

UNIT- III

Dynamics of OB-I:

1. TYPES OF COMMUNICATION

Introduction to Communication

Communication is the passing of information and understanding from one person to another. It is a sharing of meaning and is the process by which managers reach others to manage their work. Since managers work through others, all their management acts pass through the bottle neck of communication. One person can initiate the process, but he cannot complete it, i.e., a communication is complete only when other person receives it.

Meaning and Definition of Communication

Communication is a meaningful exchange which necessitates those ideas and concept be transferred and behavioral change be brought about in the listener.

It is derived from a Latin word "Communis" which means "to share". The word communication means sharing of ideas, message and words expressed through a language which is easily comprehensible to the listener.

According to Fred G. Meyer, "Communication is the intercourse by word, letters or messages, intercourse of thoughts or opinions. It is the act of making one's idea as an opinion known to another's."

Elements of Communication:

The basic elements of communication are:

1. Communicator:

The sender, speaker, issuer, or writer-who intends to convey or transmit a message.

2. Communicate:

The receiver for whom the communication is meant. He receives the information, order or message.

3. Message:

The subject matter of communication i.e., the content of the letter, speech, order, information, idea or suggestion.

4. Communication Channel:

The media by which the information and understanding are passed from the sender to the receiver. It serves as link between the communicator and the communicate i.e., the levels of organisation or relationships that exist between different individuals or departments of an organisation.

5. Response or Feedback:

The effect, reply or reaction, of the information transmitted, on the communicate i.e., successful, no communication or miscommunication.

ORGANIZATIONAL COMMUNICATION:

Organizational communication is one of the essential prerequisites for building a successful business. Its impact on employee engagement,

Organizational communication is one of the essential prerequisites for building a successful business. Its impact on employee engagement, collaboration, and workplace trust and employee experience makes it an important part of every workplace strategy.

What is Organizational Communication?

Organizational communication includes formal and informal communication throughout an organization, including communication among employees and employee-manager communication.

We can divide organizational communication into 4 main types:

1. Formal communication :

Being formal, clear and specific is a great way to ensure a proper flow of information in the workplace. With formal communication, everyone is informed about and aligned with the business goals.

This type of communication is also required to meet legal requirements. For example, work arrangements, as well as safety rules and guidelines, have to be communicated to the employees in a formal way (emails, printed documents).

2. Informal communication:

As you might have guessed, this type of communication is the opposite of formal communication. It is also known as "grapevine communication". In essence, it includes dialogues, chats, phone conversations as well as the "water cooler talks" that usually take place near the coffee maker that don't rely on any formalities.

One of the top advantages of informal communication is the fact that it is a faster way of sharing information in the workplace. It also helps share and develop new ideas to improve products as well as internal or external processes. You would be surprised to know how many innovation ideas started with a chat next to the coffee machine.

3. Horizontal communication:

This type of organizational communication occurs amongst teams, groups, or individuals at the same hierarchical level. Horizontal communication plays an important role in breaking down silos and improving cross-departmental collaboration in the workplace. It plays a critical role in aligning tech, marketing and sales teams and making sure that everyone is on the same page.

4. Vertical communication:

The most common form of communication within structured organizations follows an up-and-down vertical pattern. It includes communication between business leaders, team leaders and employees. This type of communication is essential in the workplace. Without vertical communication, it wouldn't be possible to share guidelines, feedback, or ideas.

No matter what type of communication we are talking about, communication in the workplace is a **vital management component** to any organization.

Some of the main purposes of organizational communication are to update employees on new policies, crisis communication, ensure safety throughout the organization, manage change management, digital transformation, mergers and acquisitions as well as give and receive feedback from employees.

2. INTERACTIVE COMMUNICATION IN ORGANIZATIONS

Most management experts today stress the important but often overlooked role that interactive communication plays in today's organizations. In most cases the vertical communication process still overshadows the horizontal.

Interactive communication is essentially a two-way process. It takes place through meetings, conferences, teleconferencing, multimedia presentations, group discussions, and other such active two-way exchanges. Interactive communication is most appropriate when the message or subject is to be presented at length, e.g., in practical sessions, case study discussions, and strategy formulation. When many speakers are involved, there may be a need for a moderator who will facilitate the effective flow of communication from different speakers.

Interactive communication is a modern term that encompasses these evolving forms of conversation. It is a primary characteristic of the present Information Age. New experiments in interaction design are evolving on a daily basis.

The Purposes and Methods of Interactive Communication

Just as there are several purposes of vertical communication in an organization, there are also various reasons for the need for interactive communication. Basing his inquiry on several research studies, a communications scholar has summarized four of the most important purposes of interactive communication:

1. *Task coordination.* The department heads may meet monthly to discuss how each department is contributing to the system's goals.
2. *Problem solving.* The members of a department may assemble to discuss how they will handle a threatened budget cut; they may employ brainstorming techniques.
3. *Information sharing.* The members of one department may meet with the members of another department to give them some new data.
4. *Conflict resolution.* The members of one department may meet to discuss a conflict inherent in the department or between departments.

