

13/7/24
Unit-1
ORGANIZATIONAL BEHAVIOR: -

1. what is organizational behaviour and explain its importance?

A) Organisational Behaviour is the study of the human behaviour in an organisation. It examines how human beings behave and interact with each other in the organisation. Organisational behaviour is consider as an art of applied science, which deals with the emotions, feelings, beliefs, perceptions, intellectuality and mentality of people working in an organization. No two individual are likely to behave in the same manner in a particular work situation. Managers should be able to predict and expected behavior of an individual in group. Thus, it is essential to know the way people interact with in group.

Definition: -

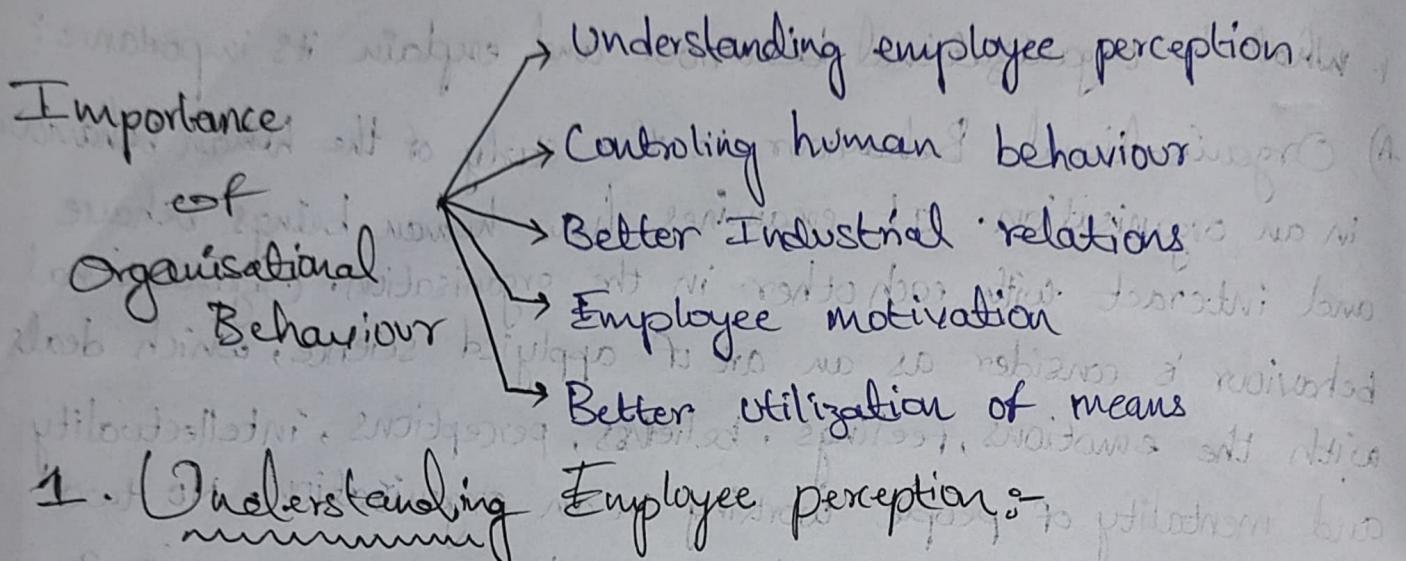
1. According to Keith Davis and Newstrom - "organisation behaviour is the study and application of knowledge, how people act or behave with in the organisation"

2. According to Fred Luthans: -
Organisational behaviour is directly concerned with the understanding, prediction and control of humans in organisation

Importance of O.B. / Significance: -

Success of every organisation largely depends upon effectiveness of employees, their understanding level, perception, Attitude and behaviour effects on job effectiveness, Managers need to understand their behaviour.

in individual level, group level and organization level can be identified timely and changed to positive behaviour.



1. Understanding Employee perception:-

perception is the factor leading to attitude and behaviour of people, it is the way in which the people understand and think towards people, things, events and situation. Organisational behaviour provides sufficient knowledge to employee in group and organisation. this helps to identify particular behaviour, controllable and uncontrollable antecedents of behaviour.

