

ORGANISATIONAL BEHAVIOR

Organisation: Group of people working for a certain purpose.

Behaviour: ~~Manner~~ Manner, Disciplinary actions, code of conduct, cumulatively called behaviour.

Q. What do you mean by organisational behaviour?

Organisational Behaviour: The behaviour of the people in an organisation or how that behaviour can affect the performance of the organisation is called organisational behaviour.

Definition:

- According to Raman J. Altag, "Organisational Behaviour is a branch of social science that seeks to build theories that can be applied in predicting, understanding & controlling behaviour in work organisation".

Nature of Organisational Behaviour:

1. It is a part of management.

- Act of getting things done by the others.
- How to manage manpower with proper tools, technique with proper timing.

Functions of management:

- (i) Planning.
- (ii) Organising.
- (iii) Directing.
- (iv) Co-ordinating.
- (v) Controlling.

2. It is an inter disciplinary study.

3. It is a distinct field of study.

4. It is both science & arts.

5. It is an applied field of knowledge.

Scope of OB:

1. Individual Behaviour.

↳ Learning.

↳ Personality.

↳ Perception.

↳ Motivation.

2. Group Behaviour.

↳ Group dynamics.

↳ Group cohesiveness.

↳ Leadership.

↳ Communication.

3. Structure/organisation

↳ Organisation structure.

↳ organisational change/development.

↳ organisational culture.

Importance of OB:

- It provides a sound work environment.
- It improves inter-personal relations (reln b/w employee to employee)
- It improves industrial relations (reln b/w employer to employee)
- It develops leadership capabilities.
- It improves motivation & communication.
- It supplements other functional areas of management.

Opportunity & Challenges for OB manager:

1. Responding to globalisation
2. Promoting work force diversity.
3. Promoting ethical behaviour in business.
4. Empowerment
5. Promoting work life balance maintaining a perfect balance between personal life & professional life.
6. Promoting innovation & creativity.
7. Improving quality & productivity.

Organisational Behaviour Models:

1. Autocratic:

- Autocratic
- custodial
- supportive
- collegial
- system

	Autocratic.	Custodial.	Supportive.	Collegial	System
1. Basis of model	Power.	Economic resource	Leadership	Partnership	Trust & caring.
2. Management Orientation	Authority.	Money	Support	Teamwork	Caring, compassionate.
3. Employee Orientation	Obedient	Security & benefit	Job performance	Responsible	Psychological behaviour ownership
4. Employee psychological result	Dependent on boss.	Dependent on organisation	Participation	Self-control	Self-disciplined self-motivation
5. Employees needs meet	Substance	Security	Status & recognition	Self-actualisation	Wedge range passion
6. Performance result.	Minimum passive cooperation	Awakened active	Moderate enthusiasm	Commitment to organisational goal.	

LEARN

According to S.P. Robbins, "learning is a relatively permanent change in behaviour that occurs as a result of experience."

Nature of learning:

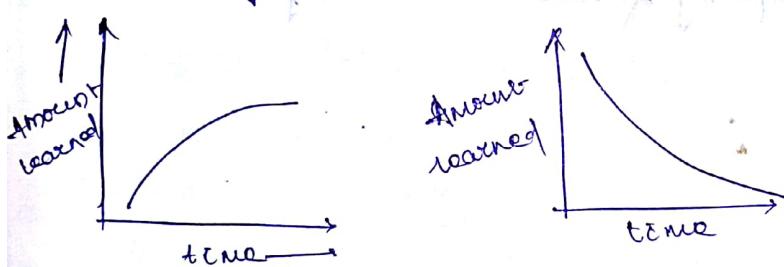
1. Learning involves change
2. Change must be for a relatively permanent period.
3. Learning involves change in behaviour.
4. Change in behaviour must be acquired through experience.

Factors affecting learning:

1. Motivation of the learner
2. Mental set of the learner
3. Nature of learning materials.
4. Practice of the learner
5. Environment for learning.

Learning Curve:

Learning curve is a diagrammatical representation of the amount learned by ranks with respect to time (x-axis).



