

# **OB Models**

**Models of Organizational Behavior is classified into Four Types**

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

# **Autocratic Model**

- 1. The manager orientation is dictatorial.**
- 2. Managers exercise the command over the employees**
- 3. Employees orientation over the manger is obedience**
- 4. Under Autocratic model, employee give minimum performance and minimum salary.**

# Custodial Model

1. The Managers think about employees satisfaction and security.
2. This is called for introduction of Welfare programme to satisfy security needs of employees.
3. Welfare programme lead to employee dependence on the organization. Eg. Day time child care center.
4. It was found that “ The happy employee is not necessarily the most productive employee”.
5. The Employee didn't work near to their capabilities.

# **Supportive Model**

- 1. The Supportive model is based on leadership not on authority and money.**
- 2. It is the leadership style that provides an atmosphere for the employees to grow and accomplish the task successfully.**
- 3. Under this approach the management orientation is to support the employees performance for meeting both the organization and individual goals.**
- 4. This is effective in developed nation and not effective in developing nation.**

# **Collegial Model**

- 1. It is an extension of Supportive Model.**
- 2. The Word “College” means Group of Persons having the common purpose.**
- 3. Collegial Model relates to Team Work.**
- 4. This Model builds up the feeling of partnership with employees.**
- 5. The Employees feel Managers as Joint Contributors and not as bosses.**
- 6. The great benefit is the Employees get self disciplined.**

	<b>Authocratic</b>	<b>Custodial</b>	<b>Supportive</b>	<b>Collegial</b>
<b>Basis of model</b>	Power	Economic sources	Leadership	Partnership
<b>Managerial orientation</b>	Authority	Money	Support	Teamwork
<b>Employee orientation</b>	Obedience	Security and benefits	Job performance	Responsible behaviour
<b>Employee psychological result</b>	Dependence on boss	Dependence on organization	Participation	Self-discipline
<b>Employee needs met</b>	Subsistence	Security	Status and recognition	Self-actualization
<b>Performance result</b>	Minimum	Passive cooperation	Awakened drives	Moderate enthusiasm

# **Challenges faced by the Management**

- 1. Work-Force Diversity**
- 2. Changing Demographics of Work-force**
- 3. Ever Expanding Globalization**
- 4. Towards Improving Quality**

# Work-Force Diversity

- Work-Force Diversity happens when members of the organization differ in
  - Age
  - Gender
  - Race
  - Ethnicity
  - Education
- Employees come from different Cultural values and lifestyle preferences
- So Challenge for Organization is to accommodate diverse group of people by addressing the different lifestyles, cultural moorings, family needs and work style.
- If diversity is addressed properly it increases creativity and innovations.
- If it is not addressed properly it increases inter-personal conflict and ineffective communication.

# Changing Demographics of Work-force

- Change in Work-Force Demographics are
  - Increase in number of Women joining the workforce
  - Higher proportion of Young workers
  - Increasing share of aged workers because of increase in Life expectancy
  - Increase in tendency of Husband and Wife joining the workforce.
- Change in Employee Expectations
  - From Job Security, attractive remunerations, housing facility to empowerment, equality and quality of Work-Life (QWI).
  - So managers should find new methods to motivate the employee in accomplishing the organization goals.

# **Ever Expanding Globalization**

- The ever expanding globalization has made every organization Multi-National Organization.
- In multi-national companies managers are very frequently transferred.
- In the new country the managers has to manage a workforce which is deferent in'
  - Needs
  - Aspirations
  - Attitudes
- Even in their own country the managers has to work with superiors, subordinates and peers who were born and brought up in different culture.
- In order to bridge the gap the managers has to understand the varying culture.

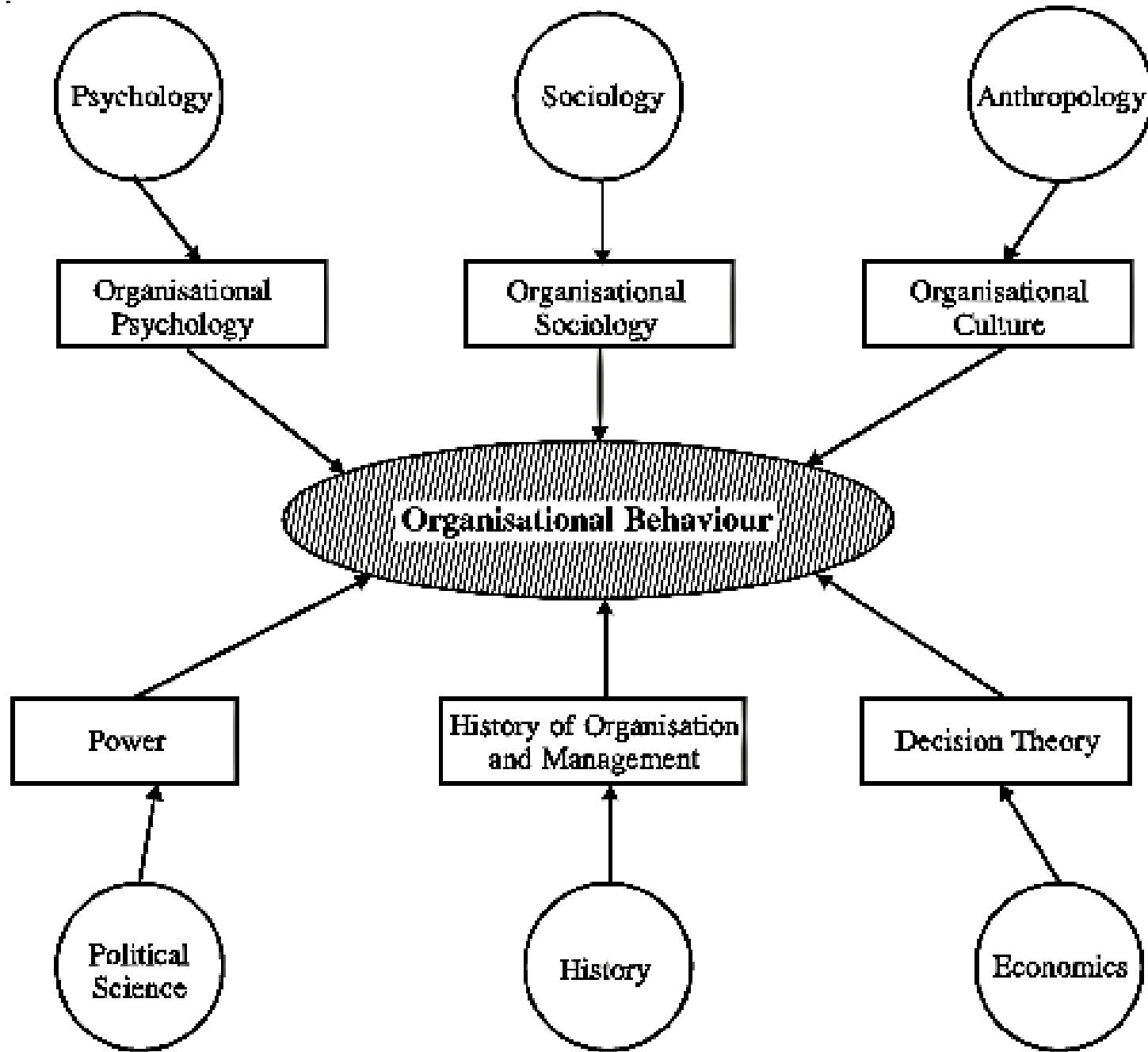
# Towards Improving Quality

- Delivering of quality Products and Services to the Customers is the biggest challenge the managers face.
- Because it directly impacts the success of the organization.
- So todays buzzword Total Quality Management (TQM) came into existence.
- TQM aims to achieve customer satisfaction by continuous improvement of all organizational processes

# **CONTRIBUTING DISCIPLINES TO OB**

Contributing Disciplines in the Organizational Behaviour Field are: –

- 1. Psychology**
- 2. Sociology**
- 3. Anthropology**
- 4. History**
- 5. Political Sciences and**
- 6. Economics.**



# Psychology

- It helps to understand and predict human behavior.
- Intra personal dynamics of human behavior can be easily identified.
- Intra personal means
  - Personality
  - Perception
  - Attitude
  - Opinion
  - Learning

# Sociology

- Understanding of Group dynamics is possible through sociology.
- It helps to form groups, communicate effectively within group.
- It also helps to form Formal and Informal groups inside the organization.

# Anthropology

- It helps to learn about human beings and their activities.
- It helps to understand differences in fundamental values, attitudes, and behavior between people in different regions and organization.
- Anthropology studies culture
- Culture states what people learn and how they behave.

# Economics, Political Science and History

- Economics helps to study the behavior of individuals when they are confronted with choice.
- Power, Politics and Authority are better understood through political sciences
- History has contributed to OB by learning the leadership qualities from great leaders, Learning how failures were converted into success.

# Need for Studying OB

1. It helps to understand ourselves and Others better.
2. It improves the inter personal relationship inside the organization
3. Friendly and Cordial relationship between the employee and management can be established
4. It creates congenial work atmosphere inside the organization.

# Need for Studying OB

1. Helps managers to know about the employees and motivate them to do better.
2. Motivational techniques based on the Employees can be done to improve productivity

# Need for Studying OB

- 1. OB tackles Human Problem Humanly.**
- 2. It helps to understand**
  - The Cause of the Problem
  - Future Course of Action
  - Control the evil Consequences
- 3. It creates peace and harmony inside the organization**

# **Need for Studying OB**

- 1. OB helps to predict the human behavior**
- 2. By predicting the human behavior the organization can function more effectively**

# **Need for Studying OB**

- 1. Helps managers to effectively manage Human resource.**
- 2. Helps Managers to Motivate the employees towards high productivity.**

# **ORGANIZATIONAL BEHAVIOR**

**and**

## **Key Elements of OB**

**Dr. A. John Pradeep Ebenezer**  
**Head and Assistant Professor**  
**PG Department of Computer Applications**  
**St. Joseph's College of Arts and Science(Autonomous), Cuddalore-1**

# **What is Organizational behavior?**

Organizational behavior is a field of study that investigates the impact that **individuals, groups and organizational structure** have on behaviour within the organization, for the purpose of applying such knowledge towards improving an organizational effectiveness.

**Stephen P Robins**

# What is Organizational behavior?

**Organizational behavior** is to understand, predicting and controlling human behavior at work.

**Fred Luthans**

# **Key Elements of OB**

**1. PEOPLE**

**2. STRUCTURE**

**3. TECHNOLOGY**

**4. ENVIRONMENT**

# **PEOPLE**

- 1. Organization is run by people**
- 2. People are of two types**
  - Individual**
  - Groups**
- 3. There are differences in people trait, intelligence and personality.**
- 4. People behavior is based on the underlying CAUSE.**

# STRUCTURE

- Organization are Social Systems
- There are two types of Social System
  - Formal
  - InFormal
- The formal relationship inside the organization is called as Structure. Eg. Managers, Accountant, Employees etc...
- For effective coordination different jobs at different levels has to be related in some structural way.

