B.C.A study

Unit -1 :Fundamental of Organisational Behaviour

Organizational Behavior: Definition, Importance, Nature,

Organizational Behavior (OB) is the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself.

Organizational Behavior researchers study the behavior of individuals primarily in their organizational roles.

One of the main goals of organizational behavior is to revitalize organizational theory and develop a better conceptualization of organizational life.

As a multidisciplinary field, organizational behavior has been influenced by developments in a number of allied disciplines including sociology, psychology, economics, and engineering as well as by the experience of practitioners.

Definition by Fred Luthans "Organizational behavior is directly concerned with the understanding, prediction, and control of human behavior in organizations." —

According to L. M. Prasad, "Organisational behaviour can be defined as the study and application of knowledge about human behaviour related to other elements of an organisation such as structure, technology and social systems."

Organisational Behaviour –

> *Nature: A Separate Field of Study and Not a Discipline Only, An Interdisciplinary Approach, An Applied Science and a Few Others*

Organizational behaviour has emerged as a separate field of study.

The nature it has acquired is identified as follows:

1. A Separate Field of Study and Not a Discipline Only:

By definition, a discipline is an accepted science that is based on a theoretical foundation. But, O.B. has a multi- interdisciplinary orientation and is, thus, not based on a specific theoretical background. Therefore, it is better reasonable to call O.B. a separate field of study rather than a discipline only.

2. An Interdisciplinary Approach:

Organizational behaviour is essentially an interdisciplinary approach to study human behaviour at work. It tries to integrate the relevant knowledge drawn from related disciplines like psychology, sociology and anthropology to make them applicable for studying and analysing organizational behaviour.

3. An Applied Science:

The very nature of O.B. is applied. What O.B. basically does is the application of various researches to solve the organizational problems related to human behaviour. The basic line of difference between pure science and O.B. is that while the former concentrates of fundamental researches, the latter concentrates on applied researches. O.B. involves both applied research and its application in organizational analysis. Hence, O.B. can be called both science as well as art.

4. A Normative Science:

Organizational Behaviour is a normative science also. While the positive science discusses only cause effect relationship, O.B. prescribes how the findings of applied researches can be applied to socially accepted organizational goals. Thus, O.B. deals with what is accepted by individuals and

society engaged in an organization. Yes, it is not that O.B. is not normative at all. In fact, O.B. is normative as well that is well underscored by the proliferation of management theories.

5. A Humanistic and Optimistic Approach:

Organizational Behaviour applies humanistic approach towards people working in the organization. It, deals with the thinking and feeling of human beings. O.B. is based on the belief that people have an innate desire to be independent, creative and productive. It also realizes that people working in the organization can and will actualise these potentials if they are given proper conditions and environment. Environment affects performance or workers working in an organization.

6A Total System Approach:

The system approach is one that integrates all the variables, affecting organizational functioning. The systems approach has been developed by the behavioural scientists to analyse human behaviour in view of his/her socio-psychological framework. Man's socio- psychological framework makes man a complex one and the systems approach tries to study his/her complexity and find solution to it.

Organisational Behaviour – **Scope**

The scope of the organizational behavior is as under:

Impact of personality on performance

Employee motivation

Leadership

How to create effective teams and groups

Study of different organizational structures

Individual behavior, attitude and learning

Perception

Design and development of effective organization

Job design

Impact of culture on organizational behavior

Management of change

Management of conflict and stress

Organizational development

Organizational culture

Transactional analysis

Group behavior, power and politics

Job design

Study of emotions

The field of the organizational behavior does not depend upon deductions based on gut feelings but attempts to gather information regarding an issue in a scientific manner under controlled conditions. It uses information and interprets the findings so that the behavior of an individual and group can be canalized as desired.

Large number of psychologists, social scientists and academicians has carried out research on various issues related to organization behavior. Employee performance and job satisfaction are determinants of accomplishment of individual and organizational goals.

Organizations have been set up to fulfill needs of the people. In today's competitive world, the organizations have to be growth-oriented. This is possible when productivity is ensured with respect to quantity of product to be produced with zero error quality. Employee absenteeism and turnover has a negative impact on productivity.

Goals of Organizational Behavior

The goals of the organizational behavior are as follow.

01- The employee absenteeism, productivity and turnover are emphasized.

02- The employee performance is determined by the organizational citizenship concept.

03- Attitudes consist of evaluative statements that are favorable or unfavorable and concern with people, objects or events.

04- The attitude is formed from three basic elements that are cognition, effect & behavior.

05- The beliefs, knowledge, opinions & information possessed by a person constitute the cognitive element of that person.

06- The feelings or emotions constitute the effective element of the attitude.

07- The intention to act in a specific way represents the behavioral element of the attitude of a person.

08- There are three major job related attitudes which are job involvement, job satisfaction & organizational commitment.

Organizational Behavior Model

In management, the focus is on the study of the five organizational behavior models:

- Autocratic Model
- Custodial Model
- Supportive Model
- Collegial Model
- System Model

1.Autocratic Model -This model has its roots in the historical past, and definitely became a most prominent model of the industrial revolution of 1800 and 1900s. It gives the owners and manager's power to dictate and form decisions while making employees obey their orders. The model asserts that employees need to be instructed and motivated to perform while managers do all the thinking. The whole process is formalized with the managers and authority power has the right to give command to the people, "You do this or else…", is a general dictatorship command. As Newstrom suggests, "the psychological result of the employees is dependence on their boss, whose power to "hire, fire and perspire" is almost absolute. Employers receive less wages as they are less skilled and their performance is also minimum, which they do it rather reluctantly as they have to satisfy the needs of their families and themselves. But there are some exceptions as many employees do give higher performance because either they would like to achieve or have a close association with their boss, or either they have been promised a good reward, but overall their performance is minimum.

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2. **Custodial Model**

Now the time came when managers began to think the security of the employees is imperative- it could be either social as well economic security. Now managers have begun to study about their employees needs, they found out that though in the autocratic setup employees does not talk back yet they have many things to say but incapability to speak result in frustrations, insecurity, and aggressive behavior towards their boss. Since they are not able to display their feelings, they would

vent these feelings on their family and neighbors. This causes suffering to the entire community and relationships and this often results in bad performance. Newstrom gave the example of a wood processing plant where the employees were treated very cruelly even to the extent of physical abuse. Since workers were not able to strike back directly they show their aggression by destroying the good sheets of veneer destroying the supervisor's credibility.

The custodial approach induces employees now to show their dependency and loyalty towards the company and not to the boss or managers or supervisors. The employees in this environment are more psychologically contended and preoccupied with their rewards but it is not necessary they would be strongly motivated to give the performance. The studies show that though it has been the best way to make them happy employee but not productive employee, so the question still remains what should be the better way? But overall this step had been a stepping stone for the creation and development of the next step.

3. **Supportive Model**

Unlike the two previous approaches, the supportive model emphasis on motivated and aspiring leader. There is no space for any control or authoritative power in this model or on the incentives or reward schemes but it is simply based on motivating staff through the establishment of the manager and employee relationship and the treatment that is given to employees on daily basis.

One of the key aspects of the supportive model has been studies conducted at the Hawthorne Plant of Electric in the 1920s and 1930s. The study was led by Elton Mayo and F.J Roethlisberger to implore on the human behavior at work by implementing and placing keen insight on the sociological, psychological perspective in the industrial setup. They came up to a conclusion that a single organization is a social system and a worker is an important component in the system. They found that worker is not a tool that can be used in any way but has its own behavior and personality and needs to be understood. They suggested that understanding of group **(https://www.educba.com/course/group-dynamics-essential-training/)**dynamics including the application of supportive supervision is imperative to make workers contribute and be supportive.

Through the leadership organizations give the space and climate for the employees to develop, form their own thinking and take an initiative. They would take responsibility and improve themselves. Managers are oriented towards supporting the employees to give performances and not just support them through employee benefits as done in custodial approach.

The supportive model is being widely accepted chiefly in the developed nations where the needs of the employees are different as it fulfills many of the employees emerging needs. This approach is less successful in the developing nations where the social and economic need of the working class is different. In short, in the supportive model money is not which retain the satisfaction of the employees but it is a part of the organization's life that has been put to the use and makes other people feel wanted.

4 The Collogial Model

In this scheme, the structure of an organization is developed in a way that there is no boss nor subordinates, but all are colleagues who have to work as a team. Each one of the employees has to participate and work in coordination with each other to achieve the target rate. No one is worried about his status or a job title. Manager's role is here like a coach whose function is to guide the team to perform and generate positive and motivating work environment, instead of focusing on his own personal growth. The team requires adopting new approaches, research and developmentand new technologies to better their performance.

