

# Organisation Behaviour.

## UNIT-III.

### Communication

#### Concept of communication:-

The word communication has been derived from the latin word communis which means common. However besides communality, communication involves the concept of transfer, meaning and information.

The term communication is freely used by everyone in modern society, including members of the general public, O.B scholars and management practitioners. Most definitions of communication used in organizational behavior literature stress the use of symbols to handle the meaning of information.

However communication is a personal process that involves the exchange of behaviors and information. Now this personal process is not just face to face but is increasingly carried out electronically through Facebook, MySpace, blogs, wikis, texting mobile phones and emails.

However many O.B scholars had made it clear it is not technology but personal perspective. It is a process that occurs within people.

In addition to being personal process communication has other implication. The only thing means by which one person can influence another is by the behaviours he performs.

So the personal and behavioural exchange view of communication has many types.

### Types of communication.

(1) Non-verbal communication:- Is very important in both organizational & non organizational setting like dumb's communication, dance in Bharata Natyam and how a manager emphasises a particular point by moving his hand or making particular facial expression. These things convey meanings sometimes more effectively than words.

Non verbal communication can take the form of body movements, the intonations or emphasis which we give on words, facial expressions, physical distance between the sender and receiver of the message and also a new academic study of body movements known as kinetics refers to study of gestures, facial expression and other body movements communicate meaning.

And always when verbal communication is linked with nonverbal communication for better understanding to receiver and the sender should take care it shouldn't be contradictory.

(2) Verbal communication: Oral and written  
Words are the main communication symbol used on and off the job. In organisational setting many employees many employees spend more than 50 percent of their time in some form of word communication.  
Both oral and written are used in organisations.  
Oral communication is very helpful in face to face two way communication.

However Oral commn suffer from disadvantage of having any record of commn. Sometimes it is waste of time in meeting when nothing comes out and it is not taken seriously.

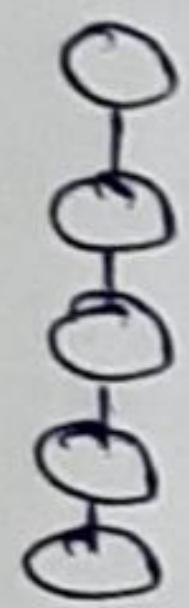
Communication in writing - written words, graphs, diagrams, pictures etc may take the form of letters, circulars, notes, manuals etc. cost is less & more orderly and binding on subordinates. However suffer from a major disadvantage of time consumed from preparing of message to understanding.

### (3) Pictorial communication:-

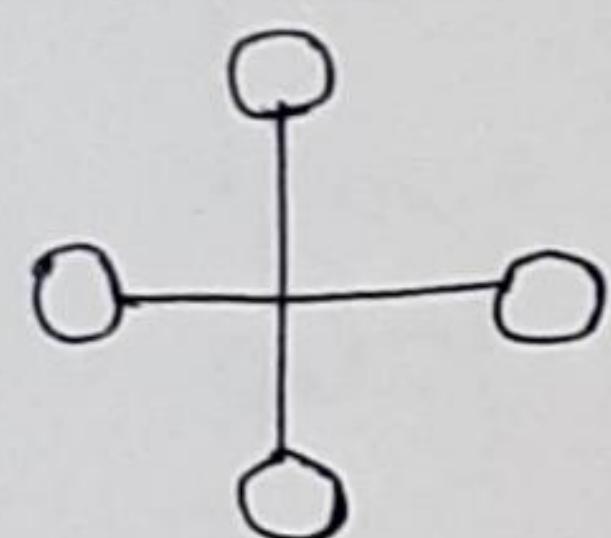
Third type of symbol that is used to communicate is picture. It may include picture, graphs, diagrams, charts etc. organisation make extensive use of pictures, such as blueprints, progress charts, maps, visual aids in training programme. It said to be having more impact based on a proverb "A picture is worth of thousand words".

#### ④ Formal communication:-

It is based on formal organisational relationships  
wheel channels of communication are prescribed and  
clear and fixed without any deviation. speed is  
slow because of formalisation. chances of message  
distortion are low and is treated as authentic.

