

MAR GREGORIOS COLLEGE OF ARTS & SCIENCE

Block No.8, College Road, Mogappair West, Chennai – 37

Affiliated to the University of Madras
Approved by the Government of Tamil Nadu
An ISO 9001:2015 Certified Institution



PG DEPARTMENT OF COMMERCE

SUBJECT NAME: ORGANIZATIONAL BEHAVIOR

SUBJECT CODE: KDA1C

SEMESTER: I

PREPARED BY: PROF.M.JAYASHREE

Organizational behavior

Unit 1

Introduction to organizational Behaviour – Meaning – Elements –needs – Approaches – models – global scenario

Unit II

Individual Behaviour - personality – learning – attitudes – perception – motivation- relevance to organizational behavior – group behavior – group dynamics – group norms – group cohesiveness – their relevance to organizational behavior.

Unit III

Organizational communication – meaning importance, process, barriers- methods to reduce barriers – principles of effective communication – stress – meaning – types – stress management

Unit IV

Organizational dynamics – organizational effectiveness – meaning Approaches – organizational culture – meaning, significance – organizational climate – implications on organizational behavior

Unit V

Organizational change – meaning – resistance to change – management of change



Unit 1

Introduction to organizational Behavior – meaning – elements – needs – Approaches – models – global scenario

Introduction to organizational behavior

The word ‘ **organization** ’ has come from the word ‘organism’ which means a structure of interrelated and interdependent parts. The parts or components of organization consist of men, machines, materials, methods, money, function, authority and responsibility. The task of organization is to unite or integrate these components effectively for the purpose of attaining the common goal.

Definition

Organization is the structural framework of duties and responsibilities required of personal in performing various functions within the company – **wheeler**.

Elements of organizational behaviour

1. People

People refer to different employees working in organisations. These peoples work as either individually or in groups and make up the whole working structure of the organisation.

These are very important factor and as there is no alternative available in place of its employees for the companies. Employees help in achieving the objectives of the organisations.

They need to managed and treated properly. Managers are required to properly study and understand the nature of their different employees. It will help in developing better employee and employer relations. Productivity will eventually improve by properly understanding this element.

2. Structure

Structure is related to the roles and relationship of different individuals working in an organization. It is important that the roles and responsibility of each individual working in an organization should be defined clearly.

It avoids any confusion and leads to better efficiency of peoples working there. It enables the proper division of whole work and allocating right work to the right person.

Employees, when getting work as per their skill, achieve better efficiency and help in the attainment of goals in a better way. Therefore, the structure has an important role in developing the proper employer and employee relation network.

3. Technology

Technology is the one with the help of which employees are able to perform their task effectively. In its absences, it is difficult for employees to work with bare hands. Technology makes the task and work of people easy.

It includes different machines, methods, tools and resources. The requirement of technology depends upon the nature of work to be done and scale of operations.

Technology has an important role in improving the work quality and reducing the cost of production. However, the usage of technology puts certain restrictions on the freedom of people working. It requires different terms and conditions to be followed.

4. Environment

Environment is a crucial part of organisation behaviour. There are two types of environment within which organisation exist that is the internal environment and external environment.

Organisation can't exist alone and is a part of large system containing numerous elements like society, family, government and other organisations.

Internal environment refers to organisation culture, its structure and its resources. Whereas the external environment includes various political, social, economic, cultural and technological factors. All these factors have different influence on the working of the organisation and need to be studied properly.

Needs of organizational behaviour

The need and importance of organisational behaviour are as under:

1. Skill Improvement

Study of Organisational Behaviour helps to improve skills.

This includes the ability of employees and use of knowledge to become more efficient. It also improves managers, as well as other employees, work skill.

2. Understanding Consumer Buying Behaviour

It also an important part to improve the marketing process by understanding consumer (buying) behaviour.

3. Importance Employee Motivation in Organisational Behaviour

OB helps to understand the basis of Motivation and different ways to motivate employees properly.

4. Nature of Employees

Understanding of personnel and employee nature is important to manage them properly. With the help of OB, we can understand whether employees or people are Introvert, Extrovert, Motivated, Dominating etc.

5. Anticipating Organisational events

The scientific study of behaviour helps to understand and predict organisational events.

For example Annual Business Planning, Demand Management, Product line management, Production Planning, Resources Scheduling, Logistics etc.

6. Efficiency & Effectiveness

Study of organisational behaviour helps to increase efficiency and effectiveness of the organisation

7. Better Environment of Organisation

OB helps to create a healthy, ethical and smooth environment in an organisation.

8. Optimum or Better Utilization of Resources

Study of OB helps to understand employees and their work style and skill better way. By understanding this, management can train and motivate employees for optimum utilization of resources.

9. Importance of OB in the Goodwill of organization

Organisational Behaviour helps to improve Goodwill of organization.

Approaches

There are 4 Approaches to Organizational Behavior studies;

1. Human resources approach.
2. Contingency approach.
3. Productivity approach.
4. Systems approach.

And one more approach to study organizational behavior is Interdisciplinary Approach.

1. Human Resources Approach

This approach recognizes the fact that people are the central resource in any organization and that they should be developed towards higher levels of competency, creativity, and fulfillment.

People thus contribute to the success of the organization.

The human resources approach is also called as the supportive approach in the sense that the manager's role changes from control of employee to active support of their growth and performance.

The supportive approach contrasts with the traditional management approach.

In the traditional approach, managers decided what employees should do and closely monitored their performance to ensure task accomplishment.

In the human resources approach, the role of managers changes from structuring and controlling to supporting.

2. Contingency Approach

The contingency approach (sometimes called the situational approach) is based on the premise that methods or behaviors which work effectively in One situation fail in another.

For example; Organization Development (OD) programs, way work brilliantly in one situation but fail miserably in another situation.

Results differ because situations differ, the manager's task, therefore, is to identify which method will, in a particular situation, under particular circumstances, and at a particular time, best contribute to the attainment of organization's goals.

The strength of the contingency approach lies in the fact it encourages analysis of each situation prior to action while at the same time discourages the habitual practice of universal assumptions about methods and people.

The contingency approach is also more interdisciplinary, more system – oriented and more research-oriented than any other approach.

3. Productivity Approach

Productivity which is the ratio of output to input is a measure of an organization's effectiveness. It also reveals the manager's efficiency in optimizing resource utilization.

The higher the numerical value of this ratio, the greater the efficiency.

Productivity is generally measured in terms of economic inputs and outputs, but human and social inputs and outputs also are important.

For example, if better organizational behavior can improve job satisfaction, a human output or benefit occurs.

In the same manner, when employee development programs lead to better citizens in a community, a valuable social output occurs.

Organizational behavior decisions typically involve human, social, and/or economic issues, and so productivity usually a significant part of these decisions is recognized and discussed extensively in the literature on OB.

4. Systems Approach

The Systems Approach to OB views the organization as a united, purposeful system composed of interrelated parts.

This approach gives managers a way of looking at the organization as a whole, whole, person, whole group, and the whole social system.

In so doing, the systems approach tells us that the activity of any segment of an organization affects, in varying degrees the activity of every other segment. A systems view should be the concern of every person in an organization.

The clerk at a service counter, the machinist, and the manager all work with the people and thereby influence the behavioral quality of life in an organization and its inputs.

Managers, however, tend to have a larger responsibility, because they are the ones who make the majority are people oriented.

The role of managers, then, is to use organizational behavior to help build an organizational culture in which talents are utilized and further developed, people are motivated, teams become productive, organizations achieve their goals and society reaps the reward.

5. Inter-Disciplinary Approach

Organizational behavior is an integration of all other social sciences and disciplines such as psychology, sociology, organizational theories etc.

They all are interdependent and influence each other. The man is studied as a whole and therefore, all disciplines concerning man are integrated.