We can also say Collegial model is an extension of the supportive model. The success of the collegial model depends on the management's ability to foster the feeling of partnership between the employees. This makes the employees feel important and needed. They also feel that managers are not just mere supervisors but are also giving their equal contribution to the team.

To make the collegial model success many organizations have abolished the use of bosses and subordinates during working, as these terms create the distance between the managers and subordinates. While some of the organizations have abolished the system of allotting reserved space for executives. Now any employee can park their vehicle in the common parking space, which increases their convenience and makes them more comfortable.

The manager is oriented towards the team performance while each employee is responsible for his task and towards each other. They are more disciplined and work as per the standards set by the team. In this setup employees feel fulfilled as their contribution is accepted and well received.

5 System Model

The most emerging model of the today's corporate era is the system model. This model emerged from the rigorous research to attain the higher level of meaning at work. Today's employees need more than salary and security from their job, they need the hours they are putting towards the organization is giving them some value and meaning. To add to it, they need the work that is ethical, respectful, integrated with trust and integrity and gives a space to develop a community feeling among the co-workers.

In the system model, the expectations of the managers are much more than getting the work done by the employees. The managers have to show their emotional side, be more compassionate and caring towards their team and they must be sensitive towards the needs of the diverse workforce. They have to devote their attention to creating the feeling of optimism, hope, trustworthiness, courage, self-determination, and through this, they try to developed the postive work culture where the employees feel more at ease and work as if they are working for their family. This ultimately results in the long time commitment and loyalty of the employees and the success of the company.

Managers also try to foster two main concepts; authenticity and transparency and social intelligence. Managers always try to make the employees feel the part of the project and the organization and give them all the support so that they can increase their efficiency and output. In turn, the employees feel more emotionally and psychologically part of the organization and become

more responsible for their actions. Employees feel more inspired, motivated, important and feel that what they are doing and what they think would be good for the organization which goes beyond their personal achievements.

Cultural Diversity Definition

C-Transport is an aviation company that manufactures airplanes. The reason for the company's success has to do with their employees. C-Transport depends on worker diversity to bring the aircraft to fruition. **Diversity** consists of all the different factors that make up an individual, including age, gender, culture, religion, personality, social status and sexual orientation.

Cultural diversity (also known as **multiculturalism**) is a group of diverse individuals from different cultures or societies. Usually, cultural diversity takes into account language, religion, race, sexual orientation, gender, age and ethnicity. Companies started to embrace corporate diversity in the early 2000s. This was due to many trends in demographics and a changing workforce.

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UNIT-2: Perception,Attitude,Values & Motivation

Perception is a fundamental aspect of organizational behavior that refers to how individuals interpret and make sense of the world around them. It involves the process of receiving, selecting, organizing, and interpreting information from the environment, which ultimately influences how individuals understand and respond to various stimuli. Here's a breakdown of the concept, nature, process, and importance of perception in organizational behavior:

Concept:

Perception is the cognitive process through which individuals perceive and interpret sensory information to give meaning to their experiences. It involves the interaction between the external stimuli and an individual's internal psychological processes, such as beliefs, values, attitudes, and past experiences. In an organizational context, perception influences how employees perceive their work environment, their superiors, colleagues, tasks, and overall organizational culture.

Nature:

Perception is a subjective and individualized process. It is shaped by the unique characteristics and experiences of each individual, leading to differences in how people perceive the same situation. It is influenced by factors like cognitive biases, stereotypes, emotions, and cultural backgrounds. Perception is also an ongoing and dynamic process that can be influenced by new information and feedback.

Process:

The process of perception can be divided into three main stages:

1. **Selection:** Individuals selectively attend to certain stimuli from the environment while ignoring others. This selective attention is influenced by factors such as the intensity, novelty, and relevance of the stimuli, as well as the individual's interests and expectations.
2. **Organization:** Once the stimuli are selected, individuals organize them into meaningful patterns and categories. This process involves grouping related stimuli together based on similarities, using perceptual filters and schemas to simplify and make sense of the information.
3. **Interpretation:** Finally, individuals interpret the organized stimuli, assigning meaning to them based on their existing knowledge, beliefs, and personal experiences. Interpretation can be influenced by cognitive biases, such as confirmation bias or stereotyping, which may lead to distorted or inaccurate perceptions.

Importance:

Perception plays a crucial role in organizational behavior for several reasons:

1. **Decision making:** Perception affects how individuals gather and interpret information, which directly influences their decision-making processes. Different perceptions of the same situation can lead to varied judgments and choices, impacting individual and organizational outcomes.
2. **Communication and teamwork:** Perception influences how individuals understand and interpret messages from others. Diverse perceptions can lead to misunderstandings, conflicts, or effective collaboration within teams. Recognizing and managing different perceptions is vital for effective communication and teamwork.
3. **Employee behavior and motivation:** Individual perceptions shape employees' attitudes, beliefs, and behaviors within an organization. Positive perceptions of fairness, support, and opportunities can enhance employee motivation, job satisfaction, and engagement. On the other hand, negative perceptions may lead to demotivation, resistance to change, and lower organizational commitment.
4. **Organizational culture and climate:** Perception contributes to the creation of an organization's culture and climate. The shared perceptions and interpretations of employees regarding the organizational values, norms, and practices shape the overall culture. Managing perception effectively can help build a positive and inclusive organizational culture.

Management Behavioural aspect of Perception

In the context of management, understanding the behavioral aspects of perception is crucial for leaders and managers to effectively interact with their employees, make informed decisions, and create a positive work environment. Here are some key behavioral aspects of perception in management:

1. **Selective perception:** Individuals tend to selectively perceive information based on their interests, needs, and expectations. In a management setting, this means that managers may focus more on information that confirms their existing beliefs or biases, while ignoring contradictory data. It is important for managers to be aware of their selective perception and actively seek out diverse perspectives and information to make objective decisions.

2. **Stereotyping:** Stereotyping refers to the tendency to assign certain traits or characteristics to individuals or groups based on preconceived notions or generalizations. In a management context, stereotyping can lead to biased judgments and decision-making. Managers should strive to avoid stereotyping and treat each employee as an individual, recognizing their unique abilities, skills, and contributions.

3. **Halo effect:** The halo effect occurs when a positive or negative impression of an individual influences perceptions of their other attributes or qualities. For example, if a manager has a positive impression of an employee based on their performance in one area, they may assume the employee is competent in all areas. This can lead to biased performance evaluations and promotion decisions. Managers should make an effort to evaluate employees based on objective criteria and avoid letting one aspect influence their perception of the individual as a whole.

4. **Attribution theory:** Attribution theory focuses on how individuals interpret and explain the causes of behavior. Managers may attribute an employee's behavior to internal factors (such as ability or motivation) or external factors (such as the task difficulty or resources available). Understanding attribution theory can help managers make more accurate judgments about employee performance and provide appropriate feedback and support.

5. **Emotional influence:** Emotions can significantly impact perception. Managers should be mindful of the emotional state of their employees and how it may affect their perceptions and behavior. Emotionally intelligent managers can effectively manage their own emotions and recognize and respond to the emotions of their employees, creating a more positive and supportive work environment.

6. **Perceptual biases:** Various cognitive biases can distort perception and influence decision-making in management. Some common biases include confirmation bias (favoring information that confirms existing beliefs), availability bias (relying on readily available information), and anchoring bias (relying too heavily on initial information). Managers need to be aware of these biases and strive to make objective and unbiased decisions.

Understanding and managing these behavioral aspects of perception can help managers make more accurate judgments, reduce biases, improve communication, and create a fair and inclusive work environment. By recognizing the subjective nature of perception and actively seeking diverse

perspectives, managers can promote effective decision-making and enhance employee engagement and performance.