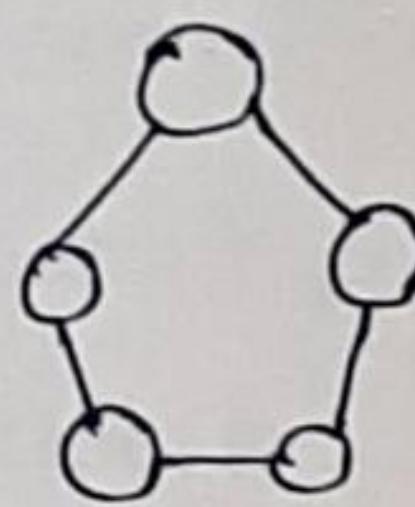


chain

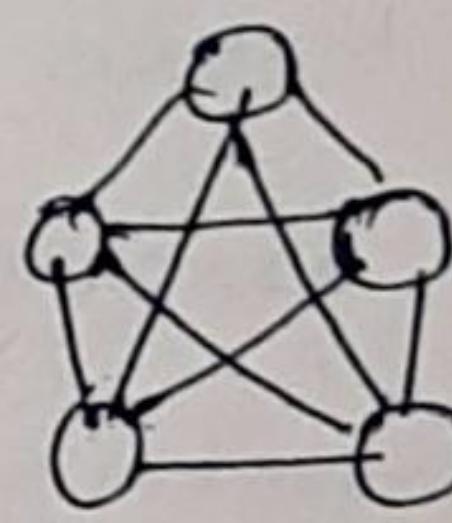


wheel

Superior and his subordinate

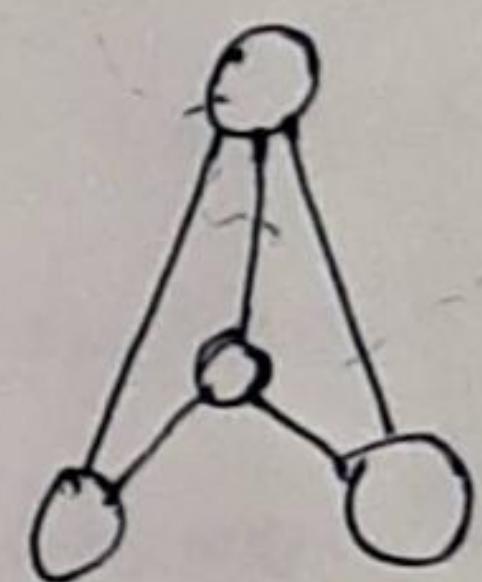


circular  
moves in  
a circle



tree

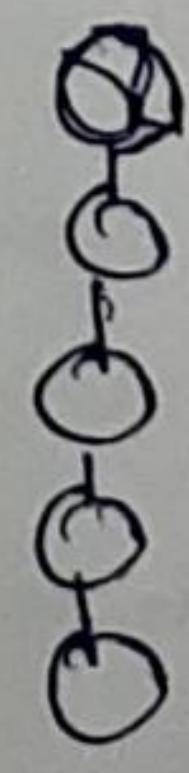
This is followed by free form communication. This is allowed to individual members of the organization. Superior can communicate with his superior.



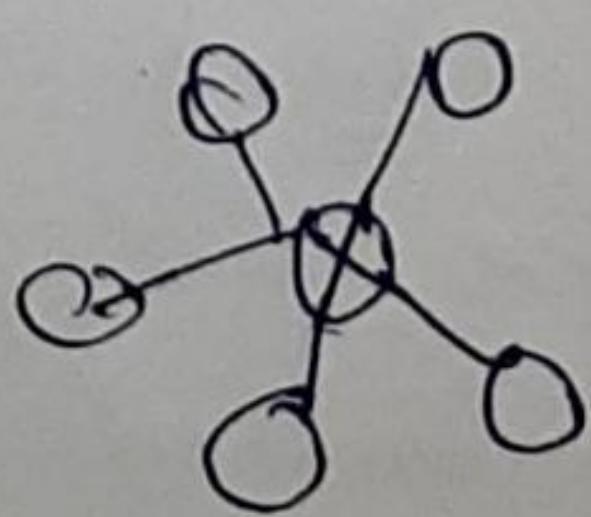
inverted V

Single channel &

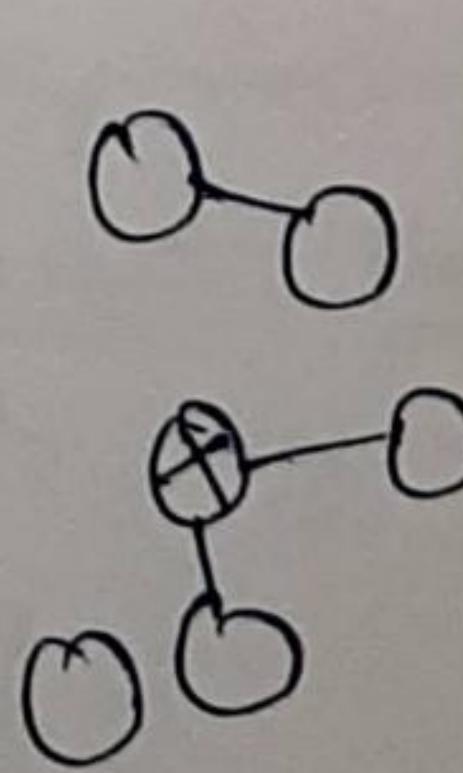
Informal channel or grapevine:- It emerged out of social interaction among the people. Channels of communication depends among individual relationships. It is flexible because nothing is prescribed. Message travels faster. Message are often distorted. It is not authentic even if the message is correct.



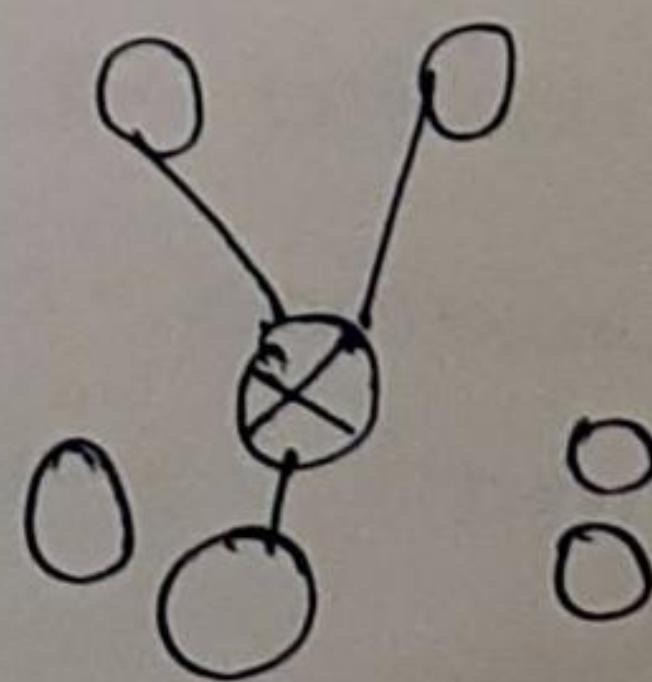
single channel



gossip



gossip



← probability cluster

⑥ Downward communication :- Downward communication within the organisation flows from a superior either in the same line of command or in the different one.