2. Controlling human behaviour:-

OB provides knowledge to understand and predict human behaviour, it borrows theories from various disciplines, so that the overall characteristics of employees can be changed desire. Managers can easily maintain good working environment to improve the effectiveness and productivity.

3. Better Industrial Relations:-

OB helps to understand the perception, attitude and behaviour of people involved in different responsibilities of organisation. It helps managers to understand

problems at individual level, group level as well as organisational level. Misunderstanding can be solved properly so that mutual understanding and respect can be maintain. This helps to maintain good industrial relations.

4. Employee motivation :-

OB suggests no. of tools and techniques to satisfy an individual according to their needs and interest it identifies, individual differences and similarities with understanding people at different levels. Such techniques motivate employees.

5. Better utilization of means (resources) :-

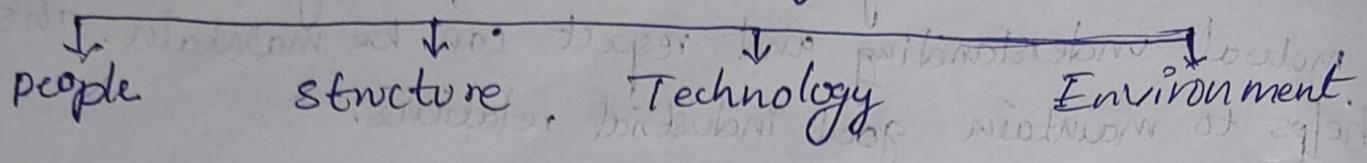
organisation invest large capital in employee selection, training and development, reward management and HR maintenance. If it is done without understanding individual needs and interest, such activities may not work for purpose. So it helps managers to understand individuals correctly and effective programs can be initiated to increase effectiveness.

2. Explain the Factors influencing the organisational Behaviour. (6x)

Determinants of OB

- OB provides a way for understanding human behaviour in the organisation. It exists at multiple levels, it occurs at the individual, group and the organisational system level. Individual behaviour covers such as opinion, motivation and job satisfaction.

Factors influencing OB



1. People:-

Organisations are human systems. Human feelings closely interact the organisational goals. Human beings are core but unique resources. It requires understanding of behaviour of people in organisation.

a. Individual Differences:-

Human beings have common attributes, inspite of common agreement every person is unique. Essentially individuals are common by their feelings for social relations, Family structure, Intelligence, Self-reflectiveness, linguistic abilities & the ability to work for earning livelihood.

b. Motivated Behaviour:-

Individual behaviour is caused by the importance they attach to the feelings which fulfill their needs, need fulfilment ^{is a} motivator, so always there is a cause of human behaviour.

c. Holistic personality:-

Scientific management studies conclude that peoples skills and capacities are productive, because of the way they are motivated by monetary rewards. But physical conditions, social life, organisation interactions of individuals forming form into whole system that determines HB.

D. Culture and Values:-

people in an organisation are not simple mechanical beings, they have expectations to abilities. peoples actions are evaluated by their culture, philosophy, values & ethics.

E. Structure:-

Organisations are social systems it is provided by clear definition of authority, responsibility & accountability, Division of labour, Span of control and line & staff relations each of those aspects determines communication, motivation and commitment which regulate individual behaviour.

F. Technology:-

In recent years technology has been revolutionised in the pattern of organisational relationships. Mechanical devices, computers and robots are used to replace human energy. Organisation works on Technologies to help people in efficiently doing their work, same technology doesn't apply to each organisation but different organisation demand different technologies for their different lines of Businesses

for Ex:-

Bank needs mediating Technology, which connects customers and Bankers, manufacturing Companies needs long linked Technology because of their assemble, little process.

G. Environment:-

All the factors influencing human behaviour are also depended environment of organisation. Environment can be 2 types. 1. Internal Environment 2. External Environment.

Internal Environment includes the conditions, factors and all the elements within an organisation.

For Example... Employee moral, cultural, financial changes or issues within an organisation.

External Environment includes competitors, government agencies, unions and political parties this influence is in a complex system that becomes the life style of the people.

