Organizational Behaviour Assignment

Question 1: Discuss the impact of different leadership styles on motivation in organisations in periods of change.

Answer 1: Leadership has a direct cause and effects the relationship of organizations and their success. Leaders determine values, culture, change tolerance and employee motivation. They shape institutional strategies including their execution and effectiveness. Leaders can appear at any level of an institution and are not exclusive to management. Successful leaders do, however, have one thing in common. They influence those around them to reap maximum benefit from the organization's resources, including its most vital and expensive: its people. The three Leadership styles that impacts the motivation are Autocratic, Democratic and Laissez Faire and below is their brief examination.

a.) Autocratic: Autocratic leaders are inexperienced with leadership thrust upon them in the form of a new position or assignment that involves people management. Autocratic leaders can damage an organization irreparably as they force their followers to execute strategies and services in a very narrow way based upon a subjective idea of what success looks like. There is no shared vision and little motivation beyond coercion. Commitment, creativity, and innovation are typically eliminated by autocratic leadership. In fact, most followers of autocratic leaders can be described as biding their time waiting for the inevitable failure this leadership produces and the removal of the leader that follows. Autocratic leaders tend to use their workers' strict rules, processes, and guidelines. For workers who prefer direction and supervision, this especially authoritarian approach can be effective, but under an autocratic leader, innovative people and those who want autonomy are more likely to become disengaged. It is the type of leadership that is most commonly associated with the army.

b.) Democratic: In the decision-making process, a leader who supports a democratic style includes staff. A democratic leader appears more freely to delegate power while keeping the full responsibility. A common characteristic of a work environment with a democratic leader is greater two-way dialogue. Under a leader with a democratic style, workers who respect autonomy and actively participate in the decisions that affect their work and grow. Simple enough it seems. The group leads itself, instead of

one established leader. Democratic leaders are egalitarian to the heart, irritated by the immense effort needed to create consensus for even the most mundane decisions and the glacial speed needed to lead a party by fiat. Here the potential for poor decision-making and weak implementation is significant. The key issue with democratic leadership is its fundamental presumption that everybody has an equal say in an outcome with respect to decisions, as well as mutual standards of expertise. Although democratic leadership sounds good in principle, in its own slow phase, it is always side-tracked, and workable outcomes typically take a massive amount of effort.

c.) Laissez Faire: A manager with a style of laissez-faire leadership prefers not to provide workers with direction or oversight, allowing them the power to do their job as they see fit instead. Although this style of leadership may work for highly skilled and self-motivated workers, it can hinder others who need some oversight. Another possible laissez-faire style downside is that performance feedback appears to become less regular.

Question 2: Explain and discuss the various stages in conflict in an organization.

Answer 2: Organizational conflict occurs when distinct beings or groups' objectives, interests or beliefs are incompatible, and those individuals or groups obstruct or thwart each other's attempts to achieve their objective. The different phases of conflict in an organization are listed below.

a.) Intrapersonal Conflict: Intrapersonal conflict is a single person's conflict where his or her own interests, beliefs or responsibilities differs. A lawyer may experience a conflict of values when he represents a defendant, he knows to be guilty of the charges brought against him. A worker whose goal it is to earn her MBA might experience an intrapersonal conflict when she is offered a position that requires her to transfer to a different state.

b.) Interpersonal Conflict: Interpersonal conflict is conflict due to differences in goals, value, and styles between two or more people who are required to interact. Since this type of conflict is between people, the disputes can become very personal.

c.) Intragroup Conflict: Intragroup conflict is conflict within an organization or squad, where members conflict over goals or procedures. For example, a board of directors may want to take a risk to launch a set of products on behalf of their organization, in spite of dissenting opinions among several members. Intragroup conflict takes place among them as they argue the pros and cons of taking such a risk.

d.) Inter-Group Conflict: Inter group discord is where there is a dispute on different topics between people within and outside an organisation. In the same organisation, tension may also occur between two parties, and it can also be known as inter-group conflict. One can encounter horizontal conflict among certain forms of conflict, which is conflict with others at the same peer level as you or vertical conflict, which is conflict with a boss or a subordinate.

Question 3: Explain the various dimensions of organizational culture.

Answer 3: The various dimensions of organizational culture are as follows.

a.) Attention to detail: Not unexpectedly, detail-oriented businesses are all about painstaking attention to details. In customer-oriented sectors in which such consistency is prized, these businesses appear to be. Four Seasons hotels, for example, are committed to providing guests with precisely the treatment they prefer, and they maintain track of the perceptions, desires, and aspirations of each guest. Four Seasons staff need to have an eye for detail and thrive on preserving careful records.

b.) Outcome orientation: Outcome-oriented organizations are all about consequences. At RE/MAX, for example workers are qualified to market goods, and their sales success is measured. RE/MAX is an American international real estate corporation, short for "Real Estate Maximums," which operates under a franchise scheme. Since 1999, the firm has held the number-one market share in the United States and Canada.

c.) People orientation: You will trust the organization to worry for you if you work for a people-oriented business. They respect justice and are respectful of the rights and dignity of people. SAS tech corporation is a prime example of a people-oriented company that provides a broad variety of individualized services to staff, including childcare on site. The philosophy of CEO Jim Goodnight is, "Treat staff like they make a difference, and they will." The result: a committed and devoted workforce.

d.) Team orientation: In team-oriented enterprises, workers who want to work and cooperate with teammates do well. For instance, Whole Foods expects its workers to act as team members to assist other team members. In working groups, this creates strong, solid relationships. There is not one "best" form of corporate culture, and more than one culture is currently exhibited by several larger organizations. The sales group, for instance, may have a competitive atmosphere, while marketing is more team oriented.