# TECHNOLOGY

- 1. Technology provides the resource with which the people work.**
- 2. It also affects the tasks they perform.**
- 3. It helps to perform more and better work.**
- 4. It restricts people in doing things in different ways.**
- 5. It is costly and very beneficial.**

# ENVIRONMENT

- 1. All Organization have Internal and External Environment.**
- 2. The Environment includes Government, Family and Other Organization.**
- 3. All of them are mutually influential.**
- 4. Environment influence the employee attitude and the working condition.**

**THANK YOU**

# **PERCEPTION AND PERCEPTUAL PROCESS**

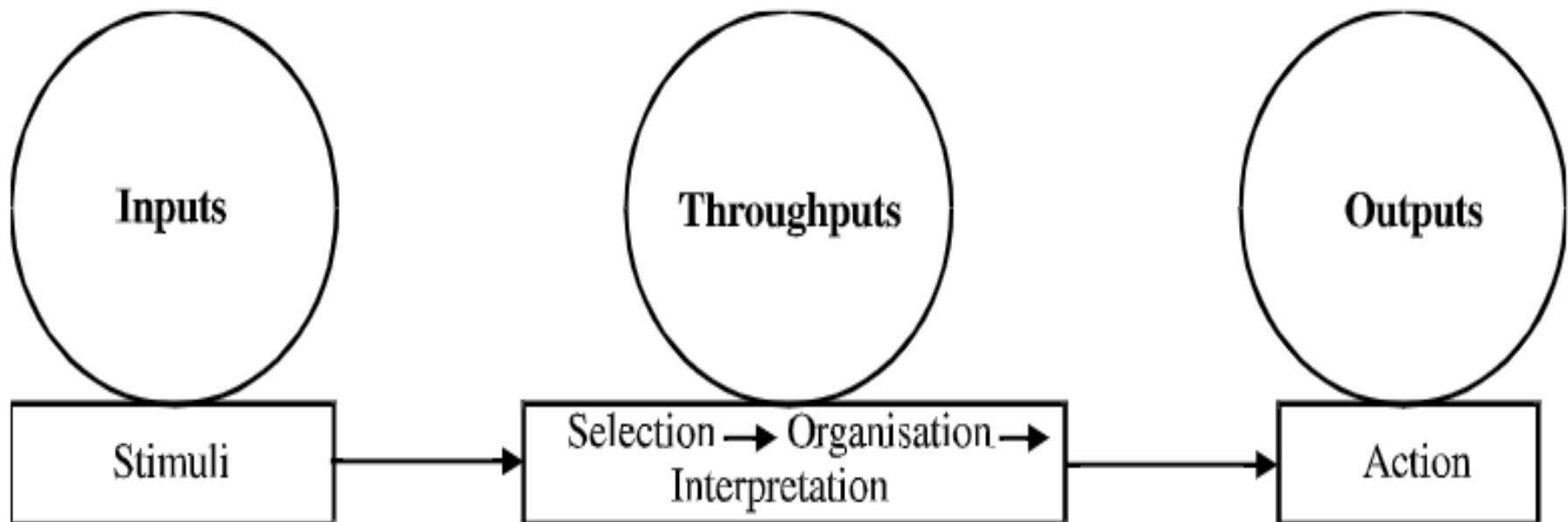
# **PERCEPTION**

**Perception is a process which involves Seeing, Receiving, Selecting, Organizing, Interpreting, and giving meaning to the environment.**

**The whole process is dependent on**

- 1. Individual doing the perceiving**
- 2. The Objects Or Events Perceived**
- 3. Environment in which the perceiving occurs.**

# PERCEPTUAL PROCESS



# PERCEPTUAL PROCESS

## 1. Receiving Stimuli

The Perception starts with the reception of stimuli. Stimuli are received from various sources.

Through Five sense organs

1. Seeing things around us
2. Hear sounds
3. Smell
4. Taste
5. Touch

Stimuli may be External or Internal to us

# **PERCEPTUAL PROCESS**

## **2. Selection of Stimuli**

**Selection of Stimuli is done by two factors**

**1.External Factors – Depends on  
Intensity of the Stimuli, Size, movement  
and repetition**

**2.Internal Factors- Age, literacy, interest  
etc...**

# PERCEPTUAL PROCESS

2. Selection of Stimuli perception involves the following two psychological principles.

## Figure Ground Principle

Stimuli is selected for further processing for two reason

1. Things that we consider important to us
2. Things we don't understand

Meaningful bits and pieces are called Figure  
Meaningless are called as Ground.

More attention is given to Figure than to ground.

# PERCEPTUAL PROCESS

2. Selection of Stimuli perception involves the following two psychological principles.

## Relevancy

We Selectively perceive things which is considered relevant and which meet their need and desires.

# PERCEPTUAL PROCESS

3. Organization of Stimuli is needed so as to assign meaning to it.

There are THREE ways the selected data is organized.

- a) Grouping
- b) Closure
- c) Simplification

- a) Grouping
  - a) Grouping is done based on Similarity and proximity
  - b) Similarity means having same opinion on a thing
  - c) Proximity means grouping based same place, distance etc...

# PERCEPTUAL PROCESS

## b) Closure

1. When a person face with incomplete information he or she tends to fill the gaps to make it meaningful.
2. Process of forming a complete message from a incomplete one is called as closure.

## c) Simplification

1. To make overloaded information meaningful and understandable simplification is done.

# **PERCEPTUAL PROCESS**

## **4) Interpretation**

Assigning meanings to data collected is called as Interpretation

**Several Factors influence Interpretation they are**

- 1. Halo Effect**
- 2. Attribution**
- 3. Stereotyping**
- 4. Personality**
- 5. Situation**
- 6. Perceiver**

# PERCEPTUAL PROCESS

## 1. Halo Effect

- a) Deriving an impression based on the one characteristics of an individual is called as Halo Effect.
- b) An Individual can be bad in one trait and good in all other traits.

## 2. Attribution

- a) Explaining human behavior based on CAUSE and EFFECT is called as Attribution.
- b) Sometimes Attribution leads to false conclusion.

# **PERCEPTUAL PROCESS**

## **3. Stereotyping**

- a) When individual are judged based on the characteristics of the group to which they belong is called as stereotyping.**
- b) Most stereotypes have favorable and unfavorable traits.**
- c) The problem with stereotyping is it does not give in-depth truth.**
- d) Stereotyping makes the perception inaccurate.**

# **PERCEPTUAL PROCESS**

## **4. Personality**

- a) Personality of the Perceiver affects what is to be perceived.**
- b) Different personalities perceive things differently.**

## **5. Situation**

- a) The Situation in which we observe things will have an influence on the Perception.**
- b) Closely related to situation is time, light , heat and other situational factors affects perception.**

## **6. Perceiver**

- a) Attitudes, motives, interest, past experience, and expectations of the perceiver affects perception.**

# PERCEPTUAL PROCESS

## 5. Action

- a) The action can be positive or negative based on the favorable perception held by the perceiver.
- b) The action can be covert or overt.
- c) Covert means change in attitudes, opinion, Feeling etc...
- d) Obvert means one's behavior becomes noticeable and visible.

**PERSONALITY**  
**and**  
**DETERMINANTS OF PERSONALITY**

# **PERSONALITY**

According to Hilgard

**Personality may be understood as the characteristic patterns of behavior and modes of thinking that determine a person adjustment to the environment**

# **PERSONALITY**

According to Ruch

**Personality can be describes as how he understands and views himself, and his pattern of inner and outer measurable traits.**

# **DETERMINANTS OF PERSONALITY**

The following are the determinants of personality

- 1. Heredity**
- 2. Environment**
- 3. Situation**

# DETERMINANTS OF PERSONALITY

## Heredity

1. Heredity refers to those factors that were determined at conception
2. Heredity refers to biological factors.
3. Heredity is the transmission of the qualities from the parents to children.
  - ✓ Physical Stature
  - ✓ Facial attractiveness
  - ✓ Temperament
  - ✓ Gender
  - ✓ Muscle Composition
  - ✓ Biological rhythms
4. Heredity also plays a role in determining one's personality

# **DETERMINANTS OF PERSONALITY**

## **Environment**

**1. One's Early Conditioning**

**2. Family Norms**

**3. Friends**

**4. Social Groups**

**a) Culture establishes Norms, Attitudes, Values which is passed from generation to generation**

**b) Home Environment also have an influence on Child's Personality.**

**c) Parents, Sisters, Brothers and Elders have an influence on Individual Personality.**

**d) The Socialization Process have a direct impact on an individual personality, starting from Mother- Child relationship, then contact with School and College Friends and Contacts with members of the Work Group.**

# DETERMINANTS OF PERSONALITY

## Situation

1. Individual Personality does change based on the situation.
2. Different Situation brings out different aspects of personality.
3. So the behavior is not only based on what kind of person, it depends on the situation also.

# **THEORIES OF PERSONALITY**

# **THEORIES OF PERSONALITY**

**The most prominent theories of personality are**

- 1. Type Theory**
- 2. Trait Theory**
- 3. Psychoanalytical Theory**
- 4. Social Learning Theory**
- 5. Self Theory**

# **THEORIES OF PERSONALITY**

## **Type Theory**

**Personality Classification is made up of two bases**

- 1. Body Build**
- 2. Psychological Factors**

# THEORIES OF PERSONALITY

## Type Theory

### Body Build

According to this theory relationship between Body Build/Features and Personality was studied.

For example

1. Short and Plumb Body person were characterized as Sociable and Relaxed.
2. Tall and Thin were characterized as Restrained Self-Conscious, Fond of Solitude.
3. Heavy Set Muscular body build were characterized as Noisy, callous and fond of physical activity.

# THEORIES OF PERSONALITY

## Type Theory

### Psychological Factors

According to this theory there are two types of psychological factors.

#### Extrovert

Extrovert are friendly, sociable, gregarious, and aggressive.

#### Introvert

Introvert are the person who look inward at themselves, avoid social contacts and interaction with others, quiet and solitude.

# **THEORIES OF PERSONALITY**

## **Trait Theory**

**Trait is the enduring characteristics of a person in which he /she differs from one another.**

**Popular human characteristics are Shy, aggressive, submissive, lazy, ambitious, loyal and timid.**

# **THEORIES OF PERSONALITY**

## **Trait Theory**

Trait theory is based on the following three assumptions:

1. Traits are common to many individuals but vary in absolute amounts between the individuals.
2. Traits are relatively stable. Their consistent occurrence influences the human behaviour.
3. One's trait can be inferred by measuring his/her behavioural indicators.

# THEORIES OF PERSONALITY

## Trait Theory

In recent years, John<sup>14</sup> has propounded a personality model called **The Big 5 Model**. In this model, he advocates that the following **five** basic personality variables, dimensions underly all other variables:

1. **Extraversion:** Who is sociable, talkative, and assertive.
2. **Agreeableness:** One who is goodnatured, co-operative and trusting.
3. **Conscientiousness:** A person who is responsible, dependable, persistent and achievement oriented.
4. **Emotional Stability:** Someone characterised by calm, nervous, enthusiastic, depressed and insecure.
5. **Openness to Experience:** A person who is imaginative, artistically sensitive, and intellectual.