Classical conditioning Theory:

Developed by - Ivan P. Pavlov, Russian psychologist.

Before conditioning:

1. Unconditional stimulus → Unconditional response.
2. Neutral stimulus (Bell) → No response. (Salivation)
3. During conditioning:
4. Unconditioned stimulus + neutral stimulus → unconditioned response.

After conditioning:

5. Conditioned stimulus → conditioned response

Operant Conditioning Theory

Developed by - Skinner.

→ the behaviour that effect the result.

4 - strategies:

1. Positive reinforcement - associated with reward
2. Negative reinforcement - associated with fear, of punishment / penalty
3. Extinction - No reinforcement or chance to modify to change behaviour
4. Punishment.

Classical Conditioning Theory Operant Conditioning Theory

- | | |
|---|---|
| 1. Deals with involuntary behaviour | 1. Deals with voluntary behaviour |
| 2. Response | 2. react with consequences |
| 3. Response is preceded by stimulus | 3. preceded by stimulus |
| 4. known as stimulus-response learning theory | 4. known response stimulus learning theory. |
| 5. CCT is less applicable. | 5. OCT is more applicable. |

Cognitive Learning Theory:

→ Deliberate theory process acquiring knowledge.

→ ~~Expt~~ Expt was conducted by Kohler on a monkey.

Social Learning Theory:

→ Through observation & experience.

→ learning from one's role model.

4 strategies:

1. Attention.
2. Retention.
3. Motor reproduction
4. Reinforcement.

Personality:

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Definition:

Personality is the sum total of ways in which one individual reacts & interacts with others.

Features of Personality:

- It represents traits of a person which is distinct & unique for each persons.
- Personality represents stable pattern of behaviour which changes only in extreme conditions.
- It has more internal & external elements.
- It is genetic as well as acquired from environment.

Determinants / factors affecting personality:

1. Biological → Heredity, Brain, Physical Qualities Features.
2. Family & social.

3. Personal

4. Cultural.

5. Situational

2. Family & social. → family members, home environment, social group.
3. Personal → age, gender, ability.

Big Five Personality Traits:

1. Conscientiousness.
2. Emotional stability
3. Extraversion.
4. Agreeableness.
5. Openness

1. Conscientiousness: A high level conscientiousness person is focused, organised, systematic, disciplined, goal oriented person.
2) He does his job sincerely.

2. Emotional stability: A person belongs to high level emotional stability he is calm, confident & secure & handles the job perfectly.
belong to low level emotional stability nervousness

3. Extraversion.

→ Extravert - He is more sociable in nature, assertive, unrestrained, open, gets along with others in a friendly manner.

~~Introvert~~ - shy, reserved, less sociable, timid personality

4. Agreeableness

^{High} agreeableness: co-operative, gentle, understand other problems, etc.

long, not co-operative,

5. Openness - High- creative, flexible to accept new ideas, willing to

give up existing thought

low - not - creative, not flexible, not willing to change (rigid).

Other Personality Traits!

I. Locus of control:

- People controls the event, or Event's control people.

Interaktions- extensio-

- High level of self confidence. - Low level of self confidence.

2. Type A & B personality.

Type A

→ works very fast.

→ time conscious

Type-B

→ Very patient.

→ focused interpersonal resp.

→ new time consciousness

3. Machiavellianism:

→ To manipulate people.

4. Self-Monitoring

5. Self-test 1

MBTI Personality:

MBTI - Major Brigg Type Integrator

1. Extraversion Vs Introversion.

2. Sensing Vs Intuition.

Believe on their senses, they rely on their insight to take information as a standard based on what they gather, assume to draw the inferences.

3. Thinking & Feeling.

Thinking people tend to be objective, analytical, impersonal judgement. They are more empathetic, loyal, appreciative & tactful.

4. Judging Vs Perceiving

Strong judgement oriented people tend to live in a planned, decided & orderly way.

These people tend to live in a flexible, spontaneous way. They want to understand life & they adapt from it.

Psychoanalytic Theory:

A/c to psychoanalytic theory, "Personality is an outcome of 3 forces which are interdependent."