Models

The five models of organisational behaviour are the:

autocratic model,
custodial model,
supportive model,
collegial model and
system model.

1. Autocratic model

Autocratic model is the model that depends upon strength, power and formal authority.

In an autocratic organisation, the people (management/owners) who manage the tasks in an organisation have formal authority for controlling the employees who work under them. These lower-level employees have little control over the work function. Their ideas and innovations are not generally welcomed, as the key decisions are made at the top management level.

One of the more significant problems associated with the autocratic model is that the management team is required to micromanage the staff – where they have to watch all the details and make every single decision. Clearly, in a more modern-day organisation, where highly paid specialists are employed an autocratic system becomes impractical and highly inefficient.

The autocratic model is also a detractor to job satisfaction and employee morale. This is because employees do not feel valued and part of the overall team. This leads to a low-level of work performance. While the autocratic model might be appropriate for some very automated factory situations, it has become outdated for most modern-day organisations.

2. Custodial model

The custodial model is based around the concept of providing economic security for employees – through wages and other benefits – that will create employee loyalty and motivation.

In some countries, many professional companies provide health benefits, corporate cars, financial packaging of salary, and so on – these are incentives designed to attract and retain quality staff. The underlying theory for the organisation is that they will have a greater skilled workforce, more motivated employees, and have a competitive advantage through employee knowledge and expertise.

3. Supportive model

Unlike the two earlier approaches, the supportive model is focused around aspiring leadership. It is not based upon control and authority (the autocratic model) or upon incentives (the custodial model), but instead tries to motivate staff through the manager-employee relationship and how employees are treated on a day-to-day basis. Quite opposite to the autocratic model, this approach states that employees are self-motivated and have value and insight to contribute to the organisation, beyond just their day-to-day role. The intent of this model is to motivate employees through a positive workplace where their ideas are encouraged and often adapted. Therefore, the employees have some form of “buy-in” to the organisation and its direction

4. Collegial model

The collegial model is based around teamwork – everybody working as colleagues (hence the name of the model). The overall environment and corporate culture need to be aligned to this model, where everybody is actively participating – is not about status and job titles – everybody is encouraged to work together to build a better organisation. The role of the manager is to foster this teamwork and create positive and energetic workplaces. In much regard, the manager can be considered to be the “coach” of the team. And as coach, the goal is to make the team perform well overall, rather than focus on their own performance, or the performance of key individuals. The collegial model is quite effective in organisations that need to find new approaches – marketing teams, research and development, technology/software – indeed anywhere the competitive landscape is constantly changing and ideas and innovation are key competitive success factors.

5. System model

The final organisational model is referred to as the system model.

This is the most contemporary model of the five models discussed in this article. In the system model, the organisation looks at the overall structure and team environment, and considers that individuals have different goals, talents and potential.

The intent of the system model is to try and balance the goals of the individual with the goals of the organisation.

Individuals obviously want good remuneration, job security, but also want to work in a positive work environment where the organisation adds value to the community and/or its customers.

The system of model should be an overall partnership of managers and employees with a common goal, and where everybody feels that they have a stake in the organisation.

Global scenario

Social Conditions

In many countries due to poorly developed resources, there is shortage of managerial personnel, scientists and technicians. Hence needed skills must be temporarily imported from other countries, and training programmes need to be developed to prepare local workers. The training multiplier effect is in action, by which the skilled people develop others and these trained local become the nucleus for developing still more people. Another significant social condition in many countries is that the local culture is not familiar with advanced technology. A few countries are agriculture dominated and a few other manufacturing industry dominated. Naturally, the nature of their culture and work life will be different.

Political Conditions

Political conditions that have a significant effect on organisational behaviour include instability of the Government, nationalistic drives and subordination of employers and labour to an authoritarian State. When the Government is unstable, organisations become cautious about further investments. This organisational instability leaves workers insecure and causes them to be passive and low in initiative. In spite of instability, a nationalistic drive is strong for locals to run their country and their organisations by themselves without interference by foreign nationals. In some nations, organised labour is mostly an arm of the authoritarian State and in some

other nations, labour is somewhat independent. In some nations, State tends to be involved in collective bargaining and other practices affecting workers. In some nations, for example, employee lay-offs are restricted by law and in some other countries workers' participation in management is permitted.

Economic Conditions

The most significant economic conditions in less developed nations are low per capita income and rapid inflation. Inflation makes the economic life of workers insecure when compared to developed countries. The different socio-economic and political conditions prevailing in countries influence the introduction of advanced technology and sophisticated organisational systems. A developed country can easily adopt advanced technology whereas a less developed cannot do it. These limiting conditions cannot be changed rapidly because they are too well established and woven into the whole social fabric of a nation .

Managing an International Workforce

Whenever an organisation expands its operations to other countries, it tends to become multicultural and will then face the challenge of blending various cultures together. The managerial personnel entering another nation need to adjust their leadership styles, communication patterns and other practices to fit their host country. Their role is to provide a fusion of cultures in which employees from both countries adjust to the new situation of seeking greater productivity for the benefit of both the organisation and the people of the country in which it operates.

Barriers to Cultural Adaptation

A variety of behaviours and somewhat see situation around them from their own perspective. They may fail to recognise key differences between their own and other cultures. These people and welfare. They are more concerned about themselves than others in host country, predisposed to believe that their homeland conditions are the best. This predisposition is known as the self-reference criterion or 'ethnocentrism'. This feeling interferes with understanding human behaviour in other cultures and obtaining productivity from local employees.

Cultural Distance

To decide the amount of adaptation that may be required when personnel moves to another country, it is helpful to understand the cultural distance between the two countries, Cultural distance is the amount of distance between any two social systems. Whatever the amount of employees to be adaptable enough to integrate the interests of the two or more cultures involved. Cultural Shock When employees enter another nation they tend to suffer cultural shock, which is the insecurity and disorientation caused by encountering a different culture. They may not know how to act, may fear losing face and self-confidence or may become emotionally upset. Cultural shock is virtually universal.

Cultural Contingencies

Productive business practices from one country cannot be transferred directly to another country. This reflects the idea of cultural contingency - that the most productive practices for a particular nation will depend heavily on its culture, the social system, economic development and employee's values in host country. Hence the expatriate managers must learn to operate effectively in a new environment with certain amount of flexibility. Labour policy, personnel practices and production methods need to be adapted to a different labour force. Organisation structures and communication patterns need to be suitable for local operations. Once managers are on location in a host country, their attention needs to be directed toward integrating the technological approaches with the local cultures involved.

Motivating and Leading Local Employees:

Same motivational tools may not suit the employees of all the nations. Hence appropriate motivational techniques need to be evolved depending on the requirement of employees of that particular nation. Similarly, communication problems may also arise between the expatriate manager and the employees of host country. Hence, managers need to make adjustments in their communication suited to local cultures. If local culture is ignored, the resulting imbalance in the social system interferes with the productivity. Eventually, a cadre of employees with cross-cultural adaptability can be developed in organisations with large international operations. These employees are 'transcultural' employees because they operate effectively in several cultures. They are low in ethnocentrism and adapt readily to different cultures without major cultural shock. They usually can communicate fluently with more than one language.

Unit II

Individual behavior – personality – learning – attitudes – perception – motivation – relevance to organizational behavior – group behavior – group dynamics – group norms – group cohesiveness

– their relevance to organizational behavior.

Introduction to individual behavior

An organization cannot function by itself. It is only the individuals in the organization who do and make things happen. As far as the individual are connected, it is their behavior that indicates their attitudes towards work, their superiors, fellow employees and the management, A persons's behavior, therefore, needs to be observed.

While positive or favourable employees behavior is beneficial to the organization, ngative or unfavourable behavior is detrimental to its interests. The success of the manager, therefore, lies in his capacity to secure positive employee behaviour.

Individual differences

Different individual possess different personality traits. Such difference may be usually noticed in respect of the following personal attributes.