Effects of employee attitudes

Employee attitudes have significant effects on both individual and organizational levels. Here are some key effects of employee attitudes:

1. **Job satisfaction:** Employee attitudes, particularly their level of job satisfaction, significantly impact their overall well-being and motivation. When employees have positive attitudes towards their work, they are more likely to experience higher job satisfaction. This, in turn, leads to increased employee engagement, productivity, and commitment to the organization.
2. **Employee retention:** Positive employee attitudes can contribute to higher levels of employee retention. When employees are satisfied with their work and have positive attitudes towards their organization, they are more likely to stay with the company for a longer period. Conversely, negative attitudes, such as dissatisfaction or a lack of commitment, can result in higher turnover rates, leading to increased recruitment and training costs for the organization.
3. **Organizational commitment:** Employee attitudes also influence their level of organizational commitment. Organizational commitment refers to the extent to which employees identify with and are loyal to their organization. Positive attitudes, such as a strong sense of belonging and dedication, foster higher levels of commitment, resulting in increased employee loyalty, discretionary effort, and a reduced likelihood of turnover.
4. **Productivity and performance:** Employee attitudes can impact their productivity and job performance. When employees have positive attitudes towards their work, they are more likely to be motivated, engaged, and willing to go the extra mile. On the other hand, negative attitudes, such as disengagement, apathy, or cynicism, can lead to decreased productivity, poor performance, and a negative impact on overall organizational effectiveness.
5. T**eam dynamics and collaboration:** Employee attitudes can affect team dynamics and collaboration within the organization. Positive attitudes, such as trust, respect, and cooperation, contribute to a harmonious and supportive work environment. This fosters effective teamwork, open communication, and the sharing of ideas and knowledge. Conversely, negative attitudes, such as conflict, distrust, or resistance, can hinder collaboration, create a toxic work environment, and impede team performance.
6. **Customer satisfaction:** Employee attitudes indirectly influence customer satisfaction and loyalty. Positive attitudes, such as enthusiasm, friendliness, and a genuine concern for customer needs, can enhance the quality of customer interactions and lead to increased customer satisfaction. On the other hand, negative attitudes, such as rudeness or indifference, can have a detrimental impact on customer experiences, leading to decreased customer satisfaction and potential loss of business.

It is important for organizations to recognize the effects of employee attitudes and take proactive measures to foster positive attitudes among employees. This includes creating a supportive work environment, providing opportunities for growth and development, recognizing and rewarding employee contributions, and promoting open communication and feedback channels. By cultivating positive attitudes, organizations can improve employee well-being, productivity, and overall organizational performance.

Nature and Importance of Motivation

Nature of Motivation:

Motivation refers to the internal processes that drive and direct individuals' behavior towards achieving certain goals or fulfilling specific needs. Here are some key aspects of the nature of motivation:

1. Individualistic: Motivation is highly individualistic, as different people are motivated by different factors and have unique goals and desires. Individuals have diverse needs, values, interests, and aspirations, which influence what motivates them and how they are motivated.
2. Dynamic: Motivation is a dynamic process that can fluctuate over time. It is influenced by various factors, including personal experiences, external circumstances, and changes in goals or priorities. Individuals' motivation levels can vary, and it requires continuous attention and reinforcement.
3. Complex: Motivation is a complex phenomenon influenced by a combination of internal and external factors. It is not solely driven by one factor but rather by a multitude of factors, such as personal values, social norms, rewards, recognition, and the individual's perception of their abilities and the task at hand.
4. Multi-dimensional: Motivation can be categorized into different types or dimensions. Some common motivational factors include intrinsic motivation (internal drive based on personal interest and enjoyment), extrinsic motivation (external rewards or incentives), achievement motivation (desire for success and accomplishment), and affiliation motivation (desire for social interaction and belonging).

Importance of Motivation:

Motivation plays a crucial role in individuals' personal and professional lives, as well as in organizational contexts. Here are some key reasons highlighting the importance of motivation:

1. Enhanced performance and productivity: Motivated individuals are more likely to exert effort, persevere in the face of challenges, and strive for higher levels of performance. They are driven to achieve their goals, which leads to increased productivity and improved performance at both individual and organizational levels.
2. Goal achievement: Motivation provides individuals with the drive and determination to pursue and accomplish their goals. It helps individuals set clear objectives, develop action plans, and

maintain focus and persistence until the goals are achieved. Without motivation, individuals may lack direction and struggle to make progress towards their desired outcomes.

3. Increased job satisfaction and engagement: Motivation contributes to higher levels of job satisfaction and engagement. When individuals are motivated, they experience a sense of fulfillment, enjoyment, and meaning in their work. Motivated employees are more likely to be proactive, take ownership of their tasks, and actively contribute to the success of the organization.

4. Employee retention and loyalty: Motivation plays a role in employee retention and loyalty. When individuals are motivated and satisfied in their roles, they are more likely to remain committed to the organization and less likely to seek opportunities elsewhere. This reduces turnover rates, saves recruitment and training costs, and promotes stability within the organization.

5. Innovation and creativity: Motivated individuals are more inclined to think creatively, seek innovative solutions, and take calculated risks. They are not just focused on completing tasks but also on finding better ways of doing things. Motivation fosters a positive and proactive mindset that encourages individuals to generate new ideas and contribute to organizational growth and innovation.

6. Positive work environment: Motivated individuals contribute to a positive work environment. Their enthusiasm and drive can be contagious, inspiring and energizing others. A motivated workforce enhances teamwork, communication, and collaboration, creating a supportive and high-performing organizational culture.

Overall, motivation is crucial for personal fulfillment, goal achievement, and organizational success. By understanding the nature of motivation and recognizing its importance, individuals and organizations can take steps to foster and sustain motivation, thereby unlocking higher levels of performance, engagement, and satisfaction.

Achievement Motive

The achievement motive, also known as the need for achievement (nAch), refers to an individual's desire or drive to set and accomplish challenging goals, excel in performance, and attain personal success. The achievement motive plays a significant role in motivating individuals to strive for excellence and accomplish meaningful outcomes. Here are some key points explaining the achievement motive:

1. Definition and characteristics: The achievement motive reflects an individual's desire to excel in tasks, solve problems, and meet high standards of performance. People with a high achievement motive are typically motivated by personal accomplishments, self-improvement, and mastery of skills. They have a strong drive to succeed and are willing to take on challenges and risks to attain their goals.

2. Goal orientation: Individuals with a high achievement motive tend to be more focused on mastery-oriented goals rather than performance-oriented goals. They are driven by a desire for personal growth and competence rather than solely seeking external rewards or outperforming

others. They derive satisfaction from making progress, acquiring new skills, and achieving self-defined standards of excellence.
3. Persistence and effort: The achievement motive is associated with a high level of persistence and effort. Individuals with a strong achievement motive are willing to invest time, energy, and resources to overcome obstacles and achieve their goals. They exhibit a strong work ethic, a willingness to learn from setbacks, and a determination to improve their performance.
4. Preference for challenging tasks: Individuals with a high achievement motive are inclined to seek out and engage in challenging tasks. They actively pursue opportunities that provide a chance to demonstrate their abilities and achieve success. They thrive in situations where they can set ambitious goals, receive feedback on their performance, and experience a sense of accomplishment through their efforts.
5. Feedback and recognition: Individuals with a high achievement motive value feedback and recognition for their efforts and accomplishments. They seek constructive feedback to improve their performance and use it as a means to gauge their progress towards their goals. Recognition and acknowledgment of their achievements further motivate them to continue striving for excellence.
6. Impact on performance and success: The achievement motive has a significant impact on individuals' performance and success. Individuals with a high achievement motive are often high achievers who excel in their chosen domains, such as academics, sports, or professional careers. Their drive for achievement fuels their motivation to continuously improve and surpass their previous accomplishments.
7. Cultivation and development: The achievement motive can be cultivated and developed through various means. Providing individuals with opportunities to set challenging goals, offering feedback and recognition for their efforts, and fostering a supportive and growth-oriented environment can enhance the development of the achievement motive.

Understanding the achievement motive is important for both individuals and organizations. Individuals can leverage their achievement motive to set and pursue meaningful goals, enhance their performance, and experience personal fulfillment. Organizations can recognize and nurture the achievement motive in their employees to promote a culture of excellence, engagement, and continuous improvement.