The examples for each of the major purposes of interactive communication traditionally have been departmental or interdepartmental meetings, but in recent years they include teams and videoconferencing. Such meetings and teams that exist in most organizations have been the major methods of interactive communication. In addition, most organizations' procedures require written reports to be distributed across departments and to teams. The quantity, quality, and human implications discussed in relation to the vertical communication process are also inherent in interactive communication.

3. BARRIERS TO COMMUNICATION AND STRATEGIES TO IMPROVE THE FOLLOW OF COMMUNICATION

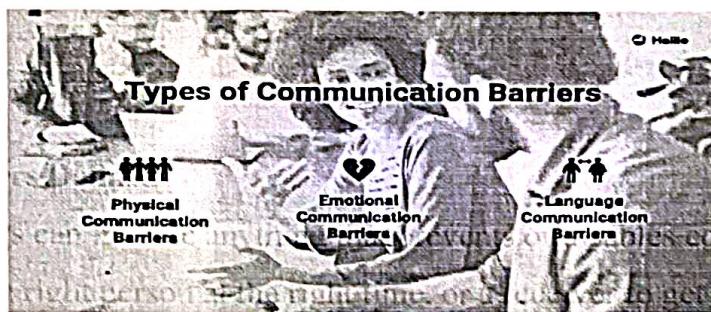
Communication barriers can have a significant impact on people's personal and professional lives. This is particularly evident now when people around the globe have been facing social distancing restrictions.

When we are limited to communicating using digital tools and technologies, communication barriers have an even bigger impact. However, digital means of communication are here, and they are here to stay.

Communication Barriers Defined

Communication barriers can include anything that prevents or disables communicators to deliver the right message to the right person at the right time, or a receiver to get the right message at the right time.

There are 3 main categories of communication barriers that can make effective communication challenging.



- Physical communication barriers such as social distancing, remote work, desk less nature of work, closed office doors, and others.
- Emotional communication barriers resulting from emotions such as mistrust and fear.
- Language communication barriers that refer to how a person speaks both verbally and nonverbally.

However, these communication barriers present just a high-level overview of the cause of inefficient communication. Let's take a deeper look into some of the most common communication barriers that employers face today.

Top 13 Communication Barriers Organizations Face Today

When talking about communication barriers in the workplace, challenges to effective communication are more obvious than ever before. Multigenerational workplaces, the rise of remote work, dispersed workforce, the introduction of new communication technology and different employee expectations are just a few examples of communication barriers that have emerged in the past few years.

1. Communication skills and styles

People have different communication skills and styles. Oftentimes, these differences in communication skills can create communication barriers between the communicator and the receiver of the message.

2. Social distance and physical barriers

As mentioned earlier, many companies now depend on digital means of communication due to social distancing and remote ways of working. These physical barriers are even more evident within organizations with **blue-collar employees without designated working space**. Such barriers can go a long way in causing damage to an organization that doesn't know how to leverage technology to eliminate communication challenges.

3. Disengagement

Effective communication is about engagement between the parties involved in communication. When there is no engagement from both parties, this **ruins the purpose of effective communication**.

Unfortunately, organizations across the world are fighting the problem of disengaged workplaces. They are struggling to catch their employees' attention and drive the culture of open, engaged, and transparent communications.

4. Organizational structure

Complex and rigid organizational structure can be the main culprit for inefficient communication, making it one of the most common communication barriers. Such organizations may have **inefficient information sharing and communication systems**, often resulting in frustrations, lack of engagement, and productivity among employees.

If a company is highly hierarchical, information can easily get siloed, lost or distorted as it travels through each layer of the hierarchy.

5. Information overload

Too little information is not good, but too much information can cause even more damage. Yet, information overload has always been one of the **biggest communication barriers**. Moreover, information overload has proved to have a very negative impact on employees' well-being, productivity, and success at work.

6. Lack of trust

When there is no trust, there is no effective communication. In other words, when **employees don't trust their employers, leaders, or managers**, communication suffers.

7. Clarity, consistency, and frequency

Communications professionals need to understand the importance of **clear, consistent, and frequent communication**. When messages across different channels are not consistent, trust gets hurt. When messages don't get delivered frequently or in a timely manner, employees miss out on important information or updates.

8. Listening

Communication should always be a two-way street. Moreover, **listening is often much more important than speaking**. Yet, many companies still don't understand the importance of encouraging employees' share of voice and the value of their feedback.

Those who drive and nurture the culture of open workplace communication enjoy a happier, healthier, and more engaged workforce.

9. Wrong communications channels

There are many different communication channels people use nowadays. The same is true for companies, especially large enterprises. Such **complexity in the communication ecosystem** makes it hard for employers to make sure that they use the right channels to inform their people and deliver relevant information in a timely manner.

10. Demographic and cultural differences

The way people interact with each other can vary depending on the demographic and cultural differences. If communicators are not aware of these differences, communication barriers will arise.