- ⑦ Upward communication :- Upward communication flows from a subordinate position to a superior position. It includes information about - It includes information about (1) work performance Subordinates (2) problem relating to work. (3) Performance Appraisal of their subordinates (4) Feedback of understanding to work.
- ⑧ Horizontal communication :- It is the flow of information between persons of the same hierarchical level to consult or work with others at the same level, communication among peers.

Barriers in communication :-

Semantic barriers :- Refers to science of sounds. All communication are symbolic that is there use symbols (words, pictures, actions etc) that suggest certain meaning. semantic barriers arise from limitation in the symbols with which we.

1. Symbol's with different meaning :- communication symbols usually have a variety of meaning from many. In verbal communication.

## ② Badly Expressed Message:-

In a message make it badly expressed, poorly chosen and empty words and phrase causes omission, lack of coherence, bad organisation of ideas, awkward sentence structure, inadequate vocabulary, platitudes, numbers, platitudes.

## ③ Faulty Translation :-

Every manager receives various types of communication from superior, peers, subordinates and he must translate information destined for subordinates, peers and superiors into language suitable to each. Hence the message has been put into words appropriate to the framework in which will be understood by the receiver.

## ④ Uncertified Assumption :-

There are certain uncommunicated assumptions which underlie practically all messages. Though a message appears to be specific, its underlying assumptions may not be clear to the receiver.

## ⑤ Specialist's Language :-

It is often found that technical personnel and special groups tends to develop a special, peculiar and technical language of their own.

## Emotional or Psychological Barrier

(6)

Emotional or psychological factor are the prime barrier in interpersonal communication. The meaning ascribed to a message depend upon the emotion or communication.

### 1. Premature Evaluation:

1952 first pointed out this barrier. Premature evaluation is the tendency of prematurely evaluating communication rather than to keep an uncompromised position during the interchange. Such evaluation stops the transfer of information.

② Inattention:- The preoccupied mind of a receiver and the resultant non-listening is one of the major cognitive psychological barrier. It is a common phenomenon that people simply fail to react to bulletins, notices, minutes and reports.

③ Loss by Transmission and poor reliability:- When communication passes through various levels in organisations successive transmissions of the same message are decreasingly accurate. Ex. In oral communication 30% of the information is lost in each transmission.

④ Undue reliance on the written word:- written word is no substitute for sound face to face relationship and the

(2)

and the employee cannot be persuaded to accept  
company's viewpoint

5. Distortion of communicator: It arises of ill-considered judgement or illogical decision or frequent countermudging of original communication by IG communicator.

⑥ Failure to communicate: It is accepted fact managers often fail to transmit the needed message. May be lazy, or assuming everyone knows or hogging or procrastination information deliberately to embarrass.

### Organisation Barriers

① Organisational Policy

② " Rules & Regulation

③ Status relationship - superior-subordinate formal capacity

④ Complexity in organisation structure. levels of management

⑤ Organisational facilities :- meeting, conference, complaint box, suggestion box, open door, gathering

### Personal Barriers

① Barriers in superior

(a) Attitude of superior

(b) fear of challenge to authority

(c) Insistence on proper channel

(d) Lack of confidence in subordinates

(e) Ignoring communication

(1) Lack of time

(2) Lack of awareness.

(3)

Barriers in subordinates

(1) Unwillingness to communicate.

(2) Lack of proper incentive.

Interactive communication in organization

Although closely related, interpersonal communication discussed above is more at the micro; individual level, whereas interactive communication is more at the macro organizational level. The classical hierarchical organizational structure discussed in gave formal recognition only to vertical communication. Nevertheless, most of the classical theories saw the need to supplement the vertical with some form of horizontal system. Horizontal communication is required to make a coordinated, cross functional effort in achieving organizational goals. The horizontal requirement becomes all more apparent as the organizations become larger, more complex and more apparent subject to the flattening and networking of structures. Nevertheless, most of classical theorists saw the need to supplement the vertical with some form of horizontal system. Horizontal communication is required to make a coordinated, cross functional effort in achieving organizational goals. The horizontal requirement

The horizontal requirement becomes larger, more complex and more subject to its flattening and networking of structure covered in chapter 3, well known companies such as General Electric, Dupont, Motorola and Xerox have moved complex and more subject to such a horizontal model of horizontal model of organization.

The modern network and team designs formally incorporate horizontal flows into its structure. The horizontal communication is successful which is found in the people and behaviour. Because of its dynamic interpersonal aspects of communication, its interactive form seems more appropriate than just the horizontal form. The horizontal flows of information are only a part of communication policy that takes place across an organization.

### Extent and Implication of Interactive communication

Most of the managers stress upon having interactive communication play in today's organization. Interactive communication gives social support to the peers and freely communicate among themselves but fail to communicate upward or downward.

## Methods of interactive communication

(P)

- ① Departmental meetings
- ② Inter-departmental meetings
- ③ Team common meetings
- ④ Video conference meetings

Such teams and meetings that exist in most organizations have been the major method of communication of interaction.

## Purpose of Interactive communication

- 1) Task coordination :- discuss about team contribution towards the goals of system.
- 2) Problem solving :- To handle a Heated budget such as technique of brain storming.
- 3) Information sharing : one dept communicate with the other to share its data.
- 4) conflict resolution :- To resolve conflict between inter-departmental or issues.