1. Intelligence
2. Attitude
3. Aptitude
4. Preference
5. Memory
6. Perception
7. Inquisitiveness
8. Ambition and so on.

Factors influencing individual behavior

The various factors influencing individual behavior have been classified as shown in the following chart:

Personal factors psychological factors organizational factors environmental factors



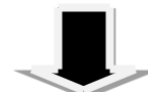
1. Age
2. Sex
3. Education
4. Marital status
5. Potentials



1. Personality
2. Perception
3. Attitudes
4. Values
5. Learning



1. Nature of job
2. Job security
3. Work environment
4. Pay benefits
5. Leadership style



1. Economic condition
2. Technological changes
3. Government policies
4. Cultural environment

Personality

Meaning of personality

The word ‘**personality**’ is used by some to refer to the physical attributes of a person – body structure, skin color, hairstyle etc. the physical characteristics of an individual, no doubt, are important. But there are a number of intellectual and psychological qualities that reveal the true personality of a person. The intellectual qualities include, among others, communication skills, intelligence (IQ), capacity to judge, tactfulness and inquisitiveness. Important among the psychological qualities are a person’s attitudes, level of motivation and capacity to overcome stress.

Determinants of personality

Personality is determined mainly by 4 factors:

Physical Determinants: Pertains to hereditary and physical features of an individual

Social Determinants: Sociological aspects related to the community of an individual and his/her role in the community

Psychological Determinants: Behaviour, emotions, sentiments, thought patterns and complexes of an individual

Intellectual Determinants: Values, Humour, Morality, etc.

Other determinants of personality include, cultural, situational, environmental factors, etc.

1. Psychological Determinants of Personality

Considering a personality as a particular style pertaining to each individual, the psychological approach is amongst the major determinants of personality. This specific style which is different for each individual actually gets determined through the accumulative characteristics of mental trends, emotions, sentiments, thought patterns and complexes. Further, it also studies an individual’s mental conflicts, wishes, aspirations, feelings of repression, sublimation and emotional well-being.

2. Physical Determinants of Personality

Biological traits are the foremost parameter which reflects various factors of one’s personality. Being the essential determinant of personality, it incorporates a majority of other factors as well which bring out the various insights about an individual. Some important constituents under the physical determinants of personality are:

Hereditary: The features that can be determined from the time of conception are generally put under hereditary. Sex, physical stature, temperament, muscle composition, facial features, height etc are the characteristics that one usually inherits from parents. Thus, through the hereditary approach, it is evident that the genes located in chromosomes are the ultimate explanation of personality.

Physical Features: Physical appearance is also amongst the integral determinants of personality. How one appears physically actually plays an important role in how they are perceived by others. Whether one is short, tall, slim, fat, black or white will obviously

have an impression on others and this will have an influence on the self-conception of the individual.

3. Cultural Determinants of Personality

Just as we are born with biological determinants, cultural determinants of personality are the ones which we grow up with. The ritual and norms in the family, the early conditioning, the way we are raised up, the social group in which we hang out are the factors which have an impactful emphasis on our personality formation. Each culture trains and expects its members to behave and breathe in a way that is acceptable by society. Hence, factors like aggression, independence, cooperation and competition are major cultural contributors to personality determination. Thus, it is quite evident to filter out the individuals brought up in the western part of the world from the citizens of our country as the cultures we have been brought up are poles apart.

4. Family Factors

The most significant out of the different determinants of personality is that of familial. The environment at home blended with the direct influence of the parents are the major contributors to the traits that build our personality. A critical impact is driven by the family especially in the early and naive age. For example, a child brought up in a violent household will be quite different and emotionally and socially timid and cold as compared to a child reared in a warm, adjusting and healthy environment.

Identification can be done by observing the similarity of the behaviour like feelings and attitude between the child and their parents.

Identification can be viewed as the child's desire and aspiration to be like their parents.

It can be looked as the method through which the child actually takes on the attributes of the personality from their parents.

5. Determinants of Personality

The social determinants analyse a personality as per the status of the individual in their social group or community and consider the individual's conception of their role in the group is like. The key factor that this approach weighs in is what others perceive us as plays a greater role in the formation of our personality. The era has seen the widespread emergence of communication tools, especially through social media. Social media influencers hold an authoritative power to influence masses around the globe. Hence, anyone's personality is majorly persuaded by the social lives they lead and are a part of. Through socializing, be it virtual or real, one encounters a plethora of other individuals which some way or the other leave a mark on our personalities. The process starts as soon as we step into the real world from the playschool we go to peers and friends, amongst others. Our social life is one of the essential determinants of personality and that's why we are always advised to choose our social circle wisely.

6. Situational Factors

In our discussion of various determinants of personality, a vital mention should go to the situational category. It would not be difficult for you to relate with the fact that we as humans, react differently to distinct situations. Although, it would not be correct to say that situational factors determine an individual's personality in the most correct manner but it surely reflects how a person's behaviour is and how they react in a given situation. The traits shown through

situational factors usually vary a lot as different people exhibit different situational personality traits. **For Example:** You may behave differently in front of your boss in the office than at a club with your friends.

Erikson's Approach to Personality Development

Stage 1 : Infancy

This is the foremost conflict faced by humans in their infancy when they are truly dependent on their parents, guardians or caregivers. Erikson believes that this conflict need to be resolved in the very first stage because trust is the bedrock of building any relationship or aids in leading a positive life. If you ignore a crying baby in the midst of your own preoccupations or tend to ignore their needs out of your sheer negligence, the baby will suffer the consequences.

The baby who looks upon you from your care and assistance and when he finds nothing caring coming from your side he will develop feelings of mistrust and abandonment. They will in turn view the world as hostile and uncertain where there is no hole of love. This will negatively impact him in later stages of his life when he is in the phase of making relationships or become a parent because that was what he has faced poignantly in his most dependent stage.

Stage 2 : Autonomy VS Shame:

Your child is growing and is ready to face this second conflict in his toddling stage. The mode of your child's need are changing; there is a transition from their attention seeking needs to be self-dependency in choosing their own toys, books clothes and displaying their abilities in an ardent fashion. Parents are expected to create a motivating environment for their child to explore their abilities till the child asks for assistance.

For example if you child volunteer to take off his own socks let me try to his utmost ability till he asks for your aid. In doing so your child feels elated that he has been given a chance to prove his effort and abilities to maximum while at the same time given protection from their parent's side to avoid any letdowns. This will lead them being confident adults because their childhood was cherished with their enlightened abilities which aggravated their self-esteem.

Stage 3 : Initiative VS Guilt:

Your child is at the threshold of his schooling years. He has stepped out of the comforts of his home and fantasy of his inanimate objects in to a world where interaction and encounters with other kids reigns. In this stage the child needs to assert his will the most, by taking initiatives in games, decisions and plan activities with vigor and energy.

If the child is given space and free hand to take initiatives within boundaries; imagine the level of confidence your child can reach which will help them being leaders on the long run. Furthermore, in this stage your child will be seen with immense quest and thirst for knowledge;

his curiosity will unbound limitless questions as he is now an active participant of the outer world. If his queries are not responded by the adults on a serious note and are disregarded as trivial or silly, the child will descend in to guilt for being an embarrassing figure.

Stage 4 : Industry VS Inferiority:

The interest of your child has now turned towards reading and writing. They want to take pride in their accomplishments through writings by making their place in the competitive environment provided in the schooling years. Teachers are required to provide an effective academic platform to channelize their student's writing skills and need encouragement from their mentors.

Such motivation makes the children industrious and confident to achieve their aims in the academic realm. If such initiative is restricted by teacher or parents because of their negligence and lack of interest in their students/ child talents, the students will become a victim of inferiority complex and become sidelined from the mainstream academic society.