It is worth noting that the achievement motive is just one aspect of an individual's motivation, and other factors such as intrinsic motivation, extrinsic rewards, and social influences also play a role in driving behavior and performance

Theories of Work Motivation

Maslow's Need Hierarchy Theory

Maslow's Need Hierarchy Theory, proposed by Abraham Maslow, suggests that human needs can be arranged in a hierarchical order. According to this theory, individuals are motivated to fulfill their needs in a specific sequence, moving from lower-level needs to higher-level needs. The five levels of needs in Maslow's hierarchy, from the most basic to the highest, are:
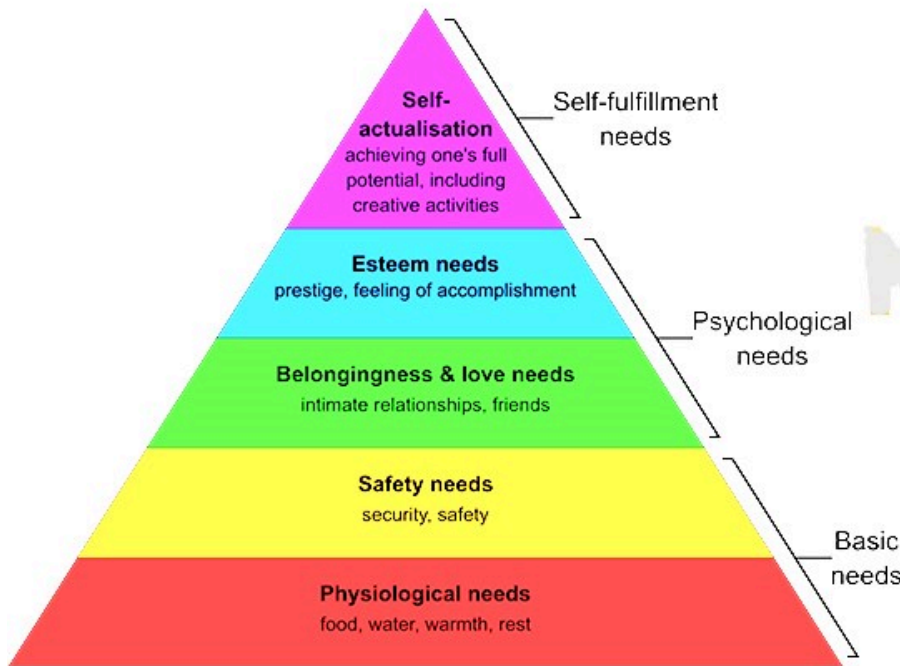
1. **Physiological Needs:** These are the most fundamental needs that include basic biological requirements for survival, such as food, water, shelter, and sleep. Individuals are motivated to fulfill these needs before moving on to higher-level needs. For example, if a person is hungry or thirsty, their motivation will be primarily driven by the need to satisfy these physiological needs.
2. **Safety Needs:** Once physiological needs are met, individuals seek safety and security. This includes physical safety, financial stability, job security, and a stable and predictable environment. Safety needs can be fulfilled through factors such as employment benefits, a safe work environment, and a sense of stability.
3. **Social Needs:** After fulfilling physiological and safety needs, individuals have a need for social interaction, belongingness, and interpersonal relationships. This includes the need for love, friendship, and a sense of belonging within family, friendships, and social groups. Individuals are motivated to form connections, seek acceptance, and develop relationships with others.
4. **Esteem Needs:** Esteem needs are related to the desire for recognition, self-worth, and respect from others as well as from oneself. There are two components to esteem needs: (a) the need for self-esteem, which involves feelings of competence, achievement, and self-confidence, and (b) the need for esteem from others, which involves receiving recognition, respect, and appreciation

from others. Fulfillment of these needs is important for individuals to develop a positive self-image and a sense of accomplishment.

5. **Self-Actualization Needs:** Self-actualization represents the highest level of need in Maslow's hierarchy. It is the need for personal growth, self-fulfillment, and the realization of one's potential. Self-actualization involves pursuing meaningful goals, engaging in creative and fulfilling activities, and seeking personal development and self-discovery. Individuals are motivated to become the best version of themselves and to fulfill their unique potential.

According to Maslow, as individuals satisfy their lower-level needs, they progress towards fulfilling higher-level needs. The ultimate goal is to reach self-actualization, where individuals fully realize their capabilities and achieve personal fulfillment.

It is important to note that Maslow's hierarchy theory has been criticized for its rigid hierarchical structure and the assumption that needs must be satisfied in a strict order. In reality, individuals may have different priorities and may simultaneously strive to fulfill needs at different levels. Nevertheless, Maslow's theory provides a valuable framework for understanding human motivation and the various dimensions of needs that influence individuals' behavior and drive their pursuit of personal growth and fulfillment.

McGregor's Theory 'X' and Theory 'Y'

Douglas McGregor, a renowned social psychologist, proposed two contrasting theories of human motivation and behavior in the workplace: Theory X and Theory Y. These theories provide insights into how managers perceive and approach employee motivation and management styles. Let's explore Theory X and Theory Y in more detail:

1. Theory X: Theory X represents a more traditional and negative view of employees' motivation and behavior. According to Theory X, managers tend to assume the following characteristics about their employees:

a) Lack of motivation: Managers believe that employees have an inherent dislike for work and will try to avoid it whenever possible. They are seen as lacking motivation and requiring constant supervision and control.

b) Extrinsic motivation: Managers believe that employees are primarily motivated by external factors, such as money, rewards, and punishments. They view employees as primarily driven by the desire to avoid punishment or earn rewards.

c) Resistance to change: Managers perceive employees as resistant to change and new ideas. They assume that employees prefer routine and predictability and are reluctant to embrace innovation or take on new responsibilities.

d) Authoritarian management style: Managers who adhere to Theory X tend to adopt an authoritative and controlling management style. They closely supervise and micromanage employees, set strict rules and procedures, and use a carrot-and-stick approach to motivate and manage their workforce.

2. Theory Y: Theory Y presents a more positive and participative view of employees' motivation and behavior. According to Theory Y, managers tend to assume the following characteristics about their employees:

a) Intrinsic motivation: Managers believe that employees have an inherent inclination to work and find satisfaction in their jobs. They see work as a natural and fulfilling part of employees' lives.

b) Self-motivation: Managers assume that employees are motivated by more than just extrinsic rewards. They recognize the importance of intrinsic factors such as autonomy, mastery, and purpose in driving employee motivation.

c) Creativity and innovation: Managers believe that employees have the potential for creativity, problem-solving, and innovation. They view employees as capable of contributing new ideas, embracing change, and taking on challenging tasks.

d) Participative management style: Managers who embrace Theory Y adopt a participative management style. They involve employees in decision-making, delegate authority, and empower them to take ownership of their work. They create a supportive and engaging work environment that fosters collaboration, growth, and development.

McGregor's Theory X and Theory Y provide contrasting perspectives on employee motivation and management approaches. Theory X is based on a more traditional and controlling management style, while Theory Y emphasizes a more empowering and participative approach. It is important to note that McGregor believed that Theory Y assumptions are more likely to lead to positive outcomes in terms of employee engagement, satisfaction, and productivity. Therefore, managers are encouraged to adopt a Theory Y mindset and management style that nurtures employees' intrinsic motivation and potential.

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Unit -3 : Personality

Definition of personality

Personality means how a person affects others and how he understands and views himself as well as the pattern of inner and outer measurable traits and the person-situation interactions (Fred Luthans). According to Stephen P. Robbins, personality is the sum total ways in which an individual reacts and interacts with others. It may be defined as those inner psychological characteristics that both determine and reflect how a person responds to his environment.

Personality can be defined as those inner psychological characteristics that both determine and reflect how a person responds to the environment.

Determinants

1. Heredity : Human behaviour is partly affected by heredity. The parent's qualities are passed on to the children through the molecular structure of genes located in the chromosomes. In our day to day life, so many times we use the term "Like father like son" as "Like Mother like daughter".

2. Environment : All personality traits are not determined by heredity. Environment also plays a very important role in the development of personality of a person. Environment comprises of culture, family, social and situational factors.

(a) **Culture :** Culture is sum total of learned believes, values and customs. Cultural factors

determine now a person acts whether independently or dependently. Culture establishes norms, attitudes and values that are passed along from generation to generation.

(b) **Family :** Families influence the behaviour of a person especially in the early stages. The

nature of such influence will depend upon the following factors :

(i) Socio-economic level of the family

(ii) Family size

(iii) Birth order

(iv) Race

(v) Religion

(vi) Parent's educational level and Geographic location.

(c) **Social :** Socialization is a process by which an infant acquires customary and acceptable

behaviour. Social life has a considerable impact on the individual's behaviour. A man is known by the company he keeps. Social groups influence the behaviour of the individuals.

(d) **Situational :** Situational factors also play a very important role in determining the personality of a person. Life is a collection of experiences. Some of the events and experiences can serve as important determinants of his personality.

The Nature of Personality

Three distinct properties are of central importance in the study of the nature of personality:

1. Personality reflects individual differences: For instance, some people can be described as "high" in venturesomeness, e.g., willing to accept the risk of doing something new or different, such as skydiving or mountain climbing, whereas others can be described as "low" in venturesomeness, e.g., afraid to buy a really new product.

