Cognition and Personalization

If no one is aware of a conflict, then it is generally agreed that no conflict exists because conflict is perceived does not mean that is personalized.

For example:- 'A' may be aware that 'B' and 'A' are in serious disagreements but it may not make 'A' tense or nations and it may have no effect whatsoever on A's affection towards 'B'.

## 3) Intentions

Intentions are decisions to act in a given way, intentions intervene between people's perception and emotions and their overt behavior. Five conflict handling intentions can be identified and are Competing (I Win, You Lose), Collaborating (I Win, You Win), Avoiding (No Winners, No Losers), Accommodating (I lose, You win), and Compromising (You Bend, I Bend).

## 4) Behaviour

The behaviour stage includes the statements, actions, and reactions made by the conflicting parties. These conflict behaviours are usually overt attempts to implement each party's intentions.

## 5) Outcomes

The action-reaction interplay between the conflicting parties results in consequences. These outcomes may be functional in that the conflict results in an improvement.

## ➤ CAUSES OF CONFLICT

### 1) Communication aspect of conflict

Lack of proper communication can be a cause of conflict in the following ways:-

- Too much or too little communication.
- Filtering of communication which means that information is passed through many levels or through many members.
- Semantic problems arises due to differences in background, training, selection perception and inadequate information about others.

### 2) Behavioural aspect of conflict

Some of the causes of this aspect of conflict are:-

- The widening gap between 'haves' and 'have nots' also causes conflict, because the unrealised expectation of under privileged causes frustration in their mind which leads to conflict.
- Conflict between the goals of the formal organizations and the psychological needs of the individual.
- Conflict may also be based on personal biases regarding religion, caste, race or sex.

### 3) Structural aspect of conflict

These conflicts arise due to some of the factors and are:-

- The larger the size of the organizations, more will be the chances of conflict.
- Participation of the subordinates in the decision-making process is a cause of conflict.
- Role of ambiguity also causes conflict.

## ➤ RESOLUTION/OVERCOMING OF CONFLICT/CONFLICT MANAGEMENT

### 1) Reduction in Interdependence

Interdependence among line and staff managers leads to conflict. In organizations, such interdependence cannot be altogether avoided. However, instead of separating the units, they can be separated physically.

### 2) Reduction in Shared resources

The management of conflict suggests reducing the sharing one technique for this can be increasing the resources, so that each unit is independent in using them.

**3) Trust and Communication**

Individuals and groups should be encouraged to communicate openly with each other, as a result it reduces misunderstandings.

**4) Exchange of Personnel**

Exchange of people is very similar to role reversal. It is aimed at greater understanding between people by forcing each to present and defend the other's position.

**5) Use of Superior Authority**

If conflict cannot be solved by members of organization, it may be referred to a superior, who will resolve the conflict by giving a decision.

**6) Compromise and Avoidance**

An individual should take a compromising stance with the attitude of give and take and be willing to share the resources so that neither totally wins nor totally losses and on other side when an situation is ignored or neglected that might get better advantage of avoidance behaviour and conflict.

➤ **ORGANIZATIONAL CHANGE**

- ✓ The term change refers to “any alteration which occurs in the overall work environment of an organization”.
- ✓ According to Organizational point of view, the term change defined as, “when an organizational system is disturbed by some internal or external force, change frequently occurs. Change, as a process, is simply modification of the structure or process of a system. It may be good or bad, the concept is descriptive only”.
- ✓ In short, “Change” defined as, “making things different”.

➤ **TYPES OF CHANGE**

**1) Organizational wide Range Change**

Organization-wide change is a large-scale transformation that affects the whole company. This could include restructuring leadership, adding a new policy, or introducing a new enterprise technology.

**2) Transformational Change**

Transformational change specifically targets a company's organizational strategy. Cultural trends, social climate, and technological progress are some of the many factors that considerably organization led to focus.

