

2/3/22 :-

DBHRM

Organisation:-

A unit in which 2 or more individuals work jointly for the attainment of the objectives of the organisation.

Behavior means actions and reactions of an individual and the group towards their activities.

Nature of OB :-

- * Organisational behaviour is a systematic study.
- * OB is a separate field of study and not a discipline.
- * An inter-disciplinary approach.
- * An applied science.
- * A normative science.
- * A total system approach.

Levels of OB :-

1. Individual Level
2. Group Level
3. Organisational Level

Scope of OB :-

1) Ensure Employee's satisfaction which depends upon the level of performance (LOP).

a) By developing human skills .

b) Through performance appraisal forms .

c) Determining motivation system i.e through monetary incentives / non-monetary incentives .

- 2) By developing positive attitude
- 3) Helps in reducing conflicts.

Challenges and Opportunities of OB:-

They are massively and rapidly changing for improving productivity and making the business goals by:

- a) Improving people's skills.
- b) Improving quality standards.
- c) Total quality management.
- d) Managing of work force diversity.
- e) Responding to globalisation.
- f) Empowering people.
- g) Stimulating innovation & changes.
- h) Emergence of e-organisations & e-commerce.
- i) Improvement of ethical behaviour.
- j) Increasing customer service.
- k) Helping employees' balance work life conflicts.

Foundations of Individual Behaviour:-

- 1) Attitude
- 2) Personality
- 3) Perceptions
- 4) Learning
- 5) Motivation.

Attitude:-

* It is the mental state of readiness.

learned and organised through experience, exerting a specific influence on the person's response to people, object and situations with which it is related.

- * Attitudes are learnt through pre-dispositions (a liability to suffer from a particular habit) to respond to a set of facts.
- * Attitudes are learned pre-dispositions towards aspects of the environment.

Characteristics of Attitude:-

- 1) Attitudes are evaluative statements.
- 2) Every human being irrespective of their age/social status hold an attitude.

Components of Attitude:-

- 1) Affective
- 2) Cognitive
- 3) Behaviour

ABC Model:-

- * Affective component includes feeling, sentiments, moods and emotions of an individual given, idea or object.
- * Behavioural component includes pre-disposition to form a favourable/unfavourable evaluation of something which is also called as overt component.
- * Cognitive component includes beliefs, opinions, knowledge or information held by the individual.

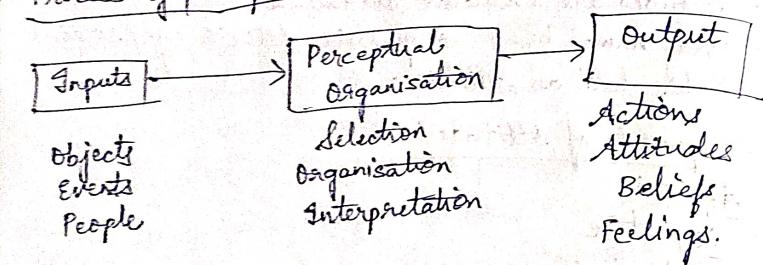
Influence of Attitude :-

- 1) Job satisfaction.
- 2) Job involvement.
- 3) Organisational commitment.

→ Perception :-

It is an intellectual process by which an individual acquires information from environment, organises it and obtains meaning from it.

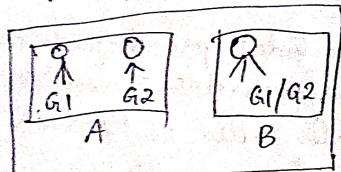
Process of perception :-



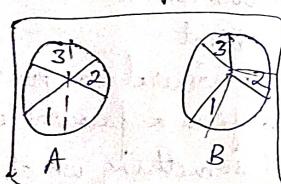
Selection :-

Selective perception involves 2 psychological principles:

a) Figure ground



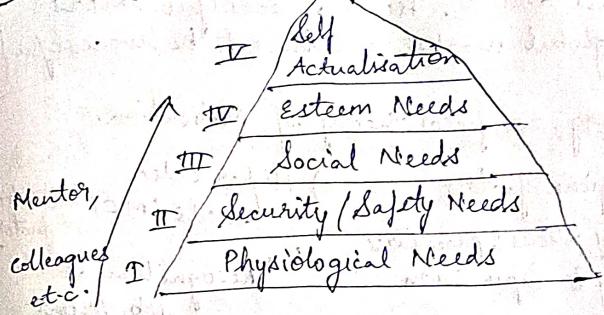
b) Relevance



Grouping !-

Motivation Theories :-

1. Maslow's Hierarchy of Needs Theory



1) Physiological needs are also known as basic needs which include food, clothing and shelter in the Indian context. If these requirements are not met, the human body cannot function in the normal way.

2) Security / safety needs — After the physiological needs are satisfied to a reasonable level, the individual thinks about safety for a lifetime.
ex: Job security, bank balance, life insurance policy etc

3) Social Needs — It involves emotionally based relationships like friendship etc. Social connections like dependents and family members, mentor, work colleagues etc.