Strategies to improve the follow of communication. (1)

- ① Clarity in Idea:- The communicator should be quite clear about what he wants to communicate. Communication is a process starting with ideation which includes generation of ideas which are meant for communication.
- ② Purpose of communication. Every communication has some purpose. The basic purpose of any communication being to get behavioral response from the receiver of the communication.
- ③ Empathy in communication:- The way for effective communication is to be considerate towards receiver's needs, feelings and perception.
- ④ Two-way communication:- communication is a two-way traffic and this fact must be realized in communication.
- ⑤ Appropriate language:- The subject matter of communication is transmitted by encoding it into some symbols such as words either spoken or written and gestures.
- ⑥ Supporting words with Action:- The subject matter of communication is transmitted by encoding it into some symbols - often it is said that action speaks louder than words. While communicating, the sender may use the actions to emphasize a point.
- ⑦ Credibility in communication:- One criterion for effective managerial communication is that it has credibility or believability. so any communication which is based on

trust and credibility will be followed by the  
subordinates. (12)

8. Good Listening :- A good listener too is an important  
trait for a communicator. By this ~~time~~ process  
he is not <sup>only</sup> giving chance to speak but he  
gathers useful information for further communication.

(B)

Decision Making :- Decision making and communication are important dynamic, personal process relevant to the social cognitive framework for the next and the study of organizational behaviour. After defining decisions making and then the styles and technique of decision making most relevant to organization behavior understanding and application.

Decision making is almost universally defined as choosing between alternative. It is closely related to all the traditional management function. For example when a manager plans, organizes and controls he or she is making decision. For example when a manager plans, organizes. The classical theorists, however did not generally present decision making this way. Pioneering management theorists such as Fayol and Urwick were concerned with the decision-making process only to the extent that it affects delegation and authority, whereas

Three major phases in the decision making process. By Simon

- (1)
1. Intelligence activity: Borrowing from its military meaning of "intelligence" Simon described this initial phase as consisting of searching the environment for conditions calling for decision making.
  2. Design Activity: During the second phase, inventing developing and analyzing possible courses of action take place.
  3. Choice Activity:- The third and final phase is the actual choice - selecting a particular course of action from among those available phases given by Mintzberg.

Identification phase  
↓ Recognition & diagnosis

development phase  
↓ research, design)

Selection phase.

↓ Judgment, Analysis &  
(Bargaining).

## Participative Decision-making Technique.

(B)

In participative decision making technique it involves individuals or groups in the decision making process. It can be formal or informal and it entails intellectual and emotional as well as physical involvement. There are two extremes

Where one extreme is zero involvement and participation where the manager takes the decision and other extreme of full participation where everyone connected with or effected by the decision is completely involved. In practice the degree of participation involves factors such as

- (i) Experience of the person or group.
- (ii) Nature of task.

Participative style has espoused its importance ever since human relations period and now because of competitive pressure the elimination of old hierarchical superior-subordinate relationship and the emergence of teams, horizontal structure and boundary-spanning information technology.

## Participative Decision Making: styles are positive & negative

There are many positive and negative attributes to participative decision making. Balancing these attributes in evaluating the effectiveness of participative decision making is difficult because of moderating factors such as leadership styles or personality of the persons involved, situational, contextual and environmental factors and ideology.

- Different form of participative techniques have different outcomes. such as
- ① Informal has positive impact on productivity, satisfaction
  - ② Representative participation has positive impact on satisfaction but not on productivity.
  - ③ Short term participation has negative on both terms.

The negative impact is because many managers ask for participation but whenever subordinates try to give some suggestions or inputs they all put down. In other cases manager involve in process but not in decision making.

This leads to negative impact emotionally and intellectually and time consuming.

However participative decision making overshadowed advantages over disadvantages.

## Creativity and Group Decision Making.

Despite the increasing impact of advanced information technology on decision making there is still a critical need for behaviorally oriented decision making techniques.

Process of creativity:- A key challenge facing organization is to be more creative and innovative. This is particularly true given the fact that many firms continue to downsize in an effort to become more efficient, but such a dramatic change on employees has been found to have a negative effect on the company's creativity.

Noted creativity researchers proposed creativity is a function of three major components

- ① Expertise
- ② Creative thinking skills
- ③ Motivation

① Expertise:- consists of knowledge, technical, procedural and intellectual

② Creative thinking skills:- determines how flexible and imaginatively people can deal with problems and make effective decisions that are far more creative than expected. It will be better off if given plenty of time.

(18)

Example :- AT&T's legendary bell labs operated under philosophy of corporate "big ideas take time" produced world changing innovation such as transistors and the laser beam.

Very simple creativity results in people looking things differently.

such as imaging, abstracting, synthesizing, recognizing patterns and empathizing. They are also seem to be good intuitive decision makers and know how to take advantage of good idea.

Psychological definition of creativity.

"creativity" is that it involves combining process responses or ideas of individuals or groups in novel ways

There are two widely organized dimensions that help to explain creative process

① Divergent thinking:- Refers to person's ability to generate novel, but still appropriate responses to questions and problems. This is in response to contrast to convergent thinking which leads to responses that are based mainly on knowledge and rational logic.

② Cognitive complexity: - This refers to a person's use of and preference for elaborate, intricate and complex stimuli and thinking process patterns. Creative people tend to have such cognitive complexity and display a wide range of interests are independent and are inherited philosophical or abstract problems. However creative people are not more intelligent.

### Creativity and Group decision making

Creativity in decision making can be applied individual or in groups by understanding group dynamics and teams

There are 10 schemes or rules that can predict the final outcome of group decision making on the basis of the individual members initial positions

① The majority win scheme: - In this commonly used scheme, the group arrives at the decision that was initially supported by the majority. Ex car model which model to build when various models were liked by public

② The both wins scheme: In this scheme <sup>20</sup> more information is provided and opinion all discussed so group comes to recognize that one approach is objectively correct. Example: A group deciding whether test scores will used in selecting employees would profit from information about whether these scores actually predict job performance.

③ Two-third majority scheme: frequently adopted by juries who tend to convict defendants when two-thirds of the jury initially favours conviction.