Stage 5 : Identity VS Role Confusion:

The conflict in this stage is most heightened because the stage is now most complex. It's the adolescent stage that is a middle ground between childhood and adulthood. With changing body shape and raging hormones; the adolescent now struggles with an identity crisis and what lifestyle or career choices he should make.

He envisions myriads of possibilities around him but what makes him unsure is how to adapt with his changing moods. In the midst of uncertainty entails the adolescent quest of searching his personal identity and the role he needs to develop through an intense exploration of personal insight and beliefs and morals that encapsulate the society around him.

Overcoming this conflict is essential so that the adolescent can now prepare himself as to what role he needs to take as an active member of the society to either bring about change or make a positive contribution from his side.

Stage 6 : Intimacy VS Isolation:

We have now entered the blossoming phase of early adulthood where our passions and emotions are at their pinnacle. We are in a phase that require forming long term relationships based of mutual love, respect, care, trust, and commitment.

Erikson believes that even here we are confronted with conflicts because of our fear in entering in to commitments and responsibilities that a relationship requires. This leads to barren empty lives of the individuals that are barred of happiness, comfort and bliss of love.

Stage 7 : Generativity VS Stagnation:

In the middle adulthood phase society holds immense expectations from us to make positive contributions that are for the greater good. We as parents can be generative from this standpoint by actively providing our society with nurtured and well taught children who by keeping their parents preaching intact grow to be prospering adults.

Or by positively participating in societal organizations we can give a thumbs up contribution from our side. Failure to do so will lead us developing stagnant and inadequate feeling about ourselves that we are good for nothing!

Stage 8 : Ego Integrity vs Despair:

You are now a senior citizen leading a life of retirement. At this stage you are the most wise and contemplative as you have all the time in the world to see your life in retrospective. If you find that you have made apposite contribution to the society by giving your lifeblood, your zeal, your brains, your maximum potential than feel satisfied that you have lived worthwhile.

On the other hand if you perceive yourself otherwise, then till your death a feeling of despair would hover on you like a dark shadow that you lived a hopeless life. Wisdom, plays its role here because at this point older people, when confronted with both despair and integrity try to balance them and face their end without any fear.

The best thing about this theory of personality development is that Erikson has merged the psychological conflicts of human lives with its societal implications. By resolving these conflicts we can only play an active and a positive part in our society.

Perception

Meaning

‘perception is the manner in which a person understands someone or something. It is a cognitive or knowing process. We can understand the meaning of the term perception better if we go through some of the definition given by behavior experts.

Definition

“ perception can be defined as a pricess by which individual organize and interpret their sensory impressions in order to give meaning to their environment”

Meaning and definition of learning

Modification of behavior taking place through observation, training or practice is what is called learning.

“ learning is the process of having one’s behavior modified, more or less permanently, by what he does and the consequences of his action, or by what he observes”

The key characteristics of the learning process are:

1. When described in the simplest possible manner, learning is described as an experience acquisition process.
2. In the complex form, learning can be described as process of acquisition, retention and modification of experience.
3. It re-establishes the relationship between a stimulus and response.
4. It is a method of problem solving and is concerned about making adjustments with the environment.
5. It involves all those gamut of activities which may have a relatively permanent effect on the individual.
6. The process of learning is concerned about experience acquisition, retention of experiences, and experience development in a step by step manner, synthesis of both old and new experiences for creating a new pattern.
7. Learning is concerned about cognitive, conative and affective aspects. Knowledge acquisition process is cognitive, any change in the emotions is affective and conative is acquisition of new habits or skills.

Motivation

Meaning:

Motivation is an important factor which encourages persons to give their best performance and help in reaching enterprise goals. A strong positive motivation will enable the increased output of employees but a negative motivation will reduce their performance. A key element in personnel management is motivation.

According to Likert, “It is the core of management which shows that every human being gives him a sense of worth in face-to face groups which are most important to him....A supervisor should strive to treat individuals with dignity and a recognition of their personal worth.”

Process of Motivation

1. **Unsatisfied need.** Motivation process begins when there is an unsatisfied need in a human being.
2. **Tension.** The presence of unsatisfied need gives him tension.
3. **Drive.** This tension creates an urge of drive in the human being and he starts looking for various alternatives to satisfy the drive.
4. **Search Behavior.** After searching for alternatives the human being starts behaving according to chosen option.
5. **Satisfied need.** After behaving in a particular manner for a long time then he evaluates that whether the need is satisfied or not.
6. **Reduction of tension.** After fulfilling the need the human being gets satisfied and his tension gets reduced.

Group in organization

Meaning of group

A group is a cluster of persons who have come together to pursue activities of common interest. A group may consist of any number of persons. But the group members must have continued interaction with and must be psychologically aware of one another.

Definition

According to Edgar Schein “ A group is an aggregation of people who interact with each other, are aware of one another, have a common objectives, and perceive themselves to be a group”.

Characteristics of a group

The following are the basic characteristics of a group

1. A group is always a conglomeration of a person
2. The members know and interact with one another.
3. The members come together to pursue certain activities of common interest.
4. Each members perceives that he is part of the group

Types of Groups

Groups may be classified into the following types:

1. Formal groups
2. Informal groups
3. Membership groups
4. Reference groups
5. In – groups
6. Out- groups
7. Open groups
8. Closed groups

Group Norms

“Group norms are the rules and regulations prescribed for the group members. In order words, these are the dos and don’ts. These reflect the feelings, beliefs, values and attitudes commonly shared by the group members.

Group norms provide the standard against which the behavior of a member is evaluated. A member violated norms may have to face disciplinary action. A member of a trade union, for example, who does not respond to a strike call given by the union, may be expelled.

Characteristics of Group Norms

The characteristics of group norms may be stated as follows

1. Norms explain the characteristics of a group
2. These relate to the behavior of the members that is considered desirable
3. Norms provide the standard or basic against which the behavior of the group members is assessed.
4. Norms are applied to all the members of the group.

Group Cohesiveness

Group cohesiveness refers to the extent to which the members of a group are attached to each other and willing to remain within the group.

The following factors influence group cohesion:

1. Interaction
2. Threat
3. Leadership
4. Conviction
5. Values
6. Size of group

Unit III

Meaning

The word communication has been derived from the **latin** word **communis** which means common. Communication, thus, is the process of sharing facts, ideas and opinions in common. Communication is said to take place when an individual conveys some information to another.

The person conveying or sending the information is called the **sender or the communicator** and the person receiving the information is called the **receiver or the communicate**. The information conveyed is known as the message. The act of conveying the message is called transmission. the reaction of the receiver to the message is what is called response.

Importance of communication

1. **Helps in planning**

Communication helps to prepare better plans for the enterprise. The views and suggestions of the employees, clients, suppliers, etc., are received and the same are incorporated in the enterprises plans.

2. Vital for decision-making

The information necessary for decision- making is made available through proper communication. For example, a decision on production is made after receiving information from the stores on the stock of material available and from the materials available and from the marketing department on the extent of demand.

3. Facilities delegation

Delegation of authority by a superior to his subordinate will not be possible without proper communication. The superior will not be possible without proper communication. The superior must first of all assign work to his subordinates and give them the requisite authority to carry our their duties, This cannot be done without effective communication.

4. Facilities effective leadership

As a leader, the manager will be able to guide his subordinate well only through proper communication. When the subordinate well only through proper communication. The subordinate have work-related problems, they have to necessarily approach their superior for assistance. If the manager is a man of few words, he will not be able to offer much help.

5. Helps to motivate

Assignment of work and delegation of authority alone will not be enough to get things done by the subordinate. They need to be constantly motivated to perform well. It is the duty of the managers to induce and instigate their subordinate to do their best. This will not be possible without proper communication.

6. Helps in co-ordination

Although the activities performed by different individuals and departments are different, they are directed towards the attainment of the enterprises goal. It is, therefore, necessary that there must be a proper link between all such activities. The necessary link is provided by co-ordination.co-ordination is not possible without co-operation.