**3) Personnel Change**

Personnel change happens when a company experiences hyper-growth. The company must move forward hence hiring employees is essential for an organization as employing new staff means and thereby achieving further growth.

**4) Unplanned Change**

Unplanned change is typically defined as necessary action following unexpected events. While unplanned change cannot be predicted it can be dealt with in an organized manner.

**5) Remedial Change**

Leaders implement remedial changes when they identify a poor performance in organization. Remedial change effort at specific problem on hand, they still require effective organizational change strategies to be effective.

➤ **CHANGE PROCESS**

**1) Clearly define change**

In this step it is necessary to determine the value of the change, which will quantify the effort and inputs. Change should always answers the questions like,

- What do we need to change?
- Why is this change required?

**2) Determine impacts**

This stage focuses to form the blueprint for where training and support is needed the most to mitigate the impacts.

- What are the impacts of the change?
- Who will the change affect the most?
- How will the change be received?

**3) Develop a strategy**

At this stage determine the most effective means of communication for the group or individual.

- How will the change be communicated?
- How will feedback be managed?

#### 4) Providing training

It is most important to train the people inside the organization not to resist the change. Both on-the-job and off-the-job training will improve company's growth.

- What behaviors and skills are required to achieve business results?
- What training delivery methods will be most effective?

#### 5) Implement a support structure

It is essential to assist employees to emotionally and practically adjust to the change and to build proficiency of behaviours and technical skills needed to achieve desired business results.

- Where is support most required?
- What types of support will be most effective?

#### 6) Measure the process

Throughout the change management process, a structure should be put in place to measure the business impact of the changes and ensure that continued reinforcement opportunities exist to build proficiencies.

- Did the change assist in achieving business goals?
- Was the change management process successful?
- What could have been done differently?

### ➤ FACTORS INFLUENCING CHANGE

#### A. INTERNAL FACTORS

##### 1) Change in Managerial Personnel

Old managers are replaced by new managers which are necessary because of retirement, promotion, transfer or dismissal. Each new manager brings their ideas and way of working in the organization.

##### 2) Nature of Workforce

The nature of the workforce has changed with time. Different work values have expressed by different generations. The new generation of workers has better educational value they place greater emphasis on human values and questions the authority of managers.

##### 3) Deficiency in Organization

Sometimes, changes are necessary because of deficiency in the present organizational arrangement and process. These deficiencies may be in the form of an unmanageable span of management, the large number of managerial levels, lacks in coordination between various departments, obstacles in communication, the multiplicity of committees, lack of

uniformity in policy decisions, lack of cooperation between line and staff and so on.

**4) Avoid developing inertia**

Organizational changes take place just to avoid developing inertia or inflexibility. Thus, changes are incorporated so that the personnel develops liking for change and there is no unnecessary resistance when the major change in the organization is brought about.

**B. EXTERNAL FACTORS**

**1) Technology**

Organization has to adopt new technology. When the organizations adopt new technology, its work structure is affecting and a new equilibrium has to establish.

**2) Marketing Conditions**

Since every organization exports its outputs to the environment, an organization has to face competition in the market. There may be two types of forces that may affect the competitive position of an organization other organizations supplying the same products and buyers who are buying the product. Any change in these forces may require suitable changes in the organization.

**3) Social Change**

The social change has taken place because of the several forces like the level of education, urbanization, feeling of autonomy and international impact due to new information sources. These social changes affect the behaviour of people in the organization. Therefore it is required to adjust its working so that it matches people.

**4) Political and Legal Change**

Political and legal factors broadly define the activities which an organization can undertake and the methods which will follow it in accomplishing those activities. Any change in these political and legal factors may affect the organizational operation.

