ORGANISATIONAL BEHAVIOUR: AN INTRODUCTION

Organisational behaviour is the very basis of human resource management.

■ Meaning of Organsational

Why do people behave in a special way in an organisation? Why is an individual or a group happens to be more productive than the others? These and some other questions are related to the study of organisational behaviour (OB).

Organisational behaviour consists of two words 'organisation + behaviour'. Organisation means a unit in which two or more than two persons work jointly for the attainment of an objective. For example, a company, a school, a club, etc. are all organisations. On the other hand, behaviour means the actions and reactions of an individual or a group towards their activities. For example, an individual or a group is extremely happy on getting some important assignment. This is his behaviour. In this way, organisational behaviour means the behaviour of people while living in the organisation.

> **TOOL KIT - 1**
>
> **Organisational Behaviour-OB?**
>
> It refers to the study of human behaviour in the organisation so that the organisational effectiveness is improved.

Now, a question arises as to why the information about organisational behaviour is necessary. If we are able to find out why people behave in a special or particular manner while they are in the organisation or how people behave in a particular organisational environment, then such techniques can be developed with the help of which people may start working with better effectiveness. Hence, the study of organisational behaviour tells us as to why people behave in a particular manner in an organisation or why one person or a group of persons happens to be more productive. By getting such information, anticipating people's behaviour and controlling it becomes possible. In short, it can be said that by studying organisational behaviour, we can improve the organisational effectiveness.

■ Definitions of Organisational Behaviour

The following are the major definitions of the organisational behaviour:

(1) "Organisational behaviour is the study and application of knowledge about how people act within organisations." **Davis and Newstram.**

(2) According to **Fred Luthans,** "Behaviour is directly concerned with the understanding, prediction and control of human behaviour in organisations."

(3) According to **John Newstram and Keith Devis,** "Organisational behaviour is the study and application of knowledge about how people as individuals and as groups act within organisations. It strives to identify ways in which people can act more effectively."

On the basis of these definitions OB can be defined as follows: Organisational behaviour is the term used to explain the actions and reactions of individuals and groups to the stimuli surrounding them as they interact with one another while doing their jobs.

Features or Nature of Organisational Behaviour

The following points bring out the nature or features of the organisational behaviour:

(1) OB is a Systematic Study: OB is a systematic study and not just a guess work. For example, if a person is taken ill during the winter, his well-wisher would say that he must not have put on Woollen clothes, while some other would say that some cold drinks must have been taken, while the third one would assert that such a thing does happen in such a season, etc. However, nobody knows why it happened. Even then people do not hesitate to make a guess. Under OB instead of such a guess work, a systematic study is undertaken. An effort is made to understand as to why did it happen. Hence, OB is a systematic study in which the relationship of cause and effect is sought to be understood.

(2) Subject Matter of OB: Under OB the study is primarily related to individual, group organisational structure, technique and environment. The behaviour of an individual and a group is observed under different situations (such as categorisation of rank, rules, work procedure, reporting technique, reward technique (system), etc). The effect of these things on the behaviour of people is carefully observed. How does the production technique affect people's behaviour? Similarly, how does the environment (e.g. family, government, friends, etc.) affect behaviour.

(3) OB is Application Oriented: With the help of OB we come to possess such techniques which help us to enhance the efficiency and effectiveness of the organisation. These techniques can relate to organisation structure, motivation, communication, leadership, training, conflict, stress, etc. Research is regularly being conducted regarding the employee's attitude, perception, learning, personality, transactional analysis, etc.

(4) OB is Performance Oriented: OB is related to performance in some way or the other. With its help answers to various performance-related questions are sought to be known. e.g. why is the performance of an individual is up or low? How can it be improved? Is it possible to improve it with the help of training?

(5) OB is Multidisciplinary: It means that this subject is a mixture of various other subjects, their principles, models, theories and methods. Psychology, Sociology, Anthropology, Political Science, etc. have all contributed to the present status of OB.

(6) OB is a way of Thinking: OB is nothing but a way of thinking. Under it thinking is indulged into on the individual basis, group basis) or on the organisational basis. On the basis of such a thinking some techniques are prepared and the human behaviour is brought under complete control.

(7) OB is a Part of Management: OB is related to the behaviour of an individual or group in the organisation whereas management is related to the achievement of organisational objectives. Objectives cannot be achieved without human resource. Therefore, it is important for a manager to have knowledge of OB. Therefore, it can be said that OB is not born to replace management but is their as a colleague. In short, it can be said that OB is an important and integral part of management.

(8) OB is Change Oriented: The nature of OB is change oriented. Human behaviour is constantly changing. In other words, an individual mind-set (tendency), ignorance, personality, etc. continue changing. Consequently, new techniques have to be discovered to behave with the people. By doing so the desired results can be obtained.

(9) OB is Related with Explanation, Prediction and Control of Human Behaviour: The nature of OB is to explain, predict and control human behaviour.

(i) With the help of OB the information about a particular behaviour of a particular individual is obtained. For example, some very important person leaves the company. Going into the reason, it comes to be know that it happened because of inadequate pay. This explains human behaviour.

(ii) OB gives us the information about a particular person's likely behaviour in a particular situation. This is a prediction of human behaviour.

(iii) With the help of OB we get the information as to how people in a particular situation will behave. Taking into consideration of some adverse or undesirable behaviour, correct technique is applied and this possibility is eliminated. This is controlling human behaviour.

(10) OB is not Restricted to Human Behaviour Alone: Undoubtedly we can say OB studies human behaviour. But we cannot say that it studies only human behaviour. It is not restricted to this study alone because it also studies those factors which govern it. These factors are – nature of the job, technique used, organisational structure, the surrounding environment, etc. All these factors either help the people or hinder them during the course of their job.

(11) OB is a New Field of Study: OB is a new field of study. Its popularity is constantly on the rise since 1950. Even then, it cannot be placed in the category of a subject, because its principles and theories have not been formulated so far. So far the help of the theories and principles of many other subjects has been taken. Therefore, it can be said that OB is still in its infancy but it is moving ahead gradually.

(12) OB has Three Levels of Study: OB studies human behaviour at three levels, e.g. individual, group and organisation level. It has been shown in the following diagram:

All these three levels are inter-related and are equally important. In conclusion, it can be said that OB can be understood by studying human behaviour at individual, group and organisation level. *explains cause & effect relation*

Organisation Level

Group Level

Individual Level
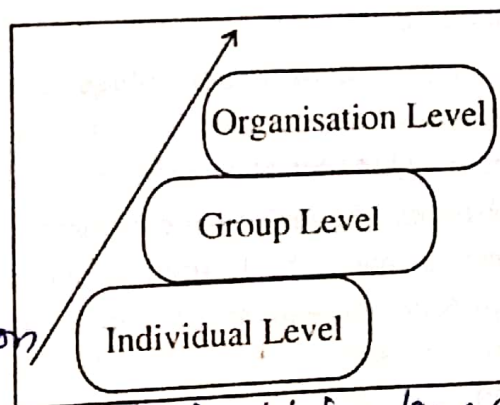
(13) OB is a Normative Science: The meaning of normative science here simply means a science that is accepted by all or is popular. The nature of OB is to find out the way to ensure ideal behaviour which alone can help in achieving the desired objectives. *what should be done and what should not be done.*

(14) OB is an Optimistic Approach: The nature of OB's approach is optimistic. In this context, it is recognised by the OB that every individual has unlimited abilities. He is courageous, productive,

Positive science – Based on facts & experiments

Negative Science – Based on opinion & judgement

creative and cooperative. If he is provided sufficient opportunities, he can utilise his abilities for the betterment of the organisation.

(15) OB is Both a Science and an Art: OB establishes a link between the cause and effect in the behaviour of individuals. Hence, it is a scientific attitude. On the other hand, under OB studies efforts are made to explain, predict and control people's behaviour. Hence, it is an art.

(16) OB has Universal Application: The nature of OB is of universal application. It has been described in this manner simply because of the fact that it is used not only in business organisations but also in educational institutions, government offices, public utility institutions. In conclusion, it can be said that there is not a single sector/area where OB cannot be taken advantage of.

Key Components of Organisational Behaviour

OB is the study of an individual, group and environmental characteristics. Apart from it people work in an organisation structure and while working they make use of some technique also. In this way, OB consists of a sum total of five components, e.g. individual, group, technique, organisation structure and environment. Following is their brief description:

(1) Individual: Individuals help in the formation of an organisation. Therefore, an individual is the most important component of OB. It is a special characteristic of an individual that each individual differs in their behaviour under OB, individuals behaving in almost a similar manner are placed in one category. Then studies are conducted for each category with their own specialities in behaviour. Each category helps in the discovery of techniques regarding explanation, prediction and control in respect of OB.

(2) Group: Organisation means that unit where more than two people work in a group. Therefore, human group has a special significance in the organisational behaviour. Each individual behaves differently as an individual and collectively. Under OB, efforts are made to study that when people happen to be in a group, how do they behave so that the conduct of the people in groups can be controlled.

(3) Job and Technology: Job means the total work allotted to individuals at the place of work. Job itself affects the behaviour of the people. Therefore, it is important to focus attention on the job. It is, however, important to see whether the job allotted to an individual or a group is liked by them or not. The behaviour of people is also influenced by their interaction while handling the job. Therefore, special attention has to be focused on the allotment of job. Similarly, behaviour is also influenced by the technique and equipment used for the completion of the job. The behaviour of the people remains positive if they are provided technique and equipment of their choice, otherwise, the effect is reverse. Thus, we find that job and technique happen to be important parts of OB.

(4) Organisation Design: Organisation design does influence the work relationship of the people. Under this the power and responsibility is also distributed among the people. Moreover, the reporting technique, recording technique, rules, work procedure are also determined. They happen to be different in every type of organisation design. Organisation design is created keeping in view the nature of the job. Under OB, it is always kept in mind as to what type of organisation design will be suitable in a

particular situation. The control on the behaviour of the employees is easier when the organisation design happens to be effective.

(5) **Environment:** No organisation is established in a vacuum. It is very much a part of the society where it is established. Different parts of society, e.g., family, government, social organisation together create environment. The behaviour of the people is affected by these factors. It is the function of OB to study the effect of these factors of the environment on the behaviour of the people.

Significance of Organisational Behaviour / Important

It is clear that no organisation can be conceived without the individuals. An organisation is established by individuals and they, too, help in the realisation of the objectives of the organisation. The behaviour of the individuals plays an important role in the attainment of the objectives of the organisation. The behaviour of the individuals is influenced by many factors, e.g. attitude, personality, learning, motivation, job satisfaction, conflict, tension, confidence, etc. Only by studying all these factors

human behaviour can be understood, predicted and controlled. This is in fact OB. A manager needs to know OB in order to be successful. The importance of OB is highlighted by the following facts:

(1) Understanding Human Behaviour: The success of an organisation depends on its management. The most important thing about management is that it manages human beings. Human beings can be properly managed only after understanding their behaviour. This job is performed with the help of OB. Under OB information about the factors influencing behaviour is obtained. It is on the basis of this information that the 'how' and 'when' of a behaviour towards a particular employee are decided upon. It is a great headache for the managers to understand human behaviour. These days OB has eliminated this problem of the managers to a great extent.

(2) Predicting Human Behaviour: A manager has to take many decisions. He should know as to what will be the reactions of his subordinates to the decisions he takes. This information helps the decisions to be implemented effectively. The job of knowing the reaction of the employees falls under OB. Under it various factors governing the behaviour of the employees are studied. On the basis of this study it can be predicated 'how' and 'when' the employees will behave. On the basis of this information the manager can choose the requisite technique, e.g., motivation, communication, leadership, training, etc. In short, it can be said that by predicting the behaviour of the employees, the possibility of adverse behaviour can be eliminated.

(3) Controlling Human Behaviour: It is an important point of OB to control the behaviour of the employees. Under OB, techniques to control the adverse behaviour of the employees are available. The question of controlling adverse behaviour arises only when there is a fear of such a behaviour. OB tells us as to when an employee will behave in an adverse manner. It also tell us the way to check adverse behaviour. For example, OB tells us as to which employee can be motivated with what technique of motivation, how a change can be implemented without any opposition and what technique of leadership can keep the employees happy.

(4) Increasing Performance Level: The success of employees in an organisation depends on the level of their performance. The higher the level of performance, the greater is the employee's satisfaction. It is important to understand the various factors governing employees' behaviour to ensure their satisfaction. This job is done under OB. In this way OB is helpful in raising the level of employees' performance.

(5) Providing Basis for Human Resource Management: Human resource management is an important part of management. Under it, staffing, formulating personnel policy, undertaking personnel research, etc. are included. All these activities are related to human beings. In order to accomplish these activities properly, the knowledge of human behaviour is essential. This information is available in OB. Therefore, we can say that OB provides the base for human resource management.

(6) Developing Amicable friendly Industrial Relations: OB is helpful in establishing amicable industrial relations. Industrial relations means the relationship between the masters (owners) and the employees. Their relations are sweet only when both the parties are satisfied. OB prepares the ground for the satisfaction of both. With the help of OB, human behaviour can be understood and with the

knowledge of human behaviour every problem can be solved in time. As a result of it success is ensured which in turn helps and satisfies both the parties.