1. Id: It is part of inborn personality. It represents nature or feeling. It occurs in your unconscious level of human mind. It is not governed by rules & regulation. It requires immediate satisfaction. It doesn't recognize any pleasure or anxiety. It is quite harmful for the society.

2. Ego: It is based on reality principle.

Ego comes in conscious level.

Ego is the logical part of human personality which checks it.

3. Super ego: It is based on morality & ethics.

It deals with conscience.

It comes in conscious level.

If person never comes with the birth. It changes with experience & age.

• If seeks pleasure, ego verifies the reality & super ego strives for perfection.

Type Theory: Perception:

Perception is the process by which people select, organised, & interpret information to form a meaningful picture of the world.

Definition:

According to Robbins, "perception may be defined as a process by which individuals organize & interpret their sensory impression in order to give meaning to their environment."

Nature & Features of Perception:

1. Perception is an intellectual process.
2. It is a psychological process.
3. It is a subjective process.
4. Perception is the foundation of human behaviour.

Factors affecting Perception (Perceptual Distortion)

- ① Factors related to perceiver.
- ② " " " perceived
- ③ " " " situation

① Related to Perceiver

- (i) Projection - That perceiver tries to project his personal attributes on others.
- (ii) Mental makeup - Drawing general impression from past experiences.
- (iii) Stereotyping - Drawing Judging people on the basis of the group characteristics.
- (iv) Halo effect - Drawing the general impression of individual on the basis of a single characteristic.
- (v) First impression - Drawing the general impression on the basis of first contact.
- (vi) Recency effect - On the basis of recent performance.

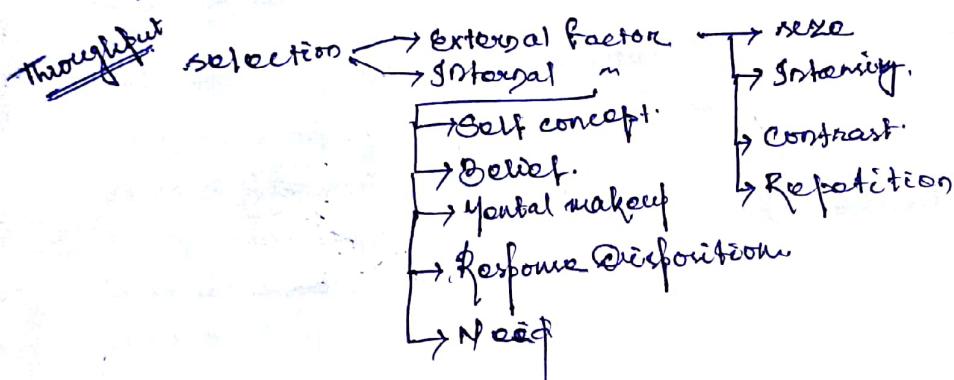
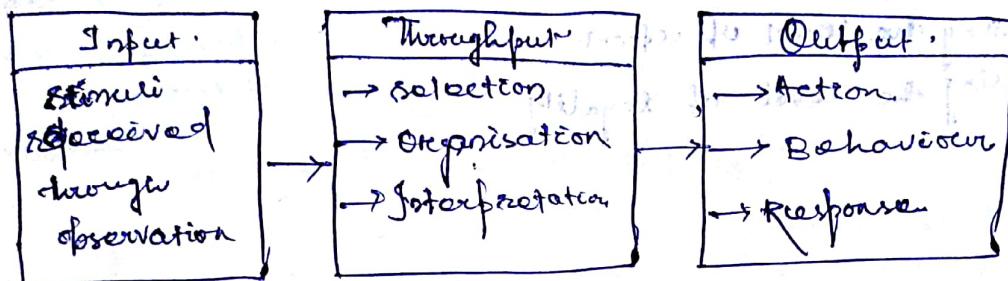
② Related to Perceived:

(i) Status

(ii) Closeness with the perceived.