e.) Aggressiveness: While collaboration is valued by some firms, others value vigorous rivalry. To survive and prosper, Stratasys, a manufacturer of 3D printers, was able to build enemies. Through expansion, takeovers, and mergers, Stratasys grew quickly to acquire a dominant position in the 3D printer industry. The aggressive strategy of Stratasys has also gotten the organization into court fights, but the company has managed to do well.

f.) Stability: Employees at a secure organization know clearly who is in command, to whom to report, and what they are supposed to do. For instance, Kraft Foods is a very secure company that has a large bureaucracy. However, though it is consistent, Kraft is not valued for invention or creativity.

g.) Innovation and risk taking: People who want opportunities for new goods or services to be invented should consider working for firms such as W.L. Gore and Partners, GORE-TEX founder, or 3M. Not only can these firms promote creativity, but they also allow business workers time to focus on their own ventures. This approach can result in a wide range of exciting new products developed by engineers or scientists working on their own.

Question 4: Discuss the various stages of group development, also highlight importance of teams in modern organizations.

Answer 4: This method of learning to work successfully together is known as the growth of teams. Analysis has shown that during development, teams go through definitive phases. An educational psychologist, Bruce Tuckman, described a five-stage method of growth that most teams pursue to become high-performing. The phases were called: forming, storming, norming, performing, and adjourning.

a.) Forming: A time of orientation and getting acquainted includes the formation process. During this process, confusion is high, and people are searching for leadership and authority. To take charge, a delegate who claims power or is competent might be looked at. "Team members ask questions like What is given to me by the team? "What will be expected of me?" "Am I gonna fit in?" When participants get to know each other, most connections are social.

b.) Storming: The most challenging and crucial stage to get through is the storming process. When individual identities emerge, it is a time characterized by tension and rivalry. In this step, team efficiency can also decrease because energy is placed into unproductive practices. Members may disagree on team aims, and around strong

personalities or areas of consensus, subgroups and cliques may form. Members must learn to transcend challenges, to embrace individual differences, and to work through opposing opinions on team assignments and priorities in order to get through this point. Teams in this process will get bogged down. Long-term problems can arise from failure to settle disputes.

c.) Norming: Conflict is settled as teams get past the storming process, and a degree of cooperation occurs. In the normalization process, unity grows about who the leader or leaders are and the responsibilities of individual participants. There is a beginning to overcome mutual conflicts, and a sense of continuity and harmony develops. During this process, team success improves as participants learn to collaborate and begin to reflect on team targets. The unity though is delicate, and the team will slip back into the storm if disputes re-emerge.

d.) Performing: Consensus and collaboration have been well-established in the performing process and the team is experienced, organized and well-functioning. A transparent and stable structure remains, and participants are committed to the mission of the team. Problems and disputes still exist, but they are constructively handled. The squad works on solving challenges and achieving team goals.

e.) Adjourning: Much of the team's goals have been completed in the adjournment process. The emphasis is on completing final activities and recording the initiative and outcomes. When the task burden is minimized, other teams may be reassigned to individual participants, and the team disbands. As the team finishes, there can be regret, but a ceremonial acknowledgment of the team's work and progress may be beneficial. If the team is a permanent committee with continuing accountability, participants can be replaced by new individuals and the team can return to a stage of composition or storming to repeat the phase of growth.

In an organisation, collaboration is crucial because it offers workers an ability to connect with each other which strengthens their relationships. Teamwork enhances the responsibility of a team member, especially when operating under individuals who have a great deal of respect within the group.

- ✓ Teamwork motivates workplace harmony.
- ✓ Collaboration provides multiple viewpoints and input.
- ✓ Teamwork offers greater collaboration and performance.
- ✓ Teamwork creates excellent opportunities for learning.
- ✓ Teamwork encourages synergy in workplaces.

Question 5: Discuss the Equity theory of Motivation with suitable examples.

Answer 5: In terms of perceived justice, equity theory seeks to understand social satisfaction: that is, people determine the degree to which within their intimate interactions there is an equal or unequal allocation of capital. The philosophy of equality was first formulated in 1963 by John Stacey Adams, considered one of many philosophies of justice. Adams, a workplace and behavioral psychologist, asserted that workers strive to preserve equality against the assumed inputs and results of others between what they bring into a job and what they earn from it.

Equity theory implies that people respect equal treatment, which motivates them to uphold with their peers and the company a similar level of justice. Accordingly, the workplace equity structure is based on the ratio of inputs to results.

Inputs represent the contribution of the employee to the workplace. Inputs involve hours spent working and commitment, but less visible contributions such as loyalty, determination, and passion may also be included. Outputs are what the worker receives and can also be tangible or intangible from the employer. Salary and work stability provide concrete results. Intangible effects may be appreciation, praise, or a sense of satisfaction.

The philosophy of equality implies that people value equal treatment, and a certain level of employee conduct is driven by justice. Employees consider the ratio of inputs to outputs in determining fairness and may consider non-financial considerations. For instance, by listening to the words people use in conversation in the workplace. Most frequently, a person compares the role they play to someone who gets more than they are paying. The principle of equity is in effect as people say stuff like "Andy earns more than I do but does not do almost as much work!" "I get paid a lot less than Andy, but without me, this place will fall apart! "Have you heard that the new guy earns another $500 and works fewer hours!" How can that be fair?". In both cases, as you can see, someone compares their own reward and commitment to someone else's. While the most common comparator is the comparison of compensation, other traditional ways of comparison include contrasting prospects for learning or comparing opportunities to work at home.