# THEORIES OF PERSONALITY

## Psychoanalytical Theory

The basic notion of Psychoanalytical Theory is Human behavior is influenced by unseen forces... that is unconscious Forces such as

1. Id
2. Ego
3. Super Ego

# THEORIES OF PERSONALITY

## Psychoanalytical Theory-Id

1. It is the immediate discharge of Psychic Energy.
2. If pent up it causes disturbance in the personality system.
3. Id obeys the Pleasure Principle.
4. It is danger for the particular person and for the society itself.

# THEORIES OF PERSONALITY

## Social Learning Theory

1. Learning occurs in TWO ways
  1. Reinforcement
  2. Observing Others
2. Learning by observing others is called as vicarious learning
3. Social Learning Emphasizes how a person behave on a given situation.
4. The understanding of a particular situation depends how the person behaved in the situation previously.
5. Sometime an Individual behavior influence a certain situation.

# **THEORIES OF PERSONALITY**

## **Self Theory**

- 1. This theory is based on individual subjective experience**
- 2. This was formulated by Carl Rogers.**
- 3. Self theory is composed of the perceptions of I or ME**

# **THEORIES OF PERSONALITY**

## **Self Theory**

**Self theory includes the following FOUR factors**

### **Self Image**

**a) Self Image is One's image of oneself.**

### **Ideal Self**

**a) Ideal Self refers to what one would like to look like.**

**b) Self Image indicates the reality of a person**

**c) Ideal Self indicates the ideality of a person.**

### **Looking Glass Self**

**a) This refers to how others are perceiving the individual**

**b) Actually it refers to how an individual is thinking that others are perceiving about him/her.**

### **Real Self**

**a) The Real Self is What one actually is.**

# **TYPES OF PERSONALITY**

# **TYPES OF PERSONALITY**

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1.	Reserved	vs	Outgoing
2.	Less Intelligent	vs	More Intelligent
3.	Affected by Feeling	vs	Emotionally Stable
4.	Submissive	vs	Dominant
5.	Serious	vs	Happy-Go-Lucky
6.	Expedient	vs	Conscientious
7.	Timid	vs	Venturesome
8.	Tough-Minded	vs	Sensitive
9.	Trusting	vs	Suspicious
10.	Practical	vs	Imaginative
11.	Forthright	vs	Shrewd
12.	Self-assured	vs	Apprehensive
13.	Conservative	vs	Experimenting
14.	Group-Dependent	vs	Self-Sufficient
15.	Uncontrolled	vs	Controlled
16.	Relaxed	vs	Tense

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# **TYPES OF PERSONALITY**

**Following are the main types of personality**

- 1. Introvert and Extrovert Personalities**
- 2. Type-A and Type-B Personalities**
- 3. Judging and Perceptive Personalities**

# **TYPES OF PERSONALITY**

## **Introvert and Extrovert Personalities**

<b>Introverts</b>	<b>Extroverts</b>
<p>Like quiet for concentration</p> <p>Tend to be careful with details, dislike sweeping statements</p> <p>Have trouble remembering names and faces.</p> <p>Like to think a lot before they act, sometimes without acting</p> <p>Work contentedly alone.</p> <p>Have some problems communicating</p> <p>Tend not to mind working on one project for a long time uninterrupted.</p> <p>Dislike telephone intrusions and interruptions.</p>	<p>Like variety and action.</p> <p>Tend to work faster, dislike complicated procedure.</p> <p>Are often good at greeting people.</p> <p>Often act quickly, sometimes without thinking.</p> <p>Like to have people around.</p> <p>Usually communicate freely.</p> <p>Are often impatient with long slow jobs.</p> <p>Often do not mind interruptions of answering the telephone.</p>

## **TYPES OF PERSONALITY**

### **Type-A and Type-B Personalities**

**Type A Personality:** Type A people are characterised by hard-working, highly achievement-oriented, impatient, have sense of time urgency, aggressive, with competitive drive, etc. Such people tend to be very productive and work very hard. In fact, they are workholics. Being impatient and aggressive, such people are more prone to heart attack.

**Type B Personalities:** Easy-going, sociable, free from urgency of time, laid-back and non-competitive are the characteristics of Type B personalities. Such people do better on tasks involving judgements, accuracy rather than speed and team work.

# **TYPES OF PERSONALITY**

## **Judging and Perceptive Personalities**

<b>Judging Type</b>	<b>Perceptive Type</b>
<p>Work best when they can plan work and follow the plan.</p> <p>Like to get things settled.</p> <p>May decide things too quickly.</p> <p>May not notice new things that need to be done</p> <p>Want only essential things needed to begin their work</p> <p>Tend to be satisfied once they reach a judgement on a thing or situation or person</p>	<p>Adapt well to changing situations.</p> <p>Do not mind leaving things open for alterations.</p> <p>May have trouble making decisions.</p> <p>May start too many projects and have difficulty in finishing them.</p> <p>Want to know all about their work.</p> <p>Tend to be curious and welcome new information on a thing or a situation or a person.</p>

Activate Windows

Go to Settings to activate Windows

# **Job Satisfaction and Determinants of Job Satisfaction**

# Job Satisfaction

Job Satisfaction is positive attitude towards one's job.

According to Feldman and Arnold

Job Satisfaction will be defines as the amount of overall positive effect that individuals have towards their jobs

# Job Satisfaction

ORGANIZATIONAL DETERMINANTS	INDIVIDUAL DETERMINANTS
PAY	AGE
WORK ITSELF	GENDER
QUALITY OF SUPERVISION	STATUS AND SENIORITY
WORKING CONDITIONS	MARITAL STATUS

# **ORGANISATIONAL DETERMINANTS**

## **PAY**

- 1. Research reveals that the employees are satisfied with their jobs if they are remunerated in a fair manner.**
- 2. Salary received in recognition of one's good work give more job satisfaction**
- 3. Flexible benefit plan gives more satisfaction than Common benefit plan**

# ORGANISATIONAL DETERMINANTS

## Work Itself

- 1. Employees those who like and love their jobs experience job satisfaction**
- 2. When people do work they enjoy then the journey than the destination becomes the greatest reward.**
- 3. Jobs with ambiguity in tasks, confusing instructions and unclear job cause job dissatisfaction**

# ORGANISATIONAL DETERMINANTS

## Quality of Supervision

1. Employees experience higher level satisfaction when the supervisors are competent, treat their employees with respect and dignity.
2. Supervisor who show concern in employees welfare see higher job satisfaction.
3. Poor Supervision causes dissatisfaction among the employees.

# ORGANISATIONAL DETERMINANTS

## Working Conditions

1. The Contest in which the work is done is called working condition.
2. Quality of working condition and job satisfaction is directly proportional

# INDIVIDUAL DETERMINANTS

## Age

1. Younger employees are more satisfied than older one.
2. Loyalty with Company decreases in advancement in Age.

# INDIVIDUAL DETERMINANTS

## Gender

1. Female are more satisfied than Male
2. Male tends to get more satisfied as they are higher job position as experience increases.
3. More satisfied person stay longer in the company than lower satisfied person.

# INDIVIDUAL DETERMINANTS

## Status and Seniority

1. Seniority is defined as how long employees have been working in their jobs within the same organization.
2. There are different views about the relationship between seniority to job satisfaction.
3. Some of studies states that as with age, seniority is also expected to contribute to increase of job satisfaction due to the familiarity with work content and work environment.
4. On the other hand, some of them suggest that job satisfaction and seniority are negatively correlated

# **INDIVIDUAL DETERMINANTS**

## **Marital status**

- 1. Married Women are less satisfied with the jobs.**
- 2. Because of Role Conflicts**

# Maslow's Need Hierarchy Theory of Motivation.

# Maslow's Need Hierarchy Theory of Motivation.



Maslow's hierarchy of needs

# Physiological Needs

1. This is the basic need for Human.
2. Food, Clothing, Shelter, air, water and other necessities.
3. This is needed for survival and maintenance of human life.
4. This level should at least be met partly before higher level emerges.
5. Once the need is met it will no longer motivate the person.

# Safety Needs

1. This focuses on Economic security and protection from physical damages.
2. Meeting these needs more money.
3. This also become inactive when it is met.

# Social Needs or Love and Belonging

- 1. Human is a social being. They need Companionship, interaction and belongings.**
- 2. They love to work in groups.**

# **Esteem**

- 1. Esteem refers to Self Esteem and Self Respect.**
- 2. These are needs which increases Self-Confidence, Achievement, Competence, Knowledge and Independence.**
- 3. If these needs are not fulfilled, inferiority, weakness and helplessness gets in.**

# **Self Actualization**

- 1. Fulfillment of higher, intermediate and lower needs is self actualization.**
- 2. Actualization of one's potential.**
- 3. Transform perception of self to reality.**

# **MOTIVATION, MOTIVATION process and Need for Motivation**

# MOTIVATION

**MOTIVATION is the willingness to exert high level of effort towards organizational goals, conditioned by the effort ability to satisfy some individual needs**

**-Stephen Robbins**

# **MOTIVATION process**

**1. Motives**

**2. Goals**

**3. Behavior**

# MOTIVES

- Motives prompts people to action.
- Motives helps to achieve the goal
- Hunger and thirst are the motives behind food and water.

# Goals

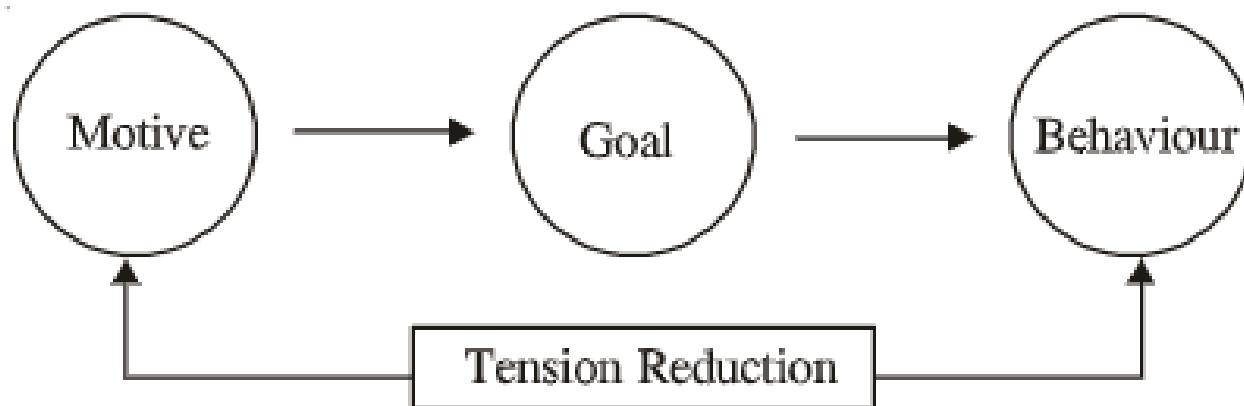
**Motives are directed towards Goals**

**Motives creates imbalance**

**But Goals creates balance in life**

# Behavior

Behaviour: Behaviour is a series of activities to be undertaken. Behaviour is directed to achieve a goal. For example, the man goes to saloon to cut his hair.