③ Related to Situation:

Perceptual Process



Organisation:

- Figure Ground → Those stimuli are important to us.
- (a) Physical phenomena.
 - ↳ Perceiver never face any difficulty in choosing which one is figure & which is ground.
- (b) Psychological phenomena.
 - ↳ Faces difficulties -
- Perceptual Grouping → Grouping of stimuli on the basis of an organised pattern.
 - (a) On the basis of similarities
 - (b) On the basis of proximity (Closeness)
 - (c) closure

Interpretation - Main purpose is to draw a conclusion.

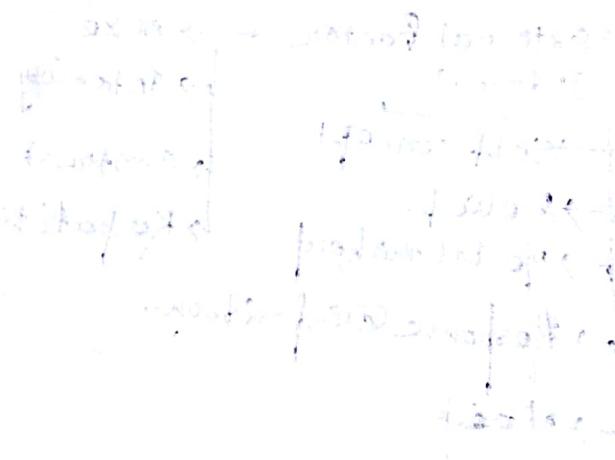
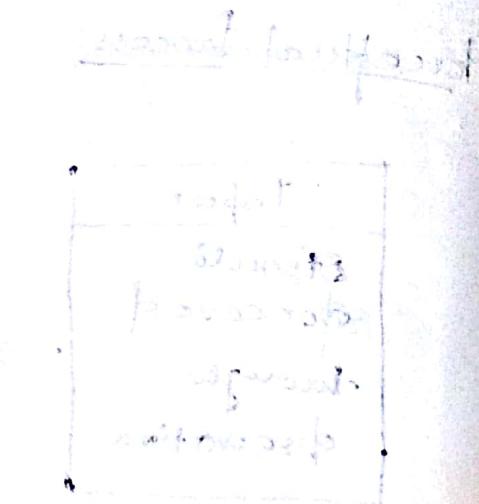
Output

Behaviour

- ↳ covert behaviour - related with the emotion, expression, opinion, sensation.
- ↳ overt behaviour - based on reality

Applicability of Perception:

1. Employment Interview.
2. Performance Appraisal.
3. For assessing the level of effort.
4. For assessing the level of loyalty.



Perception

Perception is the ability to interpret the information about the environment.

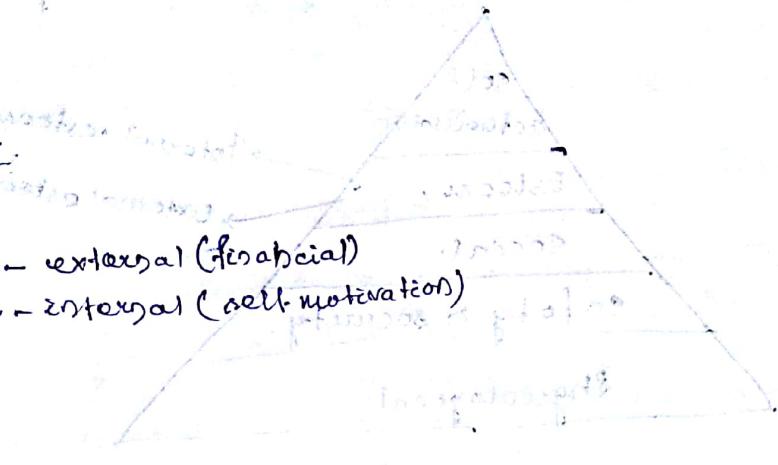
MOTIVATION

Derived from a Latin word 'movere' (to move)

- Motivation is the process that motivates a person into action, induces him to continue the course of action for achievement of goal.
- According to Storer & Porter, Motivation is the force that energizes the behaviour, gives direction to that behaviour & modifies the tendency to persist.