11. Wrong communication technology

Communication technology can make or break any organization's communication strategy. In the sea of available technology, employers need to be able to find and implement solutions that best fit their organizational needs and goals.

12. Lack of personalization

Lack of personalization is one of the biggest reasons why disengagement happens. When receivers get information that is not relevant to their nature of work, or messages that are of no interest to them, they are much **more likely to ignore future communications** coming their way.

13. Grapevine communication

This informal type of communication may have a significant impact on your people, your business performance, and your ability to build trust with your employees. Therefore, it is crucial for employers to understand the power of grapevine communication in order to be able to control and manage it effectively.

HOW TO OVERCOME ORGANIZATIONAL BARRIERS TO COMMUNICATION

Organizations can invest in skill-development programs and training sessions for employees to overcome barriers. As a significant aspect of business today, communication skills can help them achieve their targets and sustain competition. So, focusing on improvement areas for communication becomes even more critical for growth and development.

Here are some ways to overcome organizational barriers:

1. **Employee development programs** can help staff members build essential communication skills to accomplish their objectives without hindrances.
2. **Setting up a formal**, accounted-for communication channel will inevitably lead to streamlined interactions and engagement among employees.
3. **Taking stock** of what's happening around the office with regular check-ins and catch-ups with teams is another way to collaborate effectively.
4. **Establishing proper feedback channels**, performance management systems and cyclical modes of communication help teams bond, build rapport and trust.
5. **Organization-wide, anonymous surveys** can help management identify where the problem lies and come up with creative solutions to resolve it.
6. **Top management can take informed initiatives** to encourage their employees to approach them with queries, concerns or ideas.
7. **An open-door policy** can also help employees feel comfortable with their seniors, without holding back or getting scared to put their ideas on the table.

Striking a balance between informal and formal communication channels is one of the most effective ways to overcome communication barriers. Organizations can take concrete and well-researched steps to create a more cohesive, united workforce. Not unlike technical skill development, communication skill development is a continuous process that requires attention.

DECISION-MAKING:

Decision-making: A behavioural style of decision-making focuses on relationships more than the task. It evaluates the feelings of others as part of their decision-making process. Behaviour decision-makers have a low tolerance for ambiguity and a social focus as they evaluate solutions. Refers to making choices among alternative courses of action—which may also include inaction. While it can be argued that management is decision making, half of the decisions made by managers within organizations ultimately fail. Therefore, increasing effectiveness in decision

making is an important part of maximizing your effectiveness at work. This chapter will help you understand how to make decisions alone or in a group while avoiding common decision-making pitfalls.

It is very essential that the decisions are effective so that the organization can function in an efficient manner. Organization thrives on the quality and the variety of decisions which have been made over time. High quality and speedy decision-making enhance the performance of an organization

PARTICIPATIVE DECISION MAKING TECHNIQUES

Participative decision making techniques involve individuals or groups in process. As organizations move from centralized decision making to a non-centralized one, it has become important for all concerned people to be involved in the decision process so that the decision is the best possible alternative.

Participated decision making techniques range from no participation to participation Of all concerned individuals. Participation techniques are being applied formally and informally on an individual or a team basis or formally on a program basis.

1. **Collective Decision Making:** Under this leadership style, all the group members take the decision collectively, and the responsibility of such decision rests with the entire group. This type of style is advantageous only when the clear lines of authority and responsibility are defined among the group members.
2. **Democratic or Participative Decision Making:** Here, the leader collects all the ideas and opinions from the group members and then takes the final decision by himself. Once the leader has taken the decision, he communicates the same to his subordinates and tries to resolve the objections if any.
3. **Autocratic Participative Decision Making:** Under this leadership style, the authority of final decision making rests with the leader alone, who makes decisions on the basis of the solutions obtained through the discussions with group members. Here, the leader collects all the ideas and opinions from the group members and then arrive at a final conclusion. The difference between the democratic and autocratic decision making is that in the latter the decision making is fast since it is goal-directed whereas the democratic style is people-oriented and hence the decision making is slow. Thus, the results are obtained faster in the case of the autocratic participative decision making.

1. **Consensus Decision Making:** Under this style, the leader gives up his responsibility to take decisions on the group members and arrive at the final conclusion through a majority of the group.

Most of the behaviorally oriented techniques, at least traditionally, have revolved around participation. Used as a decision-making technique, participation involves individuals or groups in the process. It can be formal or informal, and it entails intellectual and emotional as well as physical involvement. The actual amount of participation in making decisions ranges from one extreme of no participation, wherein the manager makes the decision and asks for no help or ideas from anyone, to the other extreme of full participation, where everyone connected with, or affected by, the decision is completely involved. In practice, the degree of participation will be determined by factors such as the experience of the person or group and the nature of the task. The more experience and the more open and Unstructured the task, the more participation there will tend to be.

Participation techniques are being applied informally on an individual or a team basis or formally on a program basis. Individual participation techniques are those in which an employee somehow affects the decision making of a manager. Group participation utilizes consultative and democratic techniques. In consultative participation, managers ask for and receive involvement from their employees, but the managers maintain the right to make the decision. In the democratic form, there is total participation, and the group, not the individual head, makes the final decision by consensus or majority vote.