④ The first shift rule: In this scheme the group tends to adopt the decision that reflects the first shift in opinion expressed by any group member. Ex If a car manufacturing group is equally divided on whether or not to produce a convertible, it may opt to do so after one group member initially opposed to its idea changes her mind..

## Stress and conflict:-

Meaning: Pressure or tension exerted on a material object. In other words a state of mental or emotional strain or tension resulting from adverse or demanding circumstances.

stress is usually thought in negative terms such as bad ex. boss gives formal reprimand for poor performance or loved one is seriously ill. This is a form of stress but there is positive or pleasant form of stress. an employee offered a promotion on another location. This is a form of eustress eu mean in greek good.

Negative effect:- hindrance stress such as organ politics, red tape, role and ambiguity negative effect on motivation & performance.

Positive effect:- challenge stress, time pressure, high responsibility, high workload obstacles to overcome to learn & achieve.

## Another delineation

Tense energy :- stress driven state sences of constant pressure and anxiety.

Calm energy :- stress free state characterized by low muscle tension.

Definition:- stress is defined as adaptive response  
to an external situation that results in physical, psychological,  
and/or behavioral alterations for organizational  
participants.

NewMen definition:- a condition arising  
from the interaction of people and their jobs and  
characterized by changes within people that force  
them to deviate from their normal functioning.

What is not stress.

1. stress is not simply anxiety.
2. stress is not simply nervous tension.
3. " " something damaging bad or  
to be avoided

Type of stress.

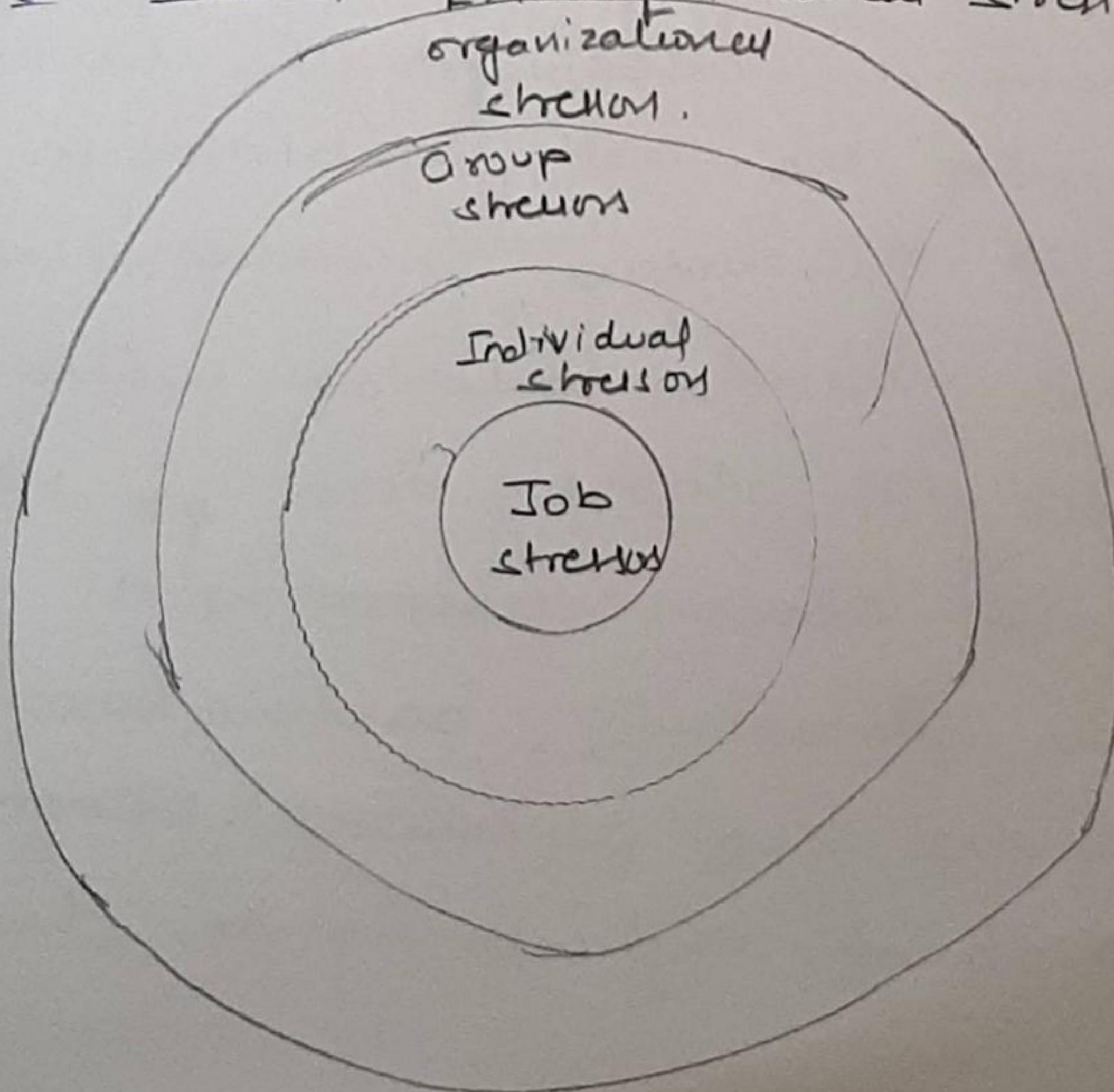
Extrorganizational stressor.

organization stress.

Group  
stress

Individual  
stressor

Job  
stressor



## ① Extrorganizational stressors:-

Although most analyses of job stress ignore the importance of outside forces and events, it is becoming increasingly clear that there have a tremendous impact. Taking an open-systems perspective of an organization (that is, the organization is greatly affected by its external environment), it is clear that job stress is not limited just to things that happen inside the organization, during working hours. In fact, one research study found that stressors outside the workplace were related to negative affect and feelings on the job.