Types of Motivation:

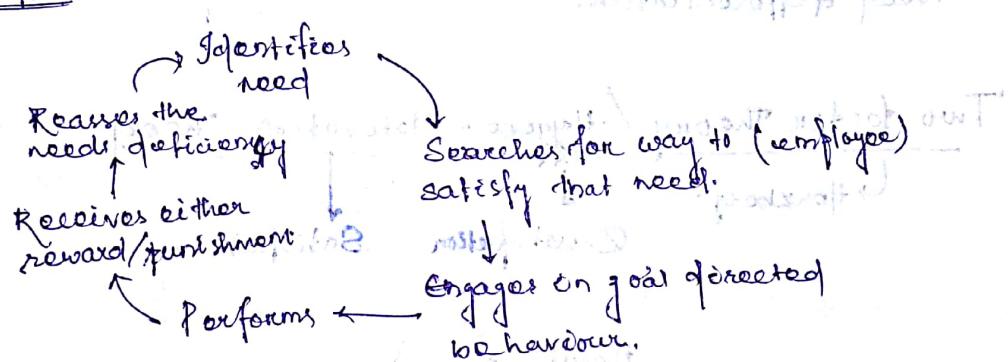
1. Positive Motivation.
2. Negative Motivation.
3. Extrinsic Motivation - external (financial)
4. Intrinsic Motivation - internal (self-motivation)



Nature of motivation:

1. Motivation is internal in nature.
2. It is affected by environmental factors.
3. It is a pervasive function; influence of one motivation is general not confined within a area, widely confined.
4. It is an ongoing process.
5. It is a complicated process.

Process of Motivation:



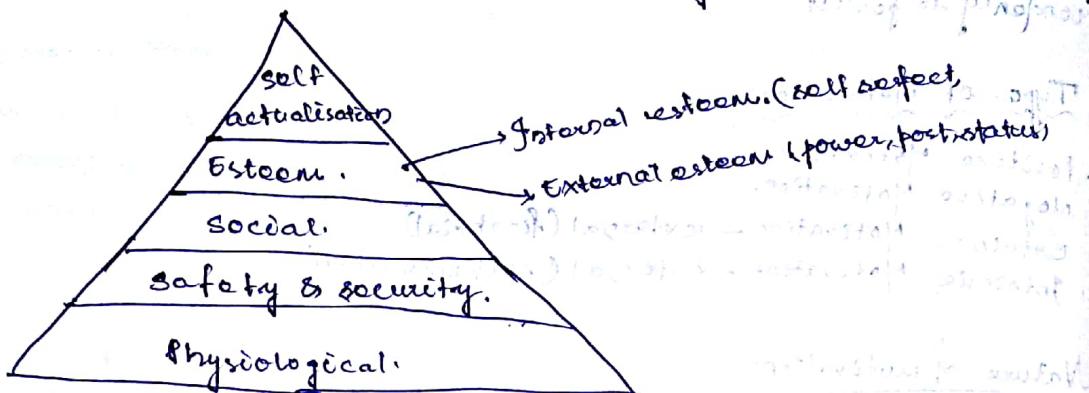
Importance of motivation:

1. To keep employees happy.
2. To instill human treatment.
3. To improve efficiency & productivity.
4. For better communication.
5. For need best motivation.
6. It increases ability with willingness.
7. For the development of leadership quality.

Theories of Motivation

Hierarchy needs Theory (Maslow's Theory)

1. First assumption of this theory is humans have many needs those are different, ranging from biological to the level of self actualisation.
2. Second assumption, these needs occur in order of hierarchy so that lower needs must be satisfied before higher order needs arise.



Physiological Need: Basic need of an individual. e.g. breathing, food, clothes, shelter.

Safety & security Need: Security from physical harm.

1. Superficial classification scheme:

2. Chain of causation in hierarchy:

3. Need differentiation.

Two factor Theory / Hygiene - Motivation Theory

G. Herzberg. ↓ ↓ ↓

Dissatisfaction

Satisfaction

Absence

Presence

Satisfaction

No dissatisfaction

Status

(Doesn't satisfaction)

Salary

Security

Working condition.