There are many positive and negative attributes of participative decision making.

Balancing these attributes in evaluating the effectiveness of participative decision making is difficult because of moderating factors such as leadership style or personality of the parties involved; situational, environmental, and contextual factors; and ideology.

CREATIVITY

Meaning of Creativity:

Creativity means creating something new. In the context of business, it means creation of new ideas, new method or new product/service.

Creativity is the “cognitive process of developing an idea, concept, commodity, or discovery that is viewed as novel by its creator or a target audience.” — Max H. Bazerman

The creativity process requires:

1. Convergent thinking,

2. Divergent thinking.

In convergent thinking, the problem is solved according to pre-defined method or course of action. It pre-supposes solution to the problem and rationally moves towards that solution. Divergent thinking does not solve the problem in a pre-defined way. It analyses different aspects of the problem, views it in different ways and searches for alternative courses of action to solve that problem.

Components of Creativity:

Teresa M. Amabile enumerates three components of creativity.

1. Domain skills:

A manager can be creative in decision-making if he is theoretically and conceptually aware of the problem and its relevance to the environmental factors. In other words, he must have knowledge of the problem area and also the talent and ability to solve that problem. This is known as domain skill.

2. Creativity skills:

The skills to do creative things; to think of new ways of doing the work, to think of new avenues of marketing are the creative skills that help to carry out the decision-making process.

3. Task motivation:

Managers do not perform organisational tasks for earning only financial rewards. Money or financial considerations are not the only motives for taking up a novel task. Ego satisfaction and morale boost up are also the considerations that lead to creativity in decision-making.

Process of Creativity:

The process of creativity consists of the following steps:

1. Problem finding or sensing:

The entrepreneur faces a problem and selects to work on it. He feels curious to solve that problem. He thoroughly familiarizes himself with the problem, analyses its importance for the business and its relationship with other segments of the business.

This helps in identification of the problem as close as possible to reality so that alternatives can be generated which analyse the problem and provide solutions in the right direction. Curiosity leads to development of ideas.

2. Preparation:

Once the problem is identified, the decision-maker concentrates on the problem and starts working on it. He collects information, analyses how others are using it and formulates

hypotheses to work on. Information may be collected on the basis of past experience, through experience of others and also through study of new researches and innovations done in that field. If he wants to introduce a new product in the market, he studies the consumer buying behaviour before converting that idea into reality.

3. Gestation or Incubation:

If, in the preparation stage, the decision-maker is not able to arrive at creative solution to the problem, he moves away from conscious deliberation to sub-conscious development of ideas. He moves away from the problem and engages in other routine activities while still thinking of the problem in his sub-conscious mind.

He thinks over collected information and makes decisions in his sub-conscious mind. He appears to be idle but actually he is trying to correlate what runs in his sub-conscious mind with the happenings around. As lot of information and ideas are already stored in his mind, sub-consciously they are combined and related to each other and help in generation of new ideas important for solving the problem.

4. Insight or Illumination:

He thinks of all possible solutions at all times. He thinks of ideas while eating, walking or going to sleep. These ideas are put in writing so that he does not forget them in his conscious mind. In this process, there is flash of ideas in his mind.

These ideas come and go at the speed of light, some of which are spontaneously rejected while others are accepted for further analysis. Sometimes, it results in ideas which the decision maker may not have even thought of in his conscious mind.

Social gatherings and meetings may also result in new ideas. Compaq Computer Company was found as a result of social encounters. Rough sketch of portable computer was drawn on a paper napkin by three friends over lunch which turned into setting up of Compaq Computer Company.

5. Verification and application:

The entrepreneur proves by logic or experiment that the idea can solve the problem and, therefore, can be implemented. He tests the ideas empirically through mathematical models and experimentation. If it is feasible, he applies it to solve the problem. Verification is an essential step in the creativity process because an idea that cannot be implemented is of no use howsoever good it may be.

Generally, the group members are involved in setting goals, problem-solving, and team building. But the authority of final decision-making rests with the leader himself.

GROUP DECISION MAKING

Group decision-making techniques are strategies for structuring group members' interactions to enhance the quality of a collective decision. It is a set of rules or procedures that specify the process members should follow when contributing to a decision pertaining to their group.

Group decision-making (also known as **collaborative decision-making** or **collective decision-making**) is a situation faced when individuals collectively make a choice from the alternatives before them. The decision is then no longer attributable to any single individual who is a member of the group. This is because all the individuals and social group processes such as social influence contribute to the outcome. The decisions made by groups are often different from those made by individuals.

Some of the techniques employed to make the group decision making process more effective and decision making more efficient in which creativity is encouraged, are as follows:

i. Brainstorming:

This technique involves a group of people, usually between five and ten, sitting around a table, generating ideas in the form of free association. The primary focus is on generation of ideas rather than on evaluation of ideas.