# Need for Motivation

1. Organization is run by the people. Motivate people are more productive.
2. It helps to identify why people behave uniquely.
3. Appreciation of motivation helps the managers hoe to motivate the employees
4. Motivation is needed to make the employee to get accustomed to new technologies.
5. Motivation is needed to retain the employees because they are the future resource or talent bank.

# ORGANIZATIONAL BEHAVIOR

## GROUP BEHAVIOUR: Definition and Characteristics of Group

A group is defined as two or more individuals, interacting and interdependent, who have come together to achieve particular objectives.

# Characteristics of Group

- o 1. **Two or More Persons:** A single individual can't form a group. For group formation, at least two persons are must. There is no specific limit on the maximum number of persons to form a group.
- o 2. **Collective Identity:** Each group member knows one another. Each member of the group perceives that he/she is a part of group.
- o 3. **Interaction:** There is an interaction among the members of the group. Each member shares his ideas with others through different communication methods such as face-to-face, in writing, over the telephone, and accross a computer network.
- o 4. **Common Purpose:** The members of the group work to achieve some common objective or purpose. In fact, it is the common purpose that binds the group members together.

**NEED FOR PEOPLE TO FORM  
AND JOIN GROUP**

# **Need for people to form and join Group**

- 1. Safety and Security Needs**
- 2. Relatedness and Belongingness Needs**
- 3. Esteem Needs**
- 4. Power**
- 5. Identity**

# Safety and Security Needs

- Group provides protection to their members from outside pressures.
- Workers Join trade union to feel secure and Safe.

# Relatedness and Belongingness Needs

- Social Needs of the Individual can be realized when the individual is in group.
- Isolation and Absenteeism tends to happen when the employee is not in group.

# Esteem Needs

- Getting Praise from the members of the group for the good work done by an individual matters a lot.
- Growth towards higher achievement and better career prospects is possible if an individual is in group.

# Power

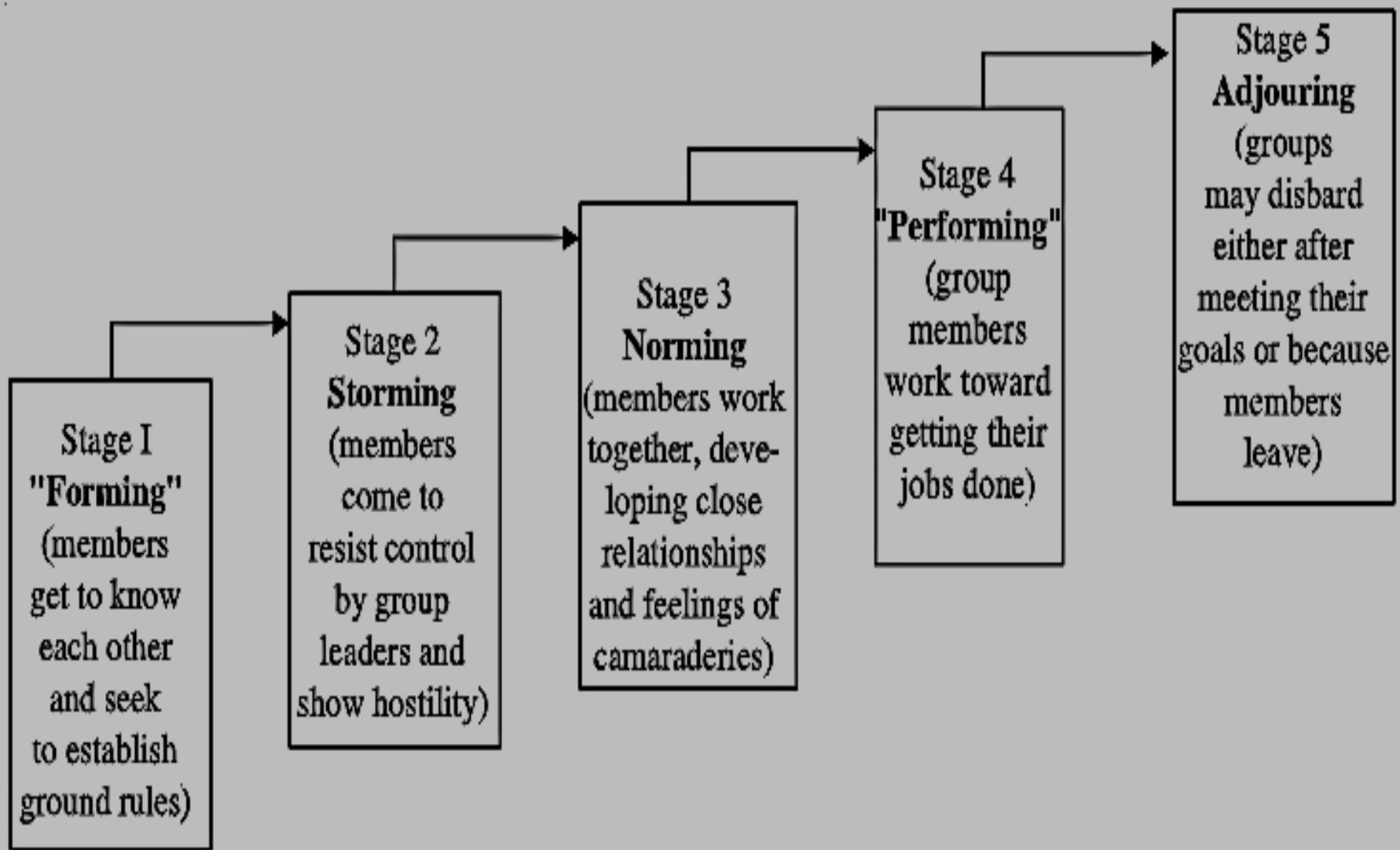
- One of the most appealing aspect of group is that they represent power.
- Their strength is in numbers.
- United we stand, Divided we fall

# Identity

- As a Member of a group, an individual gets an identity.
- We can understand ourselves through the behavior of others towards us.

# **Stages of Group Development**

# Stages of Group Development



# **Stages of Group Development**

## **Forming Stage**

- 1. It is the orientation Stage.**
- 2. In this stage there are lots of Cautions, Confusion, Courtesy, Uncertainty about group purpose, leadership and Structure.**
- 3. The Formal leader have influence in structuring the group.**
- 4. This group is complete when the members begins to think that they are part of a group.**

# **Stages of Group Development**

## **Storming Stage**

- 1. This stage is characterized by Conflict, Confrontation, Concern and criticism.**
- 2. Struggle for individual power and influences are Common.**
- 3. Sometime Conflict become very intense the group may become dysfunctional.**

# **Stages of Group Development**

## **Norming Stage**

- 1. This is the stage where close relationships among members develop.**
- 2. The group now has identity and camaraderie**

# **Stages of Group Development**

## **Performing Stage**

- 1. This is the stage where highest level of group maturity happens.**
- 2. The stage is marked by**
  - Teamwork**
  - Role**
  - Clarity**
  - Task accomplishment**
- 3. The members are aware of the group process and their own involvement in the group.**

# **Stages of Group Development**

## **Adjourning Stage**

- 1. The group is adjourned for 2 reason**
  - When the task is Completed.**
  - The members want to close the group with sentimental feelings.**

# Types of Groups

# Types of Groups

- Groups are mainly classified into two
  - Formal Groups
  - Informal Groups

Formal Groups	Informal Groups
Command Group	Friendship Group
Task Group	Interest Group
Project Group	Reference Group
Committees	

# **Formal Groups**

- **Groups Established by the Organization is called as Formal Groups.**
- **The behavior of the groups is controlled by the organization and it is directed towards organization goals.**

# Formal Groups

## Command Group

The Command group consist of a Supervisor and the subordinates who report directly to that supervisor.

## Task Group

1. Task Group comprises of persons working together to complete a common task.
2. Task Group can cross command group relationship.
3. All Command groups can be a task Groups.
4. But all Tasks Groups cannot be a command groups.

# Formal Groups

- **Project Group**
  - Project Group are formed to complete a specific Project.
  - The Life of the Project group depends on the length of the project.
- **Committees**
  - Committees are created outside the command group structure
  - It is created to solve a recurring problem.
  - Life of a Committee can be long or short.

# InFormal Groups

- These Groups are not created and controlled by the organizations.
- These groups creates social contact.
- There are different types of Informal groups
  - Friendship Groups
  - Interest Groups
  - Reference Groups

# InFormal Groups

## Friendship Groups

1. Association of people who like each other and who like to be together is called as Friendship groups.
2. These groups are formed because members have common characteristics such as age, political belief, religious values and other bonds of attraction

# InFormal Groups

## Interest Groups

These Groups are formed among members of different organization and are united by common interest and issue.

## Reference Groups

For the people to evaluate themselves reference groups are formed.

# Team Building Process

# **Building a Team**

A team can be built by following the four stages....according to Hackman

- 1. Do Prework**
- 2. Create Performance Conditions**
- 3. Form and Build the Team**
- 4. Provide Ongoing assistance**

# **Do Prework**

- 1. This is the forming stage of team building**
- 2. Need for team building is decided**
- 3. The authority of the team is decided**
- 4. A list of Skills set needed is also decided.**

# Create Performance Conditions

1. Proper condition for the team to perform the job should be created at this stage.
2. Making Material resources such as tools, equipment and money is done at this stage.
3. Human Resource (Skilled People are included in the team).
4. Support from management is also ensured for the team.

# **Form and Build the Team**

- 1. Create Demarcation, who is in the team, who is not.**
- 2. Agreement of the Mission and Purpose is done at this stage**
- 3. Clarify the behavior expected of each member**

# **Provide Ongoing assistance**

- 1. Counsel the disruptive members or replace them with new members.**
- 2. Material resources will be upgraded in this stage.**
- 3. There is always a room for improvement. Important suggestions are given at this stage.**

# Training Guidelines for Developing Team Effectiveness

Steps of Training	Summary
1. Establish credibility	The trainers must first establish their knowledge and believability.
2. Allow ventilation	The trainees must have their anxieties and unresolved issues cleared before starting.
3. Provide an orientation.	The trainers should give specific verbal directions and provide clear expectations and models of behavior.
4. Invest in the process	Early on, have the team identify its problems and concerns.
5. Set group goals.	The trainees create, through consensus, their own mission statement and then set goals and specific activities and behaviors to accomplish these goals.

6. Facilitate the group process.

The trainees are taught about how groups function and are given techniques, such as nominal grouping and paired comparison.
7. Establish intra-group procedures.

This involves setting up a meeting format that might include reporting minutes, making announcements, discussing problems and issues, proposing solutions, taking action and making new assignments.
8. Establish inter-group processes.

Although the team is self-managed, leaders must be selected in order to interact with others, such as supervisors, managers, and other teams.
9. Change the role of the trainers.

As the team becomes more experienced and empowered, the trainers take on a more passive role.
10.

End the trainers' involvement. At this point, the team is on its own and is self-managing.

# **TEAM**

A team is a group whose members have complementary skills and are committed to a common purpose or set of performance goals for which they hold themselves mutually responsible

**Complementary skills are dissimilar skills that, when combined, become more useful.**

# TEAM

Complementary skills are dissimilar skills that, when combined, become more useful.