Factors of

Hygiene.

Absence

Motivation

Presence

Dissatisfaction

satisfaction

self-respect

responsibility

autonomy

recognition

achievement

growth

advancement

Hygiene factors

- called as maintenance factors
- presence of these doesn't motivate workers.
- absence of hygiene factors act as dissatisfaction!
- these are extrinsic in nature.
- motivators are intrinsic in nature

Marshall's Theory

- based on the general observation of human behaviour.
- it arranges ^{the needs} in a hierarchy starting from lower-order to higher.
- motivators satisfy the strongest need of an individual it may be higher-order or may be lower order.
- It identifies the needs of a person that motivates his behaviour

Motivation Factors

- called as motivators
- presence of motivators act as satisfiers
- absence of motivators ~~act as~~ doesn't motivate workers

Hierberg Theory

- based on empirical finding.
- it doesn't arrange the needs in a hierarchy rather than on the basis of satisfaction
- motivators satisfy higher order need of an individual.
- it identifies the factors those satisfy the needs.

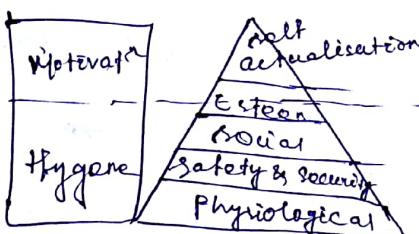
ERG Theory: → modification of Marshall's hierarchy

↳ Alderfer.

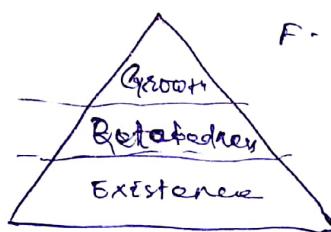
E - Existence.

R - Relatedness

G - Growth



F - R Theory.



④

Types of communication:

1. On the basis of organisational structure

(i) formal.

(ii) informal.

2. On the basis of direction

(i) Upward - demand, request

(ii) downward - notice, order, advice

(iii) horizontal-

(iv) diagonal.

3. On the basis of way of expression

(i) Oral/Verbal - comm. uttering words.

(ii) written

(iii) non-verbal / gestural.

formal

→ on the basis of official structure → there is no such structure, rules & regulations.

→ standard information can be received.

→ No free flow of information → free flow of information

→ the speed of communication is very high.

→ it may cause some manipulated message/information.

→ less effective.

→ less effective.

Merits:

Oral/verbal communication is very fast & effective for negotiations
confusions are resolved instantly.

Demerits:

Evidence doesn't exist

Barriers of communication:

1. Technical Barrier

(a) timing

(b) information overload

(c) information gap

(d) faulty planning

2. Physical Barrier

↳ noise & distance.

3. Language Barrier

(a) Semantic problem - problem in arising out of representation problem in transmitting the meaning.

(b) poor messenger - idea is clear but wrong words are chosen.

(c) individual linguistic ability.

4. Psychological Barrier:
- (i) filtering - The sender of the message manipulates or such a way that it will be seen more favourable to the receiver.
 - (ii) attention to new information
 - (iii) poor retention
 - (iv) poor listening
 - (v) fear

5. Cultural Barrier:

How to overcome barrier of communication?

1. Perfect timing.
2. perfect information
3. Noise & distance should be minimised.
4. Use of single meaning sentence.
5. Use of receivers local language
6. Transparency should be maintained.
7. Good inter personal relationship should be maintained between the levels in the organization.

GROUP

Group is a combination of two or more than two individuals, interacting or interdependent, who have come together to achieve a particular common objective.

Types of groups:

1. formal & informal.

Formal → ① permanent formal group → command group
② temporary " " " permanent committee

Task group
Project group

Informal → friend circle.

2. Primary & Secondary:

- ① For security purpose.
- ② for status
- ③ for affiliation.
- ④ for self esteem.
- ⑤ for economic reason.
- ⑥ for goal achievement.

5 stages of Group Development:

1. Forming: At this stage group members try to comprehend where they stand in the group & how they are perceived about the group.