(7) **Developing Human Skill:** Years of research have gone to give form to the OB in which we find it today. Even today many management specialists and other researchers are busy in its study. The researchers have got some new information from this new field of study. We can certainly say that OB has helped in developing human skill.

(8) **Making Possible the Optimum Use of Resources:** In every organisation all the resources, e.g., human, material, machine, capital, etc., are available in a limited quantity. It is also true that the secret of the success of any organisation lies in the optimum use of resources. OB helps the managers in this work. OB provides the facility of understanding, predicting and controlling human behaviour. If we can control human behaviour, the other resources automatically get controlled. In this way, OB makes it possible to make an optimum use of resources.

(9) **Improving Organisational Effectiveness:** OB lays stress on the best possible results by helping in controlling individual and group behaviour. When better results in every field of the organisation are obtained, it is absolutely certain that it will lead to the improvement in organisational effectiveness.

(10) **Implementing Changes Unopposed:** OB happens to be change oriented. In every organisation regular changes take place. Human behaviour is always anti-change. It is a serious problem for the managers. OB has eliminated this problem. It has laid stress on teaching the employees about the merits of changes introduced from time to time. In this way, they get ready to accept changes and are better prepared mentally. In this way when a need for change arises, they do not oppose it.

■ **Business as a System**

Meaning of Attitude

Attitude is the tendency to react positively or negatively to a thing, person, thought (or idea) or place. Some of the examples of attitudes are: I like this mobile phone, I do not like my boss at all, I like my job, the policies of the organisation are favourable to the interests of the employees, this wage system is motivational for the employees, etc.

A particular behaviour of a person reflects his attitude. It means that first a attitude is formed and later on a person behaves accordingly.

Attitude has always two aspects - positive and negative. Suppose an employee has a positive attitude in respect of his boss. In such a situation he would like or appreciate everything

about his boss. He will put his heart and soul in his performance which will increase his proficiency. On the contrary, if the same employee has a negative attitude in respect of his boss, every action of his boss, even if it happens to be absolutely right, would appear to be wrong. In such a situation he would not do his job conscientiously. Thus, in turn, will affect his efficiency which is bound to decline. In this way, it can be said that there is a direct relationship between attitude and efficiency. Attitude has a special significance in an organisation. It is because of this that the employees are put to Attitude Test at the time of recruiting them. Only the people with a positive attitude are recruited.

Definitions of Attitude

Some of the definitions of attitude are the following:

(1) According to **Stephen P. Robbins,** "Attitudes are evaluative statements, either favourable or unfavourable concerning objects, people or events."

(2) According to **Schermerhorn,** "Attitudes is the predisposition to respond in a positive or negative way to someone or something in one's environment."

(3) According to **Newcomb,** "Attitude is a learned predisposition to respond in a consistently favourable or unfavourable manner with respect to a given objective."

(4) According to **Joseph Reitz,** "The word attitude describes a persistent tendency to feel and behave in a particular way towards some objects."

On the basis of the above definitions it can be observed that attitude means a way of expressing the feelings of a person towards some object, idea, person, situation or place.

Features or Nature of Attitude

Following are the chief features of attitude:

(1) It is a tendency to React: Attitude reflects a person's tendency towards an object, person, thought or place. For example, if a person has a religious attitude, he would find joy in worshiping and its related activities.

(2) It's Predisposition to React: Attitude is a person's predisposition to react. When a person starts reacting to something the attitude is already present in his mind.

(3) It tends to Result in a certain Type of Behaviour: The behaviour of a person is the outcome of his/her attitude.

(4) It may be Positive or Negative: The attitude of a person can be positive or negative. For example, telling others that his boss is a very good person happens to be an example of positive attitude. Similarly, saying that the policies of the company are unfavourable to the interests of the employees is an example of his negative attitude.

(5) It is always Changing: Attitude is always changing. For example, it is not necessary that a person's attitude which he displays at present will always remain the same. The attitude of a person undergoes a change with a change in his belief or feeling.

(6) It is Universal: Attitude has the quality of being universal. It exists not only in a particular person but is present in everybody.

(7) It is Related with Needs: Attitude is related with the need of an individual. It fulfils some particular need of a person. For example, a positive attitude to one's job fulfils one's need of satisfaction.

(8) It is different from Values: Attitude is different from values. Values are our ideals which get reflected in our general behaviour. On the contrary, attitude is related to some particular situation. Being honest is a value which can always be seen in a person's behaviour. On the other hand, having a negative attitude towards the boss does not necessarily mean that a person has a negative attitude towards all the other persons.

(9) It is not In born: Attitude is not in-born but it is always acquired or learned. For example, if a colleague of yours happens to be a religious person, it will affect your mental make-up also. Soon some kind of religiosity will be seen in your attitude.

(10) It has many Sources: It is obvious that attitude is not in-born but it is acquired or learned. It is acquired from many sources like personal experiences, society, communication media, etc.

(11) It affects Efficiency: Attitude affects a person's efficiency. Employees with positive attitude display a greater amount of efficiency in comparison to the employees with negative attitude. That is why its study in an organisation has a special significance.

Meaning of Perception

Perception means understanding or thinking about a particular thing with a particular point of view. For example, three labourers were breaking stones for the construction of a Satsang Bhawan. Somebody asked them - 'What are you doing?' One of the labourers replied, 'I am proud that I am helping in the construction of a Satsang Bhawan'. The second labourer said 'I am doing this to earn two hundred rupees'. The third one said, 'Don't you see that I am breaking stones'. In this way, we see that all the three are doing the same job but their perception happens to be different.

TOOL KIT - 1

Perception ?

It refers to the process through which the people Select, Organise and Interpret information available in their environment.

Perception does not happen to be a true picture of some object, event or people but it is a personal point of view about them. A person hears what he thinks and not what has been said. For example, a hungry man was asked to tell what two and two make. His reply was four chapatis. In fact, if perception is called personal point of view of the real world, it would not be wrong.

In short, perception refers to that process through which people select, organise and interpret information available in their environment (here environment means objects, events and people). There are many objects, events and people in everybody's environment. They are called **stimuli**. No body can be attracted to all the objects, events and people. Everybody selects some particular stimuli present in the environment and gets attracted towards them. In this way the selected information is organised in an order so that it can be made meaningful. In the end the organised information can be interpreted. So far as the interpretation of information is concerned perception is a subjective process. It means that different people have different opinions about a particular stimuli. It is, therefore, said that it is not necessary that perception may reflect reality.

Definitions of Perception

The following are the main definitions of perception:

(1)   According to **Luthens Fred**, "Perception is an active psychological process by which individuals organise and interpret their sensory impressions in order to give meaning to their environment."

(2) According to **Stephen P. Robbins,** "*Perceptions can be defined as a process by which individuals organise and interpret their sensory impressions in order to give meaning to their environment.*"

(3) According to **Udai Pareek,** "*Perception can be defined as the process of receiving, selecting, organising, interpreting, checking and reacting to sensory stimuli or data.*"

(4) According to **Rickey Griffin,** "*Perception is a set of processes by which an individual becomes aware of and interprets information about the environment.*"

■ Characteristics or Nature of Perception

The following are the chief characteristics of perception:

(1) Mental Process: Perception is a mental process. Under it an individual chooses, organises and interprets information available in the environment. No individual can get attracted towards all the stimuli available in the environment. He selects only those stimuli which are related to him. After selecting the stimuli they are organised so that they are interpreted. In the end they are explained. In this way, one needs brain or intelligence at every step in the process of perception. Therefore, it will be quite right to call it a mental process.

(2) Activation Process: Perception is a process of activating an individual. Prior to the process of perception there is some sensation. Under sensation an individual remains inactive. He simply feels and does not react in any way. On the contrary, an individual gets activated under perception. Signal received from physical sensory organs set him thinking and his mind gets activated. Hence, perception is a process of activation.

> **TOOL KIT - 2**
>
> **Stimuli?**
>
> It refers to the objects, events or people available in the environment.

> **TOOL KIT - 3**
>
> **Sensation?**
>
> It refers to the response of physical sensory organs (sight, hearing, taste, smell and touch) to words the information received from environment.

(3) Subjective Process: Subjectivity means interpreting some thing on the basis of individual interest and understanding and not on the basis of facts. In other words, subjective process means looking at an object by different individuals from different point of views. Perception has this inherant speciality. Under perception a single particular truth can be viewed differently by different people. The main cause of this happens to be the fact that each individual has a different way of collecting information from the environment, organising it and interpreting it differently.

(4) Unique Interpretation: Perception is a particular interpretation of a real situation and is not an actual representation of reality. In other words, it can be said that perception is not a photocopy presentation but is only a description of some object, event or individual according to an individual's understanding. Every individual interprets the real world in a different manner. Two individuals can have difference of opinion on any single point. Out of these both the two or any one of them can be wrong.

(5) Wider than Sensation: There is a difference between perception and sensation. Every individual has five sensory organs. Sensation is a response of these organs. Perception is wider than sensation. It is a mixture of sensation and cognitive process. Sensation is regulated only by the sensory organs while in perception both the sensory organs and individual's understanding are involved. First of all sensation is born, then an individual's brain gets activated and from here the process of perception starts. Therefore, perception is wider than sensation.

Sensation is the starting point of perception.

(6) Provides Meaning to Stimulus: An individual gets information about stimulus through sensation, e.g., first of all an individual feels the smell, taste, touch, etc. On the basis of this information the meaning is found out under perception.

(7) Affected by many Factors: The concept of perception is influenced by many factors. Major factors which affect it are as follows:

(i) Internal Factors: These factors are related to perceiver. They mainly include needs, values, experiences, understanding, etc.

(ii) External Factors: These factors are related to external environment which chiefly includes intensity, size, repetition, motion, etc.

(8) Provides check on Behaviour: Understanding of perception has an important contribution in the anticipation and control of the behaviour of the employees. People's behaviour is according to their perception. If the manager can come to know how people perceive things, then he can anticipate organisational behaviour and can also control it.

(9) Multiple Use: The knowledge of the concept of perception increases the understanding of organisational behaviour. Consequently, better results will be obtained in different areas of organisational behaviour, e.g., selection of employees, training, reward, labour-management neogations, etc.

Process of Perception

Under the process of perception a person chooses information from his surrounding environment, organises this information and then interprets it. As a result of it ideas, view point, values, feelings and behaviour are formed. The process of perception has been shown in the following: Input-throughput - output model in the following diagram:
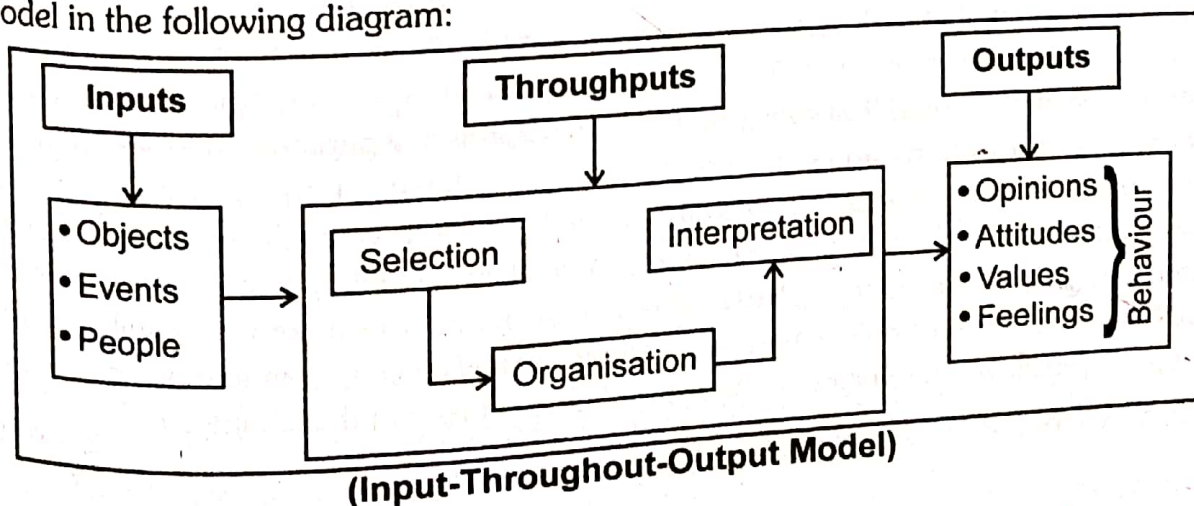
(Input-Throughout-Output Model)

(A) Perceptual Inputs: Perception input means the stimuli available in the environment. These stimuli include objects, events and people. When a person comes in contact with the stimuli in the environment, the process of perception starts. Characteristics of stimuli, characteristics of perceiver himself and the situation have a significant role to play in the choice of stimuli by an individual. In reality, perceptual inputs is not a part of the process of perception but it is needed to start the process of perception.

(B) Perceptual Throughputs: Perceptual throughputs is in reality the process of perception. Under it perceptual inputs are converted into perceptual outputs. In other words, under it during perceptual inputs the information received is processed to obtain outputs.

The following three factors are included under the perceptual throughput:

(i) Selection of Stimuli

(ii) Organisation of Stimuli

(iii) Interpretation of Stimuli

(i) Selection of Stimuli: There are numerous stimuli in the environment. Our sensory organs are not capable enough to absorb all the stimuli. We get attracted to only those stimuli which are related to us. The remaining stimuli are simply ignored by us. In this way, at this stage some stimuli out of a large number are selected. (**Note:** The choice of stimuli is influenced by many factors which are detailed ahead in this chapter).