If a large number of ideas can be generated, then it is likely that there will be a unique and creative idea among them. All these ideas are written on the black board with a piece of chalk so that everybody can see every idea and try to improve upon such ideas.

Brainstorming technique is very effective when the problem is comparatively specific and can be simply defined. A complex problem can be broken up into parts and each part can be taken separately at a time.

ii. Nominal Group Technique (NGT):

Nominal group technique is similar to brainstorming except that the approach is more structured. Members form the group in name only and operate independently, generating ideas for solving the problem on their own, in silence and in writing. Members do not interact with each other so that strong personality domination is avoided. It encourages individual creativity.

The group coordinator either collects these written ideas or writes them on a large black board for everyone to see or he asks each member to speak out and then he writes it on the black board as he receives it.

These ideas are then discussed one by one in turn and each participant is encouraged to comment on these ideas for the purpose of clarification and improvement. After all ideas are discussed, they are evaluated for their merits and drawbacks and each participating member is required to vote on each idea and assign it a rank on the basis of priority of each alternative solution. The idea with the highest aggregate ranking is selected as the final solution to the problem.

iii. Delphi Technique:

This technique is the modification of the nominal group technique, except that it involves obtaining the opinions of experts physically separated from each other and unknown to each other. This insulates group members from the undue influence of others. Generally, the types of problems handled by this technique are not specific in nature or related to a particular situation at a given time. For example, the technique could be used to understand the problems that could be created in the event of a war.

iv. Didactic interaction:

This technique is applicable only in certain situations but is an excellent method when such a situation exists. The type of problem should be such that it results in a yes-no solution. For example, the decision may be to buy or not to buy, to merge or not to merge, to expand or not to expand and so on. Such a decision requires an extensive and exhaustive discussion and investigation since a wrong decision can have serious consequences.

Since, in such a situation, there must be advantages as well as disadvantages of either of the two alternatives, the group required to make the decision is split into two sub-groups, one favouring the "go" decision and the other favouring the "no go" decision.

The first group lists all the "pros" of the problem solution, and the second group lists all the "cons". These groups meet and discuss their findings and their reasons. After the exhaustive discussions, the groups switch sides and try to find weaknesses in their own original viewpoints. This interchange of ideas and understanding of opposing viewpoints results in mutual acceptance of the facts as they exist so that a solution can be built around these facts and opinions relating to these facts and thus a final decision is reached.

Weighted Scoring

Weighted scoring is ideal to use in a situation where your team has many ideas for possible solutions but have not necessarily considered the implications of each decision thoroughly. The weighted scoring technique is founded on the idea that certain ideas or approaches may be riskier than others and therefore their implications need to be considered. Each item is evaluated against criteria such as the business value, costs, risks, and adoption. Each of these criteria is assigned a

score based on the weighting (impact) of them. You're looking for an approach that will score high in business value, high in adoption, score low in cost, and low in risk. After weighing each idea, you can tally up the scores to make an informed team decision.

Possibility Ranking

Possibility ranking means determining the best option through using a voting system or creating a list as a team to prioritize ideas and approaches. When you're trying to make a collective decision about a question or issue that has many different potential outcomes, this can be a great group decision-making technique to engage. This technique can be used in an email, in a survey, or in your live meeting. You can begin with asking everyone to make a personal list of how they might rank different options or approaches and then combine lists to see if there are common opinions amongst the group so that you can come to a consensus. After you determine the average of the best option, you can take that approach knowing that the majority support it and agree with it.

DYNAMICS OF OB -II STRESS AND CONFLICT

MEANING AND TYPES OF STRESS

It is a vigorous condition in which a person confronts a demand, an opportunity or source of his desires, for which the results are both important and uncertain. Demands are uncertainties, obligations, pressures, and responsibilities faced by the individual at the workplace. Resources comprises of things that the individual can control or use to resolve demands.

Stress results into psychological and physiological changes such as blood pressure, respiration, skin resistance and heart rate. This diverts the individual from normal job performance. Type A personality comprises of highly competitive people, they have strong desire for urgency and timing. They are impatient hence they experience more stress. Type B personality comprises of less devoted and less competitive individuals. They do not have high sense of urgency; hence they do not experience high level of stress.

Definition:

According to Brodzinski and Goyer, "Stress is the interaction between the individual and the environment characterised by physiological and psychological changes that cause a deviation from normal performance."

Factors Causing Stress in Organisation:

A. Life Stressors:

These are personal stressors that affect the individual. Some individuals may have economic obligations towards bank or family which causes stress. The basis ten life stressors are retirement, marital reconciliation, loss of job, marriage," personal injury or illness, death of close family member, jail term, divorce, and death of spouse.

B. Organisational Stressors:

1. Physical Demand:

They are dependent on the job setting. It arises from the physical environment such as poor design of the office, high or cold temperature, humidity etc.

2. Task Demand:

These are stressors that are linked with a particular type of job or work that causes stress to the performer. e.g., Meeting sales targets or call centre jobs.