- Members seldom express their feelings in the group.
- They are very cautious in their interaction with each other.
- This phase is complete when members have begun to think of themselves as a part of the group.

2. Storming: At this stage disagreement tends to get expressed among the group members.

Storming is also known as sub-grouping or confrontation.

This stage is known as intra-group conflict.

There is sometimes conflict over who will control the group.

When the stage is complete there will be a clear hierarchy of leadership.

3. Norming: It is characterised by close relationship & cohesiveness. The group sets norms/ values, tries to attain some agreement whenever, understands the goals of the group, it starts to make good decisions. They can express satisfaction & confidence about being a member of the group.

4. Performing: It is characterised by collaboration & integration. The group members evaluate their performance so that member develops in group. The performance level is very high, satisfaction, pride & commitment of the group member is high.

5. Adjourning: It is characterised by concern with wrapping up activity rather than the task performance. High task performance is no longer the priority of group instead attention is directed towards finalizing activities & response of other group members vary in this stage.

Group Cohesiveness

It is the degree to which the members are attracted to the grp. & are motivated to remain in the group & mutually influenced by one another.

Factors affecting cohesiveness:

- ① Group size (high or small)
- ② Location (same vs other)
- ③ Frequency of interaction (more vs less)
- ④ Similarity attitude vs conflicting opinion
- ⑤ Competition (intergroup vs intragroup)
- ⑥ Lack of domination vs domination
- ⑦ Social time vs chance of power
- ⑧ Agreement on group goals vs

Consequences of group cohesiveness

- Group goals can be achieved
- Members communicate each other frequently & better understand & feel with others.
- Higher job satisfaction
- friendly competition

Group decision Making

Decision made by the members of the group in a collective way is known as group decision making.

Merits:

- More information & more knowledge gained.
- commitment to decisions.
- Increase in morality & motivation
- creativity & innovativeness
- Transparency

Demerits:

- Time consuming.
- costly
- chance of inter-personal conflict.
- chance of groupism.
- chance of getting no conclusion.

Techniques (Group Decision Making)

1. Meeting
2. Brainstorming → Generation of some ideas
3. Nominal Group Technique or Paper Technique
4. Delphi Technique

TEAM

Team is a small number of people with complementary skill who are committed for common purpose for which they hold themselves for mutual responsible.

Types

1. Problem-Solving Team.

2. Self Managed.

3. Cross-functional

4. Virtual Team.

1. Problem Solving Team:

The prime goals of these teams are improving quality, efficiency & work environment. The members share their ideas, offer suggestions about how work process & methods can be done to improved.

2. Self-Managed Team:

This refers to a team of employee who perform

highly related & interdependent jobs in take on may responsibility of that former supervision.

3. Cross functional func.

It refers to a type of team where employee of same hierarchy level but different work areas who come together to achieve goal.

4. Virtual Team:

Virtual team work through conf. technology to tie together physically distributed & scattered members to achieve a common goal.

Team Building:

Creating high performance team where people work with high level of progression, comm & understanding amongst the individuals & promotes dedicatⁿ, communicatⁿ & loyalty among the team members.

Group

- 2. Group comes is a wider concept as every group is not a team.
- 3. Every group has a group leader with focus of his own.
- 4. In group group members are individually responsible for their action.
- 5. Absence of synergy.

Team

- 2. Team is a narrow team, thus every team is a specific kind of group.
- 3. Team has a team leader, focussing on team members.
- 4. Both individual & collectively.
- 5. Presence of synergy.

Leadership:

Leadership is a process where by an individual influences a group of individuals to achieve a common goal.

According to Pearce & Robinson leadership is process of influencing others to work towards the attainment of specific goals.

Nature

- Depends on personal traits.
- Leadership is situational.
- Leadership is a function of leader, follower & situation.
- Roten et al - leaders are the role models of followers.
- Leaders are also followers.
- Leaders should leave followers.

Importance of Leadership

- Leader provides task supports.
- " " psychological support.
- for the individual development.
- for developing team spirit.
- for motivation.
- for providing feedback.
- for facilitating change.
- for maintaining discipline.