(ii) Organisation of Stimuli: After selecting the stimuli, they are organised so that they can be made meaningful. For example, if we want to draw meanings of an incomplete picture, first of all we shall have to complete the picture itself. Making the incomplete picture complete is called organising. With the help of his cognitive power an individual visualises the complete picture with his perception. Here we have a diagram. Immediately, on seeing this diagram the image of a triangle emerges in our mind. Some other person can look at this diagram as only three lines instead of a triangle. With the help of his sensory system a man can complete the information received by doing some plus-minus exercise and makes the whole thing meaningful. This is what we call the organisation of stimuli. (**Note:** Various methods of organising the stimuli are given ahead in this chapter).
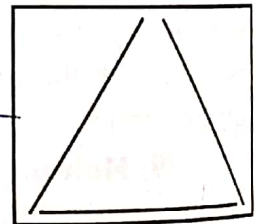
(iii) Interpretation of Stimuli: After selecting and organising stimuli from the environment an individual interprets them. In the diagram given under point (ii) the moment an individuals looked at the three lines, he immediately organised it. After organising these lines, he immediately thought that it was a triangle. It should be kept in mind that every individual interprets in a particular manner. If the perceiver is not intelligent his interpretation can be wrong. If the wrong interpretation happens to be favourable to him, he will not shirk in doing a wrong interpretation. In the present example, let us say that the onlooker wants to present it as a triangle but if the perceiver's interest lies in seeing them as three lines, then he will see only three lines and not a triangle. (**Note:** While interpreting this diagram he will say that there are three lines (while interpreting stimuli, a man can commit a mistake because of so many causes. The causes of committing a mistake while interpreting the stimuli find a place in this chapter.)

(C) Perceptual Outputs: When the perceptual inputs go through the process of perceptual throughputs, perceptual outputs start appearing. In other words, at this stage the results of the perception process can be seen. These results are in tune with the individual's opinions, attitudes, values, feelings, etc. The results of this perception process influences the behaviour of an individual alongwith some other factors.

> **"You cannot teach a man anything. You can only help him discover it within himself." – Galileo**

■ Meaning of Learning

It refers to the process which creates a permanent change in the behaviour of a person as a result of his direct or indirect experience or practice. It is such a process which changes the earlier behaviour of a person. The change in the behaviour of the person can both be good or bad. Since learning changes the behaviour of a person, it comes to have a great importance in organisational behaviour. Whatever we do, every activity is connected with learning. It means that everything can be learnt, e.g., the leadership style,, the tendency of a supervisor, the efficiency of a worker, the way of talking by an employee, etc. — all this can be learnt.

TOOL KIT - 1
Learning?
It refers to that process which creates permanent change in behaviour of a person.

■ Definitions of Learning

In respect of learning different scholars have offered different opinions. Chief opinions have been given as under:

(1) According to **W. McGehee,** "Learning has taken place when an individual behaves, reacts, responds as a result of experience in a manner different from the way he formally behaved".

(2) According to **Hilgard**, "Learning is a relatively permanent change in behaviour that occurs as a result of prior experience".

(3) According to **N.L. Munn**, "Learning is described as a process of having one's behaviour modified more or less permanently, by what he does and the consequences of his action, or by what he observes".

(4) According to **Fred Luthans**, "Learning involves change, though not necessarily improvement in one's behaviour".

(5) According to **Zalkind**, "Every aspect of human behaviour is responsive to learning experience, including knowledge, Language, Skills, Attitudes, Values and one's Personality Traits".

In short, it can be said that learning is a permanent change in the behaviour of a person which takes place as a result of experience. Change happens in a particular direction which brings satisfaction to a person.

Features or Nature of Learning

The following are the features of learning:

(1) It Creates Change: Learning brings change in behaviour. If a person learns something but there is no change in his behaviour, it cannot be described as learning. For example, an employee undergoes a training for doing work with the help of better systems of working. As a result of this, he starts working in a better way. This will be called learning. On the contrary, if he works in his usual manner even after undergoing training, it cannot be called learning.

(2) It Creates Permanent Change: Learning is what is permanent. If after getting training to work it is forgotten it cannot be called learning. It will be called learning only when the information or knowledge obtained through training is brought into use for a long time. A change happening only for a short time does not fall in the category of learning.

(3) It must be Felt: Whatever we learn should get reflected in our behaviour. If our learning is not seen in our behaviour, it will not be called learning. For example, we have learnt the principles of management after an intensive study, but our behaviour does not reflect it, it will not be called learning. After learning about the principles of management, bringing them into use is the real learning.

(4) It is not always for Betterment: It is often understood that we learn for our betterment. For example, a person learns various techniques of stealing and brings them into practice. This will also be called learning even if it happens to be negative.

(5) It has Two Sources: The change in behaviour after learning is the outcome of the direct or indirect experience. It means that there are two sources of learning—direct experience and indirect experience. For example, if you undergo a training for driving a car in Car Driving School, it will be direct experience in driving a car. On the contrary, if you go to and come from your office in the car of your colleague for a long time, you daily see your colleague driving his car and you, too, learn to drive then it will be called learning to drive through an indirect experience.

(6) Its Repetition is a Must: A thing learnt once has got to be repeated time and again in order to make it permanent. If it is not done the acquired learning gets destroyed. In an organisation in order to help the acquired learning getting permanent some sort of reward can be instituted, e.g., the employees can be hold if they give better results with the help of their new learning they will be rewarded. The desire to get rewarded will help the employees to repeatedly utilise their newly acquired learning.

(7) It is an Intangible Activity: Learning is an activity which is not visible but can only be felt in the behaviour of an individual. Therefore, learning is not a tangible object. Suppose a person has learnt the art of teaching. Learning of teaching by him cannot been seen but it can felt while he is teaching.

(8) It is a Continuous Activity: Learning is a continuous activity. Whatever we do in our daily life, we learn something or the other, consciously or unconsciously, from it. There is no fixed time or age for learning something.

(9) It is Related with all Activities: It is not that we can learn some particular activities but a person can learn every activity related to his life.

(10) It Affects Behaviour: Learning affects one's behaviour. In other words, whatever we learn we reflect it in our behaviour. Every thing learnt influences or changes the behaviour of a person.

(11) It gives Satisfaction: We generally learn with a particular objective. When our determined object is achieved it provides us satisfaction.

Theories of Learning

Some of the major theories of learning are given below:

(1) Classical Conditioning Theory: This theory was advocated by a Russian psychologist, Pavlov, in the year 1880. This is an important concept of learning. Pavlov maintained that a person learns a lot with the help of Stimulus-Response Connection. It means that if an individual is excited with the help of some stimulus, there will definitely be some response to that stimulus. It means that there is some relationship between stimulus and response. If there is some stimulus, there will certainly be some response. According to this concept, the stimulus provided to an individual conditions his mind. It means that if stimulus

> **TOOL KIT - 2**
>
> **Classical Conditioning Theory?**
>
> As per this theory, a behaviour is learnt by repetitive association between a stimulus and response.

given to the individual later on happens to be of lower intensity, the person concerned will behave the same way. This is because the effect of the first stimulus is still present in his mind. This is called conditioning. It means that the conditioning of his mind encourages him to behave in the earlier manner. In this case, the mental conditioning of the person concerned is Learning. That is why according to this concept of learning it has been said that the behaviour of the people can be anticipated. This assertion has an important place in the organisational behaviour.

In order to prove his concept **Pavlov** used dogs as his subject of experimentation. In his experiment **Pavlov** showed the dog a piece of meat and saliva started dropping from its mouth. During the second trial, when **Pavlov** rang a bell, there was no saliva from the mouth of the dog. Again, he showed the piece of meat while ringing the bell. This action was repeated time and again. After this it was observed that merely the ringing of bell caused the saliva drop from the mouth of the dog. This clearly establishes the fact that the mind of the dog had been conditioned to the fact that the ringing of the bell will be accompanied with a piece of meat. It was because of this that the mere ringing of the bell resulted in the dropping of saliva. We can naturally conclude that once the mind of an individual is conditioned, if the stimulus which caused it is removed the person concerned will behave in the earlier manner.

On the basis of this concept, a manager can anticipate the behaviour of his subordinates. Thus by presenting an ideal before his subordinates, a manager can condition their minds. In this way, he can profit the organisation.

Many critics have criticised this concept by saying that this concept is a very little part of the entire process of learning.

(2) Operant Conditioning Theory: This theory was advocated by **B.F. Skinner.** This concept believes that behaviour is a function of its consequences. In this case the word 'operant' means that a person works

> **TOOL KIT - 3**
>
> **Operant Conditioning Theory?**
>
> As per this theory, people learn to repeat the behaviour if the consequences are favourable and it is not likely to be repeated if the consequences are unfavourable.

actively in order to create favourable results. A person behaves in a particular way to achieve something. If the consequences of his behaviour happen to be positive, he repeats his behaviour in future. On the contrary, if the consequences of his behaviour are negative, he does not repeat his behaviour in future. This clearly means that an individual learns from the consequences of his behaviour. In this way, it can be said that result and behaviour relation is the essence of the process of learning. A person bases his future behaviour on the basis of his experiences. He repeats that behaviour which gives positive consequences. **Skinner** has emphasised that if we hope to repeat a behaviour, we should endeavour to create positive/pleasing consequences. He told us that the consequences of behaviour are known as reinforcement. Reinforcement strengthens behaviour. There is a strong possibility of behaviour with positive results being repeated. On the contrary, there is a strong possibility of behaviour with the negative consequence being not repeated.

For example, a manager tells his subordinates that if they work more than the laid down standards, they will be rewarded. But he does not reward them even after getting the required results. This experience of the subordinates will deter them from working more than laid down standards. They have learnt this from the consequences of behaviour. This is a good example of operant conditioning.

If a manager comes to understand that the subordinates behave according to the operant conditioning theory, he can control their behaviour.

The Operant Conditioning Theory is clarified in the following diagram:

Response/ Behaviour	→	Stimulus	→	Reinforcement	→	Repeated Behaviour

(Process of Operant Conditioning Theory)
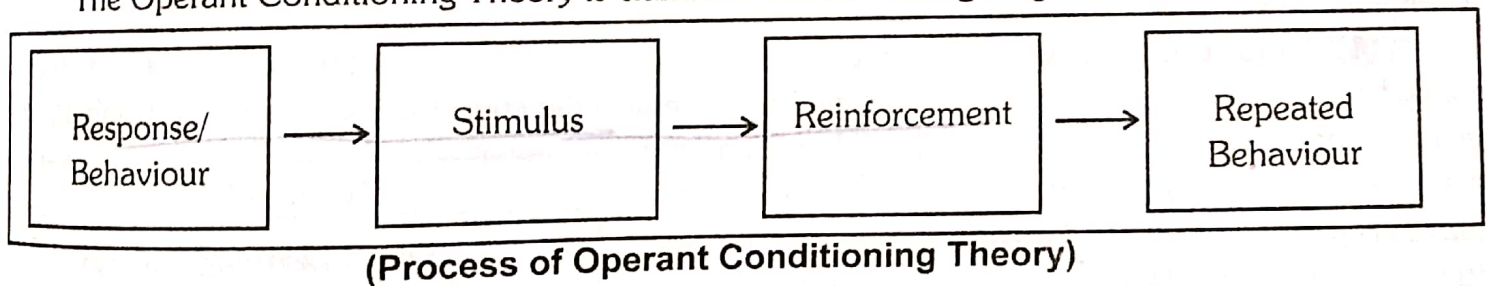
(i) Response/Behaviour: First of all a person behaves expecting a particular result. Suppose, a person works with his absolute capacity.

(ii) Stimulus: It is that expected result that encourages a person to respond. Suppose the person concerned has a desire to get promotion and in this case promotion happens to be the stimulus.

(iii) Reinforcement: If the result obtained is favourable / positive then the situation will act as a reinforcement. In other words, the possibility of repeating the behaviour will get strengthened.

(iv) Repeated Behaviour: Now this person has learnt that the desired results can be obtained through a particular behaviour. Therefore, he will repeat the behaviour. On the contrary, if the results are not favourable, he will learn and will not repeat such a behaviour.

(3) Social Learning Theory: The profounder of this theory is **Albert Bandura**. According to **Bandura** learning is possible through observation and direct experience. This concept stresses the fact that when a person observes the behaviour of other people, he tries to follow them. A person usually observes his parents, colleagues, teachers, friends, successful persons, etc. behaving in different situations and learns from them. All of them appear before him as models. When a

TOOL KIT-4
Social Learning Theory?
As per this theory, learning can take place through imitating others.

person observes them behaving, he mainly keeps his eyes on three things: (i) What was the problem before them? (ii) What did they do for it? and (iii) What were the results? In this way, the person concerned prepares a map of the whole activity and keeps it in his mind. The person from whom this image has been received becomes his model. Thus the image received becomes a part of his behaviour. If he gets positive results from it, he repeats it, otherwise he abandons such a behaviour. In this way, it can be said that people can learn from others.

Bandura has observed that the modelling process by learning includes four activities. They are the following:

(i) **Attention Activity:** It has been observed that a person learns from the behaviour of some particular persons. He accepts them as models. They are mainly successful, attractive, powerful and important people. He concentrates his attention on their main qualities and learns from them.