## UNIT5: RECENT TRENDS IN OB

### ➤ STRESS MANAGEMENT

- ✓ Modern definitions of stress all recognize that it is a personal experience caused by pressure or demands on an individual, and impacts upon the individual's ability to cope or rather, his/her perception of that ability.
- ✓ Stress defined as a subjective feeling of tension or arousal that is triggered By a potentially stressful situation.  
For example:-Job security, Overwork, Information overload etc.
- ✓ Stress is an **adaptive response** to a situation that is perceived as challenging or threatening to a person's well-being.
- ✓ Stress has both psychological and physiological dimensions. **Psychologically**, people perceive a situation and interpret it as challenging or threatening. This cognitive appraisal leads to a set of **physiological** responses, such as higher blood pressure, sweaty hands, and faster heart beat.

### ➤ TYPES OF STRESS

#### 1) Acute Stress

Acute stress is short-term stress. Acute stress is most often caused by reactive thinking. Negative thoughts predominate about situations or events that have recently occurred, or upcoming situations, events, or demands in the near future. Symptoms of acute stress are irritability, anger, sadness, tension, headaches etc.

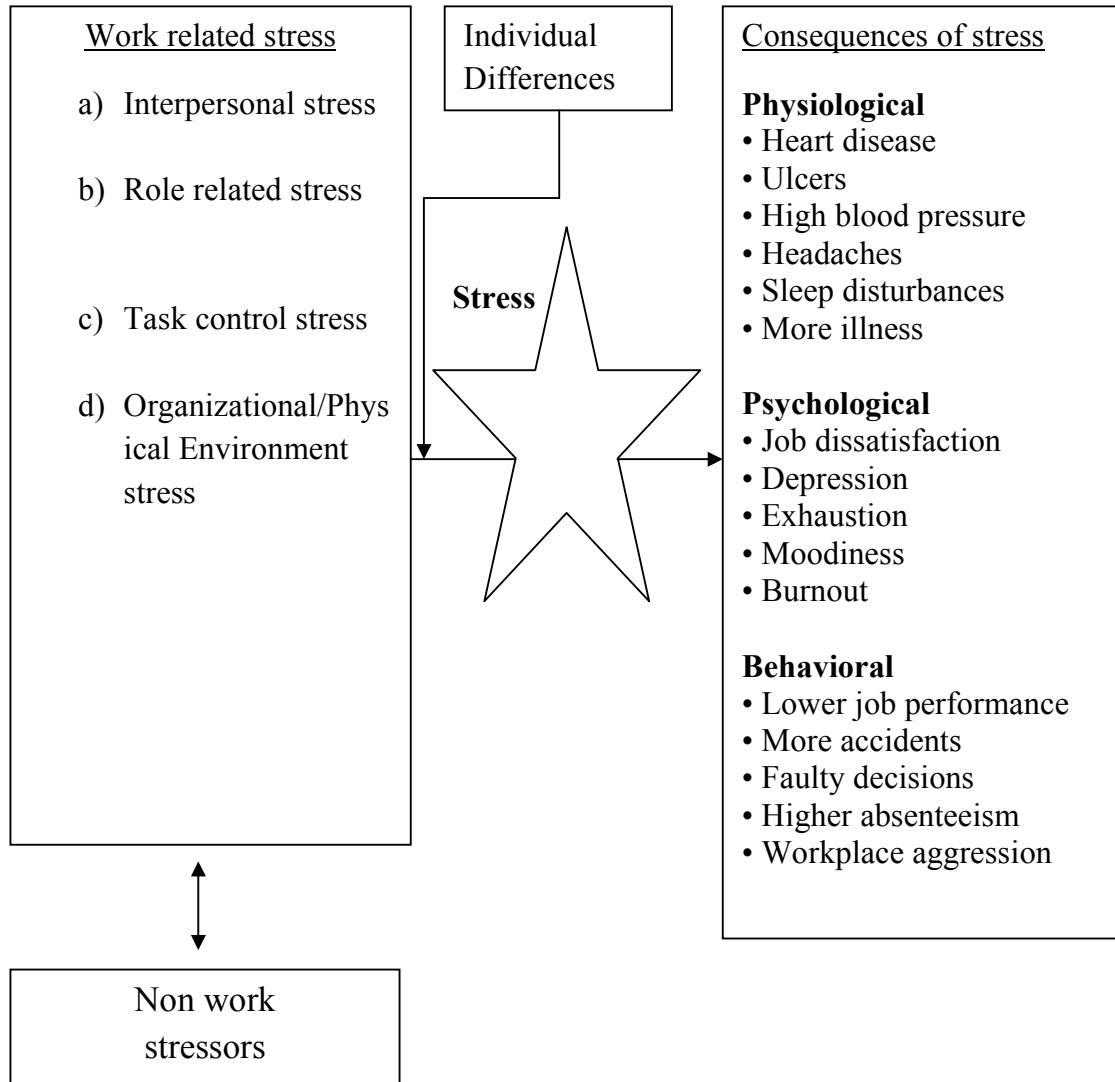
#### 2) Episodic Stress

People who frequently experience acute stress, or whose lives present with frequent triggers of stress, have episodic acute stress. People with this kind of stress will oftentimes take on more responsibilities and projects than they can handle. Symptoms of episodic acute stress are Migraines, Hypertension, Heart disease etc.

#### 3) Chronic Stress

Chronic stress occurs when someone feels trapped in a bad situation. Whether it be an over-demanding job, an unhappy marriage, or a desperate financial situation and so on. Symptoms of Chronic stress are Anxiety, Depression, Sleep issues, Memory and concentration issues etc.

➔ **Causes and Consequences of Stress**



I. Work related Stress

1) **Inter personal stress**

Stress arises within workplace because employees must interact more with co-workers.

For example:-Bad boss, Office politics, sexual harassment, workplace violence, and bullying.



It includes the following stresses:-

- **Sexual harassment**

Unwelcome conduct of a sexual nature that detrimentally affects the work environment or leads to adverse job-related consequences for its victims.

Sexual harassment includes situations where a person's employment or job performance is conditional on unwanted sexual relations.

- **Work place Violence**