2. Personality is consistent and enduring: Even though consumers' personalities may be consistent, their consumption behavior often varies considerably because of the various psychological, socio-cultural, environmental and situational factors that affect behavior. For instance, although an individual's personality may be relatively stable, specific needs or motives, attitudes, reactions to group pressures and even responses to newly available brands may cause a change in the person's behavior. Personality is only one of a combination of factors that influence how a consumer behaves.

3. Personality can change: For instance, an individual's personality may be altered by major life events, such as the birth of a child, the death of a loved one, a divorce, or a significant career promotion. An individual's personality changes not only in response to abrupt events but also part of a gradual maturing process.
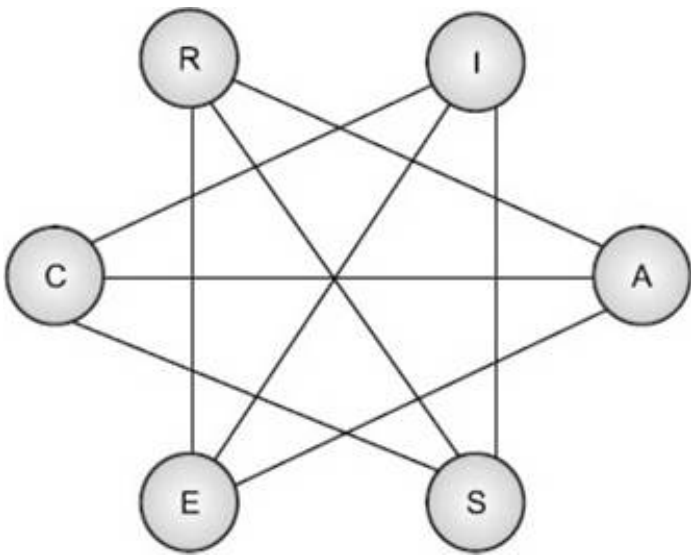
Occupational Personality Types

R = Realistic (Physical activities that require skill, strength and cooperation) I = Investigative (Activities that involve thinking, organizing and understanding) A = Artistic (Ambiguous and unsystematic activities that allow creative expression) S = Social (Activities that involve helping and developing others)

E = Enterprising (Verbal activities in which there are opportunities to influence and attain power C = Conventional.

Personality Type A people:

> seem to always be moving.

> usually walk and eat rapidly.

> are always trying to do several things at once.

> have problems relaxing, often feeling it is time wasted.

> are often obsessed with numbers and with trying to acquire things.

> Type B people:

> never suffer from a sense of time urgency with its accompanying impatience.

> feel no need to display or discuss either their achievements or accomplishments unless such exposure is demanded by the situation.

Big Five personality traits

 [(https://en.m.wikipedia.org/wiki/File:Wiki-grafik_peats-de_big_five_ENG.png)](https://en.m.wikipedia.org/wiki/File:Wiki-grafik_peats-de_big_five_ENG.png)

The big five personality traits

The **Big Five personality traits**, also known as the **five-factor model** (**FFM**) and the **OCEAN model**, is a taxonomy, or grouping, for Personality traits.

The five factors are:

- Openness **[(https://en.m.wikipedia.org/wiki/Openness_to_experience)](https://en.m.wikipedia.org/wiki/Openness_to_experience)**to experience (*inventive/curious* vs. *consistent/cautious*)
- Conscientiousness (*efficient/organized* vs. *easy-going/careless*)
- Extraversion (*outgoing/energetic* vs. *solitary/reserved*)
- Agreeableness (*friendly/compassionate* vs. *challenging/detached*)
- Neuroticism (*sensitive/nervous* vs. *secure/confident*)

The five factors are represented by the acronym *OCEAN* or *CANOE*. Beneath each proposed global factor, there are a number of correlated and more specific primary factors. For example, extraversion is said to include such related qualities as gregariousness, assertiveness, excitement seeking, warmth, activity, and positive emotions.[4] **[(https://en.m.wikipedia.org/wiki/Big_Five_personality_traits#cite_note-4)](https://en.m.wikipedia.org/wiki/Big_Five_personality_traits#cite_note-4)**

Family life and the way someone was raised will also affect these traits. Twin studies and other research have shown that about half of the variation between individuals results from their genetics and half from their environments. Researchers have found conscientiousness, extraversion, openness to experience, and neuroticism to be relatively stable from childhood through adulthood.

Myers-Briggs Type Indicator (MBTI)

The Myers-Briggs Type Indicator (MBTI) personality framework is a theory of personality types that helps managers with job placement, conflict management, team building and career development.

What Is the MBTI

Carl Jung, a Swiss psychiatrist, felt that the population was based on two personality types: **extraverted** and **introverted** types. Extraversion is a preference indicating an individual is energized by interaction with other people. Introversion is a preference indicating an individual is energized by time alone.

Jung also discovered two types of **perceiving (sensing and intuition)** and two types of **judgment (thinking and feeling)**. Perceiving is how we accumulate information, and judgment is how we make decisions. His theory is the main idea of the **Myers-Briggs Type Indicator Instrument (MBTI)**, which is used in the business world for career counseling, developing management's **(https://study.com/academy/lesson/management-styles-definition-theory-types.html)**style, team building and conflict management. The MBTI helps explain individual differences and can aid businesses in developing and shaping their employees.

Buzz Sugar Candy is changing their corporate **(https://study.com/academy/lesson/what-is-corporate-structure-definition-types-examples.html)**Structure to a team environment. Each team will have one employee from each department of engineering, finance, accounting, marketing and design. The human resource manager would like to develop teams that have similar personality traits, as to make the employees work together in an effective manner.

Each employee has been asked to take the MBTI test, which has four scales with two possible choices for each scale. The mix of these preferences determines an employee's psychological type. The human resource manager can create the best teams by understanding the different scales.

Meaning of Locus of control

Locus of control refers to one's assumption about responsibility for good and bad events. Every person during his lifetime comes across some good and some had outcomes. While he acts to maximise the possibility of good outcomes and enjoys the success of his life, he tries to minimise the possibility of bad outcomes.

Types of Locus of Control:

Locus of control is of two types:

(1) Internal Locus of control,

(2) External Locus of control.

1. Internal Locus of Control:

When a person believes that he or she is able to act so as to maximise the possibility of good outcomes and to minimise the possibility of bad outcomes he is said to have internal locus of control.

2. External Locus of Control:

Those who are always at the mercy of luck, fate and unforeseen uncontrollable outside force and feel helpless all the time and never like to take the responsibility for their bad outcomes and miserable performances in life are said to have external locus of control.

Individual differences are seen in this regard. Some people are so made up that they always blame some outside force for their failure, while there are others who do not adopt this attitude. In this context Jullian hotter (1975) proposed the dimensions of locus of control.

According to the personality theory of Rotter behaviour occurs as a function of a person's expectancy that the behaviour will result in reinforcement and the value expectancy he or she places on any particular reinforcement.

Assumptions of Locus of Control:

People try to maximize highly valued rewards and minimise extremely distasteful punishments. From the learning experience of the childhood some people develop an internal belief system that by sincerity, hard work and efforts and intelligent understanding of the situation, one can prosper.

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On the other hand some people assume that success or failure of a person and other important event of his life is determined by chance, by luck and by other unknown factors.

Rotter (1966) has developed a scale which treats locus of control. Taking into consideration the dimension of personality as envisaged by Rotter, it was held that maladjustment should be associated with either extreme of this personality dimension. One could be maladjusted by

assuming total helplessness or lack of responsibility or by believing that he is totally in control of life's events.

Personality Assessment

Personality Assessment is a proficiency in professional psychology that involves the administration, scoring, and interpretation of empirically supported measures of personality traits and styles in order to:

- Refine clinical diagnoses;
- Structure and inform psychological interventions; and
- Increase the accuracy of behavioral prediction in a variety of contexts and settings (e.g., clinical, forensic, organizational, educational).

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Unit- 4 : Work stress

Stress

Stress: A black and white photo of a woman that captures her high level of stress.

Stress is defined in terms of how it impacts physical and psychological health; it includes mental, physical, and emotional strain. Stress occurs when a demand exceeds an individual's coping ability and disrupts his or her psychological equilibrium. Stress occurs in the workplace when an employee perceives a situation to be too strenuous to handle, and therefore threatening to his or her well-being.