1. batting.
2. bowling.
3. fielding.
4. running.
5. dismissals.
6. slips fielding.
7. wicket keeping.



# **The team is characterized by the following Features**

- 1. It creates positive Energy**
- 2. It creates and fosters friendship among the members through regular and repeated interactions**
- 3. It encourages members to sublimate individual goals for those of the team**
- 4. It also encourages members involvement in a team.**

# Group vs Team

Bases	Team	Group
<b>Performance</b>	On both individual member's work and collective work.	On the work of individual workers.
<b>Accountability</b>	On both individual and mutual accountability.	On group as a whole.
<b>Connection to management</b>	Usually self-managed or autonomous.	Responsive to demands placed on it by management.
<b>Skills</b>	Complementary.	Random and varied.
<b>Synergy</b>	Positive synergy.	Often neutral synergy, sometimes even negative synergy, called 'social loafing'.

# **TYPES OF TEAMS**

# **Types of Teams**

- 1. Problem Solving Team**
- 2. Self-Managed Team**
- 3. Cross Functional Team**

# **Problem Solving Team**

- 1. This team is also called as **Corrective Action Team**.**
- 2. It is Formed to solve Specific problem in an organization or department.**
- 3. Members of a team are selected from the department which is facing the problem**

# **Self-Managed Team**

- 1. This team is given more Autonomy.**
- 2. Self managed team is characterized by**
  - 1. Empowerment**
  - 2. Self Plan**
  - 3. Self Goal**
  - 4. Self Inspection**
  - 5. Self responsibilities**
- 3. Eg... HP practices Self managed team Concept.**

# Cross Functional Team

1. This team is made up of members from different departments.
2. Members are selected from departments which has high Interdependence.
3. The reason for forming this team is the problem cannot be solved by a particular department.
4. Some of the teams formed can be temporary, and some permanent.

# **BARRIERS TO COMMUNICATION**

# BARRIERS TO COMMUNICATION

- Filtering Barrier
- Language Barrier
- Physical Separation Barrier
- Status Barrier
- Emotional Barrier

# Filtering Barrier

**When message travels through many layers the message tends to be distorted in upward and downward communication.**

# Language Barrier

**The receiver of the message with different cultural and educational backgrounds find it hard to understand the message in the sender's sense.**

# **Physical Separation Barrier**

**Physical separation between the sender and the receiver of any message serves as an obstacle to effective communication.**

## **Status Barrier**

**Status differences and organization hierarchy pose a barrier to effective communication.**

**This occurs mainly between superiors and sub-ordinates.**

# Emotional Barrier

- Subordinates if they have favorable image in the mind of the superiors they accept all messages and orders given by the superiors.
- Subordinates if they don't have favorable image in the mind of the superiors they reject all messages and orders given by the superiors.

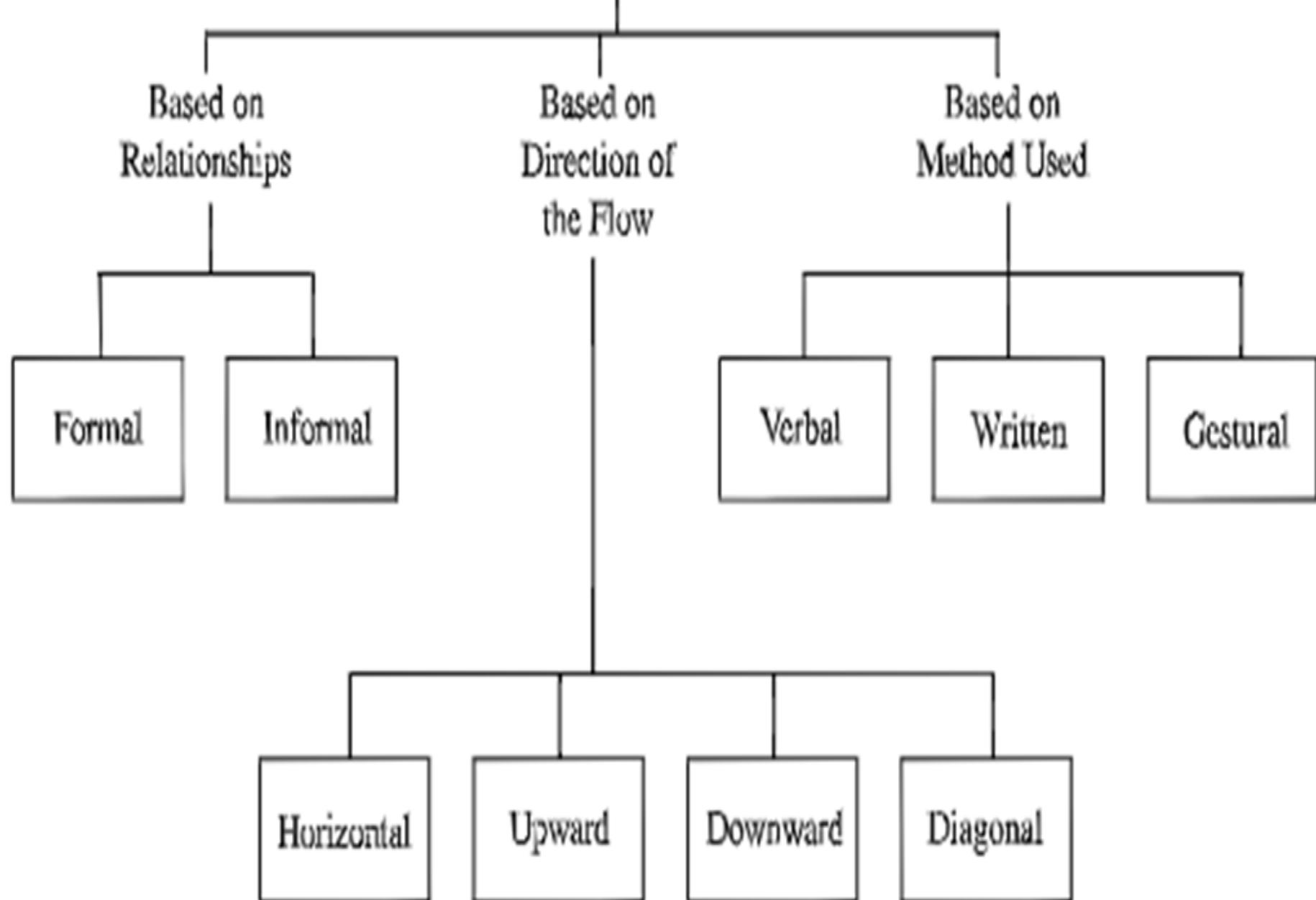
# **CHANNELS OF COMMUNICATION**

# **COMMUNICATION CHANNELS OF COMMUNICATION**

The channel is the medium or path through which the message travels. The channels of communication can be divided on the following three bases:

- (a) Based on Relationship
- (b) Based on Direction of Flow, and
- (c) Based on Method Used

## Communication Channels



# **Based on Relationship**

- **Formal Communication**
  - Channels established by the management is called formal communication.
  - Transmission of formal message.
  - Formal message which travels different level transfer delay.

# **Based on Relationship**

- **In-Formal Communication**
  - Communication which take place on the basis of social relation is called informal communication.
  - It happens between people in different divisions and units
  - It is called grapevine

# Based on Direction of Flow

- **Horizontal Communication**
  - This Communication happens between peers.
  - Transmission of information happens at the same level.
  - This facilitates coordination among peer at the same level.
  - This is more of informal nature

# Based on Direction of Flow

- **Upward Communication**
  - When Communication happens from low level to high level it is called upward communication.
  - This Communication helps people to participate in decision making and give valuable suggestions and ideas.

# **Based on Direction of Flow**

- **Downward Communication**
  - When Communication happens from Higher level to lower level it is called downward communication.
  - This Communication involves verbal messages, orders, policies, procedure, notices, circulars, handbooks, bulletins etc...
  - Absent of downward communication increases stress and anxiety among the employees.

# Based on Direction of Flow

- **Diagonal Communication**
  - Communication happens at different levels between people of different departments.
  - This happens during special circumstances.

# Based on Methods

## 1. Verbal Communication

- When the message is conveyed orally, it is called verbal communication.
- It gives a personal touch.
- Verbal Communication is the most economical both in terms of time and money.
- The greatest drawback is
  - When Communicator and receiver is at far away from one another.
  - When the number of persons to be communicated is large.

# Based on Methods

## 2. Written Communication

- **Communication that takes place between people in written form is called written communication.**
- **Formal Communication is usually in written form such as orders, instructions, reports, bulletins etc.**
- **Communication in written form is permanent, tangible and verifiable.**
- **It is useful when subject matter to be communicated is lengthy and it intends to be communicated to a large number of people.**
- **Limitations of written communication are that it is time consuming and lacks personal touch and unfolds the secrecy about the written message.**

# Based on Methods

## Gestural Communication

1. When the message transmitted through some gestures it is called gestural communication.
2. People use different gestures such as moving hands and eyes to communicate their views, ideas etc.

# **COMMUNICATION**

**Communication is derived from the latin word Communis, which means Common.**

**According to Hudson**

**Communication in its simplest form is conveying of information from one person to another**

# **COMMUNICATION**

## **Nature for Communication**

1. Communication involves two parties, one who transmits and one who receives the message.
2. The two respective parties must have ability to convey and listen to what the sender has to communicate.
3. Communication includes sending the message and also receiving the response to the message.
4. The message may be conveyed verbally, in writing, by means of signs, gestures or symbols.
5. Communication is a continuous process. It pervades the entire organisation.

# **COMMUNICATION**

## **Need for Communication**

1. Adequate and timely communication helps managers discharge their functions of planning, organising, staffing, directing, and controlling.
2. Effective communication ensures willing cooperation of others. This, in turn, contributes to higher efficiency in job performance.
3. A good communication system communicating quality information contributes positively to the quality of decisions.
4. Communication by flowing information throughout the organisation maintains coordination of activities across departments in the organisation.
5. Effective communication also helps in moulding attitudes and building up employee morale. It also helps in developing harmonious labour-management relations.

# **Factors determining Effective Leadership**

# What makes Leadership Effective

- Mental and Physical Health
- Knowledge and Intelligence
- Clear Cut and Worthy Goals
- Conviction
- Sense of Responsibility
- Motivation
- Initiative and Drive

# **LEADERSHIP STYLES**

# **LEADERSHIP STYLES**

- 1. AUTOCRATIC OR AUTHORITATIVE STYLE**
- 2. DEMOCRATIC OR PARTICIPATIVE STYLE**
- 3. LAISSEZ-FAIRE OR FREE REIN STYLE**

# **AUTOCRATIC OR AUTHORITATIVE STYLE**

- The leader centralises the power
- Decision making is done only by him/her.
- Commands complete control over subordinates
- Subordinates have no opportunity in decision making.