7. Aid to job – satisfaction

If a subordinate gets proper guidance from his superior, is able to contact his superior in times of need, has the requisite authority to carry out his tasks and is able to share his thoughts freely with his colleagues, it should mean that the organization must have a proper system of communication. Such an employee is bound to have greater job- satisfaction.

8. Helps to save time and effort

It is possible to save time and effort by using effective means of communication. For example, if the general manager of the concern wants to announce a decision to all the employees, he can just send a circular. The same may also be displayed in the notice board.

9. Aid to public relations

Every organization has to maintain cordial relations with the members of the public. Many persons may visit an enterprises every day. They include customers, creditors, shareholders, government officials and so on. The public relations officer must receive them and also attend to their needs. Communication plays a significant role in all such activities.

Process of Communication

Communication is the process of exchanging messages or information between two or more people to come to an understanding. The communication process begins when one person (sender) wants to transmit a fact, idea, opinion, and other information to someone else (receiver).

In other words, the communication process is the following series of steps in order to make communication effective. For effective communication, there must have a sender, message, and receiver.

1. The Sender

The communication process begins with the *sender*, who is also called the *communicator* or *source*. The sender has some kind of information — a command, request, question, or idea — that he or she wants to present to others. For that message to be received, the sender must first encode the message in a form that can be understood, such as by the use of a common language or industry jargon, and then transmit it.

2. The Receiver

The person to whom a message is directed is called the *receiver* or the *interpreter*. To comprehend the information from the sender, the receiver must first be able to receive the sender's information and then decode or interpret it.

3. The Message

The *message* or *content* is the information that the sender wants to relay to the receiver. Additional subtext can be conveyed through body language and tone of voice. Put all three elements together — sender, receiver, and message — and you have the communication process at its most basic.

4. The Medium

Also called the *channel*, the *medium* is the means by which a message is transmitted. Text messages, for example, are transmitted through the medium of cell phones.

5. Feedback

The communication process reaches its final point when the message has been successfully transmitted, received, and understood. The receiver, in turn, responds to the sender, indicating comprehension. *Feedback* may be direct, such as a written or verbal response, or it may take the form of an act or deed in response (indirect).

6. Other Factors

The communication process isn't always so simple or smooth, of course. These elements can affect how information is transmitted, received, and interpreted:

Noise: This can be any sort of interference that affects the message being sent, received, or understood. It can be as literal as static over a phone line or radio or as esoteric as misinterpreting a local custom.

Context: This is the setting and situation in which communication takes place. Like noise, context can have an impact on the successful exchange of information. It may have a physical, social, or cultural aspect to it. In a private conversation with a trusted friend, you would share more personal information or details about your weekend or vacation, for example, than in a conversation with a work colleague or in a meeting.

Barriers to communication

1. Physical Barriers: This has to do with poor or outdated equipment used during communications, background noise, poor lighting, temperatures that are too hot or too cold.

2. Attitudes: emotions like anger or sadness can taint objectivity. Also being extremely nervous, having a personal agenda or “needing to be right no matter what” can make communications less than emotion. This is known as emotional noise.

3. Language: this can seem like an easy one, but even people speaking the same language can regions of the same country. Slang, professional jargon and regional colloquialisms can even hurt communicators with the best intentions.

4. Physiological Barriers: ill health, poor eyesight or hearing difficulties, pain.

5. Problems with Structure Design: companies or institutions can have organization structures that are not clear, which can make communications difficult. Also to blame for faulty communications are bad information systems, and lack of supervision or training of the people involved.

6. Lack of Common Experience: it's a great idea to use examples or stories to explain a point that is being discussed. However, if the speaker and the audience cannot relate to these examples

because they do not have the same knowledge or have not shared the same experiences then this tool will be ineffective.

7. Ambiguity and Abstractions Overuse: leaving things half-said, using too many generalizations, proverbs or sayings, can all lead to communications that are not clear and that can lend them to their interpretation.

8. Cultural Noise: people sometimes make stereotypical assumptions about others based on their cultural background.

Methods to reduce barriers

1. High Dependency on eMails

when we depend on emails, we don't get the one to one communication benefits, which allow us to clarify a point and let the other person ask questions on the spot. Do you remember the last time you gave instructions through an email. Maybe a few emails had to go back and forth to get the point across. Maybe the recipient ignored your email simply because they didn't understand the message or its importance. eMails are a great way to communicate, but they are not the only way to communicate.

2. Language Barriers

With a multi-cultured workforce, you may run into language barriers that are difficult to overcome. One solution is to get a translator. You can do this by having one employee that is fluent in both languages become your official translator. You could also hire a translator, but a translator that already works with you would have a better understanding of the process and would have an advantage in communicating effectively.

4. No Open-door Policy

When you have an open-door policy, you allow anyone to come to you with anything they want to talk to you about. An open-door policy helps build morale, makes you an approachable boss, and allows for better communications.

5. Too Busy

When you are busy, the last thing you want to do is deal with new issues. You're busy, and you want to get the work you already have completed. The problem is, the more responsibility you have, the busier you are. Imagine if you're always busy, and the people that report to you find you unapproachable because you are working. When you approach a busy person, you can't convey the message effectively, can you? You probably blurt out what you have to say and then you are rushed away without an answer. Take time to deal with unscheduled issues. How long

will it take? A lot of communications can take five to ten minutes. How many conversations a day would you have?

Let's look at an example. On a busy day, you may have ten issues. Let's average that by five minutes each. In total, you have around 50 minutes. That's one hour a day to deal with the issues that need your attention. It's essential to set time in your schedule for those issues.

6. Poor Communication Skills

If someone has poor communication skills, to begin with, then that's a problem in itself. There are many avenues to improve communication skills. The first step is the desire to improve, without it, no matter what action you take, you won't see a lot of improvement.

Excellent communication skills are a must for any leader looking to be successful in the workplace.

7. Poor Locations

You may work in an area where there is a lot of noise and activity going on, which makes discussions difficult. In a noisy environment, people will have trouble hearing you, and you don't want to be yelling. It's to your advantage to find an area where you can meet, allowing you to discuss issues effectively.

8. Fear of Loss of Productivity

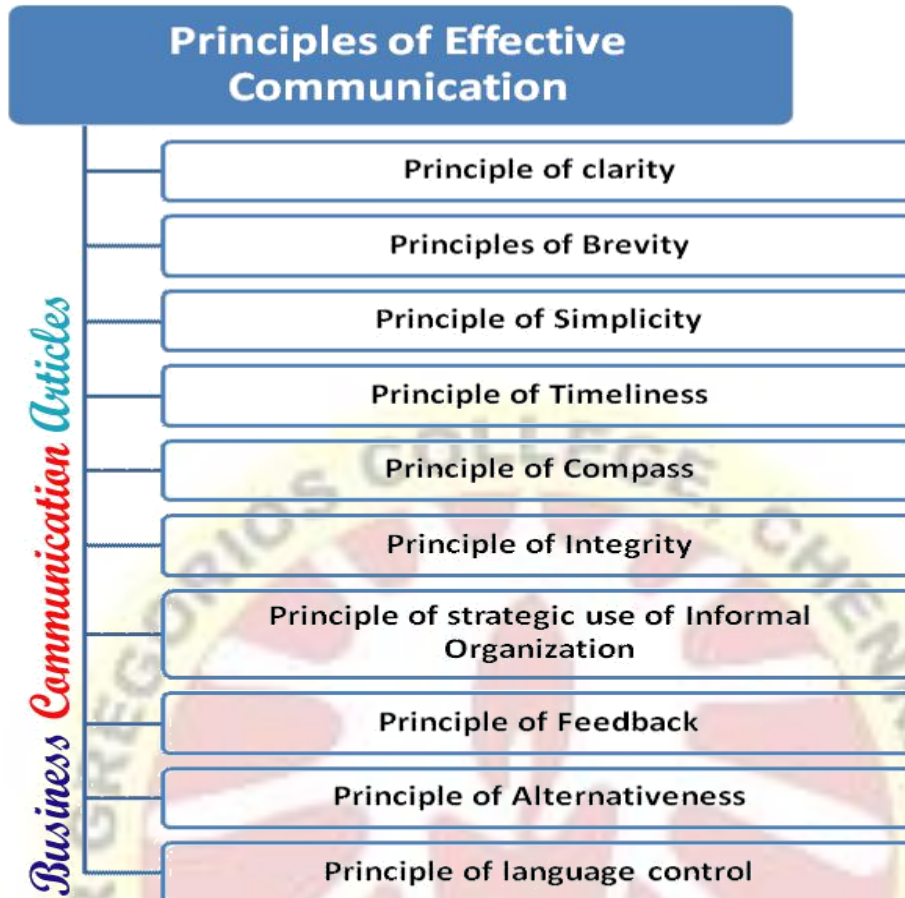
Another barrier of communicating in the workplace is the fear of wasting time speaking with your workforce, especially when you are in a manufacturing type of operation and minutes count towards production. You don't want to have a daily 10-minute meeting that can reduce your productivity. Multiply 10 minutes by 120 employees, and you have 1,200 minutes of downtime or 20 hours. At the same time, you want to let the team know what's expected for the day. You could do this in a 2-minute meeting were you share the information before the start of the shift. Make it quick, sweet, and useful.