3. Role Demand: The stress arises from the position in the organisation or group. Sometimes an employee is not clear about his role and there are role conflicts which lead to stress.

4. Inter-personal Demand:

They are associated with the attributes of the relationship of individuals of the organisation. This includes leadership style, personality style or pressure from the group, lack of support, racial harassment etc.

C. Environmental Stressors:

These are stressors that are out of control of the individual. They include the following

1. Political Uncertainties:

An unstable political system gives stress to employees as there are unstable policies and laws.

2. Economic Uncertainties:

If a country faces recession or slow growth, then the employees face job insecurity which results into stress.

3. Technological Advancements:

If the technology changes in the external environment, then the employees

TYPES OF STRESS

Demand Stress

Being challenged at one's job is often a rewarding experience that leads to employee satisfaction. However, poorly designed assignments foster unrealistic demands when a team

member doesn't have the necessary skills or knowledge to meet the task. The disconnect is evident, considering 60 percent of employees want to do their best on the job.

Effort/Reward Balance Stress

Expecting high effort on the job from employees without an adequate reward can create the perfect storm for stress within an organization. One of the primary fallouts is disengagement. Only one-third of American workers are actively engaged in their job. Disengaged individuals are more likely to leave their jobs, costing organizations more than just the loss of productivity.

The consequences of disengagement are significant and can erode an entire organization's morale, with effects that go beyond the workplace. Incommensurate compensation for one's effort can lead to financial stress, with employees taking their feelings of resentment back home.

Control Stress

A balance between responsibility with commensurate authority and control is imperative to empower employees. It is a vital step on the path to self-actualization. Without this equilibrium, an employee feels powerless and without a voice in the matters that affect them directly. The lack of control becomes an unsaleable hurdle toward performing one's best.

Employees want autonomy to be able to manage their future, and they require the tools to do it. It frees them to achieve their personal best. Without control to do their job well, engagement suffers, and burnout increases.

Organization Change Stress

Change is inevitable as organizations pivot to navigate the evolving landscape shaped in a pandemic world. Nevertheless, clear communication is vital to lessen the uncertainty caused by these transitions, whether they involve new policies, restructuring, or other workplace shifts. Otherwise, it poses a threat to what psychologist Abraham Maslow referred to as humans' hierarchy of needs.

Manager/Superior Stress

The goals of any organization should be realistic, reasonable, and obtainable. Moving the goalposts or setting the bars too high creates stress in employees that can turn inward. Failure fuels even more dissatisfaction. The quality of the work deteriorates and impacts productivity. It becomes worse when the expectations change without explanation, mounting pressure to work quicker and harder.

Stress can also occur with conflicting goals if the management team isn't on the same page. Employees feel like pawns, unable to enjoy the satisfaction of a job well done because the expectations keep changing

Social Support Stress

An organization's success depends upon the culture it creates among its team members. It fosters cooperation and support among its employees at all levels. An unhealthy workplace environment lacks these basic elements. Instead of working toward a common goal, it foments unhealthy competition that pits employees against one another. It creates winners and losers and the inevitable cutthroat ethics.

Employees come to work thinking of it as a race or competition. It becomes a me-against-them mentality that can have deep-rooted effects on the overall employee morale.

Job Security Stress

Employees want to support their families financially. They want to provide for their basic needs and feel secure in their futures. An unstable work environment creates a highly stressful situation.

MEANING AND TYPES OF CONFLICT

Conflict is difficult to define, because it occurs in many different settings. The essence of conflict seems to be disagreement, contradiction, or incompatibility. Thus, CONFLICT refers to any situation in which there are incompatible Goals, Cognitions, or Emotions within or between individuals or groups that lead to opposition or antagonistic interaction.

ORGANIZATIONAL CONFLICT

Organizational Conflict also known as workplace conflict, is described as the state of disagreement, or misunderstanding by individuals or groups within the organization resulting from opposing needs, ideas, beliefs, values, or goals.

At the workplace, whenever, two or more persons interact, conflict occurs when opinions with respect to any task or decision are in contradiction.

A common example of organizational conflict occurs when workers advocate for higher pay and the business owner or management wants pay levels to remain the same.

According to David L. Austin (1972), "It can be defined as a disagreement between two or more individuals or groups, with each individual or group trying to gain acceptance of its view or objectives over others".

Factors Influencing Organizational Conflict

- **Unclear expectations**

When managers fail to communicate their expectations to the employees, it leads to unclear expectations and thus results in organizational conflict

- **Break-down in communication**

An essential cause of organizational conflict is a break-down in communication between departments or groups or even individuals.

- **Unclear responsibility**

Lack of clarity regarding the tasks and responsibilities of employees in an organization is a reason for organizational conflict

- **Status inconsistencies:** A critical cause of organizational conflict is social inconsistencies amongst the involved parties.

- **Misunderstanding information**

Simple misunderstandings is also a cause of organizational conflict.