Stress
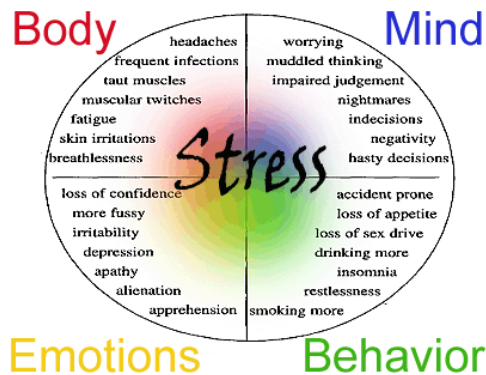
Symptoms of stress: Stress can manifest as various symptoms affecting one's body, mind, behavior, and/or emotions.

Negative or overwhelming work experiences can cause a person substantial distress. Burnout, depression, and psychosomatic disorders are particularly common outcomes of work-related stress. In general, individual distress manifests in three basic forms: psychological disorders, medical illnesses, and behavioral problems.

Psychological Disorders

Psychosomatic disorders are a type of psychological disorder. They are physical problems with a psychological cause. For example, a person who is extremely anxious about public speaking might feel extremely nauseated or may find themselves unable to speak at all when faced with the prospect of presenting in front of a group. Since stress of this type is often difficult to notice, managers would benefit from carefully monitoring employee behavior for indications of discomfort or stress.

Medical Illnesses

Physiological reactions to stress can have a long-term impact on physical health. In fact, stress is one of the leading precursors to long-term health issues. Backaches, stroke, heart disease, and peptic ulcers are just a few physical ailments that can arise when a person is under too much stress.

Behavioral Problems

A person can also exhibit behavioral problems when under stress, such as aggression, substance abuse, absenteeism, poor decision making, lack of creativity, or even sabotage. A stressed worker may neglect their duties, impeding workflows and processes so that the broader organization slows down and loses time and money. Managers should keep an eye out for such behaviors as possible indicators of workplace stress.

Organizational Effects of Stress

Stress in the workplace can be, so to speak, "contagious"—low job satisfaction is often something employees will discuss with one another. If stress is not noted and addressed by management early on, team dynamics can erode, hurting the social and cultural synergies present in the organization. Ultimately, the aggressive mentality will be difficult to remedy.

Managers are in a unique position when it comes to workplace stress. As they are responsible for setting the pace, assigning tasks, and fostering the social customs that govern the work group, management must be aware of the repercussions of mismanaging and inducing stress. Managers should consistently discuss job satisfaction and professional and personal health with each of their subordinates one on one.

Causes of Stress

Read on to learn why you get stressed out, and how that stress might be affecting your health.

Causes of Stress

Causes of work stress include:

- Being unhappy in your job
- Having a heavy workload or too much responsibility
- Working long hours
- Having poor management, unclear expectations of your work, or no say in the decision-making process
- Working under dangerous conditions

- Being insecure about your chance for advancement or risk of termination
- Having to give speeches in front of colleagues
- Facing discrimination or harassment at work, especially if your company isn't supportive

Life stresses can also have a big impact. Examples of life stresses are:

- The death of a loved one
- Divorce
- Loss of a job
- Increase in financial obligations
- Getting married
- Moving to a new home
- Chronic illness or injury
- Emotional problems (depressions, anxiety, anger, grief, guilt, low self-esteem)
- Taking care of an elderly or sick family member
- Traumatic event, such as a natural disaster, theft, rape, or violence against you or a loved one

Organizational Stressors:

Organizational stressors may relate to task demands, physical demands, role demands, or inter-personal demands.

1. Task demands are stressors associated with the specific task or job the person is performing. Some occupations are naturally more stressful than others.

2. Physical demands are stressors associated with the job setting. Environmental temperatures, poorly designed offices, and threats to health can lead to stress.

3. Role demands are stressors associated with a particular position in a group or organization. Examples are role ambiguity and the various role conflicts that people experience in groups.

4. Inter-personal demands are stressors associated with the characteristics of the relationships that confront people in organizations. Examples are group pressure, personality style, and leadership style.

Stress and Burnout:

Burnout is a general feeling of exhaustion that may develop when an individual simultaneously experiences too much pressure and too few sources of satisfaction. The effects of burnout are mostly, constant fatigue and feelings of frustration and helplessness.

Individual Approaches to Managing Stress:

People have different ways of managing stress. One way is exercise. Another method is relaxation. Individuals can use time-management techniques to help them manage time. Role management can be used to avoid role overload, ambiguity, and conflict. Finally, people can manage stress by developing and maintaining support groups.

Organizational Approaches to Managing Stress:

Organizations have a vested interest in helping their employees manage stress. Firms can use institutional programmes and wellness programmes. Institutional efforts to manage stress are based on established organizational mechanisms. Organizations can redesign especially stressful jobs, rearrange work schedules, and eliminate rotating shifts.

Also, the organizational culture can help manage stress. Wellness programmes are specifically created to help individuals deal with stress. Stress management programmes, health promotion programmes, and other kinds of programmes can be made a part of an organization's wellness focus. Career-development programmes can help minimize stress by showing managers clearly, where they are in their careers at present and where they would like to be. While developing any type of stress-management programme, managers need to balance the costs and benefits.

Employee Counselling:

Everything you need to know about employee counselling. Employee counselling has emerged as the latest HR tool to attract and retain the best employees and increase the quality of the workforce.

In today's fast-paced corporate world, there is virtually no organization free of stress or has employees who are stress-free.

The employees can be stressed, depressed, suffering from too much anxiety arising out of workplace related issues like managing deadlines, meeting targets, lack of time to fulfill personal and family commitments, or bereaved and disturbed due to some personal problems.

Employee counselling is a psychological technique and that is used in various forms. The main objective of it is to support the employees by providing them advice, guidance, suggestions to solve the prevailing problems and improve physical and mental conditions, performance and which can take many forms. It is conducted with problem-solving approach by supervisors, managers or consultants.

Employee Counselling – Introduction

The present time is very uncertain can it is very difficult to perform the task as per the requirements in different sphere of life. Personal life is full of struggle and a lot of efforts are put to meet the day-today need of individual and life. Job opportunities are not much, inflation is very high, needs and expectations are increasing, and tough competition is being faced.

The situation becomes very difficult for everyone in present time. Counselling is very old in our society and with the present situation it has become necessary in different areas. In every-day life parents counsel their children, doctors counsel their patients, teachers counsel their students and supervisors counsel their subordinates for better working. Everyone is interested to solve the problems and live happily, perform better and get good results so that the life becomes prosperous.

For some of the jobs an individual is in a position to perform and meet the need of the self and dependent. Some of the needs are not fulfilled because the individual is not in a position to understand or perform due to lack of ability. He is under pressure due to various reasons. This situation continues and leads to stress and finally it adversely affect the individual psychology, health, performance and personal life.

Similarly, the situation prevails in an organisation and industry. The situation is very competitive due to globalization and entry of multinational companies in various markets. It is matter of survival, growth and excellence in the business activities. Every organisation is trying its best to give better products, services and performance so that it can enjoy better position in the business.

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Unit -5 : Group Behaviour and Leadership

Nature of the Groups and Group Behaviour

Introduction

In this blog, we are going to discus about group nature and group behaviour, development of effective teamwork. Group is the way to involve different people with different skill who working in same task. It is a powerful solution of achieving the target goals.

The nature of groups and group behaviour within Organisation

The word group can be explained as two or more people work or interact together for same purpose. When a group of people work together rather than individuals, the aim of the organisation can be simply achieved. However, working together is a multifaceted task. Group dynamics refers to the communications among the members of a group. Working together as a group in any organisation is the most essential for the social characteristics of workers in that company.

Nature of Groups

There are different types of groups which are created to get some specific results in any organisations. The team members agree to a general task, become mutually dependent relative in their action, and work together with each other to support its success. There are three views on the nature of act between team members. The first is normative, which explain how to carry out performance and manage the team. The second view is includes of a set of method, group building, role play, self managed groups and sensitivity training of the members. The third is referred as a team dynamic from the point of sight that the internal nature of any groups.

Dynamics of Team Formation

Group dynamics refers to the behavioural and attitudinal features of a team. Group dynamics discuss how groups form, their configuration and process, and how they intention. Group dynamics are related in both informal and formal groups of all types.