## ② Organizational stressors:-

Besides the potential stressors that occur outside the organization is made up of groups of individuals. There are also more microlevel dimensions, unique to the organization that contain potential stressors. Some specific examples of more specific job stressors especially related to performance include role ambiguity, conflict and overload, job security, work-family environmental uncertainty and situations constantly. A recent meta-analysis found each of these

Negatively related to job performance

Group stressors:- There is tremendous influence of group on behaviour. The group or team can also be potential source of stress. Unfortunately, sometimes these "interpersonal conflicts in a group end up in a "bullying" problem. This is only a recently recognized problem different from sexual harassment or incivility.

Group stressors can be categorized into two

- ① Lack of group cohesiveness:- From since Hawthorne studies it is very clear that cohesiveness, or togetherness is very important to employee especially at the lower level of organizations.
- ② Lack of social support:- Employee are greatly affected by the support of one or more member of a cohesive group. By sharing their problems and joys with others they are much better off. If this type of social support is lacking for an individual the situation can be very stressful.
- ③ Individual stressors:- The stressor discussed so far all even trivially get down to the individual level. There are more research

at being part and agreement on possible  
situational dimensions and individual dispositions  
that may effect such outcomes. (25)

### Type A characteristic.

The discussion of type A and  
type B personality depends upon certain factors.

#### Type A Profile

is always moving  
walks rapidly

Eats rapidly

Talks rapidly

Is impatient

Does two things at once

Can't cope with leisure time

Is obsessed with numbers

Measures success by quality

Is aggressive

Is competitive

Constantly feels under  
time pressure

#### Type B Profile

is not concerned about  
time

is patient

Doesn't brag

plays for fun not to win

Relaxes without guilt

Has no pressing deadlines

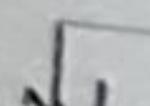
Is mild mannered

Is never in a hurry

However Type A personality patterns

do not tend to have been successful as type B

## Job stress.



Administration

Policies & strategies

- (a) downsizing
- (b) competitive pressure
- (c) Merit pay plans
- (d) Rotating workshifts
- (e) Bureaucratic rules
- (f) Advanced technology.

orgn structure

design.

(a) centralization  
+  
normalization

(b) Line - staff conflict

(c) specialization

(d) Role ambiguity &  
conflict

(e) No opportunity  
for advancement

(f) Restricted

unjust culture.