Principles of effective communication

1. **The principle of clarity:** A message should be clear, free from distortion and noise. A vague message is not only a barrier to creating effective communication but also causes

the delay in the communication process and this is one of the most important principles of effective communication.

2. **Principles of Brevity:** A communication should be brief i.e. just necessary and sufficient. Repetition and over-explanation are likely to destroy the actual meaning and importance of the message. Moreover, the reader may feel disturbed by receiving a long message.
3. **The principle of Simplicity:** Message should be given using simple and familiar words. Vague and technical words should be avoided. Simple words are easy to understand and help the receiver to respond quickly.
4. **The principle of Timeliness:** Communication is meant to serve a specific purpose. If communication is made in time, communication becomes effective. If it is made untimely then it may become useless.
5. **The principle of Compass:** The communication net should cover the whole organization. The concerned people must know “What exactly they need and “When they need it. And effective communication will serve such.
6. **The principle of Integrity:** Communication should consider the level of people, principles & objectives of an organization to create a network or chain. Such a network will provide a better field of internal and external communication.
7. **The principle of strategic use of Informal Organization:** The most effective communication results when managers use the informal organization as complementary to formal communication, e.g. arranging sports, cultural function & dinner for the employees can be informal organization.



Principles of effective communication

8. **The principle of Feedback:** To provide a message to the receiver is not a complete communication. The response from a receiver is essential. Therefore feedback is required for communication to be effective.
9. **The principle of Alternativeness:** Effective listening is important in communication otherwise communication will be ineffective and useless.
10. **The principle of language control:** The sender should be careful in selecting proper words and forming sentences, words and structured sentences are the keys to making effective communication.

Stress Meaning

A person undergoes stress when he feels that he is ill-equipped to carry out the tasks assigned to him. Not everyone undergoes stress in a workplace. It is also not possible to explain precisely the situation that would give scope for stress because, many individuals are capable of performing their tasks irrespective of the work situation. If, for example, we say that the vindictive attitude of the management can lead to the problem of stress, it may not hold good always because many employees may be able to work with ease despite the vindictive approach of the management

Total absence of stress may affect performance. A person needs to undergo a certain level of stress to perform well. Excessive stress is harmful. When stress exceeds a certain level, it can have adverse effect on a person's emotions, mental and physical health.

Stress types

Stress is our built-in response to danger, a surge in hormones as we choose between fighting, fleeing, or freezing. The danger may be real or imagined, immediate or farther away; our bodies don't know the difference.

According to the American Psychological Association, the three types of stress — acute stress, episodic acute stress, and chronic stress — can all make us feel out of sorts or even ill, but chronic stress is often ignored.

Acute Stress. You know the feeling when you're behind on a seemingly all-important deadline and then you get a call from your child's school asking you to come by or you barely miss a serious car accident. Your heart might race and your blood pressure might rise. Your sense of emergency might trigger a migraine or even chest pain. Other possible symptoms include irritability, anxiety, sadness, headaches, back pain, and gut problems. These may appear for a short time and subside when the stress eases. Our minds extend acute stress. A recent argument may replay in your mind, keeping you up at night. Or you might keep worrying about the future, a deadline ahead. You might benefit from learning techniques to calm your mind, but stress isn't interfering with your relationships or career.

Episodic acute stress. Some people experience these mini-crises regularly and live in a state of tension. They may be taking on too much or simply be overburdened by their lives. If you tend to worry, your body will be tense or angry. The symptoms are similar but occur more often and accumulate. Maybe your company is poorly managed and your boss is stressed out, passing along emergencies to you. Those tight deadlines keep cropping up. In modern life, we often can't take big, immediate actions to solve our problems. Instead, we can take small steps that build up over time. You might need to spend more time getting physical exercise while rethinking your finances in case you need to quit. You might need the help of a therapist to change your circumstances or your responses to them. time, a pattern of episodic acute stress can wear away at your relationships and work. That risk is greater if you turn to unhealthy coping strategies like binge drinking, overeating, or clinging to bad relationships. Many people also slowly give up pursuing pleasurable activities or meaningful goals. If poorly managed, episodic acute stress can contribute to serious illnesses like heart disease or clinical depression.

Chronic stress. This is the grinding stress that wears us down over the years. It arises from serious life problems that may be fundamentally beyond our control: poverty, war, or racism.

The demands are unrelenting and you don't know when they will stop. You get by day by day. If you had a traumatic childhood, you may experience life as chronically stressful even when the surface appears okay. You believe you are perpetually threatened by poverty or illness even when this is untrue. Whether the cause lies in your mindset or difficult circumstances, many people stop fighting for change and begin to accommodate chronic stress.

Stress management

There are basically three approaches to stress management.

1. prevent
2. escape or
3. cope

prevention of stress involves the adoption of certain measures as mentioned below:

1. Assignment of work according to each individuals capabilities.
2. Provision of better working condition
3. Better superior subordinate relationship
4. Better inter-personal relationship
5. Unbiased evaluation of employee performance
6. Maintaining equality and equity in the distribution of workload, etc.,

The employees can **escape** stress by any of the following means:

1. Seeking transfer
2. Opting for voluntary retirement
3. Finding alternative employment, etc.,

The employee can **cope** with stress by adopting any of the following means:

1. Understanding self – one's strength and weakness
2. Doing the work in a systematic and planned manner
3. Setting a moderate goal
4. Avoiding long hours of work and overtime work
5. Avoiding people who cause stress
6. Doing regular physical exercises
7. Maintaining a healthy diet
8. Developing a positive attitude towards life and work

UNIT IV

Organizational dynamics- organizational effectiveness – meaning Approaches – organizational culture – meaning, significance – organizational climate – implications on organizational behavior.

Organizational Dynamics

Meaning

Organizational dynamics refers to the patterns of movement over time in the interactions between the people who are the organization, the community of practice. Such patters could be described, for example, as regular patterns of dependence and conformity, or as irregular patterns of aggression and noncompliance.

Organizational effectiveness

Meaning

There is no unanimity among researchers on the meaning of organizational effectiveness. There are, in fact, a number of terms – organizational efficiency, organizational productivity, organizational growth etc. that are used synonymously with organizational effectiveness.

“ Organizational Effectiveness’ may be explained as the capacity of an organization to procure and utilize the resources efficiently for the attainment of the desired objectives.