(ii) **Retention Activity:** The effect of the model on the person concerned depends of the retention capacity of the person. It means how long can a person remember the things learnt from his model more particularly when the model is not present.

(iii) **Motoric Reproduction Activity:** At this stage, the things learnt are adopted in one's behaviour.

(iv) **Reinforcement Activity:** If the things learnt from the model bring favourable results when applied to behaviour the repetition of the behaviour gets strengthened.

(4) **Cognitive Learning Theory.** This theory was advocated by **Edward C. Tolman.** According to him a person by using his cognition correlates the cues and expectations available in the environment and achieves his targets. (Here cognition means understanding of a person about the environment and ourself.). According to **Tolman** the relation between the cues and expectations makes the learning activity happen.

Tolman made various experiments on rats in this connection. He trained a rat to move towards the right direction of a maze in order to get its food. (Maze is a sort of cris-cross pathway which leads one astray from the right path). When the trained rat was let free on that path, the rat turned left instead of the right side of the maze (Actually the food was placed here). The rat creates a few cues with the help of his understanding and expects that he will succeed in his efforts. If he succeeds in his efforts, he establishes a relationship between his cues and expectation. In this way, the learning activity takes place. Observing the behaviour of the rat, **Tolman** concluded that a person learns with the help of cognition and not from conditioning. If a person learns from conditioning, the rat would have gone the way he was trained to go.

On the basis of this experiment it can be said a person creates a road map in his mind with the help of his own understanding in order to get to his objective. Then he collects the requisite information. In the end he creates a few cues on the way of his problematic passage with this hope that he will get success. He finally succeeds.

TOOL KIT-5
Cognitive Learning Theory?
As per this theory, learning can take place when the relationship between cues and expectancy is strengthened.

Cu Is a signal to a person to do something.

The cognitive theory of Learning has many advantages. Training programmes with respect to human relationship are based on it. Motivation which happens to be an integral part of organisational behaviour and its many concepts are based on the cognitive process.

Personality is the sum total of innate and acquired disposition.

Meaning of Personality

In the organisational behaviour human behaviour is primarily the focus of study and personality happens to be an important aspect of human behaviour. It is, therefore, important for the manager to study personality so that they are able to control the behaviour of their subordinates.

Personality combines both the psychological and physical aspects with the help of which one comes to have a special adjustment with the circumstances. It is only on the basis of his personality that a person appears to be different from the other members of the group. Personality does not one some particular quality of a person. On the contrary, it's a combination of all the

---

TOOL KIT - 1

Personality?

It refers to that role which a person displays to the public.

---

psychological and physical traits. It is, therefore a fact that personality of an individual is referred to as a whole just as a house gets a complete shape when all the bricks are joined with the help of cement so is the case with personality which is a combination of all the traits of an individual.

Definitions of Personality

(1) According to **Eyseneck,** "Personality is more or less a stable and enduring organisation of a person's character, temperament, intelligence and physique which determine his unique adjustment to environment."

(2) According to **Allport,** "Personality is the dynamic organisation with the individual of those psycho-physical systems that determine his unique adjustment to his environment."

(3) According to **Valentine,** "Personality is the sum total of innate and acquired disposition."

(4) According to **child,** "Personality refers to more or less stable, internal factors that makes one person's behaviour consistent from one time to another and different from the behaviour of other people would manifest in comparable situations."

(5) According to **Burges,** " *Personality is an individual's unique and relatively stable pattern of behaviour, thoughts and feelings.* "

On the basis of the above definitions it can be said that personality is a dynamic organisation of different traits which make the behaviour of an individual really incredible or incomparable (which means different from others).

Characteristics or Nature of Personality

The following are the chief characteristics of personality:

(1) Psycho-Physical System: Personality happens to be such a system which combines two types of qualities - psychological and physical traits. Psychological traits include character, temperament, intelligence, etc. On the other hand, the physical qualities are characterised by complexion weight, health, etc. Personality is neither completely psychological, nor physical instead it is a mixture of both.

(2) Dynamic Organisation: Personality is a dynamic organisation. Organisation simply means the combination of some qualities both psychological and physical. In other words, we can say that when we look at all the qualities of a person collectively, we can call it organisation. The different traits of an organisation cannot be separated. To be dynamic means, which is subject to change. There are always some changes in the traits of the organisation from time to time. It is because of this that the personality has been given the name of being a dynamic organisation. For example, somebody can be honest and punctual today but it is quite possible that he may not be honest and punctual tomorrow.

(3) Consistency: Consistency happens to be the third chief characteristics of personality. It simply means the consistent behaviour of an individual on two different occasions. For example, if a person possesses the quality of being punctual at home, he would be punctual in the office as well.

(4) Adjustment Ability: Personality and adjustment ability have a deep relation. It is only on the basis of his personality that a person makes adjustment with the atmosphere or surroundings. In case a person fails to make adjustment with his surroundings, it can be said that he lacks personality. In other words, personality happens to be the power or strength that helps an individual to make adjustment with his surroundings. Everybody possesses a different personality. It is because of this that different people adjust differently to some similar surroundings.

(5) Uniqueness: Personality has the quality of being unique. Any two individuals, however similar they may be, cannot be having the similar personality. That is precisely the reason that an individual behaves differently. Every individual happens to be a combination of various unique qualities. Consequently, every individual has a unique prsonality of his own.

(6) Wholeness: Every individual possesses a variety of psychological and physical traits. All these traits go to form personality. In other words, every trait or quality forms a part of personality. The sum total of all the qualities alone go to form personality. In this way, it can be said that pesonality is a complete unit in itself. These inherent qualities cannot be separated. In case these qualities get separated the very existence of personality vanishes.

(7) Persistency: Persistency happens to be a significant quality of personality. If we take away persistency from personality, what is left is simply a failure. It is only the people with a strong personality

who can adjust themselves with every kind of condition or circumstance and it is only such people who achieve success. A personality that lacks persistency cannot be called a good personality.

(8) **Sociability:** It is an undoubted fact that personality gets influenced by social interaction. When an individual comes in contact with different people in society, he undergoes different types of experiences. These experiences richly contribute to the development of personality. When personality comes in contact with social influences, it achieves maturity which gives a glow or a sparkle to personality.

(9) **Self-Consciousness:** Self-consciousness means 'knowledge of the self' or 'consciousness about the self'. When a person gets conscious about his self, personality gets reflected. In other words, so long a person does not get to know his ownself the question of pesonality is simply irrelevant. It is a common knowledge that a child lacks self-consciousness, so he lacks pesonality also. As he grows and starts getting to know himself, his personality also starts reflecting itself.

(10) **Goal-Directed:** Personality has an inalienable relation with objective. Every man's personality is directed by the objective. Objective alone goes to determine the quality of personality-good or bad. If the objective of an individual's life happens to be positive, he will come to acquire a really top-class personality or vice-versa. Hence, it can be said that objective gives direction to personality.

Theories of Personality

Following are the leading theories of personality:

(A) Psycho-Analytical Theory

This theory of personality was propounded by **Sigmund Freud.** In order to establish his theory, Freud divided the mind of a human being into three parts, *i.e.*, **conscious, pre-conscious** and **unconscious.** Apart from this he brought out the fact that the following three factors play an important role for the formation of personality.

(1) Id: Id represents the unconscious mind of a human being. Its chief characteristic is that it wants immediate satisfaction of the desires in the unconscious mind of a person. It is a sort of mental agency which happens to be present in a human being right from his birth. According to Freud it happens to be a store house of innumerable remnants of the memory of various ancestors. It does not bother about the consequences of its actions. That is perhaps the reason that the moment some tension is built-up his/her Id makes efforts to get rid of it. In order to get rid of tension Id makes use of one of the following two methods: *Remnants - the part of something that is left when the other parts has gone.*

(a) Primary Process: According to this process, a person conjures up a mental picture of the thing that he/she desires. With this effort a person gets rid of tension but this is simply short-lived. For example, a person happens to be hungry and if he happens to create a picture of his/her favourite food in his/her mind, he/she will get rid of the tension at least for some time but his/her hunger will not be satisfied.

(b) Reflex Action: Under it, a person behaves in a manner as to show that he/she happens to be tension-free. Here a person makes use of the inherited behaviour pattern, *e.g.*, by showing his satisfaction by sneezing, coughing or bathing eye-lids. (wash eyes)

Although both the above-mentioned methods can make a person tension-free temporarily but they cannot restore him to a state of tranquieity or comfort . To get rid of tension the actual or the real thing is required and not its shadow or reflection. In order to fulfil this requirement the next contributory factor in the formation of personality comes into existence. And that factor is Ego.

(2) Ego: At the time of birth an infant has only Id in its mind. As it comes in contact with the outward environment, its Id starts getting affected. Consequently, another part of human mind develops which is called Ego. Ego is created because of Id and it fulfils the objectives of Id very intelligently. On the one hand, the mental pictures of the desires falling under Id are created, and are considered to be

everything, and the person likes to fulfil his desires unmindful of their being right or wrong. On the other hand, a person makes use of knowledge or intelligence under Ego. He starts making use of language and thinking and makes efforts to control his uncontrolled impulses. Now he starts making a distinction between a mental picture and a reality. In order to satisfy his images he starts finding the real things rather than their mental images. A hungry man would no longer create mental images of his favourite food, but he has started understanding that mental images of food do not fill his stomach. What is required is real food and not its images. Hence, it can be observed that Ego works on the Principle of Reality and it will not be wrong to describe it as the Executive Officer of personality.

(3) Super Ego: Super Ego is a step ahead of Ego. Under 'Id' nobody pays attention to reality while 'Ego' is based on the Principle of Reality and under 'Super Ego' morality gets attached with reality. It can be said that Super Ego is absolutely opposite of Id. Super Ego represents the standard norms of society. It is an import factor of personality. When a child starts making a distinction between the right and the wrong and understands the difference between the moral and the immoral, the emergence of Super Ego starts appearing. It guides an individual to behave in a good manner in society. In the above example, a hungry man gets satisfied with the mental picture of food (this is Id), then he starts understanding the difference between the mental picture and the reality (this is Ego) and now he starts realising that he happens to be a vegetarian and would not accept non-vegetarian food under any condition (This is Super Ego). It is the basic quality or thinking of Super Ego that what is done should be of the highest quality.

The theory of freud can be understood, in a way of conclusion, that whereas Id happily tries to find out, while Ego tries to find our reality and the super Ego tries to find our the best.

(B) Trait Theory

It has generally been observed that different people behave differently. This is because of the traits present in them which, too, happen to be different. The variety of traits is primarily responsible for giving people their separate identity. Modern psychologists feel that these traits perform the job of forming personality. It should, however, be kept in mind that these traits include only those specialities which reflect themselves in different situations in their actual context. So far as the personality related traits are concerned the following two theories are important.

(1) Allport Trait Theory: Allport propounded this theory. He has taken the traits of personality as its base. According to this theory, the traits of people have been divided in the following two parts:

(i) Common Traits: Common traits mean those traits which are commonly found in all the people of the same category. Therefore, on their basis the different people can be compared with each other. Dominance is a good example of common traits. It can be said that the dominance of one person is more than the other. *Anger, Attitude*

(ii) Personal Disposition: Personal disposition mean those traits which are limited to a person of a particular group or category. It obviously means that they are not found in all the people. That is the reason that there can be no comparison among different people on the basis of these traits. A comparative study of an individual can be made from different angles on the basis of personal disposition. If we say that Mr. Ankit is more active and less inactive, then it would be an example of personal disposition. Allport in his personal trait theory has laid more stress on personal disposition than common traits. He has pointed

Punctual
Loyal
Smart

out that personal dispositions are as large as 18,000 in number. Personal dispositions can be divided into the following three parts:

(a) **Cardinal Disposition:** This is an individual trait which cannot be kept hidden. This trait is not present in all the people, but those who possess it, it becomes a base for their being widely discussed. The unshakeable faith of Mahatma Gandhi in the principle of non-violence is an example of this very trait. It was because of this that he came to possess a world-wide recognition.

(b) **Central Disposition:** These traits are almost found in all the people. They are nearly 5 to 10 in number, e.g., sociability, depression, self-confidence, etc.

(c) **Secondary Disposition:** These traits are those traits which are less important and less consistent. e.g., hairstyle, eating habit, dress, etc. These are the traits which do not help in understanding personality.

2. Catell's Trait Theory: After Allport's trait theory of personality, Catell's contribution is equally important. Catell took up the process of discovering those traits which go to influence personality. He took up 4500 trait out of a total of 18,000 which were pointed out by Allport. Later on this figure fell to 200 and finally it was reduced to 35. Catell has divided the traits of personality in the following two parts:

(i) **Surface Traits:** Surface traits refer to those traits which can be easily observed in the day to day behaviour of an individual. They are more clear and there cannot be any difference of opinion about them. They are, for example, integrity, cheerfulness, altruism, etc. ˎLack of selfishness

(ii) **Source Traits:** According to Catell, source traits play an important part in the formation of personality. Their number happens to be less than the surface traits. Unlike the surface traits, these traits do not get reflected in the day to day behaviour of a person. According to Catell, there are 23 source traits which are found in the normal individuals, while there are 12 source traits which are present only in abnormal people. Source traits are also of two types, i.e., Environmental Mold Traits and Constitutional Traits. The environmental mold traits are mostly affected by the environmental factors while constitutional traits are influenced by the heredity. — biological factors

In short, it can be said that according to Catell the source traits have an important contribution in the formation of personality.