orgn process

(a) tight control

(b) only downward  
commn

(c) centralized decision  
making

(d) lack of participation  
in decision

(e) positive Appraisal  
System



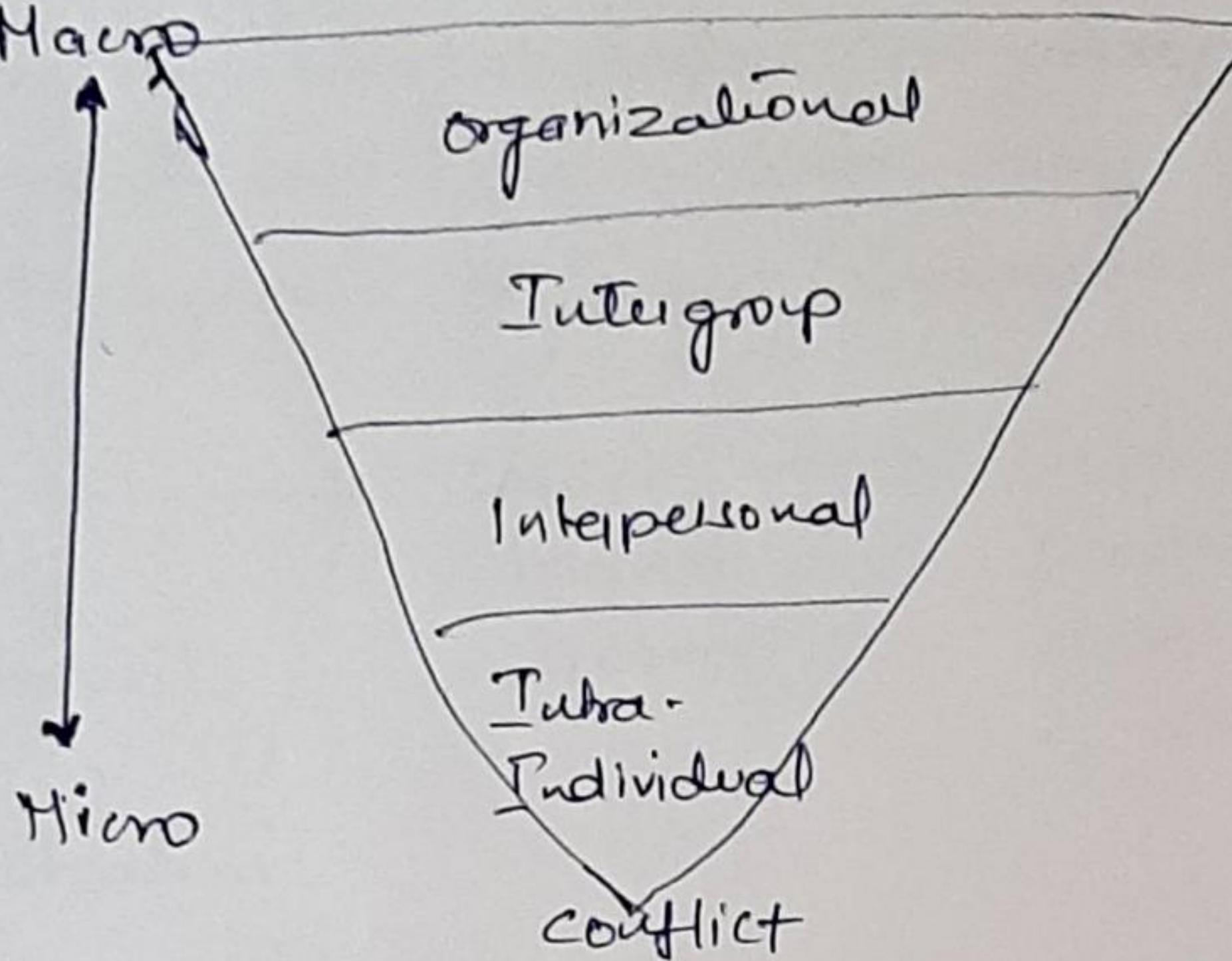
## Working conditions

- (a) crowded work area.
- (b) Noise heat or cold
- (c) Polluted air
- (d) strong odor
- (e) unsafe & dangerous  
conditions
- (f) Poor lighting  
q. physical or mental strain
- (g) Toxic chemical radiation

## Meaning and definition of conflict

2F

Conflict : Macro



Meaning :- organizational conflict or workplace conflict is a state of discord caused by the actual or perceived opposition of need, values and interests between people working together.

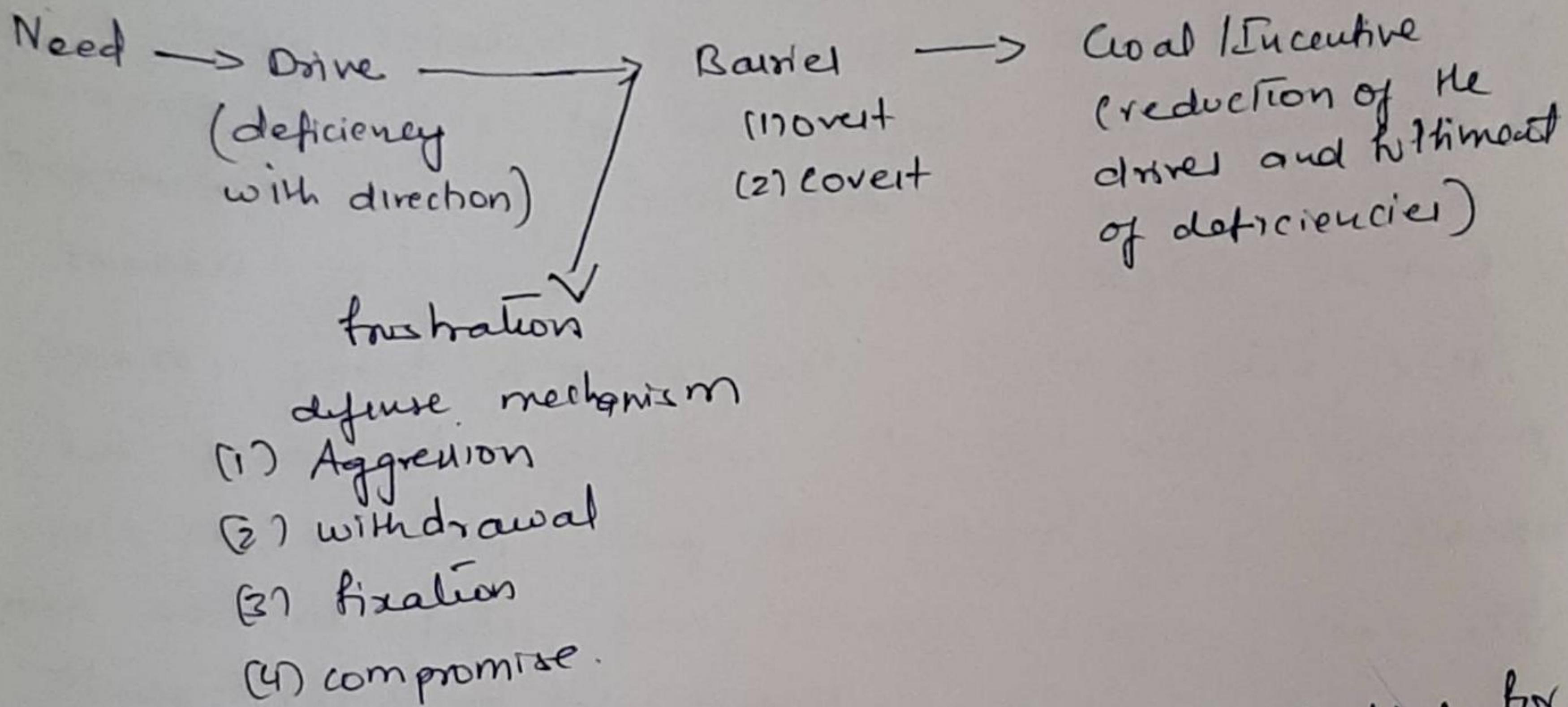
Organizational conflict also known as workplace conflict, is a state of discord caused by the actual or perceived opposition of needs, values and interests between people working together. Conflict takes many forms in organization

### Intra-individual conflict

Although stress and conflict are treated differently, they are combined in this concept mainly because of the concept similarly individual forms of conflict in terms of frustration, goals and roles, some more macro interactive conflict models are briefly in the above diagram.

## Type of conflict.

① Conflict due to frustration:- frustration occurs when a motivated drive is blocked before a person reaches a desired goals and the barrier may be either overt (outward or physical) or covert (inward or socio-psychological)



② Goal conflict:- Another common source of conflict for an individual is goal that has both positive and negative features or two or more competing goals. While as in frustration motives are blocked before the goal is reached, in goal conflict two or more motives block one another.