The most serious interpersonal stressor is the rising wave of physical violence in the workplace. Employees who experience violence usually have symptoms of severe distress after the traumatic event.

- **Work place Bullying**

Offensive, intimidating, or humiliating behavior that degrades, ridicules, or insults another person at work is called work place bullying. It leads to more absenteeism and, back on the job, have impaired decision making, lower work performance, and more work errors.

2) **Role related stress**

Role-related stressors include conditions where employees have difficulty understanding, reconciling, or performing the various roles in their lives.

Two types of role-related stressors are role conflict, role ambiguity.

- **Role conflict**

It refers to the degree of incongruity or incompatibility of expectations associated with the person's role. Conflict that occurs when people face competing demands.

In other words, Role conflict also occurs when an employee receives contradictory messages from different people about how to perform a task (called intra role conflict) or work with organizational values and work obligations that are incompatible with his or her personal values (called person-role conflict).

- **Role ambiguity**

Role ambiguity refers to the lack of clarity and predictability of the outcomes of one's behavior.

In other words, role ambiguity refers to uncertainty about job duties, performance expectations, level of authority, and other job conditions.

3) **Task control stress**

Employees are more stressed when they lack control over how and when they perform their tasks as well as over the pace of work activity.

4) **Organizational and Physical environment stress**

Organizational and physical environment stressors come in many forms.

Organizations create stress by altering the psychological contract, reducing job security, and restructuring and downsizing employment.

physical work environment, such as excessive noise, poor lighting, and safety hazards. For example, a study of textile workers in a noisy plant found that their levels of stress measurably decreased when supplied with ear protectors.

## II. Non work Stress

There are three types of these non work stressors: time based, strain-based, and role-based conflict.

- **Time based stress**

It refers to the stress of trying to balance time at work with family. The challenge of balancing the time demanded by work with family and other non work activities.

This stressor is particularly noticeable in employees who hold strong family values and weakest in people whose values emphasize a work-life imbalance.