(C) Personality Type Theory

Personality Type Theory is the oldest theory. According to this theory, individuals can be placed in different categories on the basis of their special traits. All the people belonging to a particular category have similar traits. It means that all have a similar personality. Therefore, it can be said that there can be various types of personality. For example, being introvert is a type of personality. People belonging to such a category possess similar traits. They include some common traits like disinterestedness in social work, hesitancy, avoiding meeting people and speaking very little, etc. The personality type theories have been presented by Sheldon and Karljung. They are the following:

(1) Sheldon's Personality Theory: In the year 1940, Sheldon presented his Personality Type Theory on the basis of physical formation. They studied 4,000 students in order to determine the type of personality based on the basis of physical formation. They divided personality into the following three parts:

(i) Endomorph: In this category of personality, the people are short statured and fat. Their body is of round shape. According to Sheldon, these people are jovial, social, enjoy taking rest and show great interest in eatables. These people are popular with others.

(ii) Mesomorph: People belonging to this type of personality, are attractively built. Their main traits happen to be assertion and aggressiveness. These people enjoy giving commands to others.

(iii) Ectomorph: People belonging to this type of personality are lean and thin and have a good height. Physically they are not fully developed. These people like loneliness and do not want to meet people freely. They are shy by nature and they suffer from some problems with their sleep.

2. Karljung's Personality Theory: Karljung has made a mention of the following two types of personality.

(i) Extrovert: These people have the following traits:

- Interest in social activities.
- Like meeting people.
- Be always happy or cheerful.
- They are of optimistic nature.
- They believe in realism.
- They are useful for society.
- They are interested in eating and drinking.

(ii) Introvert: These people possess the traits which happen to be opposite of the traits of people who are extrovert. Their chief traits are the following:

- Not interested in social activities.
- Like living alone.
- Be always uneasy.
- Conservative by nature.
- They are self-centered.
- They do not like consulting other people.
- Ungenial behaviour.

(D) Social Learning Theory

This theory is the outcome of the research work conducted by Albert Bandura. He has given more importance to the social factors than the physical factors in the formation of personality. He supported the social learning theory on the basis of various experiments. In one of his experiments, Bandura showed a film to some children. In this film the behaviour of an adult was shown. The film had been divided into three parts. Every child was shown only one part of the film. In the first part of the film the hero displayed an aggressive behaviour and he is punished for it. In the second part of the film again the hero behaves aggressively for which he was rewarded. In the final part of the film, the hero again displayed an aggressive behaviour and at this stage he was neither punished, nor rewarded. After showing the film every child was placed in similar conditions about which they were shown the film. Then their behaviour was studied. It was found that children ignored that behaviour of the hero where he was punished for his aggressive behaviour. It makes it clear that a person learns from social factors and the same learning becomes helpful in the formation of his personality.

Meaning of Group

According to one research those people who work alone remain dissatisfied at the work place. As a result of it their work capacity is less than those people who work in a group. Hence, in order to achieve a high level of efficiency, a group has an important part to play.

A group refers to a body of individuals consisting of two or more persons who interact with each other on regular basis to accomplish a common goal.

Definitions of Group

Some major definitions of a group are the following:

1. According to **Ivancevich, Konopaske** and **Matteson**, "*A group refers to two or more individuals interacting with each other in order to accomplish a common goal.*"

2. According to **Stephen P. Robbinse** "*A group is defined as two or more individuals, interacting and interdependent, who come together to achieve particular objectives.*"

3. According to **Uma Sekaran** "A group consists of two or more people working together on a regular basis to achieve common goals."

TOOL KIT - 1

Group?

A group refers to a body of individuals consisting of two or more persons who interact with each other on regular basis to accomplish a common goal.

The above definitions make it clear that a group means the people who get together for the purpose of achieving collective objective for which they normally do some sort of interaction and are usually interdependent and they conform to group norms in their work.

Characteristics or Nature of Group

Following are the chief characteristics of a group:

(1) **Size:** The first feature of a group is its size. In order to form a group, there should at least be two persons. A single individual does not form a group. It is important to note that a group does have a minimum limit of persons forming it, but it does not have the maximum limit. There can be any number of persons in a group according to the need.

(2) Interaction with each other: Every member of a group remains in contact with each other. Everybody needs others. The group becomes meaningful only when all the members of the group work together. Every member of the group influences others with his conduct and in turn himself gets influenced by the conduct of other members.

(3) Common Goal : A group is formed with the purpose of achieving a collective goal. In the absence of any collective goal, a group cannot come into existence. Every individual has two goals-individual and collective. When an individual happens to be the member of a group he has to give priority to the collective goal over his individual goal.

(4) Norms: Every group has some norms. These norms are laid down by the members of the group. Normally they are in oral form (or say unwritten). It is obligatory for all the members to observe them. The group puts pressure on all the members to observe these norms.

(5) Informal Leadership : Every group has a leader. The choice of the leader is not formal but a particular member is accepted as a leader because of his ability and experience. Whenever a problem raises its head, the members look up to their leader for guidance. So much so that within a group more than one leader can be accepted in respect of different problems or situations.

(6) Cohesiveness : It is an important characteristic of a group to have some sort of cohesiveness among themselves. It is only this quality that impels individuals to be a member of the group. The group takes care of the interests of its members. It is because of this that an individual feels satisfied after having become the member of a group.

(7) Interdependency: All the members of a group look up to each other for the solution of a problem. It can, therefore, be said that the members depend on each other for the achievement of the objectives.

(8) Regularity : Another important feature of a group is that all its members regularly interact with each other.

(9) Social Pressure : Groups are formed and prosper in society. It is, therefore, their responsibility to take care of the interests of society alongwith the interests of their members.

(10) Devotion: It is an important characteristic of a group. It means that the success of the group depends on the degree of their devotion to the group.

(11) Structure: Members of the group are bound by their mutual relations, e.g., some individual is the leader of the group. He takes care of the entire group. He divides the related activities among the members of the group. In this way, the mutual relations of the members of the group leads to its creation. The structure of the group brings out the position of the members clearly.

(12) Culture: Every group has its own culture. This group culture guides the members while performing group activities. The culture of a group may be full of the interest of the society or nation while it can be possible that some other group's culture can be limited to the individual interests.

(13) Many Basis of Relationship: There can be many basis for the formation of groups, e.g., religion, caste, language, sex, interests, etc. Each group comes into existence because of some special basis, e.g., one group may consist of people belonging to a particular caste, the other can be of people belonging to a particular religion, still another can be a group belonging to a particular sex (say some women group).

Types of Groups

Groups can be of different types. Following are their major types:

(1) Formal Group

Formal group means that group which is formed under the Formal Organisation with the purpose of achieving the objectives of the organisation. For example, 20 people work under the Production Manager. He divides his entire production activity into four parts. Every part of the work is assigned to a group of five persons. In this way four groups are formed. These are all formal groups.

Features of Formal Groups: Chief features of the formal groups are as under:

(i) They define the relations among the members of the group.

(ii) They are based on rules.

(iii) They are based on division of work.

(iv) They are deliberately formed.

(v) They can both be permanent or temporary.

(vi) They observe the principle of unity of command.

Advantages of Formal Groups: Their main advantages are as under:

(i) Facility in fixing responsibility.

(ii) Easy to handle complex works.

(iii) Easy to achieve objectives.

(iv) Easy to achieve stability in the organisation.

Limitations of Formal Groups : Their main limitations are as under:

(i)   Delays work because it is bound by rules.

(ii)   Reduces initiative because everything is pre-planned.

(iii)   Breeds a sense of despair among the members because of strict control.

(iv)   Hinders the development of informal relations.

Types of Formal Groups : Following are the types of formal groups:

(i) Command Group : This refers to those subordinates who report to a particular manager. For example: there are 10 people working under a Marketing Manager. In other words all the 10 people have one boss and they report to him alone. Here, these 10 people are known as Command group.

(ii) Task Group/Task Force: This refers to the group of those people who work as a unit in order to finsih a particular job. The moment the job is finished, this group is wound up. For example, a group of nurses is formed for the purpose of performing an operation. This group will function till the operation is performed. Thereafter, all the nurses will go back to their respective departments.
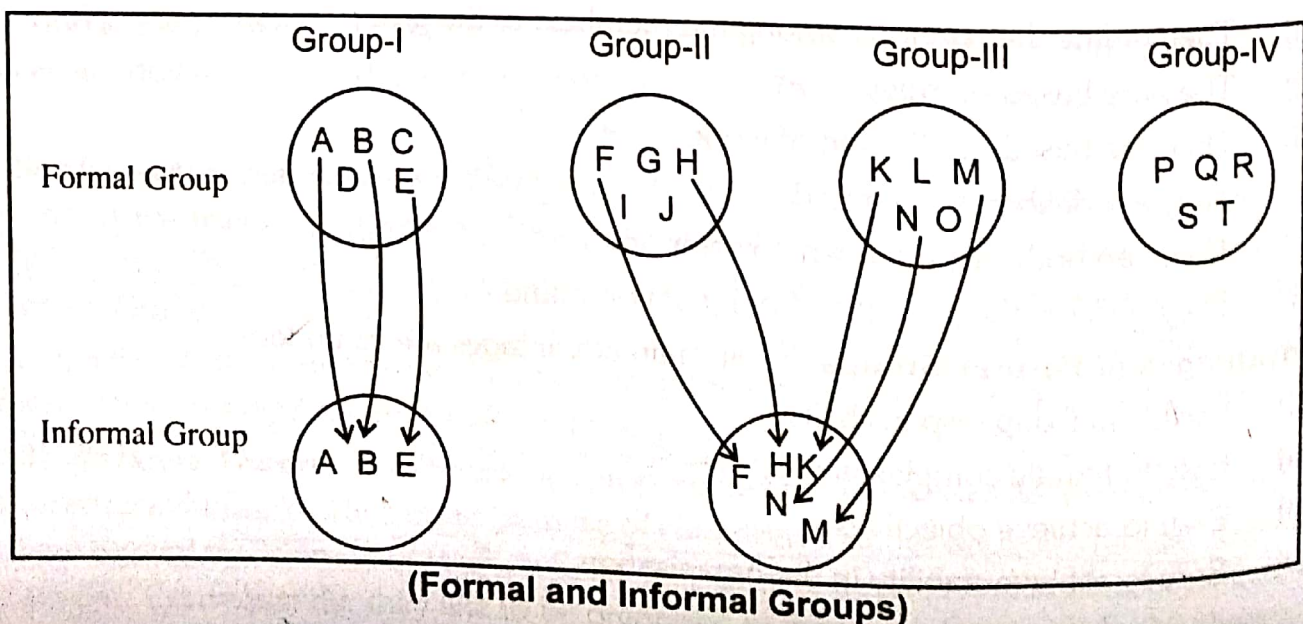
● (2) Informal Group

This refers to the automatic formation of a group which emerges at the work place because of common interests and liking of the members. Informal group is formed by some members of the formal group or sometimes by the members of several formal groups. For example, 20 subordinates work under a production manager. He divides his entire work into four parts. Each part of the work is assigned to a group of five people. In this way four groups are formed. They are all formal groups. Now, out of the five people in the first group three have common interests. Because of this they form a group of their own. This is called informal group. Similarly, if the two members of the second group and three members of the third group have common interests and likings, this group of five persons, will also be called informal group. This can be explained with the help of following diagram.

TOOL KIT - 3

Informal Group?

It refers to a group which randomly develops on their own at the work place, because of common interest and liking among the members of a formal group.

(Formal and Informal Groups)

Features of Informal Groups

Following are the main features of the informal groups :

(i)   They are based on the formal groups.

(ii)   They have no written rules, instead are governed by group norms.

(iii) There is a free flow of communication.

(iv)   They are not deliberately formed but are formed because of the interests/liking of the individuals.

(v)   They are not indicated on the Organisation Chart.

(vi)   They are often temporary.

Advantages of Informal Groups : They have the following advantages:

(i)   There is effective communication among them.

(ii)   They help in fulfilling the social needs of individuals.

(iii) They strengthen the formal groups.

Limitations of Informal Groups : They have the following limitations:

(i)   They spread rumours.

(ii)   They oppose changes.

(iii) They are under pressure of group norms.

Types of Informal Groups : They are of the following types:

(i) Friendship Group: Friendship group at the work place means the form of groups which have some individuals of some common specialities e.g. the group of people with the same political beliefs or people of the same age group.

(ii) Interest Group: Interest group at the work place means a group which has individuals having the same interests, e.g., a group formed by the employees of different departments for the purpose of demanding bonus from the company. Here, all of them have the same interest or objective to achieve through the medium of the group.

(iii) Horizontal Clique: Horizontal Clique means a group which is formed by people of the same level, e.g., A Company has 20 departmental managers. Out of them 10 managers have a lot of commonalty. A group formed by such people will be called horizontal clique.

(iv) Vertical Clique: A Vertical Clique is a group in which there are people of the same department but belonging to different levels. For example, forming a group with a departmental manager, two surveyors and four workers. The basis of the formation of their group can be some sort of acquaintance or some other reason.