Types of Organizational Conflict

1. Intra-individual/Intra-personal Conflict

Conflict can be intra-personal, where an individual's objective and vision differ from his/her company's overall vision. Intrapersonal conflict occurs within an individual. The experience takes place in the person's mind. Hence, it is a type of conflict that is psychological involving the individual's thoughts, values, principles, and emotions.

For example, a secretary may have to lie on instructions that her boss is not in the office to avoid an unwanted visitor or an unwanted telephone call. This may cause a conflict within the mind of the secretary who may have developed an ethic of telling the truth.

In addition to these value conflicts, a person may be faced with a role conflict.

For example, a police officer may be invited to his brother's wedding where he may find that some guests are using drugs which are against the law. It may cause conflict in his mind as to which role he should play – as of a brother or as of a police officer.

2. Inter-personal conflict

Interpersonal conflict is the conflict between two individuals of the organization. Basically, this occurs because of some differences in people. We have varied personalities which usually lead to incompatible choices and opinions

This may involve conflict between two managers who are competing for limited capital and manpower resources.

If there are two equally deserving professors and they are both up for promotion, but only one of them can be promoted because of budget and positional constraints, then this could result in interpersonal conflict between the two professors.

Another type of interpersonal conflict can relate to disagreements over goals and objectives of the organization. A college or a university may have a policy of quality education so that only top-quality students are admitted while some members of the organizational board may propose "open admission" policy where all high school graduates are to be considered for admission. Such a situation can cause conflicts among the members of the governing board.

In addition to conflicts over the nature and substance of goals and objectives, the conflicts can also arise over the means for achieving these goals and objectives.

For example, two marketing managers may argue as to which promotional methods would result in higher sales.

3. Intra-group Conflict

Intragroup conflict occurs among individuals within a team. These are conflicts that typically involve more than one person within a group. The incompatibilities and misunderstandings between team members lead to intragroup conflict. It starts from interpersonal disagreements like team members have different personalities which may lead to tension or differences in views and ideas.

For example, in some restaurants, all tips are shared equally by all waiters and waitresses. Some particular waitresses who may be overly polite and efficient may feel that she deserves more, thus causing conflict between her and the group.

Similarly, if a group is going on strike for some reasons, some members of the group may not agree with these reasons or simply may not be economically able to afford to go on strike, thus causing conflict with the group.

4. Inter-group conflict

Intergroup conflict occurs when a misunderstanding arises among different teams within an organization.

This is due to the varied sets of goals and interests of these different groups. In addition, competition also contributes for intergroup conflict to arise. There are other factors which fuel this

type of conflict. Some of these factors may include a rivalry in resources or the boundaries set by a group to others which establishes their own identity as a team.

For example, salespeople who depend upon their commission as a reward for their efforts may promise their customers certain quantity of the product and delivery times which the production department may find impossible to meet thus causing conflict between the two units.

5. Inter-organizational Conflict

Inter-organizational conflict is the conflict that arises across different organizations.

When different businesses are competing against one another, this is an example of inter-organizational conflict

Conflict also occurs between organizations which are dependent upon each other in some way. This conflict may be between buyer organizations and supplier organizations about quantity, quality and delivery times of raw materials and other policy issues.

Relationship Conflict: The conflict arising out of interpersonal tension among employees, which is concerned with the relationship intrinsically, not the project at hand.

Task Conflict: When there is a discord, among members regarding nature of work to be performed is task conflict

Process Conflict: Clashes among the team members due to the difference in opinions, on how work should be completed, is called process conflict.

Causes of Organizational Conflict

- **Managerial Expectations:** Every employee is expected to meet the targets, imposed by his/her superior and when these expectations are misunderstood or not fulfilled within the stipulated time, conflicts arise.
- **Communication Disruption:** One of the major causes of conflict at the workplace is disruption in the communication, i.e., if one employee requires certain information from another, who does not respond properly, conflict sparks in the organization.
- **Misunderstanding:** Misunderstanding of information, can also alleviate dispute in organization, in the sense that if one person misinterprets some information, it can lead to series of conflicts.
- **Lack of accountability:** If in a project, responsibilities are not clear and some mistake has arisen, of which no member of the team wants to take responsibility can also become a cause of conflict in the organization.

The causes of organizational conflict are to be known, to resolve them as early as possible, because it hinders the efficiency, effectiveness and productivity of the employees and the organization as well, which ultimately hampers its success.

EFFECT OF STRESS AND INTRAINDIVIDUAL CONFLICT

As has been pointed out, stress and conflict are not automatically bad for individual employees or their organizational performance. In fact, it is generally recognized that low levels of stress and conflict can even enhance job performance. For example, one study found that mild stress, such as getting a new supervisor or being involuntarily transferred, may have the positive result of an increased search for information in the job. This may lead employees to new and better ways of doing their jobs. Also, mild stress may get employees' "juices" flowing and lead to increased activity, change, and overall better performance.

People in certain jobs, such as in sales or creative fields (for example, newspaper journalists and television announcers who work under time pressures), would seem to benefit from a mild level of stress. People in other jobs, such as police officers or physicians, may not benefit from constant mild stress.