# LIMITATIONS OF AUTOCRATIC STYLE

- **LOW MORALE AND JOB SATISFACTION**
- **EFFICIENCY TENDS TO DECLINE**
- **POTENTIAL MANAGER DOES NOT GET OPPORTUNITY.**

# **SUITABILITY OF AUTOCRATIC MODEL**

- **SUBORDINATES ARE INCOMPETENT AND INEXPERIENCED**
- **LEADER WANT TO BE ACTIVE AND DOMINANT IN DECISION MAKING**
- **LEADER IS HIGHLY COMPETENT.**

# **DEMOCRATIC OR PARTICIPATIVE STYLE**

- Leader take decision in consultation with the subordinates.
- Hence it is called as participative style.
- It enables subordinates to satisfy their social and ego needs.
- It also make subordinates committed to the organization.

# **Benefits of DEMOCRATIC STYLE**

- Subordinates develop their potential abilities and take greater responsibilities.
- It provides job satisfaction and improves morale of the subordinates.
- Subordinates participate in decision making.

# **Limitations of DEMOCRATIC STYLE**

- **Decision making is Time consuming**
- **Dominant subordinates may influence decision making**
- **Responsibility of decision making cannot be fixed to an individual to should fixed to whole group.**
- **Sometimes decision becomes distorted.**
- **“Many cooks spoil the broth”**

# **LAISSEZ-FAIRE OR FREE REIN STYLE**

- The manager and leader leave the decision-making to the subordinates.
- Leader completely gives up the leadership role.
- Subordinates enjoy full freedom

# Benefits of LAISSEZ-FAIRE OR FREE REIN STYLE

- Subordinates become fully knowledgeable and competent.
- Organization goals and objectives are well communicated to the employees

Limitations of LAISSEZ-FAIRE OR FREE REIN STYLE

Due to full freedom to the subordinates, it creates chaos and mismanagement in decision making.

# Leadership Theories

# **Leadership Theories**

- 1. Trait theory**
- 2. Behavioral theory**
- 3. Fiedler's Contingency model**
- 4. Path-goal Leadership theory**
- 5. Situational Leadership theory.**

# Trait theory

- Association of Physical, mental ability and personality to leadership quality.
  1. HEIGHT
  2. WEIGHT
  3. GOOD HEALTH
  4. APPEARANCE
  5. INTELLIGENCE

## Limitations

1. It is not a valid theory
2. Cannot differentiate between leaders and non leaders
3. Cannot differentiate between leaders and followers

# **Behavioral theory**

- 1. This theory focus on what leaders do than what they are.**
- 2. This theory focus on behavior**
- 3. It can distinguish between leaders and non-leaders.**

# **Fiedler's Contingency Model**

- This focus on how leader operates on certain situation.
- Leader-followers relations
  - Degree of followers trust on leader
- Task Structure
  - Nature of task performed by the subordinates
- The Status power
  - Degree of power associated with the position.

# Path Goal Leadership

- **Directive leadership**
  - Gives directions to the subordinates rather than cooperation.
- **Supportive leadership**
  - BE friendly and approachable
- **Participative leadership**
  - Suggestions from subordinates before decision making
- **Achievement oriented leadership**
  - Setting challenging goals and assignments to subordinates

# **Situational Leadership theory**

- Leadership Effectiveness depends upon the situation in which leadership is exercised
- Hersey-Blanchard proposed a model for Situational Leadership.
- It is a Two dimensional level
- Production Oriented- People Oriented
- Maturity is categorized into FOUR level which is demonstrated in the following graph.

## Leader's concern with task

Low

High

High

Leader's  
concern  
with  
relationship

Low

Mature  
employees

Willing/able      Unwilling/able      Willing/unable      Unwilling/unable

4

3

2

1

Immature  
employees

Emotional Leaders

Participating

Selling

Delegating

Telling

S.No	Maturity Level	Recommended Leadership Style
1	Low Ability, low Willingness	Telling (Directive, ,low support)
2	Low Ability, High Willingness	Selling/Coaching (directive, supportive)
3	High Ability, low Willingness	Participating/Supporting(Supportive /Low Direction)
4	High Ability, High Willingness	Delegating(Low Direction, Low Support)

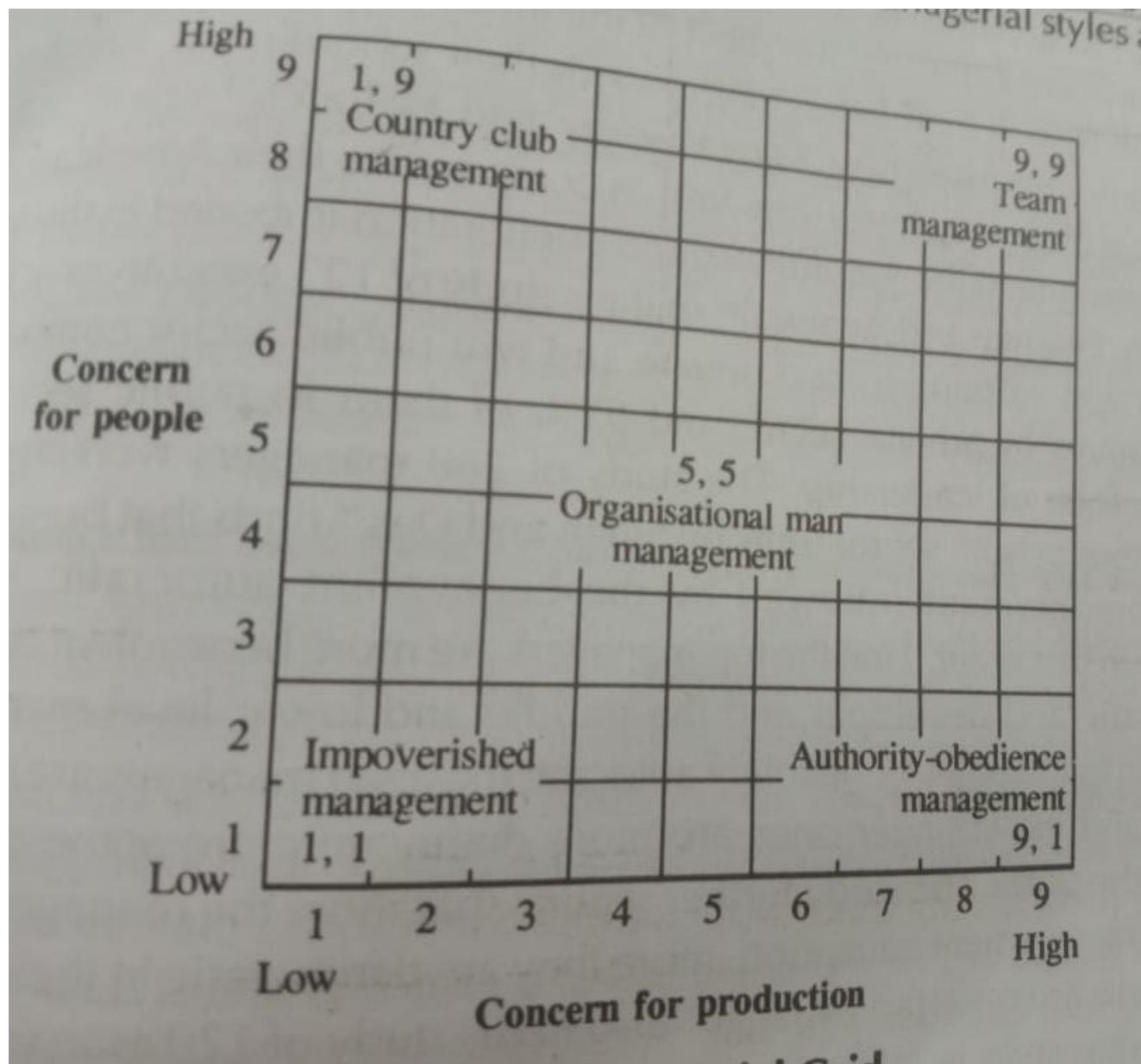
# Managerial Grid

**Managerial grid was developed by Blake and Mouton**

**It was developed using two dimension**

- 1. Concern for Production**
- 2. Concern for People.**

# Managerial Grid



# **LEADERSHIP**

- 1. According to George. Terry Leadership is the activity of influencing people to strive willingly for group Objectives.**
  
- 2. According to Koontz Leadership is the art of process of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goals.**

# **FUNCTIONS OF LEADERSHIP**

- **DEVELOPING TEAM WORK**
- **REPRESENTING THE TEAM**
- **COUNSELING THE WORK MEN**
- **MANAGING TIME**
- **USING PROPER POWER**
- **SECURING GROUP EFFECTIVENESS**

# **DEVELOPING TEAM WORK**

- The Leader Should Create A Congenial And Healthy Working Environment For His Work Team.

## **REPRESENTING THE TEAM**

- The Leader Serve As a Linking pin between the members and the management.
- Represent the problem of the members to the management. Involves in problem solving process.

# **COUNSELING THE WORK MEN**

- Members seek guidance and advice from the leader.
- The problem can be emotional or technical

## **MANAGING TIME**

- Enables timely completion of a work.
  - The leader should stand as an example
- “ A stich in time saves nine”**

# **USING PROPER POWER**

- Exercising power over the subordinates should stimulate positive response from the subordinates