Management

1. Management is a broader concept as it includes leadership.
2. Management aims that fulfill of e.g. goal.
3. Good managers are normally good leaders.
4. Management is a compelling force.
5. Management functions are repetitive.
1. Leadership is a part of management.
2. While in leadership it may or may not attain org. goal.
3. Good leaders need not necessarily be good manager.
4. Leadership is a cumulative force.
5. Leaders have innovative activities.

Leadership

Styles of Leadership

1. Autocratic / Authoritarian

2. Participative / Democratic

- When you are short of time this strategy is applied.
- When the leader has all the information about the organisation.

Merits:

- Quick decisions.
- You can hire less salaried employee.

Demerits:

- No job satisfaction
- One way communication.
- Chance of high labour turnover.

2. Participative / Democratic

- Leader & followers both take part in decision making process
- Two way communication.

Merits:

- High job satisfaction.
- Effective communication.
- Less labour turnover.

Demerits:

- More time consuming.
- Costly.
- Chance of regional, gender based discrimination and compromised effective leadership.
- Chance of inter group conflicts.

3. Laissez Fair / Free Reign

- ~~No interference~~ leader will not interfere whatever the follower does. If they interfere that is called too little interfere.
- The followers freely rule in the organisation.
- When the workers are highly motivated, self-directed.

Merits:

- Optimum level of satisfaction.
- " " " " motivation
- No chance of labour turnover.
- Application of more innovation & creativity.

Demerits:

- chance of misutilisation of power
- chance of errors

Theories of Leadership

1. Trait Theory

- Traits of leader with non-leader followers
- Traits of effective leader with ineffective leader.
- It is based on the assumption that 'leaders are born not made':
 - Management of attention - power to attract the attention of follower.
 - Management of meaning - clear comm with follower.
 - " trust - power to develop faith & trust among the follower.
 - " self - ability to identify & work within the boundary of one's strength & ability.
 - Supervisory ability.
 - Occupational achievement.
 - Intelligent
 - Self-assurance.
 - Initiative
- So trait theory

2. Behaviorial Theory

- It is based on the assumption, 'leaders can be made rather than they are born.'
- It is in in following studies:
 - Iowa studies
 - Ohio state studies.
 - Michigan studies.

Michigan Studies:

- expt. was conducted on 2 work groups. on the basis of 2 behaviors
 - 1. Employee centred behaviour
 - 2. Job production centered.
- Effective leaders were oriented towards employee centred B behaviour.

Ohio state studies:

- expt was conducted based upon two dimensions
 - 1. Consideration
 - 2. Directive style

→ Some qualities are inborn nature.

→

3. Situational Theory / Contingency Theory

→ Assumption: There is no ~~best~~ best way of leading the leadership style.

→ Theories:

Focus Path Goal Theory:

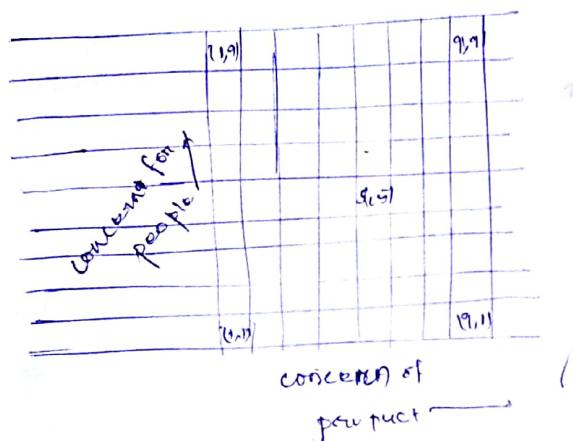
It helps the sub-ordinate to find the path to the attainment of goal set by their leaders.

1. Characteristics of the sub-ordinate.

2. " " environment on workplace.

Managerial Grid Technique

Developed by Blake & Mouton.



Impoverished Manager (1,1)

Contingency theory → (1,1) (9,9)

Authoritarian obedient manager → (1,9)

Team manager → (9,1)

Organizational manager → (5,5)

→ Harvey & Blanchard situational theory