Physical Problems Due to Stress and Conflict

Most of the attention and basic research over the years have been devoted to the impact that stress has on physical health. Specific physical health concerns that have been linked to stress include the following:

- (1) Immune system problems, where there is a lessened ability to fight off illness and infection;
- (2) Cardiovascular system problems, such as high blood pressure and heart disease;
- (3) Musculoskeletal system problems, such as tension headaches and back pain; and
- (4) Gastrointestinal system problems, such as diarrhea and constipation.

Psychological Problems Due to Stress and Conflict

Although considerable attention has been given to the relationship between stress and physical health, especially within the medical community, not as much has been given to the impact of stress on mental health. Yet, at least indirectly if not directly, the psychological problems resulting from stress may be just as important, if not more important, to day-to-day job performance as the physical problems.

High levels of stress may be accompanied by anger, anxiety, depression, nervousness, irritability, tension, and boredom.

These types of psychological problems from stress, in turn, are especially relevant to poor job performance, lowered self-esteem, resentment of supervision, inability to concentrate and make decisions, and job dissatisfaction. These outcomes of stress can have a direct cost effect on the organization.

Behavioral Problems Due to Stress and Conflict

As has been the case with other topics covered in this text, the *behavioral* unit of analysis may be most helpful—in this case, in analyzing the effects of job stress and conflict. Direct behaviors that may accompany high levels of stress include undereating or overeating, sleeplessness, increased smoking and drinking, and drug abuse.

STRATEGIES TO COPE WITH STRESS AND CONFLICT

There are even overall theories being developed on coping with stress, basic research on the role that personality and trust can play in coping with Stress and conflict in organizations, and practical guidelines for converting stress into success.

Time suggests some simple techniques, such as time management, that can be used to cope with stress, and there are many lists of steps to take in order to avoid stress.

Individual Coping Strategies

Today, self-help remedies, do-it-yourself approaches, weight-loss clinics and diets, health foods, and physical exercise are being given much attention in the mass media. People are actually taking responsibility, or know they should be taking responsibility, for their own wellness. Individual coping strategies for dealing with stress make sense.

Some specific techniques that individuals can use to eliminate or more effectively manage inevitable, prolonged stress are the following:

Exercise: Today, it is not whether you win or lose, but whether you get some good exercise that counts. People of all ages are walking, jogging, swimming, riding bicycles, or playing softball, tennis, or racquetball in order to get some exercise to combat stress.

Although this seems to make a great deal of sense and many laypeople and physicians swear by it, there still is no conclusive evidence that exercise will always reduce the chances of heart disease or stroke.

Relaxation: Whether a person simply takes it easy once in a while or uses specific relaxation techniques such as biofeedback or meditation, the intent is to eliminate the immediately stressful situation or manage a prolonged stressful situation more effectively.

Taking it easy may mean curling up with a good book in front of a fireplace or watching something “light” (not a violent program or a sports program) on television.

Behavioral self-control: By deliberately managing the antecedents and the consequences of their own behavior, people can achieve self-control. For example, sales managers who have a steady stream of customer complaints all day could change the antecedent by having an assistant screen all complaints and allow only exceptions to reach them. They could also manage the consequences by rewarding themselves with an extra break when they remain calm and collected after interacting with a particularly angry customer.

Cognitive therapy: Besides behavioral self-control techniques, a number of clinical psychologists have entered the stress field with cognitive therapy techniques. Techniques such as Ellis's rational emotive model and cognitive behavior modification have been used as an individual strategy for reducing job stress.

Networking: One clear finding that has come out of social psychology research over the years is that people need and will benefit from social support. Applied as a strategy to reduce job stress, this would entail forming close associations with trusted empathetic coworkers and colleagues who are good listeners and confidence builders. These friends are there when needed and provide support to get the person through stressful situations.

Organizational Coping Strategies

Organizational coping strategies are designed by management to eliminate or control organizational-level stressors in order to prevent or reduce job stress for individual employees. Some guidelines to help downsized organizations combat the problems of survivor syndrome include the following:

1. **Be proactive:** Before Compaq Computer in Houston laid off 2,000 employees, the corporate human resources department developed a comprehensive communication campaign and trained all managers not only in how to outplace people but also in how to help survivors.
2. **Acknowledge survivors' emotions:** The state of Oregon, which had cut back 1,000 employees, held workshops for survivors that allowed them to vent their frustrations and develop skills that would allow them to think of change as an opportunity for growth.
3. **Communicate after the downsizing:** After laying off 20 percent of its workforce, Patagonia Inc., an outdoor apparel manufacturer in California, implemented a monthly (then twice-monthly) open forum during which employees can meet with the CEO during work hours to have their questions answered and hear about the firm's progress. In the jobholders' meetings at Pitney Bowes Inc., management gives an employee \$50 for the toughest question asked.

4. Clarify new roles: Not only is there a need for communication of the big picture; it also is important to explain how each employee's job has changed, if at all, and relate how each individual contributes to the new big picture in the downsized organization.