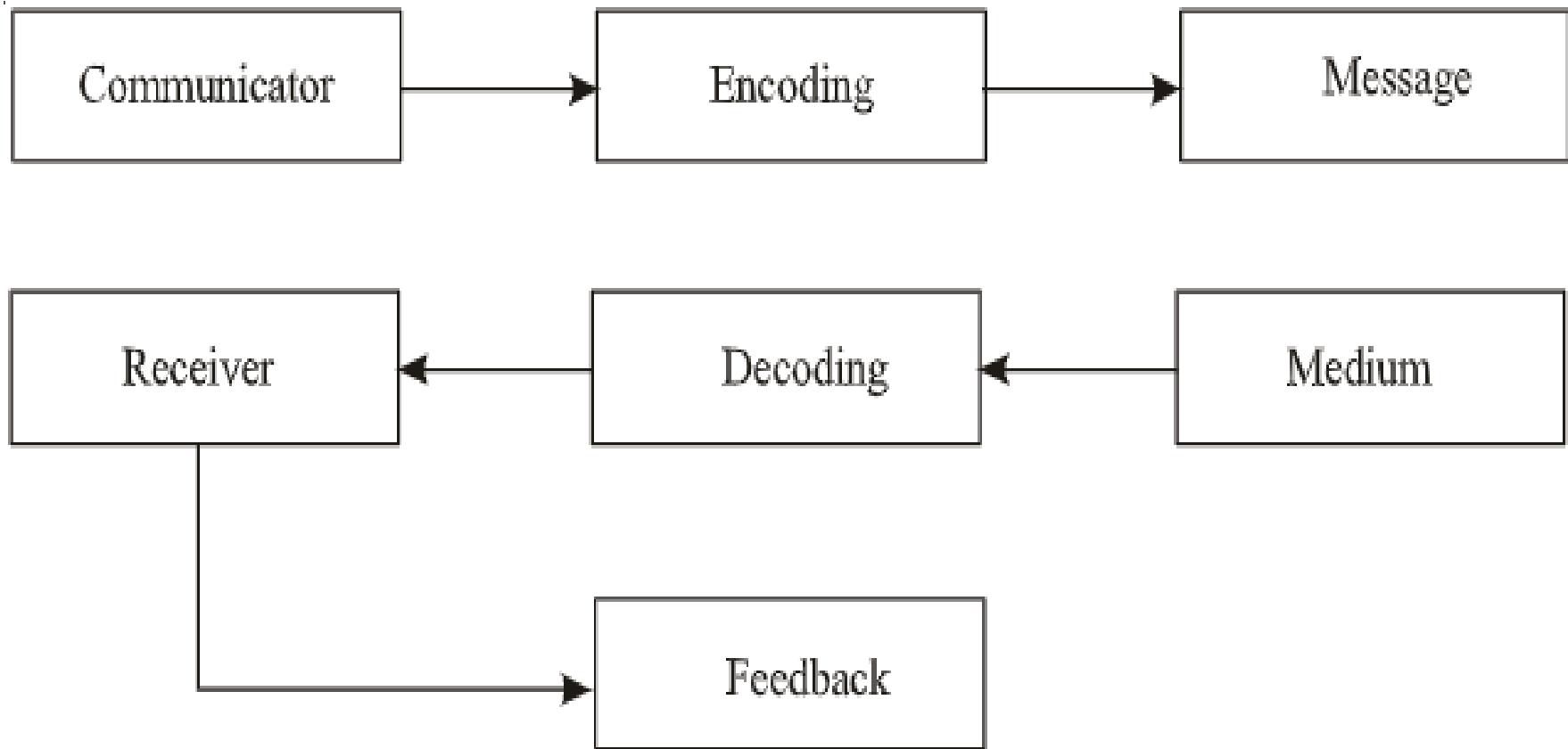
# **SECURING GROUP EFFECTIVENESS**

- Rewarding system for efficient workmen.
- Delegate authority and make the subordinates participate in decision making

# **PROCESS OF COMMUNICATION**

# COMMUNICATION

## PROCESS OF COMMUNICATION



# **COMMUNICATION**

# **PROCESS OF COMMUNICATION**

## **COMMUNICATOR**

1. Communicator is a person who has a message to be communicated.
2. A sensitive communicators communicate from the receiver perspective.
3. An insensitive communicators will be concerned on their interest.

# **COMMUNICATION**

# **PROCESS OF COMMUNICATION**

## **ENCODING**

1. Encoding is converting message into symbolic form.
2. Information can only be transmitted through symbols or gestures form.

# **COMMUNICATION**

# **PROCESS OF COMMUNICATION**

## **MESSAGE**

1. Message is the actual physical product.
2. When we speak – Speech is the message
3. When we write – Writing is the message
4. For gesture – Movement of the arms,  
Expressions is the message.

# **COMMUNICATION**

# **PROCESS OF COMMUNICATION**

## **MEDIUM**

1. Medium is the channel through which the message travels.
2. It is the link that connects the sender and the receiver
3. Examples (verbal communication) of medium are Face to Face, telephones, mails, Notice, Circulars etc.
4. Examples (Non-verbal Communication) Signals, Symbols, gestures etc.

# **COMMUNICATION**

## **PROCESS OF COMMUNICATION**

### **DECODING**

1. Translating the sender's message by the receiver is decoding.
2. Decoding is the process in which the receiver draws meaning from the symbols encoded.
3. One's knowledge, culture, attitude determines the decoding process.

# **COMMUNICATION**

# **PROCESS OF COMMUNICATION**

## **RECEIVER**

1. The person who receives the message is called as the receiver.
2. Communication to be effective, it should be receiver oriented.

# **COMMUNICATION**

## **PROCESS OF COMMUNICATION**

### **FEEDBACK**

1. The response of the receiver to a message is called as the feedback.
2. Feedback enable the communicator to check whether the message has reached properly to the receiver.

# **Transactional and Transformational Leadership**

# **Transactional and Transformational Leadership**

- **Transactional Leader manages transactions between the organization and members.**
- **Through these transactions organizational objectives is achieved.**
- **They get things done by giving contingent rewards in terms of recognition**
- **Pay hike and advancement for those who perform better.**

# **Transactional and Transformational Leadership**

- These leaders focus on changing the attitude and assumptions of their employees.
- They create awareness and acceptance of the purposes and mission.

# Transactional and Transformational Leadership

Table 21.4 Characteristics of Transactional and Transformational Leadership

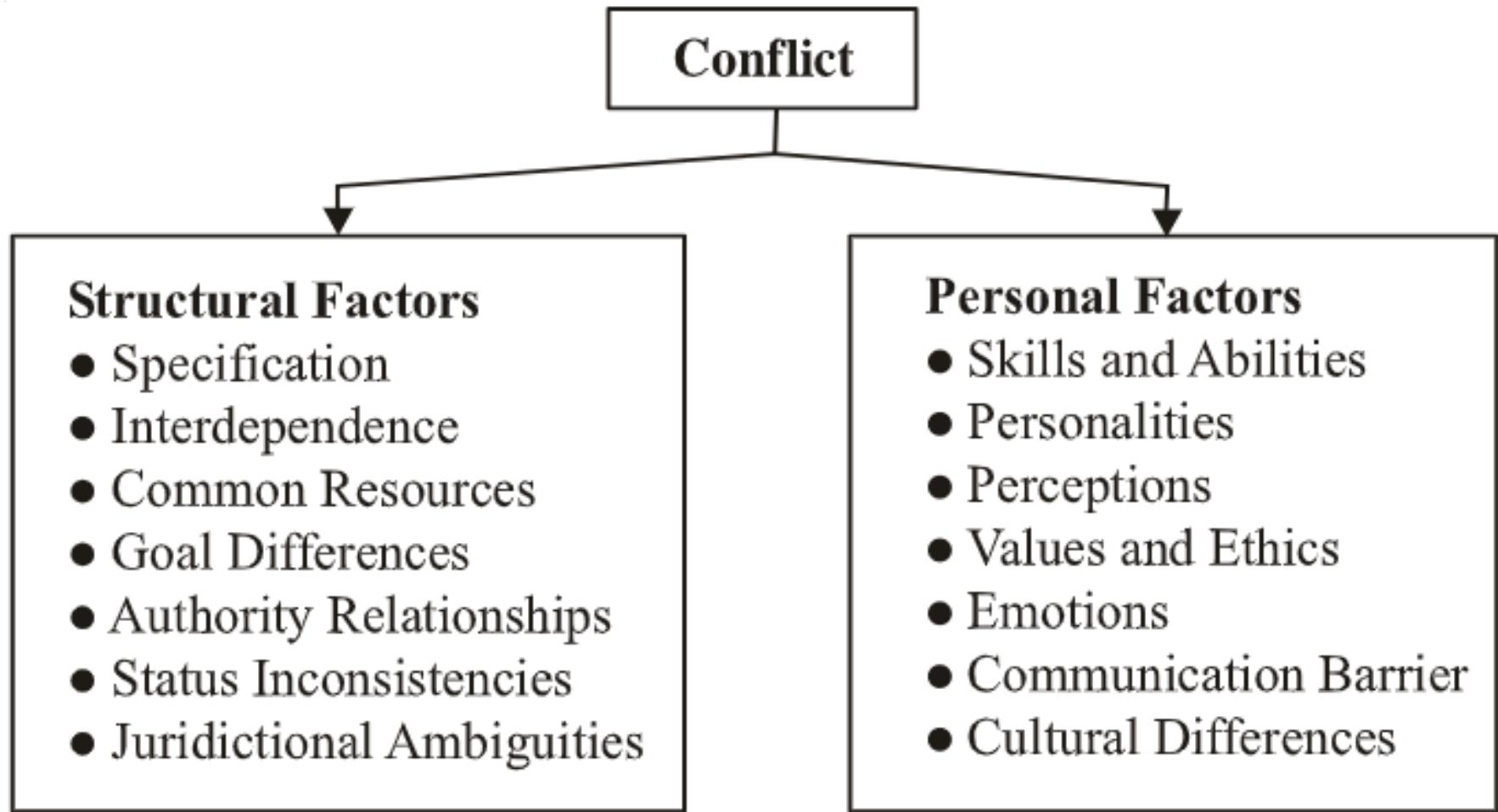
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Transactional Leadership	Transformational Leadership
• <b>Contingent Reward:</b> Contracts exchange of rewards for effort, promises rewards for good performance, recognizes accomplishments.	• <b>Charisma:</b> Provides vision and sense of mission, instills pride, gains respect and trust.
• <b>Management by Exception(active):</b> Watches and searches for deviations from rules and standards, takes corrective actions.	• <b>Inspiration:</b> Communicates high expectations, uses symbols of focus efforts, expresses important purposes in simple ways.
• <b>Management by Exception (Passive):</b> Intervenes only if standards are not met.	• <b>Intellectual Simulation:</b> Promotes intelligence, rationality, and careful problem solving.
• <b>Laissez-Faire:</b> Abdicates responsibilities, avoids making decisions.	• <b>Individualized Consideration:</b> Gives personal attention, treats each employee individually, coaches, advises.

# **CONFLICT**

Struggle between Opposing needs, wishes, ideas, interest or people is called Conflict

When One party has negative effect with another party Conflict arises.



**Fig. 17.1: Sources of Conflict in Organisations**

# **TYPES OF CONFLICT**

- 1. Intra-personal**
- 2. Inter-personal**
- 3. Inter-Group**
- 4. Inter-Organization**

# Intra-personal

- When Conflict occurs within an individual then it is called as Intra-personal conflict.
- Eg. Work- home conflict

# **Inter-personal**

- Conflict Between two or more people is called Inter-personal conflict.
- Eg. Conflicts because of personalities, perception etc...