- **Strain-based conflict**

Strain-based conflict occurs when stress from one domain spills over into the other. Relationship problems, financial difficulties, and loss of a loved one usually top the list of non work stressors. New responsibilities such as marriage, birth of a child, and a mortgage are also stressful to most of employees.

- **Role behavior conflict**

It occurs when people are expected to enact different work and non work roles. People who act logically and impersonally at work have difficulty switching to a more compassionate behavioral style in their personal lives.

For example:-one study found that police officers were unable to shake off their professional role when they left the job. This was confirmed by their spouses, who reported that the officers would handle their children in the same manner as they would people in their job.

## III. Consequences of stress

### 1) **Physiological Consequences**

Many people experience tension headaches due to stress. Others get muscle pain and related back problems. These physiological ailments are attributed to muscle contractions that occur when people are exposed to stressors.

### 2) **Psychological Consequences**

Stress produces various psychological consequences, including job satisfaction, moodiness, and depression. Emotional fatigue is another psychological consequence of stress and is related to job burnout.

### 3) **Behavioral Consequences**

When stress becomes distress, job performance falls and workplace accidents are more common. High stress levels impair our ability to remember information, make effective decisions, and take appropriate action. This might probably experience in an exam or emergency work situation. This kind of

stress makes us to forget important information, make mistakes, and otherwise “draw a blank” under intense pressure.

### ⇒ Ways of overcoming the stress

Some of the ways to reduce the stress as explained below:-

#### 1) Flexible work time

Some firms are flexible about the hours, days, and amount of time employees want to work.

For example:-Providing work–life program gives employees the freedom to rearrange their work schedule to accommodate family events, from attending their kids’ sports activities to caring for elderly parents.

#### 2) Job Sharing

Job sharing splits a career position between two people so they experience less time based stress between work and family. They typically work different parts of the week with some overlapping work time in the weekly schedule to coordinate activities.

#### 3) Telecommuting

This reduces the time and stress of commuting to work and makes it easier to fulfill family obligations, such as temporarily leaving the home-office to pick the kids up from school. Research suggests that telecommuters experience a healthier work–life balance.

#### 4) Personal leave programs

Employers with strong work–life values offer extended maternity, paternity, and personal leaves to care for a new family or take advantage of a personal experience. Increasingly, employees require personal leave to care for elderly parents who need assistance.

#### 5) EAPs (Employee assistance programs)

EAPs are counseling services that help employees overcome personal or organizational stressors and adopt more effective coping mechanisms. Most EAPs are “broad brush” programs that counsel employees on any work or personal problems.

#### 6) Receive social support

Social support from co-workers, supervisors, family, friends, and others is one of the more effective stress management practices. Social support refers to the person’s interpersonal transactions with others and involves providing either emotional or informational support to buffer the stress experience. For example: social support might reduce a new employee’s stress because co-workers describe ways to handle difficult customers. Finally, emotional support from others can directly help to buffer the stress experience.

## ➤ ORGANIZATIONAL CULTURE

- ✓ It refers to a system of shared assumptions, values and beliefs that show employees what is appropriate and inappropriate behaviour.
- ✓ In short, it is an effective control mechanism for dictating “employee behaviour”.

## ➤ CROSS-CULTURE AND CULTURAL DIMENSION

### • Cross Culture

- ✓ A business environment where participants from different countries interact each other and exchange different values, practices etc.
- ✓ In short, cross-culture deals with making comparisons between two or more countries culture and areas.

### • Cultural Dimension

- ✓ Cultural dimensions are the psychological dimensions, or value constructs, which can be used to describe a specific culture.
- ✓ Cultural dimensions are the new phases which are used to compare countries based on national cultural differences and similarities.
- ✓ There are major dimensions of organizational culture and are:-

#### 1) Dominant culture and Sub-culture

A dominant culture is a set of core values shared by a majority of the organization’s members. The dominant culture is macro view which helps and guide the day-to-day behaviour of employees.