Conclusion:-

The OB is influenced by the characteristics of human beings, structure, Technology and external factors such as economic, technical, political, social, legal & cultural factors

Perception:-

3. What is Perception? Explain the factors influencing the perception.

A) Introduction:-

perception is described as a persons view of reality. Every person perceives the world and approaches the life problems differently. The opinion of a particular event differ from person to person. Reactions of the people in different situations are also different, so perception is one of the most important psychological factor affecting the human behaviour.

Meaning:-

Perception is the Basic Cognitive or psychological

process. It is the process of understanding the information received from the environment. It is the intellectual process through which a person selects the data from the environment.

Perception Comes from the Latin word "perceptio"

it means gathering or receiving the organisation, identification and interpretation of sensory information.

Definition:-

1. Perception includes all those processes by which an individual receives information about his environment - Seeing, hearing, feeling and testing — "Joseph Reitz"

2. According to Vday Parikh "perception can be defined as the process of receiving, selecting, organising, interpreting, checking and reacting to sensory stimuli (or) Data."

Factors influencing Perception:-

Internal factors

1) Personality

2) Habit

3) Learning

4) Economic & Social background

5) Motivation & Interest

6) Expectations

External Factors

1) Intensity

2) Size

3) Contrast

4) Repetition

5) Motion

6) Novelty & familiarity

7) Situation

I) Internal Factors:-

1. Perception & Personality :-

The personality of perceiver as well as the stimulus has an impact on the perception process.

For Ex:- The age, Gender, Race, dress etc.. both the persons have a direct influence on the perception process.

2. Habit:-

Habits have individuals can perceive objects, situations and conditions differently according to their habits.

For ex:- A Hindu will bow and do Namaskar, when he sees a temple while walking on road because of his well-established habit.

3. Learning:-

It refers to any relatively permanent change in behaviour that occurs as a result of experience. Learning place plays an important role in developing perceptual set.

It is an expectation of a particular interpretation based on the past experience.

For Ex:-

The phrase "Turn on the engine", After a few seconds, you tend to notice that the word "the" appears twice in the phrase".

4. Economic & Social Background:-

The employee perceptions are based on economic & social

Backgrounds. it develops employees have a more positive attitude towards development rather than less developed employees.

5. Motivation & Interest:-

It also plays a important role in influencing the process of perception.

For Ex:-

A hungry person can react quickly by seeing the food than a non-hungry person.

6. Expectations:-

It can also influence the perception. In this you will see what you expect to see.

For Ex:-

You imagine your boss is unhappy with your performance you will likely to feel threatened by the termination notice.

II External Factors:-

1. Intensity:-

Intensity attracts to increase the selective perception.

For Ex:-

A loud noise, a bright colours, so because this advantage that advertisers intensity to draw the consumers attention.

Q. Size:-

The size of the object or stimulus has a greater impact on the perception process, because the size influences attention and recognition in a more effective manner. Generally the larger the object more lightly it will be perceived. The amount of attention enhances with the size of the news paper advertisement exposed to the individuals. It increased attention.

3. Contrast:-

Contrasting objects have more impact on behaviour. The contrast principle states that external stimuli, which stand out the background, which are not what the people expect will receive attention, any change in the atmosphere attracts attention.

4. Repetition :-

Repeated stimuli have more impact on performances than single statement. It has the advantage of being attention catching.

For Ex:-

Supervisors tend to repeat directions regarding job instructions in several times for a simple task. It held the attention of their workers.

5. Novelty & Familiarity :-

A Novel object in the familiar or a familiar object in a novel situation tends to attract attention. Job rotation is an example of this principle.

In recent research indicates that job rotation not only increased attention but also employee acquisition of new skills.

(4) Define personality? Explain its characteristics?
meaning:-

The term "personality" has been derived from the latin word "persona" which means to "speak through". therefore a very common meaning of the term personality is the role which the person refers to the set of traits and patterns of thought, behaviour & feelings that makes you.

Personality is mostly consistant in different situations you will act or think in a similar way because of your personality. However certain personality traits and behaviour patterns can change overtime.

Definition:-

1. According to Gordon Allport - "personality is the dynamic organisation within the individual of those psychological system of that determines his unique adjustment to his environment".

2. According to Fred Luthans - "Personality means how a person affects others and how he understands views himself as well as the pattern of inner and outer measurable traits and the person situation interaction".