Formal Groups

A formal group is the systematic and conscious grouping of people in any organisation that the organisational target can be better to achieve. In formal group, structure of the organisation is very formal and gives responsibilities and assignment to different members with the aim of achieving the goals. Task groups and command groups are the example of formal group.
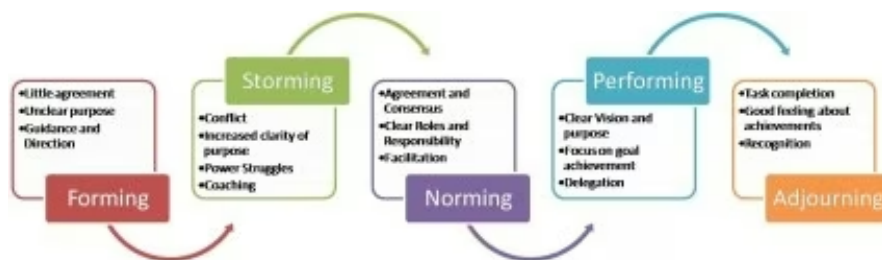
Informal Groups

Informal groups are the spontaneous and natural grouping members when they work together for long period of time. Informal groups are created by the getting closeness of need, support, interests or growth. Interest groups and friendship groups are the example of informal groups.

The Five-Stage Model

All groups pass through the Forming, Storming, Norming, Performing and Adjourning stages. This is known as five stage model.

Forming: forming is the first step of group creation, where team members' aim is to identify suitable behaviour in the group. The team members try to design their behaviour as a part of the team.

[(https://mahabubwlc.files.wordpress.com/2015/06/stages-of-group-formation-copy.jpg)](https://mahabubwlc.files.wordpress.com/2015/06/stages-of-group-formation-copy.jpg)

Storming: Storming is the second step of makes any team. In this stage the members are disagreements about leadership. By the end, the members come to same point of view.

Norming: In this stage, group members are get together and motivate and cooperate with each

Performing: In performing stage, group members are work attentively toward target goal. Team members are friendly and helpful to one another.

Adjourning: This is the last step of any group as like task group formed to do some mission. The groups are stop to exit after this stage. Some of group members are happy about the achieving of target goal, some are unhappy to loss their friends after groups disperse.

Effective Teams Defined

One of the many ways for a business to organize employees is in teams. A **team** is made up of two or more people who work together to achieve a common goal. Teams offer an alternative to a vertical chain-of-command and are a much more inclusive approach to business organization. Teams are becoming more common in the business world today. Effective teams can lead to increased employee motivation and business productivity.

You may wonder how a team is different from an ordinary work group. Work groups are mainly for members to share information and make decisions so that each member can achieve his or her individual work goals. On a team, the members not only share information but also share responsibility for the team's work. The idea behind teams is synergy. With **synergy** members can accomplish more together than they could on their own.

Characteristics of Effective Teams

Not all teams are successful at what they do. Perhaps you have worked on a team that spent too much time debating decisions or included members who did not take on a fair share of the work. Such teams would be ineffective. Let's look at some of the key characteristics of effective teams:

1. **Ideal size and membership** – The team should be the minimum size needed to achieve the team's goals, and include members with the right mix of skills and talents to get the job done.
2. **Clear purpose** – Everyone needs to understand and accept the team's goal and their role on the team.
3. **Open communication** – The team should value diverse points of view and encourage open and honest discussion. All members should feel that their ideas are welcome.
4. **Fairness in decision-making** – Ideally, teams will make decisions by consensus. When consensus is not feasible, teams will use fair decision-making procedures that everyone agrees on
5. **Creativity** effective team value original thinking and will produce new and unique approach to organizational problem

Effective teamwork

Effective teamwork is an important aspect of any organisation's success. There are many benefits of Teamwork, most notably, an increase in motivation from your employees. A recent study by Stanford **(http://news.stanford.edu/pr/2014/pr-motivation-walton-carr-091514.html)**University showed that when people are treated as partners or team members – even when physically apart – their motivation increases. Motivation from your employees means more success for your company.

Developing an effective team in your organisation can seem like a simple and straightforward task, however it can be difficult to execute and put into practice. Members of your organisation want to be able to believe in the process and realise the wonderful outcomes that come from working together as opposed to individually; so it is up to the manager to ensure that enthusiasm is garnered and nourished.

The most important building block to develop and effective team is communication, so it is imperative to develop the necessary skills to communicate **(https://leadershipmanagement.com.au/lma-resource/6-tips-for-effective-communication/)**effectively with each other.

You want your employees to feel like they can put forth their ideas and express their feelings in an open environment, but you also need them to be keen listeners who are prepared to listen to the views of others. It can be easy for a team to fall apart quickly if its members favour their own personal goals over that of the team.

An effective team is one that has cohesion, to do this your team members need to exhibit the following skills:

○ Openness – Team members need to be willing to get to know each other and open up about themselves, so they realised that they all have diverse backgrounds and interests. This helps them to be more open to new ideas and differing viewpoints.
○ Trust – Team members need to trust each other enough to be comfortable with sharing ideas and feelings. As this trust builds, team members learn to be honest and respectful in their approach to each other.
○ Respect – It is important for the team not to focus on who to blame when something goes wrong, instead they need to work out how to fix it and how to learn from the mistake. Constructive feedback and mutual respect rather than blame will help a team achieve results much faster.

What is Leadership

Leadership is a process by which an executive can direct, guide and influence the behavior and work of others towards accomplishment of specific goals in a given situation. Leadership is the ability of a manager to induce the subordinates to work with confidence and zeal.

According to Keith Davis, "Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals."

Characteristics of Leadership

1. It is a inter-personal process in which a manager is into influencing and guiding workers towards attainment of goals.
2. It denotes a few qualities to be present in a person which includes intelligence, maturity and personality.
3. It is a group process. It involves two or more people interacting with each other.
4. A leader is involved in shaping and moulding the behaviour of the group towards accomplishment of organizational goals.
5. Leadership is situation bound. There is no best style of leadership. It all depends upon tackling with the situations.

Nature of leadership

- Leadership derives from the power and is similar to, yet distinct from, management. In fact, "leadership" and "management" are different. There can be leaders of completely unorganized groups, but there can be managers only of organized groups. Thus it can be said that a manager is necessarily a leader but a leader may not be a manager.
- Leadership is essential for managing. The ability to lead effectively is one of the keys to being an effective manager because she/he has to combine resources and lead a group to achieve objectives.
- Leadership and motivation are closely interconnected. By understanding motivation, one can appreciate better what people want and why they act as they do. A leader can encourage or dampen workers' motivation by creating a favorable or unfavorable working environment in the organization.
- The essence of leadership is followership. In other words, it is the willingness of people to follow a person that makes that person a leader. Moreover, people tend to follow those whom they see as providing a means of achieving their desires, needs and wants.
- Leadership involves an unequal distribution of power between leaders and group members. Group members are not powerless; they can shape group activities in some ways. Still, the leader will usually have more power than the group members.
- Leaders can influence the followers' behavior in some ways. Leaders can influence workers either to do ill or well for the company. The leader must be able to empower and motivate the followers to the cause.
- The leader must co-exist with the subordinates or followers and must have a clear idea about their demands and ambitions. This creates loyalty and trust in subordinates for their leader.
- Leadership is to be concerned about values. Followers learn ethics and values from their leaders. Leaders are the real teachers of ethics, and they can reinforce ideas. Leaders need to make positive statements of ethics if they are not hypocritical.

- Leading is a very demanding job both physically and psychologically. The leader must have the strength, power, and ability to meet the bodily requirements; zeal, energy, and patience to meet the mental requirements for leading.

Leadership Styles Based on Authority

Leadership styles refer to a leader's behavior toward group members. The behavior pattern is that the leader reflects his role as a leader is described as style.

Leadership style is the results of a leader's philosophy, personality, and experience and value system.

Leadership styles based on authority can be 4 types:

1. Autocratic Leadership,
2. Democratic or Participative Leadership,
3. Free-Rein or Laisse-Faire Leadership, and
4. Paternalistic Leadership.

Let's know how these leadership styles work and know about their's advantages and disadvantages;

Autocratic Leadership

Here,
L = Leader
F = Follower

AUTOCRATIC LEADERSHIP

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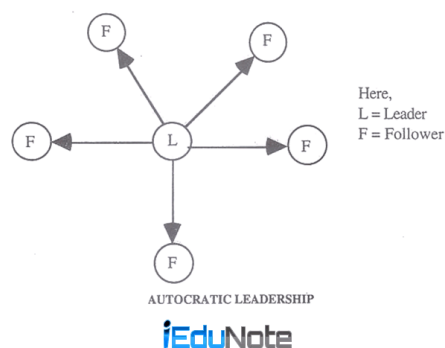
Autocratic Leadership relies on coercion, and its style is paternalism, arbitrariness, command, and compliance. The autocratic leader gives orders which must be obeyed by the subordinates.