Definitions

1. “ Effectiveness of an organization can be seen in term of the survival of the organization”-

JOHN KIMBERLY

2. “Effectiveness may be defined as the degree to which an organization realizes its goal”-

AMITAI ETZIONI

Effectiveness and efficiency

The two terms that are often used closely are “ effectiveness’ and ‘efficiency”. Organizational effectiveness is the extent to which the goals have been attained while organizational efficiency refers to the input – output relationship. i.e., the inputs that have been used to produce a certain amount of output.

Effectiveness and efficiency need not always go together.

Approaches to organizational effectiveness

The following approaches are normally used to study organizational effectiveness:

1. Goal approach
2. Systems approach
3. Strategic constituencies approach

4. Internal process approach

Four Approaches to Organizational Effectiveness



1. Goal Approach

The **Goal Approach** is also called **rational-goal or goal-attainment approach**, it has its origins in the mechanistic view of the organization. This approach assumes that organisations are planned, logical, goal-seeking entities and they are meant to accomplish one or more predetermined goals. Goal approach is worried with the output side and whether or not the organization attains its goals with respect to preferred levels of output. It sees effectiveness with respect to its internal organisational objectives and performance. Typical goal-attainment factors include profit and efficiency maximization.

The key constraint of this approach pertains to the content comparability of organizational goals. The dependable identification of comparable and practically appropriate goals within groups of organizations is thus a serious problem. What a company declares as its formal goals don't always echo the organisations actual goals. Therefore, an organisations formal goals are typically dependent upon its standards of social desirability. As goals are dynamic, hence they will probably change as time passes, simply because of the political make-up of an organisation. An organisations short-term goals are usually not the same as their long term goals. The utilization of goals as a standard for assessing Organizational Effectiveness is challenging. The goal approach presumes consensus on goals. Considering the fact that there are numerous goals and varied interests inside an organisation, consensus, is probably not possible.

2. System Resource Approach

This approach to Organizational Effectiveness was developed in response to the goal approach. The **System Resource Approach** sees an organisation as an open system. The organisation obtains inputs, participates in transformation processes, and generates outputs. This approach emphasizes inputs over output. It sees most organizations as entities which function in order to survive, at the same time rivaling for scarce and valued resources. It assumes that the

organisation consists of interrelated subsystems. If any sub-system functions inefficiently, it is going to influence the performance of the whole system.

The disadvantages of this approach relate to its measurement of means. An issue with this approach is that a higher amount of obtained resources is not going to promise effective usage. In addition, it is tough to define an ideal degree of resource acquisition across distinct organizations.

3. Internal-Process Approach

This approach has been developed in response to a fixed output view of the goal approach. It looks at the internal activities. Organizational effectiveness is assessed as internal organizational health and effectiveness. According to **Internal-Process Approach** effectiveness is the capability to get better at internal efficiency, co-ordination, commitment and staff satisfaction. This approach assesses effort as opposed to the attained effect.

Some experts have criticized the internal-process approach, like the system-resource approach, cannot lead to legitimate indicators of organizational effectiveness itself. Rather, it is accepted as an approach for studying its assumed predictors. Similar to the system-resource approach, the internal-process approach could possibly be applied only where comparable organizational outcomes can hardly be assessed accurately.

4. Strategic Constituencies Approach

This approach suggests that an efficient organisation is one which fulfills the demands of those constituencies in its environment from whom it needs support for its survival. It assesses the effectiveness to satisfy multiple strategic constituencies both internal and external to the organization.

Organizational culture

Meaning

The term ‘**culture**’ signifies values, beliefs, morals, customs, habit and knowledge acquired by the people living in a society.

‘organizational Culture’ is the acquisition of values, beliefs, attitudes, expectations etc. by the employees of an organization.

Significance of organizational culture

Increased employee engagement
 Decreased turnover
 Strong brand identity
 Elevated productivity
 Transformational power
 Top performers

Effective on boarding
Healthy team environment

Increased employee engagement

A work environment that possesses organizational culture is driven by purpose and clear expectations. This motivates and inspires employees to be more engaged in their work duties and interactions with others. It also leads to high levels of workforce engagement, which drives productivity. Having a strong connection to an organization and its people creates an atmosphere of positivity that is hard to ignore.

Decreased turnover

People who feel valued and respected at a company are less likely to leave it. That's why it's essential for brands to foster a winning organizational culture that supports their core values and mission statement. Happy employees mean less turnover, which saves companies time and money in the hiring process. Companies that achieve a strong culture must take steps to maintain and improve it.

Elevated productivity

When employees have the resources and tools they need to succeed, it helps increase productivity and performance levels overall. Organizational culture impacts the structure of a workplace in ways that bring people of the same skill set together. Those who share similar backgrounds and skills may work more quickly together when tackling company projects.

Strong brand identity

A company's organizational culture represents its public image and reputation. People make assumptions about businesses based on their interactions within and outside of the company. If it lacks organizational culture or has a weak image, customers may hesitate to do business with anyone who is associated with the brand. Businesses with a strong brand identity tend to attract more business and job candidates with similar values who support their mission.

Transformational power

Not all businesses have the power to transform ordinary employees into total brand advocates, but those with a strong organizational culture do. Companies that recognize their employees' efforts and celebrate team successes are more likely to notice a change in employees as they experience a sense of accomplishment.

Top performers

Companies that promote community in the workplace are more likely to retain their best employees. People who are great at their jobs and know the value of their skills commonly leave negative work environments where they feel undermined and unappreciated.

Organizational culture builds a high-performance culture that strengthens the work of people within the company, resulting in a positive employee experience overall.

Effective on boarding

More and more, businesses with an organizational culture are relying on effective on boarding practices to train new hires. On boarding practices that include orientation, training and performance management programs help new employees access the right resources and better transition into their roles. This promotes employee longevity and loyalty and reduces the amount of frustration some employees experience when they don't have the information needed to do their job well. On boarding is a great way for companies to ensure new hires understand the core values of their business.

Healthy team environment

Organizational culture helps improve workflows and guides the decision-making process. It also helps teams overcome barriers of ambiguity. Team members who are informed and knowledgeable about certain processes are often more motivated to finish projects. Having a clear culture that unifies employees and promotes organized work structures helps people work together with purpose.

Organizational climate

Meaning

Organizational climate is nothing but its work environment as perceived by the individuals in the organi

zation. Climate is manifested in the observable routine and rewards of the organization. The routines are the events and practices of an organization while rewards pertain to what behaviors' get acknowledged and supported.

Definition

“ A set of attributes specific to a particular organization that may be induced from the way that organization deals with its members and its environment” – **Campbell and others**

Implication on organizational behavior

Culture:

When new employees join your company, the way they behave is influenced by the organizational culture. For example, if a company culture encourages employees to speak up without fear of reprisal, new employees will gain confidence in expressing their ideas, whereas if the culture is to shoot the messenger, new employees will soon learn to keep their opinions to themselves.

Motivation:

organizational behavior suggests that employees need to be motivated to perform to the best of their ability. employees are most likely to be motivated when they see a between the effort they put in and the reward that they receive. rewards must be seen as fair and suitable in order to inspire employees to work hard.

Decision Making:

Organizational behavior influences the decisions that people make. Companies with robust, effective communication mechanisms enable managers and employees to make informed decisions, because they understand the business context. The organizations approach to risk will determine the extent to which managers and employees feel comfortable taking risks in their decision making. Innovation and creativity are more likely to be stimulated in organizations that encourage informed risk taking.

Change Management:

employees often prefer the familiar ways of doing business, making it difficult for them to change and adapt. Companies can manage change effectively by understanding organizational behavior. The need for change should be openly discussed, with the opportunity for employees to ask questions. Managers must be seen to buy in to the change. employees who may be resistant to change should be sought out and persuaded of the benefits of change.