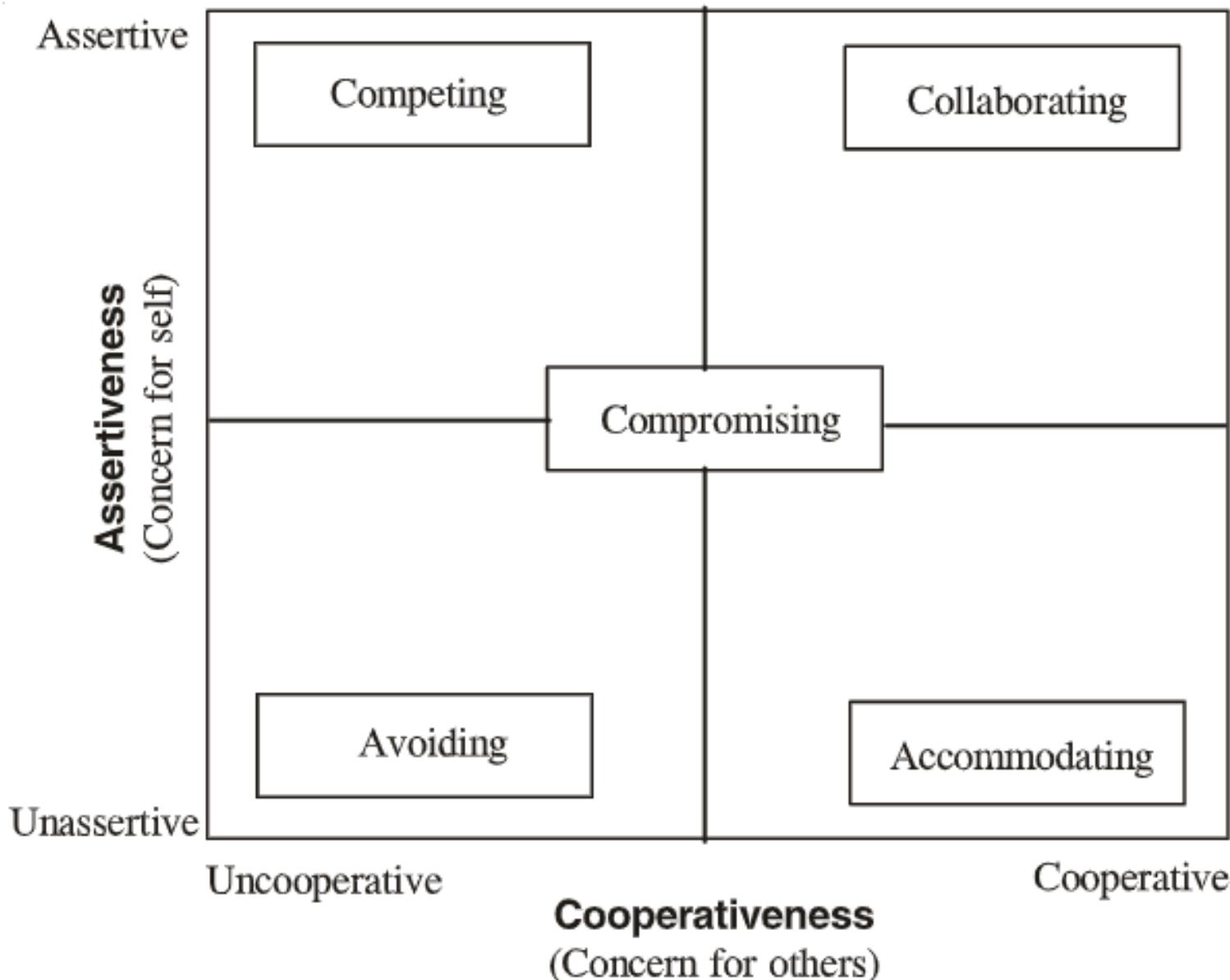
# Inter-Group

- When conflict occurs between group or team it is called Inter-group conflict.
- Eg. This happens because of the following reason.
  - Gain power
  - Improve the image
  - Different viewpoints
- Positive consequences are increased focus on task and increased loyalty.

# **Inter-Organization**

- **Conflict that occurs between two or more organization is called Inter-Organization.**
- **This happens between organization having similar objectives.**

# Conflict Management



# **DETERMINANTS OF ORGANIZATIONAL CLIMATE**

# **DETERMINANTS of Organizational Climate**

- 1. Economic Health**
- 2. Organizational Policies and Procedures**
- 3. Organizational Size**
- 4. Organizational Structure**
- 5. Leadership Styles**
- 6. Managerial Values and Ethos**

# DETERMINANTS of Organizational Climate

## 1. Economic Health

Based on the economic health of an organization the budget is prepared.

A tight budget is prepared when the economic health is weak.

A loose budget is prepared when the economic health is enjoying prosperity.

# DETERMINANTS of Organizational Climate

## 2. Organizational Policies and Procedures

The organizational policies and procedures that regulates and monitors the employees activities will definitely facilitate their performance.

The employees performance determines the organizational climate.

# DETERMINANTS of Organizational Climate

## 3. Organizational Size

A smaller sized organization facilitates creativity and innovation climate in the organization.

A larger sized organization facilitates authoritative style of management

# **DETERMINANTS of Organizational Climate**

## **4. Organizational Structure**

**The organizational structure determines the climate of an organization. The answers to the following determines the climate of an organization.**

- How much the superiors rely on their subordinates?**
- How do superiors know the problems the subordinates face on their jobs?**
- Who do actually take organization decisions?**
- Who do generally resist the organizational proposals?**

# DETERMINANTS of Organizational Climate

## 5. Leadership Styles

<i>Leadership Styles</i>	<i>Dimensions of Organisational Climate</i>
<b>Authoritative Leadership</b> <ul style="list-style-type: none"><li>• Always follows order</li><li>• Criticizes violation of orders and rules and regulations</li><li>• Exercises authority and control</li><li>• Avoids involvement with employees</li></ul>	<ul style="list-style-type: none"><li>• High position structure</li><li>• High control</li><li>• Low individual autonomy</li><li>• Low warmth and support</li></ul>
<b>Democratic Leadership</b> <ul style="list-style-type: none"><li>• Involves employees in organisational matters</li><li>• Gives general positive rewards</li><li>• Creates friendly relationships</li><li>• Gives individual and organisational support</li></ul>	<ul style="list-style-type: none"><li>• High warmth and support</li><li>• High reward orientation</li><li>• Low conflict</li><li>• High progressiveness and development</li></ul>
<b>Free-Reign Style</b> <ul style="list-style-type: none"><li>• Maintains informality</li><li>• Allows employees to work the way they like</li><li>• Stresses free working in the organisation</li></ul>	<ul style="list-style-type: none"><li>• High individual autonomy</li><li>• High risk-bearing</li><li>• High individual autonomy</li></ul>

# **DETERMINANTS of Organizational Climate**

## **6. Managerial Values and Ethos**

**The Managerial Values and ethos determines the climate of an organization.**

**The positive attitude managers bring positive climate inside an organization.**

**The negative attitude managers bring negative climate inside an organization.**

**ORGANIZATIONAL CLIMATE  
and  
DIMENSIONS OF ORGANIZATIONAL  
CLIMATE**

# **ORGANIZATIONAL CLIMATE**

According to Forehand and Gilmer,

**“Organizational Climate consists of a set of characteristics that describe an organization, distinguish it from other organizations are relatively enduring over time and influence the behavior of people in it.”**

# **Dimensions of Organizational Climate**

- 1. Individual Autonomy**
- 2. Position Structure**
- 3. Reward System**
- 4. Support System**
- 5. Progress and Development**
- 6. Conflict**
- 7. Control**
- 8. Risk Taking**

# **Dimensions of Organizational Climate**

## **Individual Autonomy**

**It is the degree of freedom from accountability and answerable to others**

## **Position Structure**

**It is the extent of direct supervision and prescription of formal rules and regulations applicable to employees while at work.**

## **Reward System**

**The extent of benefits and incentives offered to employees to enable them to perform more and better.**

# Dimensions of Organizational Climate

## Support System

**Nature and extent of social support received from others at workplace.**

## Progress and Development

**The extent of support the organization makes for the employees to progress and develop their professional career.**

## Conflict

**This refers to the extent to which inter-personal disagreements, conflicts and confrontations exist among the employees in the organization.**

# Dimensions of Organizational Climate

## Control

This refers to the extent to which the employees behavior is regulated and monitored to enable to behave in desired manners.

## Risk Taking

This refers to the extent to which the employees is free to try out new ideas.

**ORGANIZATIONAL CULTURE**

**and**

**CHARACTERISTICS OF**

**ORGANIZATIONAL CULTURE**

# ORGANIZATIONAL CULTURE

1. Organizational culture is defined as the behavior of human within an organization.
2. They share values beliefs and norms that influence how employees feel and act towards others in the organization.
3. In essence, it is the organization's personality.
4. The central idea is that every organization has its own culture as a unique identity.

# **CHARACTERISTICS OF ORGANIZATIONAL CULTURE**

- 1. Observed behavioral regularities**
- 2. Norms**
- 3. Dominant values**
- 4. Philosophy**
- 5. Rules**
- 6. Organizational Climate**

# CHARACTERISTICS OF ORGANIZATIONAL CULTURE

- 1. Observed behavioral regularities-** When organizational participants interact with one another, they use common language, terminology, and rituals related to deference and demeanor.
- 2. Norms-** Standards of behavior exist, including guidelines on how much work to do, which in many organizations come down to “Do not do too much; do not do too little.”
- 3. Dominant values-**There are major values that the organization advocates and expects the participants to share. Typical examples are high product quality, low absenteeism, and high efficiency.
- 4. Philosophy-**There are policies that set forth the organization’s beliefs about how employees and/or customers are to be treated.
- 5. Rules-**There are strict guidelines related to getting along in the organization. New-comers must learn those “rules” in order to be accepted as full-fledged members of the group
- 6. Organizational climate-** this is an overall “feeling” that is conveyed by the physical layout, the way participants interact, and the way members of the organization conduct themselves with customers or other outsiders.

**STRESS,  
Sources of Stress  
and  
Consequences of Stress**

# STRESS

- Stress is the pressures people feel inside due to their reaction to situation.

## SOURCES OF STRESS

1. Environmental Cause
2. Job and Organizational Cause
3. Group Cause
4. Individual Cause

# **Environmental Cause**

- Fast Technological Change
- Family Demands and Obligations
- Economic and Financial situations
- Race, caste, relocation and transfers

## **Physical Environment**

Excessive Noise, Poor Lighting, Safety hazards,  
lack of privacy and poor air quality

# **Job and Organizational Stressors**

1. Organizational Policies, procedures and structure can cause stress.
2. Downsizing causes stress

## **Group Stressors**

1. Lack of Group Cohesiveness
2. Lack of Social Support
3. Inter Personal and Inter Group Conflict

# Individual Stressors

- Role Conflict
- Role Ambiguity
- Workload
- Life Events
- Personality

# Consequence of Stress

## 1. Physiological Consequences

- Because of Stress people experience tension, headache, high blood pressure, high level of cholesterol, ulcers etc...

## 2. Psychological Consequences

- Job dissatisfaction, moodiness, depression, anxiety, nervousness, irritability etc...
- Emotional Fatigue is also one of the consequence

## 3. Behavioral Consequences

- When Stress becomes Distress it affects employees behavior
- Consequence of distress is under eating, overeating, sleeplessness, obesity, increased drinking and smoking etc...

# **TYPES OF ORGANIZATIONAL CULTURE**

# **TYPES OF ORGANIZATIONAL CULTURE**

- 1. Dominant Culture and Subculture**
- 2. Strong and Weak Culture**

# **TYPES OF ORGANIZATIONAL CULTURE**

## **1. Dominant Culture**

- It is Marked by the set of core values that is shared by majority of organizational members.
- Dominant culture is the macro view of organization personality.
- The daily activities of the employees are guided by the dominant culture.

# **TYPES OF ORGANIZATIONAL CULTURE**

## **1. Subculture**

- Subculture expresses a set of values that are shared by the members of a division and department.
- Subculture normally originates from the problems and experiences of the employees in the department.
- Subculture can be formed either vertically or horizontally.

# **TYPES OF ORGANIZATIONAL CULTURE**

## **2. Strong and Weak Culture**

- It is Marked by the set of core values that is shared by majority of organizational members.
- The more intensely the core value is shared the more strong the culture becomes.
- The degree of sharing depends on orientation and rewards.
- Conducting orientation programme on the culture of the organization increases the intensity of sharing of the core values among the employees.
- Promotion of an employee who hold the core values help others to understand the core values and culture of an organization.
- When Core values are not shared with high degree of intensity it forms weak culture.