There are three types of goal conflict

- (a) Approach - approach conflict:- where the individual is motivated to approach two or more positive but mutually exclusive goals.
- (b) Approach avoidance conflict:- where the individual is motivated to approach a goal and at the same time motivated to avoid it.

② Avoidance - avoidance conflict :- where individual is motivated to avoid two or more negative but mutually exclusive goals.

③ Role conflict and Ambiguity :-

Closely related to concept of norms (He ought of behaviour). Role can be defined as position that has expectations evolving from established norms. Such as sequence of social roles a son, daughter, student spouse, parent & grandparent. Each of these roles has recognized expectations that all acted out like a role in a play. Many roles played by a middle class men such as father, son, manager at office, coach etc.

Three types of Role conflict :-

(1) Conflict between the person and the role :- That is there may be conflict between person personality and the expectation of the role.

(2) Intra-role conflict :- Created by contradictory expectations about how a given role should be played

(3) Inter-role conflict :- Result from result from the differing requirements of two or more roles that must be played at the same time.

④ Interactive conflict :-

Besides the intrapersonal aspects of conflict that are closely related to them, the interactive aspects

of conflict are also an important dynamic of organizational behavior. This section is specifically concerned with analyzing the interactive conflict that can result at the interpersonal and intergroup levels in today's organization.

### Interpersonal conflict:-

Those who have interpersonal conflict most often attribute the cause to a personality problem or defect in the other party.

1. Personal difference:- Based on unique background because of his or her upbringing.
2. Information deficiency:- This source of conflict from communication breakdown in the organization.
3. Role incompatibility:- This type of interpersonal conflict draws from both intrapersonal role conflict and intergroup conflict.
4. Environmental stress:- These types of conflict can be amplified by a stressful environment. In environments characterized by scarce or shrinking resources, downsizing, competitive pressure, or high degree of uncertainty, conflict of all kinds will be more probable.

Intragroup behavior and conflict. In addition to <sup>31</sup> interpersonal conflict, social psychologists have been concerned about intragroup conflict for a number of years. Intragroup behavior is even specially identified as follows.

1. competition for resources.
2. Task interdependence.
3. Jurisdictional ambiguity.
4. status struggles.

### The EFFECTS OF stress and intraindividual conflict.

As has been pointed out, stress and conflict are not automatically bad for individual employee or their organizational performance. In fact, it generally recognized that low levels of stress and conflict can even enhance job performance.

Research is also emerging that indicates that level of difficulty, the nature of the task being performed, personal disposition, other psychological dispositions and neuroticism may affect the relationship between stress and performance which can be concluded as

1. The performance of many tasks is in fact strongly affected by stress.
2. Performance usually drop off sharply when

32

When stress rises to very high level  
The problems due high level of stress and  
conflict can be exhibited physically, psychologically  
by the individual.

### ① 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

- (a) immune system problems.
- (b) cardiovascular system problems.
- (c) Musculoskeletal system problems
- (d) gastrointestinal system problems.

### ② 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 so much has been given to the impact of stress on mental health.

High level of stress may be accompanied by anger may be anxiety, depression, tension, nervousness and boredom, which lead to poor job performance and lower self esteem.

### ③ Behavioral problems due to stress and conflict

The behavioral unit of analysis may be most helpful in this case in analysing the effects of job stress and conflict. High stress may lead to undereating or overeating, sleeplessness, increased smoking and drinking and drug abuse, which in turn increased absenteeism rate.

### Coping strategies for stress and conflict.

Many concepts of OB have suggested to cope up ~~stress~~ in organization. Basic research on the role and personality and trust can play in coping with stress and conflict in organization.

### Individual coping strategies:-

Today, self-help remedies, do-it-yourself approaches weight-loss clinic and diets, health foods and physical exercise are being given much attention in mass media for their own wellness.

Today individual coping strategies for dealing stress make sense. Coping responsibility goes beyond physical well-being to also include psychological well-being, spiritual, vitality and ethics. Some of the techniques are:

1. Exercise:- Good exercise counts such as walking

Jogging, swimming, riding bicycle.

② Relaxation:- whether a person simply takes it easy once in a while or uses specific relaxation techniques such as biofeedback or mediation. The intent is to eliminate the immediately stressful situation or manage a prolonged stressful situation more effectively.

③ Behavioral self-control:- can be done by deliberately managing the antecedents and the consequences of their own behavior.

Example:- sales manager who have a steady stream of customer complaints all day could change the antecedent by having an assistant screen all complaints and allow only exceptional ones to reach them. They would manage the consequences by rewarding themselves with extra break after interacting with angry customers.

4. Cognitive Therapy:- Many clinical Psychologists have entered the stress field with cognitive therapy techniques. Techniques has suggested to improve self efficacy. As per Albert Bandura a psychologist self efficacy refers an individual belief in their capacity to execute behaviours necessary to produce <sup>specific</sup> self performance.

5. Networking:- One clear finding that has come out of Social Psychology research over the years is that

People need and benefit from social support. Applied as a strategy to reduce job stress, this would entail forming close association with trusted empathetic co-workers and colleagues who are good listeners and confidence builders. These are called networks and now social capital.

Organizational coping strategies: Organizational coping strategies are designed by management to eliminate or control organization-level stressors in order to prevent or reduce job stress for individual employees, which are categorized into three:

- ① Overall policies and strategies
- ② Structure and design process functions
- ③ Working conditions

Example: Hewlett-Packard will put considerable stress on employees for competitive goals and are giving considerable effort to de-stress the organization such as take time off with family, exercise, weight loss.

EAP - employee Assistance programme who provide confidential counseling and follow up on issues related to personal or work-related concern.

Organizational downsizing need to be sure that those ~~leg~~ let go are as positive as possible so there are not negative perceptions.