(v) Mixed Group: Mixed Group refers to that form of group which has people belonging to different ranks in the organisation and different departments alongwith some people from outside the organisation. They can be passengers on the same bus or members of the same club or residents of the same area.

● (3) Membership Group

Membership Group means a group which has actually members of it, e.g., a Club is an example of membership group. Anybody desiring to join it has to obtain its membership. In other words, no body can be a member without first obtaining the membership.

● (4) Reference Group

Reference Group is a form of group which is used by an individual to establish his identity. It is not necessary that a reference group is a reality, it can be imaginary also. For example, professors of the same subject in different universities who are not bound to a group formally, but even then being scholars of the same subject they are recognised as members of the same group. If a person happens to be appointed a professor in some subject in a university, he becomes a member of the reference group immediately on his appointment without obtaining its membership. An individual finds a reference group to be quite attractive and he feels proud on becoming its member. He thinks that being one of the category of scholarly people will give him some identity.

● (5) Primary Group

Primary Group means a group of people who have face to face and deep relationship. For example, a group of friends. Such groups have the following features:

- Members have direct relationship.
- Members deeply love one another.
- Members have a feeling of cooperation.
- Members have common interests and objectives.
- There is a free (open) and informal communication among the members.
- The size of these groups is small.

● (6) Secondary Group

Secondary Group means a group whose members have no face to face and deep relationship, e.g., a social organisation. The following are the main features of these groups:

- Members have indirect relationship.
- Members do not have much love for each other.
- There is a lack of cooperation among the members.
- The interests and likings of the members are not common.
- Members have formal communication.
- The size of such groups is very large.

● (7) Open and Closed Groups

Open groups are those groups whose membership is open which means any number of people can be their members at anytime. There is no special objective of their formation. On the contrary, closed groups mean those groups whose membership is limited. It means new members are not allowed to join. Their formation is due to some secret objective to be achieved.

Group Dynamics

Meaning of Group Dynamics

Group dynamics refers to those forces operating or present in the group and which influence the behaviour of the members of the group. These forces chiefly are the group composition, group norms, group leadership, group cohesiveness, etc. The study of group dynamics is important for every manager. This study provides information to the managers about the way to control the behaviour of the members of the group.
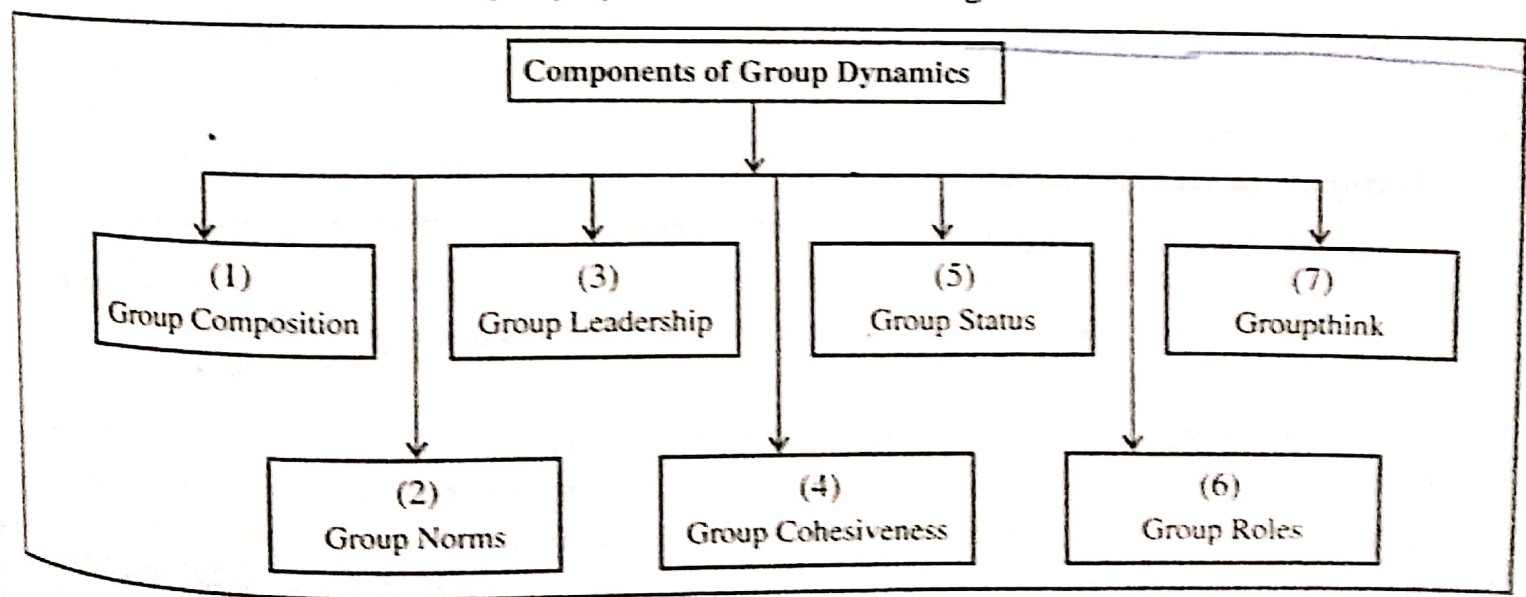
Definition of Group Dynamics

The chief definition of group dynamics is the following:

According to **Kurt Levin** "Group dynamics deal with internal nature of groups, how they are formed, what structure and processes they adopt, how they function and affect individual members, other groups and the organisation."

Components of Group Dynamics

The major components of group dynamics are the following:

```
                    Components of Group Dynamics

    (1)              (3)              (5)              (7)
Group Composition  Group Leadership  Group Status     Groupthink

    (2)              (4)              (6)
Group Norms       Group Cohesiveness  Group Roles
```

(1) Group Composition

Group Composition has an important part to play in influencing the group dynamics. Group composition depends on the extent of commonalty of the members of the group. The members of a group are either homogeneous or hetrogeneous. In the homogeneous group the members have similar qualities. This similarity can be (i) Demographic, e.g. Caste, Sex, Education, Experience, Age, Income, Culture, etc., (ii) Personality; (iii) Abilities; and (iv) Opinions. In the hetrogeneous group the members differ on these points.

Group Composition is important because it affects the behaviour of the members of the group and the results. The members of both types of the groups in respect of behaviour and possible results are as follows:

(a) Homogeneous Group: The members of homogeneous group have more cohesiveness. Consequently, there are less conflicts among them. Since there is no variety in their qualities, these members are often unsuccessful in handling adverse situations.

(b) Hetrogeneous Group: The members of such a group have different qualities. Consequently, there is a lack of cohesiveness among them. Because of this there are usually conflicts. On the contrary, the members have different specialities which helps them to face adverse situations quite successfully.

In this way, we can say that the group composition affects the behaviour of the group members.

● (2) Group Norms

Some rules are required for the successful running of the activities of a group. These rules are known as norms in a group. Norms are those standards which guide the behaviour of the members of the group. For example, the order of a manager to the effect that nobody will use telephone for personal use during the working hours in the office, gradually becomes a norm. These norms guide the members as to how

TOOL KIT - 5
Norms?
It refers to those standards which guide the behaviour of the group members.

to conduct themselves in a particular situation-what is to be done and what is not to be done. Group norms are normally unwritten (oral). They are brought to the notice of the members and after that they are bound to comply with them. Those members who ignore these norms have to face boycott from the group for which there is a provision to this effect

Features of Group Norms

The chief features of the group norms are as follows:

(i)   Group norms guide the behaviour of the members of the group.

(ii)   Group norms clearly specify the duties of the members of the group.

(iii)   Group norms can both be written and oral.

(iv)   Group norms are laid down for important function.

(v)   Those members who fail to observe the group norms can be boycotted.

(vi)   There is a variety among group norms of different groups.

(vii)   Group norms generally take shape gradually but if needed they can be formed quickly.

(viii)   Group norms do not apply to all the members in equal measure, e.g., the members occupying high ranks may not always like to follow them as it is not necessary to do so.

Why People Conform to Group Norms?

The members of the group conform to group norms because of the following reasons:

(i) Proper Role Play: Every member of the group has to perform a special role. Those members who observe group norms can perform their role more effectively. Norms guide them in their action.

(ii) Self Interest: Every member of the group has to keep in mind the interest of the group. By conforming to the group norms he can protect his personal interest alongwith the interests of the group.

(iii) Group Control: The group has a claim on the members of the group. They are afraid lest they should be boycotted by the group. That is why they observe the group norms.

(iv) Rewards: In some of the groups, it is already known to the members that those who observe the group norms will be rewarded. They observe norms in order to get rewarded.

(v) Goodwill: Some groups enjoy a special goodwill among the people. In order to maintain this goodwill, the members have to observe the norms compulsorily.

● (3) Group Leadership

Group Leadership is another element that influences the behaviour of the members. Every group has a leader. The style of working of the leader has an effect on the behaviour of the members of the group. He/She gives an identity to the group as a functioning unit. Groups can both be formal and informal.

In the formal group, leaders are appointed. Their ranks, powers and responsibilities are formally laid down (explained). The chief function of these leaders is to order and direct the members in the work of achieving the objectives of the organisation. On the contrary, leaders are not appointed in the informal group but are accepted because of their personality or impression. Such leaders help the members of the group in giving expression to their thoughts and helping them in getting their demands highlighted.

There can be more than one leader at a time in a group. For example, a particular job is accomplished under the guidance of one leader, while still another job is finished under the guidance of the other leader.

● (4) Group Cohesiveness

Group Cohesiveness refers to the closeness or similarity of attitude, behaviour and performance of the members of the group. Group Cohesiveness is an indicator of the unity of the members of the group. If this cohesiveness is found in ample measure in a group, then (i) the members are cooperative, (ii) unanimity of opinion is immediately established on any point, (iii) members like one another, (iv) members observe group norms, (v) member perform effectively. This situation compels the members to stick to the group. On the contrary, if the cohesiveness is a little short, then (i) the members lack the spirit of cooperation, (ii) there are differences of opinion which delays decisions, (iii) members do not like one another, (iv) member ignore group norms, and cannot work effectively. This situation compels the members to drift away from the group.

TOOL KIT - 6

Group Cohesiveness?

It refers to the closeness or commonness of attitude, behaviour and performance of group members.

Features of a Cohesive Group

A Cohesive group has the following features:

(i) All the members have positive attitude towards the group objectives and group norms.

(ii) The number of the members of the group is less.

(iii) Members are more loyal to the group.

...ng the behaviour of the members.

● (6) Group Roles

In order to understand group dynamics, it is important to know about the roles of the individuals in the group. The role means the expected behaviour of the holder of a special position in a social unit. Here a social unit can be a family, a club or an educational institution. The expected behaviour from the members of the group can either be clearly laid down or implied.

The role of the members of the group is clear in formal group. Every member remains conscious of his role. Every effort is made so that nobody can raise a finger on their role (i.e., point out any weakness or deficiency in their role). This feeling or thinking is reflected in their behaviour. On the other hand, the role of the members in a informal group is not clear. It is not explicitly laid down as to what a member is expected to do in a particular situation. This is not decided at any point of time. This somewhat unclear or unspecified nature of the role of the members affects them negatively. It is, therefore, clear that greater clarity about the role of the member would give them great satisfaction and they will work in a better way for the group.

● (7) Groupthink

Group decisions play a very important role in achieving the objectives of the group. Decisions taken at the group-level are decidedly better than the individual decisions. In the group all the members have different types of information. Everything is discussed about various kinds of information. With the help of such a discussion many alternatives emerge as possible solution to the problem. Then all the alternatives are analysed and some final decision is arrived at. Since all the members have participated in the process of arriving at the final decision, such a decision is happily implemented. On the contrarty, on some occasions time and resources are wasted in arriving at group decisions. Unnecessary controversy takes place. Suggestions influenced by politics are advanced. Individual interests outweigh group interests. In the absence of individual responsibility in such decisions risk factor is ignored. In this context, it has been said that responsibility of many means nobody's responsibility. This reduces the effectiveness of the group decisions. Even then if the negative points in the group decisions are controlled a little, they can prove to be better than the individual decisions.

■ Meaning of Team

Team means a formal group of interdependent individuals who work jointly. Management equates the word 'Team' with a sort of game. Players coming together for a game are taken as a team, while the employees coming together in a business organisation are taken as a group. During the last few years, the managers' attention has been focused on the fact as to why people coming together for a game are called a team. On studying the issue it was found that all the members of the team focus their attention on a single objective. They know that if they work unitedly, they will certainly achieve their objective otherwise not. They are inspired by the only feeling that their victory is the victory of the team. On the other hand, a study indicated that a group in a business organisation lacked this spirit. As a result of it, the managers strongly felt the need of converting a group into a team for the attainment of success. Keeping this thing in mind the managers started adopting the Team Concept. It yielded better results. These days we find that the word 'Team' has become an important part of management.

TOOL KIT - 1
Meaning of Team?
It refers to that formal group of interdependent individuals who are committed to a common goal.

Generally, group or team are considered synonymous. But it is wrong to think so. When some people get together with a purpose or without a purpose they form a group. But when some people are brought together with a purpose to target some special aim, they are called a team. It can be put in a different way saying that when a group becomes a productive unit, it is called a team. It is, therefore, clear that group is an all-embracing or ubiquitous word. All the teams happen to be groups but all the groups are not teams. Team is completely formal because it has deliberately been formed to achieve a particular goal.