He determines policies for the group without consulting them and does not give detailed information about plans, but simply tells the group what immediate steps they must take.

Diagrammatically it may be shown in the following way;

However, some autocratic leaders may happen to be "benevolent autocrats."

Generally, they are willing to hear and consider subordinates' ideas and suggestions, but when a decision is to be made, they turn out to be more autocratic than benevolent.

Advantages of autocratic leadership

○ It is the speed with which decisions can be made; the leader does not have to obtain group members' approval before deciding.

Disadvantages of autocratic leadership

○ Autocratic leadership does hurt group morale.
○ Members may resent how decisions are made and thus support them in only a minimal fashion.

Democratic Leadership

DEMOCRATIC LEADERSHIP

iEduNote

Here,
L = Leader
F = Follower
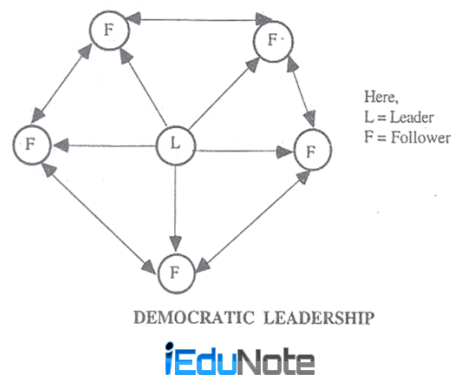
The style of leadership that uses legitimate power can be classified as democratic leadership.

A democratic leader usually gives instructions only after consulting with the group. He sees to it that policies are worked out in group discussion and with the acceptance of the group.

That means democratic leadership solicits employees' participation and respects their opinions. Diagrammatically it can be shown in the following way;

Advantages of democratic leadership

- It often enhances the morale of the employee's.
- It increases the acceptance of management's ideas.
- It increases cooperation between management and employees.
- It leads to a reduction in the number of complaints and grievances.

Disadvantages of democratic leadership

- It accounts for slow decisions, diluted accountability for decisions.
- There may be possible compromises that are designed to please everyone but does not give the best solution.

Free-Rein Leadership

Here,
L = Leader
F = Follower

FREE REIN LEADERSHIP

iEduNote

The leadership style which allows maximum freedom to followers may be called free-rein leadership. It gives employees a high degree of independence in their operations.

A free rein leader completely abdicates his leadership position, to give all responsibility of most of the work entrusted to him to the group which he is supposed to lead, limiting his authority to maintain the contact of the group with persons outside the group.

This is also known as the permissive style of leadership.

Diagrammatically it may be shown in the following way;

Advantages of free rein leadership

- Opportunity for individual development is offered to group members.
- All persons are given a chance to express themselves and to function relatively independently.

Disadvantages of free rein leadership

- It may result in a lack of group cohesion and unity toward organizational objectives.
- Without a leader, the group may have little direction and a lack of control.
- The result can be inefficiency or even worse, chaos.

Paternalistic Leadership

Under Paternalistic Leadership, the leader assumes that his function is paternal or fatherly.

His attitude is that of treating the relationship between the leader and the group as that of a family with the leader as the head of the family.

He works to help, guide, protect, and keep his followers happily working together as members of a family.

He provides them with good working conditions and employee services.

This style has been successful, particularly in Japan because of its cultural background. It is said that employees under such leadership will work harder out of gratitude.

This mode of leadership produces good and quick results if the followers are highly educated and brilliant, and have a sincere desire to go ahead and perform with responsibility.

Leadership Qualities That Make Good Leaders

Want to become a great leader? Here are fifteen leadership qualities that can make you a good leader.

1. **Honesty and [(https://blog.taskque.com/characteristics-good-leaders/#HAI)](https://blog.taskque.com/characteristics-good-leaders/#HAI)integrity**
2. **Confidence**
3. **Inspire [(https://blog.taskque.com/characteristics-good-leaders/#IO)](https://blog.taskque.com/characteristics-good-leaders/#IO)Others**
4. **Commitments and [(https://blog.taskque.com/characteristics-good-leaders/#CAP)](https://blog.taskque.com/characteristics-good-leaders/#CAP)Passions**
5. **Good [(https://blog.taskque.com/characteristics-good-leaders/#GC)](https://blog.taskque.com/characteristics-good-leaders/#GC)Communicator**
6. **Decision-making [(https://blog.taskque.com/characteristics-good-leaders/#DMC)](https://blog.taskque.com/characteristics-good-leaders/#DMC)Capabilities**
7. **Accountability**
8. **Delegations and Empowerment**
9. **Creativity and [(https://blog.taskque.com/characteristics-good-leaders/#CAI)](https://blog.taskque.com/characteristics-good-leaders/#CAI)Innovation**
10. **Empathy**
11. **Resilience**
12. **Emotional [(https://blog.taskque.com/characteristics-good-leaders/#EI)](https://blog.taskque.com/characteristics-good-leaders/#EI)Intelligence**
13. **Humility**
14. **Transparency**
15. **Visions and [(https://blog.taskque.com/characteristics-good-leaders/#VAP)](https://blog.taskque.com/characteristics-good-leaders/#VAP)Pu**rpose

Unit -6: Conflict in organization

Organizational Conflict

Definition: Organizational Conflict or otherwise known as workplace conflict, is described as the state of disagreement or misunderstanding, resulting from the actual or perceived dissent of needs, beliefs, resources and relationship between the members of the organization. At the workplace, whenever, two or more persons interact, conflict occurs when opinions with respect to any task or decision are in contradiction.

In simple terms, organizational conflict alludes to the result of human interaction, that starts when one member of the organization discerns that his/her goals, values or attitude are incompatible, with those of other members of the organization. The incompatibility in opinions can come into being, within a member, between two members, or between groups of the organization.

Factors Influencing Organizational Conflict

1. **Unclear Responsibility**: If there is lack of clarity, regarding who is responsible for which section of a task or project, conflict takes place. And, to avoid this situation, the roles and responsibility of the team members should be stated clearly and also agreed upon by all.
2. **Interpersonal Relationship**: Every member of an organization, possesses different personality, which plays a crucial role in resolving conflict in an organization. Conflicts at the workplace, are often caused by interpersonal issues between the members of the organization.
3. **Scarcity of Resources:** One of the main reason for occurence of conflict in an organization is the inadequacy of resources like time, money, materials etc. due to which members of the organization compete with each other, leading to conflict between them.
4. **Conflict of Interest**: When there is a disorientation between the personal goals of the individual and the goals of the organization, conflict of interest arises, as the individual may fight for his

personal goals, which hinders the overall success of the project.

Conflicts alleviate at the workplace due to individual and inter-individual factors. Individual related causes entails attitudes, beliefs, personality orientation and human-frailties. Inter-individual conflicts arises when a manager breaches norms of the organization.

Types of Organizational Conflict

 (https://businessjargons.com/wp-content/uploads/2017/01/types-of-conflict.jpg)
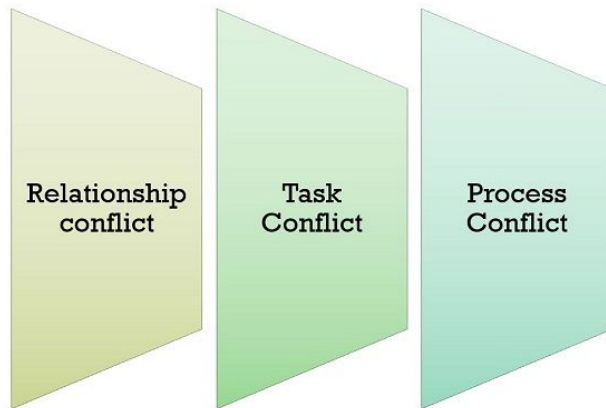
- **Relationship Conflict**: The conflict arising out of interpersonal tension among employees, which is concerned with the relationship intrinsically, not the project at hand.
- **Task Conflict**: When there is a discord, among members regarding nature of work to be performed is task conflict
- **Process Conflict**: Clashes among the team members due to the difference in opinions, on how work should be completed, is called process conflict.

Organizational conflict can also be personal conflict (one that exist between two people because of mutual dislike), intragroup conflict (one arising out of lack of liberty, resource, etc. in a group) and intergroup conflict (one that exist between two groups).