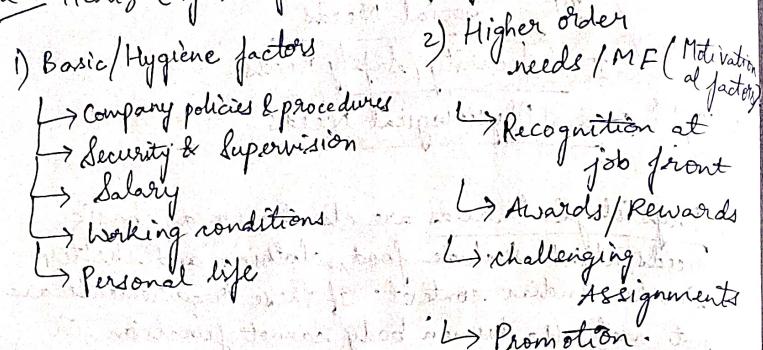
4) Esteem needs — Esteem presents the normal human desire to be accepted and valued by others.

5) Self Actualization Needs — It is the need to maximise one's own potential in any area, wherever, whatever it may be.

ex: A trader has been successful in the

domestic country and hence enters into international arena, hence successful enters into the global market and tries to be successful

2. Herzberg two factor theory of Motivation.



3. Alderfer ERG Theory of Motivation

E = Existence

R = Relatedness

G = Growth

- * It is a content theory of motivation.
- * It says all human beings are motivated by the 3 needs i.e. E = Existence, R = Relatedness, G = Growth.
- * The most concrete & motivating of the 3 needs is existence which really relates to physical and psychological survival.
- * The next level is the need for relatedness, a sense of community feelings and a good relationship with yourself.
- * Growth relates to self development and

fulfillment of funs or desires.

14/3/22-

Unit - 2

Organisational Change:

- * Change is the organisation of status quo, to alter, to make different, ~~to~~ to pass from one state to another has to change the position, character or appearance of a thing.
- * When you introduce a change in the organisation, you are ultimately going to be impacting one or more of the foll. 4 parts of how the organisation operates:
 - a) Processes
 - b) Systems
 - c) Organisational structure
 - d) Job roles.

Resistance to Change:

- * Change is always beneficial and difficult to implement.
- * It is imp. for change to occur on a continuous basis to adjust to the dynamic forces.
- * Resistance to change will be on 2 reasons:
 - a) Social change
 - b) Change in human relationship along with technical changes.

Factors affecting resistance to change:-

1. Insecurity — changes caused due to change in new technology, new procedure, new system causes uncertainty in the job which

creates employee's apprehension which leads to insecurity in job.

2. Lack of communication — If change is not properly communicated to the people working in the organisation it can lead to resistance, a sense of participation helps to reduce such resistance.

3. Rapidity and extent of change — If changes are minor, the resistance also will be minimal. However, if the changes are major, such as restructuring of org., the resistance will be highly visible.

4. Group resistance — Individuals resist to change sometimes if the group he/she belongs to resist because an individual is supposed to comply with group norms.
ex: Trade unions in public sector enterprises.

5. Emotional turmoil — Individuals may resist change due to past experience where changes doesn't have positive result, and this may also be due to mis understanding.

6. Loss of power and control — Sometimes changes can reduce power and authority of individual/groups units. Such losses may create resistance.

Managing Resistance to change :-

1) Participation and Involvement :-

* Participation ensures commitment in implication of changes.

* Secondly participation will be easier when individual recognises his/her personal benefit

2) Communication and education :-
If information is inaccurate & not sufficient sometimes, then it is necessary to educate staff/employee in training classes (very short term), meeting & conferences.

3) Leadership :-
A leader has strong influence & has command over his members to exert emotional pressure on his subordinates to bring about the change.

4) Negotiation and Agreement :-
Negotiation is a technique used to balance.

5) Willingness for the sake of group :-
Some individuals may be willing to accept changes, when belonging to the group & accept change.

6) Timing of Change :-
Timing of introduction of change can have a considerable impact on resistance & organisational climate.

Process of Organizational Development & Intervention :-
OD is a collection of change method that tries to improve organisational effectiveness and employee well being. It encompasses a collection of planned change interventions built on humanistic/democratic values that seeks to improve organisational effectiveness.

Features of OD :-

- 1) Planned change
- 2) Comprehensive change
- 3) Long range change
- 4) dynamic process

- 5) participation of change agency
- 6) emphasis on intervention
- 7) Action research
- 8) Normative educational process.

Role of OD :-

- * To place emphasis on humanistic values.
- * To train each human being as a complex person.
- * To increase the level of trust among members.
- * To increase the level of enthusiasm at all levels across the organisation.
- * To increase the level of self and group responsibility p in planning.

Problems in OD :-

- * Discrepancy between ideal and real time situation.
- * lack of open system concept.
- * Resistance to change.
- * Lack of motivation among the members.
- * Costly programs.

Process of OD :-

- * Problem identification & diagnosis.
- * Planning strategy for change.
- * Intervening in the system.
- * Evaluation.

Managing OD process :-

The basic components of OD program include

- * Diagnosis — continuous collection of data about the total system, its sub-units, its processes and culture.
- * Action — all activities and interventions designed to improve the organisation's functioning.
- * Program management — all activities designed to ensure success of the program.

Types of Organizational Change :-

- 1) Planned change
- 2) Unplanned change.
 - a) Changing employee demographics.
 - b) Performance gaps.
 - c) Governmental regulations.
 - d) Economic competition in the global arena.

Big Three Model:-

Prof. Kanter, Stein, Tich (1992).