■ Definitions of Team

Different scholars have presented different definitions of team. Some of the definitions are given below:

(1) According to **Michael Armstrong,** "A team is a collection of individuals working together for the benefit of the whole."

(2) According to **Katzenbach and Smith,** "A team is a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable."

On the basis of the above definitions it can be said that a group is called a team whose members are committed to achieve a collective goal and to do so they are willing to put everything at slake.

■ Characteristics of a Team

A team has the following important characteristics:

(1) Interdependent Activities: All the members of a team perform different jobs for the sake of obtaining a collective objective. But their activities are correlated. The important aspect is that the members do not create problems in one another job, instead they help one another. The members of the team never think of harming others for their personal gain.

(2) Small Number of Members: Since the activities of all the members of the team are co-related, they have to meet each other frequently and repeatedly. In case their number happens to be big, they will experience difficulty in their job. No job will be performed properly. It can, therefore, be said that the number of members in a team is small.

(3) Complementary Skills: The members of a team are equipped with complementary skills. It means if a particular member is skillful in one particular job, the second or the third is similarly good at other works. Hence, whatever skill is required for the completion of a job, it is readily available in the team itself. There are primarily three types of important skills which remain available in the team, e.g., (i) Skill to solve problems and take decisions, (ii) Communication Skill, and (iii) Technical Skill. The thought behind the availability of these skills in the team itself is that the team should not need any outside assistance. Therefore, it can be said that whatever a team needs is readily available with the team itself.

(4) Common Purpose: Every team has a common purpose and for achieving this purpose all the members work unitedly. It can be said that the common purpose provides direction to the team. Every members of the team determines his role in the attainment of its purpose and works accordingly. Every decision of the team is a step towards its goal and is a collective decision. The members of the team happen to be skillful in their job and in case there is some deficiency they overcome it with their own efforts.

(5) Environment of Trust: It will not be wrong to describe the 'team' as synonymous of 'trust'. All the members of the team work with a spirit of belongingness. While working they are dominated by a single thought that they are working for their ownself and not for somebody else. All the members consider other members as their helpers. They look upon their colleagues as a source. Questions within the team are welcomed. Any doubt is immediately dispelled with the help of exchange of ideas. Thus, the presence of the environment of trust is the outstanding feature of the team.

(6) Mutual Accountability: The results achieved by the team affect all its members. All the members share the profit of good results and so is the case with the adverse results. Therefore, the team is likely to be punished in case of unfavourable results. Keeping this thing in mind every member of the team takes care of his performance, and simultaneously ensures that the others do not commit any mistake. Here the meaning of mutual accountability is that every member promises to put in his best effort for the attainment of the common purpose.

Various Types of Teams

Various types of teams are formed in an organisation. Their major types are as follows:

(1) Problem Solving Team: This is an important type of team. It is also known as Corrective Action Team. It is formed in order to solve some specific problem of the organisation. In this team those people are included who have long been associated with the problem area. They are fully acquainted with the problem. After the formation of the team the members try to find out the causes of the problem. After this, various alternatives for the solution of the problem are prepared. Alternatives are duly analysed, and the most appropriate one is recommended for implementation.

(2) Cross-functional Team: Sometimes some problems do arise which cannot be solved by any particular department. For the solution of such problems, a team consisting of experts from various departments, areas and levels is constituted. The team thus constituted is called cross-functional team. The chief purpose of the formation of such a team is the exchange of specific information, introduce innovation in the organisation, and establish coordination among the complex projects. Committees and work-force are good examples of it.

(3) Virtual Team: The formation of this team has a modern way. The members of this team make use of computer technology for a get together. On this very basis this team differs from other general teams. While the members of the general teams transact with one another face to face, the members of the virtual team interact among themselves through video conferencing, e-mail, etc. using electronic media. In this type of team, a person living in any corner of the world can be made a member of the team and the benefit of his knowledge can be made use of. But this team remains deprived of the face-to-face interaction (communication).

TOOL KIT - 2

Problem Solving Team?

It refers to that team which is constituted to solve the specific problems of an organisation.

TOOL KIT - 3

Cross-functional Team?

It refers to that team which is constituted to solve problem in those areas which cannot be solved by a particular functional department.

TOOL KIT - 4

Virtual Team?

It refers to that team in which members interact among themselves through electronic media.

In short, it can be said that the virtual team has become a necessity for modern business. This team is capable of performing any job that the other teams can do, but on line.

(4) Self-Managing Team: As the name itself indicates that such teams work without the manager. The members of the team are themselves responsible for determining the goal, planning, controlling, performance evaluation, training, budgeting, etc. The members of the team have all the rights (authority) of a manager. It means that the members of the team perform the role of the manager. It is the duty of all the members to maintain discipline and give better work-performance. These days such teams are in vogue.

TOOL KIT - 5

Self-Managing Team?

It refers to that team in which members and not the manager are responsible for managing team activities.

Conflicts are necessary for an organisation to perform effectively.

Conflict is the outcome of difference of opinion between the two parties. In a place where two or more than two people work, the difference of opinion is natural. Each organisation happens to be a group of people. Therefore, the presence of conflicts is nearly certain in every organisation. In other words, conflicts happen to be an important part of every organisation. Sometime ago the management experts used to look at conflicts with a negative attitude and talked of suppressing them in every possible way. But these days conflicts are looked at in a positive manner. It is being recommended that they should be made use of in a creative manner. For example, out of the two political parties, one is in power, while the other happens to be in the role of an opposition. Generally, it has been observed that whatever decision the party in power takes, is greeted with opposition and the party in opposition gives its own point of view. This is a situation of conflict. The party in power can look at this situation in two different ways — one considering opposition as an enemy and making efforts to suppress it (meaning negative attitude towards conflict), second, attempting to make a better show after learning something from the opposition (meaning a positive attitude towards conflict).

TOOL KIT - 1

Personality?

It refers to the difference of opinion between two or more persons or groups in an organisation.

■ Meaning of Conflict

The meaning of conflict is that conflicting situation which comes into existence as a result of the difference of ideas and interests between the two parties.

■ Definitions of Conflict

Following are the major definitions of conflict:

1. According to **S.P. Robbins,** "Conflict has been defined as referring to all kinds of opposition or antagonistic interaction."

2. According to **Joseph Reetz,** "In an organisation, conflict can be described as a break down or disruption in normal activities in such a way that the individuals concerned experience difficulty in working together."

Features of Conflict

The major features of conflict are the following:

(1) Feeling is Must: The presence of a conflicting situation should be known to both the parties. A conflict that is not known to the other party cannot be called a conflict. A conflict raging inside a person is his exception.

(2) Dynamic Process: Conflict is a dynamic process. It is not born all of a sudden. It has to cover one step after the other in order to assume its real shape.

(3) Based on Issues: No conflict is without the existence of an issue. It certainly has some relation with some or the other issue. Issue can be in the form of some facts, goals, values, methods, etc.

(4) Need not be an Evil: It is not necessary that a conflict may be an evil. There can be both negative and positive effects of a conflict. It is a mistake to consider it as an evil and such an attitude is only an old thinking.

(5) Inevitable Factor of an Organisation: There are many people with different qualities working in an organisation. It is natural to have difference of opinion among them. It is almost impossible to check it. Yes, it can certainly be controlled. Hence, it can be said that conflict is an essential factor of an organisation.

(6) Caused by Managerial Errors: The chief cause of conflict is invariably the weakness of the management. The management is responsible in some way or the other for some weakness in the organisational structure - only then conflicts take place. There are examples of weaknesses in the organisational structure, e.g., weakness in the distribution of work, partial distribution of resources, weakness in the distribution of responsibility, levels of management more than what is required or less than what is needed.

(7) Upto a Minimum Level Conflicts are a Must: Modern thinkers are of the opinion that conflicts are necessary upto a certain level. In the absence of conflicts there is some sort of stagnation which checks the growth of the organisation.

(8) Resolution is a Must: Conflicts should be resolved in time otherwise they can lead to disastrous consequences.

(9) A Large Number of Forms: Conflicts can be of various types, e.g., intra-personal conflict, inter-personal conflict, intra group conflict, inter-group conflict, organisational conflict, etc.

(10) Need not be between Two Parties: It is not necessary that a conflict should have two parties. There may be some conflict within an individual about choosing the right alternative among the many available to him. Such a problem can certainly be a part of the category of conflict.

■ Causes or Sources Of Conflicts

There may be many causes giving rise to conflicts. The following happen to be the major ones:

(1) Shortage of Resources: The chief cause for the rise of conflict is the shortage of resources. Generally, all the organisations have limited resources. All the managers want that they should get the maximum resources so that their work can be of the highest quality which can give them recognition in the organisation. When all the managers possess the same desire, while the availability of resources happens to be limited, conflicts are bound to take place.

(2) Difference of Values: Conflicts are created because of the difference of values between the two persons. For example, suppose some discussion is going on in a meeting over the increase in the profits of the company. One of the manager gives a suggestion that profits of the company can be increased by maintaining the level of the earlier prices and reducing the quality of the products. The remaining managers consider the suggestion as unethical. This situation would give rise to conflict.

(3) Informational Factors: Many people can have different sort of information regarding a particular issue/s. When their opinion is sought about a particular issue, their information being different, their suggestion would also be different. Because of these informational factors and the consequent difference in opinion, result would be a conflict.

(4) Unsuccessful Communication: A successful system of communication makes relations among the people sweet. On the contrary, an unsuccessful system of communication creates bitterness in their relations.

(5) Difference in Status: Everybody in an organisation occupies some particular status/position. Generally it has been observed that people occupying high positions are hesitant to talk to the people occupying lower positions. Such a situation widens the gulf between them which ultimately takes the form of some conflict.

(6) General Differences among People: People working in an organisation differ on the basis of religion, caste, region or sex. These differences offer hindrances in the performance of their daily activities. These hindrances later assume the form of a conflict.

(7) Hurting Individual Feelings: When somebody hurts the feelings of an individual, there is a possibility of some conflict coming into existence.

(8) Goal Incompatibility: Two inter-connected groups can have different goals. Such a type of inter-group conflict is born because of the different objectives. For example, the difference of objective between the management group and the workers' group gives rise to the conflict between the management and the workers. The objective of the management group can be to get the maximum work out of the workers and pay them as little as possible, while the workers' objective can be less work and more pay. This is an obvious possibility of conflict caused by goal incompatibility.

(9) Task Ambiguity: Conflicts also arise because of the task ambiguity. Task ambiguity means the lack of information about the accountability connected with a job. For example, the job of recruiting all the employees of a company is performed by the Personnel Department. But the head of the department in which the employee is to recruited also has a say in the matter. In case some wrong appointment is made, both the officers will blame each other and, consequently, there will be a conflict.

(10) Faulty Reward System: Faulty reward system creates conflict among the groups. In case better results have been obtained because of the combined efforts of different groups but the reward system available in the company recognises only the efforts of some particular group by rewarding it, conflict among the groups is inevitable. It will be a case of only a faulty system of reward.

(11) Attitudinal Sets: The mutual relationship among the groups depends on the attitude that they have towards each other. If the members have an attitude characterised by the factors of distrust, secrecy, limited communication and competitiveness, the possibility of inter-group conflict is a certainty. On the contrary, if their attitude is determined by confidence (faith), not blaming others, free

communication and mutual respect, these will be a feeling of cooperation and in place of conflict, development will take place.

(12) **Inter-dependability:** When the success of two groups depends on each other, there is always a possibility of inter-group conflict. For example, the success of the production department and the marketing department is inter-dependent. If the marketing department achieves the maximum amount of sales, it will help the production department. In the same way, if the production department fulfils the supply of goods in time, it will save the credibility/reputation of the marketing department. Suppose, the production department does not supply the goods in time to be passed on to the customers, both the groups will look at each other with an attitude marked by disrespect. Consequently, inter-group conflict will arise.

somebody else prefers some other means

■ Modes of Handling Conflicts

It is clear that the presence of conflicts in every organisation is almost certain. It is equally certain that if they are not controlled their consequences can be disastrous. It is, therefore, important that they should be resolved well in time. The major modes of resolving conflicts are the following:

(1) Avoidance

(2) Restructuring of Groups

(3) Reduction of Inter-dependence between groups

(4) Dominance of Differences

(5) Transfer

(6) Smoothing

(7) Highlighting the Superordinate Goals

(8) Compromising

(9) Restructuring the Interactions

(10) Sharpening the differences

(11) Problem Solving

(12) Restructuring the Organisation

(13) Expansion of Resources

(1) Avoidance: Under this method, a manager does not take notice of the conflict. He believes in the fact that if no importance is given to the conflict, it dies its natural death. Such an attitude is limited to a particular point of time till the employees remain involved in unnecessary issues and these issues are encouraged by religion, caste, politics, etc. However, it should be kept in mind that this method is not suitable in case of organisational conflicts.

(2) Restructuring of Groups: Under this method, the manager resorts to some exchange of members among the groups. He believes that each group should have members of almost similar qualities. Because of the common objectives, interests and habits, the number of conflicts get reduced. They all have a similar attitude towards all the problems. With the help of this method conflicts between groups can be easily resolved.