Characteristics:-

1. Consistency:-
There is generally a recognisable order and regularity to behaviour, essentially people act in the same way

or similar ways in a variety of situations

2. Multiple Expressions:-

personality is displayed in more than just behaviour. It can also be seen in our thoughts, feelings, close relationships and other social interactions.

3. Impact behaviour & actions:-

personality doesn't just influence how we move and respond in our environment, it also causes us to act in certain ways

4. Psychological & physiological :-

- Personality is a psychological construct, but research suggests that it is also influenced by biological processes and needs.

5. Explain the factors influencing the personality?

(or)

What is personality? Explain its determinants?

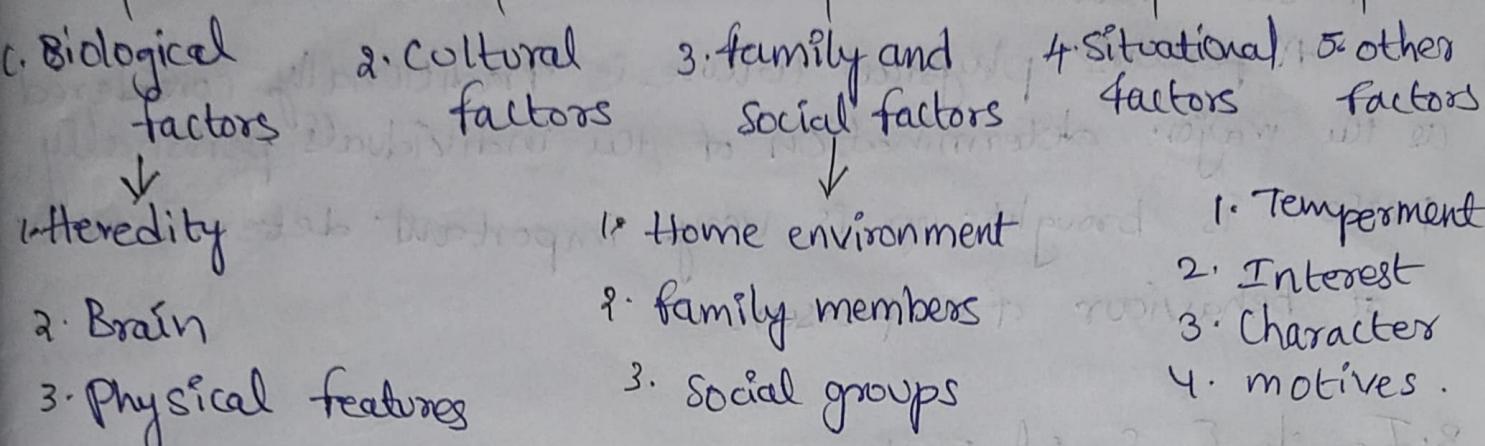
A) Meaning:-

The term personality has been derived from Latin word "persona", which means "to speak through". Personality is used in terms of influencing others through external appearance. sum total of ways in which an individual reacts and interacts with others.

Definition:-

According to Gordon Allport - "personality is the dynamic organisation within the individual of the psychological system that determines his unique adjustment to his environment".

Factors influencing personality



Biological factors:-

Biological characteristics of human system can influence the way in which human being tends to sense external event data, interpret and respond to them.

i) Heredity:-

It is the transmission of the qualities from ancestor to descendant through a mechanism, in heredity, predisposes to certain physical, mental and emotional states it is an important role in personality.

ii) Brain:-

It is the second factor to play an important role in personality. The structure of brain determines personality. The ~~it~~ it is associated with pain of pleasure study shows that these things are true.

iii) Physical features:-

A person's physical feature have some influence on personality because it will affect on others.

for ex:-

Tall or short, black or white etc.

2. Cultural factors:-

If person's physical culture is traditionally considered as the major determination of the individual personally person is brought up is very important determinant of behaviour of a person.

3. Family & Social Factors:-

The development of individual proceeds under the influence of many social forces. These social groups includes (socializing) school-mates, friends, colleges at work place, groups to which an individual belongs. Because "a man is known by the company he keeps.", all these social groups influence the behaviour of the individual.