A sub-culture is a set of values shared by a small minority of organization’s members. Sub-culture arises as a result of problems that are shared by members of the organization.

#### 2) Strong culture and Weak culture

Strong culture refers to the degree of commitment of the organization’s members to the core values. On the other hand weak culture is just the reverse of strong culture in every aspect where there is no intensity and commitment.

#### 3) Mechanistic and Organic cultures

Mechanistic is a type of culture which exhibits bureaucracy. Here, people restrict their careers to their own specialization only whereas organic culture is just opposite to mechanistic culture there is no prescribed specialization, hierarchies and authority.

**4) Authoritarian and Participative cultures**

In authoritarian culture power is centralized in the leader and all subordinates are expected to obey the orders strictly. But in participative culture all the people working in the organization are having freedom to participate in decision-making process of a company.

**5) National culture V/S Organizational culture**

Organizational and national culture is always influenced by the culture of the land where the company belongs too. For example, any company operating in India, whether Indian or foreign origin, it always observes both its home and local culture for instance, Domino's, MC Donald etc.

• **Cross-culture Training**

- ✓ Cross cultural training refers to the training given to employees related to the cultural differences between nations, the awareness of which helps in running smooth business across the nations.
- ✓ Cross-cultural training was defined as a procedure or practice used to increase an individual's ability to cope with cross-cultures and perform well in a new cultural environment.
- ✓ It includes:-
  - ✦ **Expatriate:** Expatriates are employees of organizations in one country who are assigned to work in other countries on long- or short-term business projects. The experience of expatriate helps organizations develop their management skills base and their ability to succeed in a global marketplace.
  - ✦ **Repatriate:** Repatriation refers to returning employees who were sent overseas by their employing organizations on either a short (e.g. 3–12 months) or long-term (e.g. over 12 months) basis who are expected to complete a time-based task.

- **Indian Ethos**

Ethos is a set of beliefs, ideas, etc., about social behaviour and relationship of a person or group. Indian ethos refers to the principles of self-management and governance of society, entity or a system by wisdom as revealed and brought-forth by great scriptures like Veda, Upanishads, Gita, Mahabharata, Bible and Quran.

**According to Oxford Advanced Learner's Dictionary**, "Ethos are the moral ideas and attitudes that belong to a particular group or society".

### 🔗 PRINCIPLES OF INDIAN ETHOS

- ✦ Immense potential, energy and talents for perfection, as a human being has the spirit within his heart.
- ✦ Holistic approach indicating unity between the Divine (the Divine means perfection in knowledge, wisdom and power), individual self and the universe.
- ✦ Karma yoga (selfless work) offers double benefits, private benefit in the form of self-purification and public benefit.
- ✦ Yogah karmasu kaushalam, which means excellence at work through self motivation and self development with devotion and without attachment.  
Cooperation is a powerful instrument for team work and success in any enterprise involving collective work.

### ➡ INNOVATION AND KNOWLEDGE MANAGEMENT

- ✓ Knowledge management is the process of creating, sharing, using and managing the knowledge and information of an organization.
- ✓ In other words, knowledge management is any system that helps people in an organization share, access, and update business knowledge and information.

- ✓ **NEED/ROLE/IMPORTANCE/GOAL OF INNOVATION & KNOWLEDGE MANAGEMENT**

#### 1) **Employee awareness**

It helps the employees to be aware of their tasks and responsibilities. It facilitates the employees to save their time and efforts to acquire it as it can be acquired at anywhere.

#### 2) **Adapt organizational change**

Knowledge management helps to develop, and retain old knowledge. Thus, such knowledge helps to adapt the organizational change.

**3) Helps in decision making**

It helps to gain from experience and through it gives us an idea about present and future and also it develops a sense of analysing information by making a effective decision.

**4) Availability of information**

All the information is stored in knowledge store such information can be transferred from one employee to another employee at anytime.

**5) Goal achievement**

It increases the speed of the response of employees as a result it develops competence and confidence in an organization to achieve goal faster.

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