Group and team works:

Group consists of two or more people who interact with each other to achieve certain goals and team consists of members who work intensely with each other for a specific and common goal. Organizations use groups and teams as mechanisms to assist in increasing effectiveness and gaining competitive advantage. Groups and teams can contribute to organizational effectiveness by enhancing organizational performance, enhancing responsiveness to customers, increase innovations, etc.

Leadership:

we all know that leadership is the process of influencing, inspiring, motivating and directing people and their activities so as to achieve group or organizational goals. Over the years the terms management and leadership have been so closely related that individuals in general think of them as synonymous. But there is a thin line of differences between managers and leaders. Managers carry out a broader set of functions than do leaders. Managers cope with complexity by using their authority, they ensure that things are done right, and assure resources are used efficiently. Leaders on the other hand emphasize change and continuous improvement, and they question practices and possibilities in their quest to visualize the right thing to do leaders try to influence followers so they will want to work towards the leader/s goals.

Training and Development:

The technology, approach, culture and requirements of the people change gradually. constant training of the workers on the newer developments in the field



of technology, especially things like equipment and information technology will keep the organization updated.

Change of Management:

change management will bring forward several changes into an organization to achieve future targets. The mission, vision, leadership, technology, attitude, planning and personal changes have to take place in order to face the current and future challenges. It is very important to monitor the changes applied to see whether they are reaching towards the set goal. It will be wasting of money and resources if a proper monitoring process is not there to do so.

Diversity and organizational ethics:

It is important for organizations to establish a code of ethics to support an ethical organizational culture. Ethical codes and the practice of managers can either promote or derail the effective management of diversity, depending upon how they perform the managerial roles identified in the code and policy of the organization. Diversity is present when there is a mixture of differences and similarities in terms of age, religion, culture, gender, ethnicity, and education amongst a group of people in the same environment. The reasons for the increase of diversity in the workplace are connected to the increasing number of women, minorities, and older employees in the workforce and the legislative rulings that requires organizations to ensure equal opportunity to women, minorities, older employees, and people with disabilities. Thus, Organizational Behavior plays an important role in the management of business. It is that field of study which finds out the impact that individuals, groups and structure have on behavior within an organization and it applies that knowledge to make organizations work more effectively.

Organizational changes – meaning – resistance to change – management of change

Meaning of change

Change, with reference to work environment, means any alteration that requires the people doing work to make certain adjustment. For example, if an organization, where the office work is manually done, decides to introduce computers the employees will have to learn to handle computers. Similarly, if the management decides to change the working hours the employees will have to accordingly adjust their household routine.

Definition of change

Tom Duening has defined the term change as follows:

“ Change is any alternation occurring in the work environment that affects the ways in which the employees must act. These changes may be planned or unplanned, catastrophic or evolutionary, positive or negative, strong or weak, slow or rapid, and stimulated either internally or externally”

Resistance to change

1. Threat to job security

Employees, particularly those in Government service, who have job security may resist any proposal that poses a threat to job security. One of the main reasons why the Government employees in India oppose the privatization move of the Government is the possible threat to job security.

2. Fear of losing job

Certain changes, if allowed to take place, may also result in the employee losing his job in the near future. In the past, the proposal to computerize operations in most organizations was opposed by employees mainly due to the fear of losing job.

3. Fear of monetary loss

Whenever there is a proposal to affect pay cut, employees resist it. Such an austerity measure may be necessary in view of the poor financial position of an organization the main reason for resistance by the employees not the immediate pay loss but the possible future monetary loss if scope is given for pay cut now.,

4. Increase in work burden

The fear of a possible increase in work burden is yet another reason for employee resistance. When certain vacancies remain unfilled for a very long time, employees show their protest to the attitude of the employer. The main reason for the protest is that gradually additional responsibilities may be given to the existing employees, as there is shortage of manpower in the organization.

5. Bad precedents

Certain changes are resisted by the employees on the ground that these may set bad precedents. For examples, if the seniority or the merits of an employee is totally ignored in the matter of promotion, the employees may collectively show their displeasure.

6. Fear of transfer

In certain cases, an employees may resist changes for fear of transfer. For example, in certain categories of jobs the promotion given to an employee also may lead to his transfer to some other place. Such an employee, therefore, may not be willing to accept the promotion, the employees may collectively show their displeasure.

7. Fear of demotion

When there is a proposal to increase the minimum qualification and skill requirements for a job. Such a change may not be accepted by employees. This is because of the fear that either they must update their qualification and skill or face demotion in the near future.

8. Loss of promotion opportunities

The decisions to eliminate certain posts or positions may not be accepted by the employees on the ground that it may deprive them of promotion opportunities in future.

9. Loss of leave benefits

Any proposal by which the existing leave benefits enjoyed by the employees are reduced or withdrawn is sure to get resistance.

10. Loss of social security benefits

Often, we hear such decision as withdrawal of pension and other retirement benefit of employees particularly the Government employees. Such changes will obviously be resisted by the employees.

11. Lack of scope for collective bargaining

Any decision to abolish trade unions of employees is sure to be resisted by the employees as it deprives them of the benefits of collective bargaining .

12. Boredom and monotony

Any change that makes the employees' job boring and monotonous will be opposed.

13. Early retirement

The proposal to reduce the retirement age of employees is also not favoured by the employees as it deprives them of several years' of earnings.

Overcoming Resistance to change

Managing change

1. Securing the participation of employees

Any changes affecting the interests of the employees must be explained to them first. The management must explain its position to the employees and also seek their views on the

proposal. It must consider favorably and also seek their views on the proposal. It must consider favorably any worthwhile suggestion from the employees.

2. Involving the trade union

When it is not possible for the management to discuss the change with individual employees, it may invite the trade union officials for talks. The change proposed may be discussed in details in the meeting with the union officials. The management may consider in the meeting suggestion from the side of the employees.

3. Planning the change

The employees must have prior knowledge of the change that is to be implemented. For example, if the management wants to change the working hours and has also got the consent of the employees, it must take the necessary steps for the successful implementation of the proposal. It must inform everyone about the date from which the proposed change is to be effected. A change should not be implemented overnight and without prior notice. Everything must be done in a planned manner.

4. Sharing the benefits of the change with the employees

The management must come forward to share the benefits of any change with the employees. If a change is contemplated keeping in mind the interests of the management alone, the employees are sure to resist it.

5. Protecting the interest of the employees

The management should not contemplate a change that is detrimental to the interests of its existing employees. In this context it may be stated here that any change having an adverse effect on the employees' pay, service condition, retirement benefits etc., must not be thought of

6. Ensuring that the existing privileges are not withdrawn

When a change in the service condition is proposed, the employees would expect the status quo to continue. Even if management cannot announce certain new benefits, the existing benefits at least must not be withdrawn.

7. Introduction of change in a phased manner

Certain changes can be introduced only in a phased manner. For example, if the management wants to introduce computerization in all departments, it can only be done in a phased manner. This is because; the employees in the different department need to be trained to handle computers. Such a task cannot be accomplished overnight. The employees need to be given sufficient time to undergo the necessary training.

8. Proper motivation of employees

It is not enough if the employees are merely informed of the change proposed to be made. They need to be properly motivated to accept and work for the success of the new proposal.
Example

– monetary as well as non-monetary benefits to the employee.

9. Provision of suitable raining facilities

If the management is contemplating a change in the method or technique of work such a change can be possible only if the employees are given proper training. The management itself must make suitable arrangement to train its employees. If in-company training is not possible, the employees must be sent to a training centre that has the necessary facilities.

10. Introduce changes that are mutually beneficial

A change that is beneficial to the management alone may not get the employees' support. There must be something for the employees also in any proposal. In other words, the change proposed to be made must be mutually beneficial.

11. Any change must be logical

There must be a valid reason for any change. The management must be in a position to convince the employees of the need for the change