One of the most important determinant of the personality of a person is family. It influences the behavior of a person especially yearly stages. The nature of such of influence will depends upon the following factors.

1. Socio-economic level of the family.

2. Family size

3. Birth order

4. Race

5. Religion etc..

4. Situational Factors-

An individual's personality may change in different situations. According to Migramus research

study indicates very powerful role the situation place in human personality. Some of the events and experiences can serve as important determinant of his personality, every individual goes through different types of experiences and events in his life.

Other factors:-

BM:-

- ⑥ Explain the nature & characteristic of organisational Behaviour?
- (A) OB is the study of the human behaviour in an organisation and application of knowledge of how people act or behave with in the organisation.
1. OB deals with human behaviour in the organisational setting
 2. OB exists to multiple levels
 3. OB seeks to fulfil both employee needs and organisational objectives.
 4. OB is both an art & science
 5. The basic purpose of organisational behaviour is to understand and control human behaviour in the organisation.
- ⑦ What is evolution of organisational Behaviour?

The field of OB has ^{evolved} significantly over the past century, integrating insights from ~~plus~~ psychology, sociology, anthropology & management theory. This evolution can be traced through several key stages each

Contributing to a deeper understanding of how individuals and groups function within organisation. The following are the evolution stages.

Early Foundation (pre - 1990's)

Human relations movement (1930's - 1950's)

Behavioural science Approach (1950's - 1980's)

Contingency & System Approaches (1960's - 1980's)

Modern & emerging perspectives (1990 - present)

Q. What is personality? Explain the stages of personality development?

A) Personality development is a lifelong process influenced by various factors including genetics, environment, experiences and culture, several key stages are commonly recognised in personality.

1. Infancy & Early Childhood :-

The Foundation of personality development begins in infancy and early childhood. During this stage interaction with care-takers and early life experience place a crucial role in shaping emotional responsiveness and attachment.

2. Childhood :-

It marks a period of significant growth in personality development. Around age 3-6 children start to develop a sense of initiative versus

guilt, it has learning new skills and interact with peer.

3. Adolescence:-

It is a period of rapid physical, cognitive & emotional changes, according to Erikson, Adolescence face the challenges of identity versus role confusion. It has more peer relationship, increases, influencing, increasing self concept, and future aspirations.

4. Middle - Adulthood:-

It has the age of 40-65. It focuses on reality versus stagnation, Adults strive to contribute to society, future generations through work, parenting, mentoring and community involvement etc.

5. Late - Adulthood:-

It has the age of 65 and older. Older adults reflects on their ~~lives~~ lives, seeking a sense of fulfillment and acceptance of life success & failure, maintaining social connections, adapting physical changes in overall personality development.

Q) what is perception? Explain ten key stages in the process of perception?

A) Perception plays a crucial role in how individuals within the organisation to interpret and respond to their work environment, colleagues & organisational practices. It influences the job satisfaction.

Stages or process of perception

① Selection:-

This is the first step in the process of perception, it focuses on certain aspects of the environment while ignoring others. Selection uses the five sensory organs of the body and is usually subjective to an individual.

For example a Marketing manager might pay more attention to industry trends and consumer behaviour etc..

② Encoding:-

Encoding refers to the process of interpreting and categorising sensory inputs into meaningful information. In this stage how individuals interpret the information received based on their past experiences, values, beliefs & organisational structure.

③ Perceptual Organisation:-

In this stage is influenced by perceptual grouping principles such as similarity, proximity, closer & continuity. In OB employees may organise their perceptions of their work environment by categorising colleagues into groups based on character or behaviour.

④ Interpretation:-

It involves assigning meaning to the organised sensory inputs and integrating this information with existing knowledge and beliefs.

Geoffrey

⑤ memory & feedback :-

memory place a important role in perception. by storing past experiences and knowledge that influence how individuals perceive and interpret new information. For instance, an employee's memory of a previous project failure may influence their perception of risk taking in future projects.

⑥ Feedback :-

feedback is essential in the perception process within the organisation, as it provides individuals with information about the accuracy of their perceptions and interpretations, it has improved communication, collaboration & performance outcomes.