(3) Reduction of Inter-dependence between Groups: Under this method by making the two mutually inter-dependent groups independent, effort to end the conflict can be made. Often it has been observed that when two groups depend on each other, conflicts do arise. The manager should make efforts to reduce their inter-dependence. This will reduce their dealings with each other and as a consequence of it conflicts would also get reduced.

(4) Dominance of Differences: Under this method, the parties to the conflict should be pressurized to accept a particular solution to end the conflict. This method is resorted to when there is a need of some decision to be taken immediately and the people are not ready for it. This method gives correct results but for only short span of time but it can have serious consequences as a long term solution. Those people who are suppressed or dominated for the time being come to be dominated by a feeling of revenge. They are always on the look out to give vent to their anger.

(5) Transfer: Under this method, the employees are transferred from one department to the other department. This helps in creating a sort of distance between them. As a result of it, the natural heart-burning between the colleagues disappears.

(6) Smoothing: Under this method, the issues of collective interests are brought up before the conflicting parties and efforts are made to suppress the issues of conflict. By doing so, the parties to the conflict start realizing that their differences are actually not so deep and intense as they appear to be. Consequently, the intensity of the conflict starts losing its sharpness.

(7) Highlighting the Superordinate Goals: Superordinate goals mean those goals which have the greatest value and for achieving those goals the cooperation of all the people is desirable. No single individual or group can alone achieve it, e.g., protecting the existence of the organisation is a superordinate goal. Under this method, whenever there is some conflict, they are reminded of this

superordinate goal. This gives them a feeling that in case they struggle, this superordinate goal will not be achieved and the existence of the organisation will be jeopardised. This fear lessens the sharpness of the struggle and they start cooperating. It has often been observed that whenever the existence of the organisatoin is in danger, strike and lock-out is often taken back. In such a situation, the employees get ready to work for longer hours and with greater efficiency even on reduced wages.

(8) **Compromising:** Under this method, the parties to the conflict and their bickering is ended with the help of some outside interference in order to bring about a compromise. In addition to this, the compromise can be brought about with the help of some panchayat or some sort of bargaining. Under this method, all the parties to the conflict have to lose something. The conflict can be resolved without any feeling of victory or defeat. Conflicts between the manager and the workers over the question of bonus are resolved with the help of this method.

(9) **Restructuring the Interactions:** Under this method, direct dealings between the conflicting parties is reduced. Some mediator to facilitate dealings between them is appointed. Whenever, the parties have to deal with each other, they can do so with the help of the mediator. When many attempts to end the conflict have been made with no success, this method is always resorted to at least for sometime. It is always useful in such a situation. The mediator should be a person who is knowledgeable and commands respect from everybody.

(10) **Sharpening the Differences:** Under this method when a manager finds that the parties to the conflict are not prepared to end their differences under any condition, he makes them available some platform where they can come openly face to face with each other. The parties to the conflict put in their best effort in order to come out victorious. During the course of discussion or debate, the causes of the conflict as well as its possible resolution start appearing. The manager should make use of this method very carefully because in case the situatioin gets out of control, it world become difficult to end the conflict.

(11) **Problem Solving:** Under this method, the manager makes efforts to channelise the energy generated because of the conflict among the people into some constructive activities rather than allowing it to be utilised in destructive activities. Efforts are made to understand and study deeply the causes of the conflict. All the parties to the conflict are given due respect. Proper atmosphere is created to satisfy all the conflicting parties. In order to implement this method, help of some outside agerfcy is obtained. He takes all the parties into confidence and prepares ground for initiating talks. He collects information about the problem during the course of talks and helps them to find a solution.

(12) **Restructuring the Organisation:** Under this method, the point of conflict in the organisation which happens to be the root cause of conflict is taken care of an reformed. There are many points in the organisation over which there is a possibility of conflict, e.g., division of work, delegation of authority, levels of management, etc. Out of these, the point of conflict is properly restructured and efforts are made to remove the conflict.

(13) **Expansion of Resources:** Under this method, by properly managing the limited resources, efforts are made to resolve the possibility of a conflict. Generally, it has been observed that the availability of limited resources become the cause of conflict among various departments of the organisation. In such a situation the emergence of conflict can be prevented by making efforts to expand the resources of the organisation.

"Change is a necessary thing for the survival and growth of a business unit."

Change is the law of the world. Birth, childhood, youth, old age, joys and sorrows, change of seasons are all the hard realities of life. In other words, every thing is subject to change in this world. To know that this world is subject to change is not so important as it is to compromise with these changes to maintain our existence. This is a worldly reality about the change. Here our purpose is to study the word 'change' in the context of organisation. We generally observe that there are many changes in the life of a business. These changes include the development of new methods of production, change in government policies, the period of deflation, inflation, the promotion and transfer of employees, entry of competitors in the market, decline in sales, decline in profits, etc. These changes do affect the employees working in the organisation. It is important to compromise with these changes in order to safeguard the existence of both the employees and the organisation.

■ Meaning of Change

When there is a difference in our previous condition, it is called a change. For example, earlier work was done in a factory with the help of ordinary machines but the same is now done with the help of electronic machines. This has brought a change in the earlier condition of the employees working in this factory.

Therefore, whenever there is a difference in the present organisational structure, objectives of the organisation, in policies, in the methods of work, in the methods of production, in the level of employees, etc. there is always a change.

■ Resistance to Change

Change is essential for the existence and development of the organisation. However, sometimes this kind of change can adversely affect some people. Consequently, they do not like it and therefore, oppose it. The fear of opposition is particularly more when the change is likely to increase the work- load of the employees, reduce their salary or result in their retrenchment.

■ Meaning of Management of Change

Whenever a change is introduced in the organisation, there is always a reason for it. The change can be necessitated both by external and internal causes. (These causes have been explained later in this

chapter.) In short, it can be said that whatever may be the reason, the change has got to be made. The major question, however, is to avoid opposition. This work can be done by the management. Therefore, it can be said that "Management of change is a definite process to implement the proposed change unopposed."

Definition of Management of Change

According to **Dr. P. Sambaiah**, "Change is understood as making the form, nature, content, etc. of something different from what it is or what it would be if left alone. The process through which a proposed change is effected is treated as the management of change."

Nature of Change

The following details will make us understand the nature of change:

(1) Change is the Law of Nature: Whatever nature has given to this world is subject to change. A man has to adjust himself to the changed situations and environment. If he does not do so, he has to face a lot of challenges. Just as a man has to face many changes, similarly a business unit is compelled to make changes because of the pressure of some internal and external forces. The changes do not appear all of a sudden, but it is a law according to which they have to appear.

(2) Change is Resisted by Man: Changes are inevitable, but it is true that they are generally opposed by the people. Change in a company can result in the change of the work-place of the employees, their designation, their boss, their work-method, group of friends, their remuneration, etc. In other words, they are compelled to work in a new environment, but human nature is such that he wants to live in the old surroundings. He opposes any change. Change is opposed by almost everybody including the workers, low level managers, middle level managers, high level managers, etc.

(3) Change Leads to Development: Nature of change is to lead towards development. It means that whenever there is some change, it is always for in some thing new. The important question, however, is that when change leads to development why it is opposed by the people. The simple answer to this question is that it is not necessary that the change should benefit everybody. It is quite possible that some people may be benefited more than the other people and possibly some people may suffer loss. In this way those who face loss would certainly oppose the change.

(4) Change is Continuous Process: Change is a process because whenever a change is made, it becomes complete only after passing through various stages. it is not only process, but a continuous process. A business unit comes into existence in a dynamic environment. It develops in such an environment. Therefore, the moment the work of implementing a change is accomplished, some other problem crops up. This again necessitates some other change.

(5) Change has an Element of Uncertainty: Change is always for future and future is uncertain. Nothing can be said about them with any amount of certainty. Hence, an element of uncertainty is inherent in a change.

■ Overcoming Resistance to Change

In order to implement the change successfully the expected opposition should be minimised. We have already studied the causes of opposition to change. The important question now is how to avoid opposition. Before attempting to find out the causes of opposition, the management should realise that it is natural for man to oppose. This human nature cannot be changed under any pressure. Instead the situation of pressure can strengthen the opposition. Therefore, an effort should be made to reduce the opposition only in a human manner. The cause of opposition may be individual or organisational but it works in two ways. Either the opposition is individual or collective. Just as the employees oppose the change sometimes individually and sometimes collectively, similarly on the organisational level the managers oppose the change sometimes individually and sometimes collectively. Therefore, efforts to minimise opposition should be both on the individual and collective level. On this very basis efforts to minimise opposition can be divided into the following two parts:

```
                    ┌─────────────────────────────────────┐
                    │   Overcoming Resistance to Change    │
                    └─────────────────────────────────────┘
                                      │
        ┌─────────────────────────────┼─────────────────────────────┐
        ▼                             ▼                             ▼
┌──────────────────┐         ┌──────────────────┐         ┌──────────────────┐
│ At Individual    │         │  At Group Level  │         │  Other Measures  │
│     Level        │         │                  │         │                  │
└──────────────────┘         └──────────────────┘         └──────────────────┘
        │                             │                             │
        ▼                             ▼                             ▼
┌──────────────────────┐   ┌──────────────────┐   ┌──────────────────────────────┐
│ 1. Involvement       │   │ 1. Negotiation   │   │ 1. Arrangement of Resources  │
│ 2. Education and     │   │ 2. Group Contact │   │ 2. Management of Cost of     │
│    Training          │   │                  │   │    Change                    │
│ 3. Communication     │   │                  │   │ 3. Proper Timing of Change   │
│ 4. Leadership        │   │                  │   │ 4. Slow Introduction         │
│ 5. Pressure          │   │                  │   │                              │
│ 6. Economic Safety   │   │                  │   │                              │
└──────────────────────┘   └──────────────────┘   └──────────────────────────────┘
```
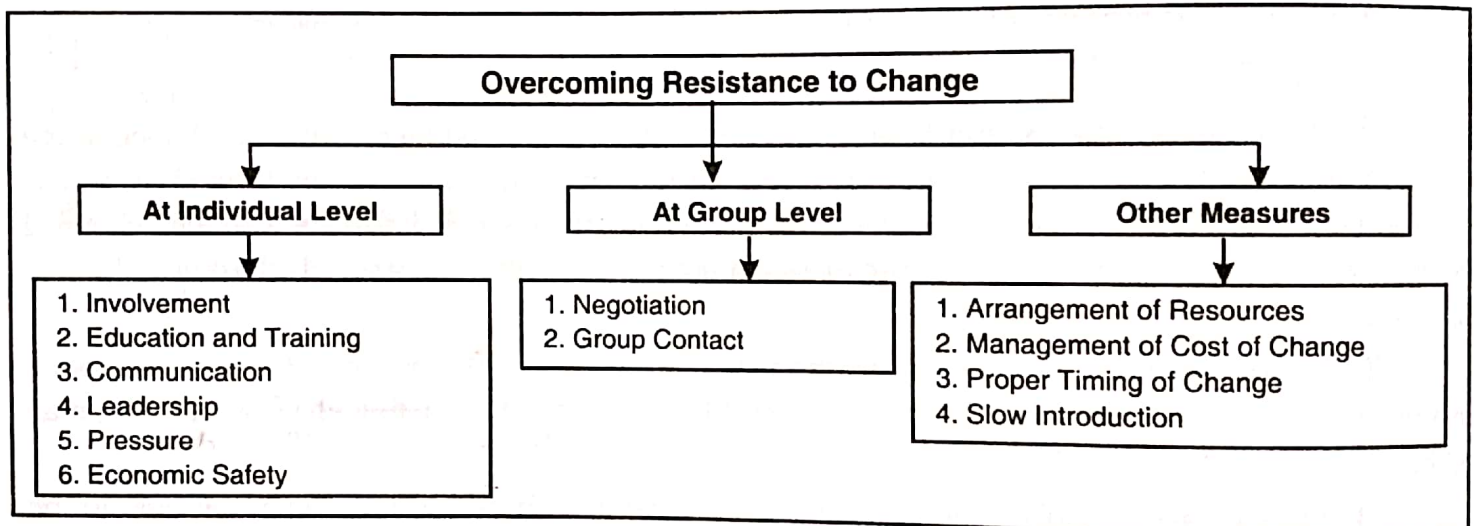
● (A) At Individual Level

The following efforts can be made at individual level in order to check opposition to change:

(1) Involvement: On the individual level, the employees complain that they were not consulted at the time of taking decision about the change. Therefore, they oppose the change. In order to solve this problem the change agent should consult all those employees who are likely to be affected by the change. It means that they should be involved in the decision about the change. In this context it is said, "Involvement leads to commitment". No individual opposes a change which is made with his consultation.

(2) Education and Training: The employees oppose the change because they are not aware of its advantages and disadvantages. Therefore, they should be informed about the concept of change from time to time. By doing so they get ready psychologically. In addition to this, they should be given training to work on the modern machines with new work methods. In such a situation, a work considered to be monotonous will become enjoyable.

(3) Communication: Sometimes the change is opposed because the persons concerned are not given any information about the change. They should be enlightened about the necessity of change and its effects. In order to overcome this problem an effective system of communication should be adopted.

(4) Leadership: Sometimes there is a different problem. The people do not like the Change Agent and oppose the change simply on this account. Therefore, only that person should be appointed Change Agent who possesses the qualities of a good leader. An efficient leader enjoys the confidence of his followers. It is only because of this confidence that they accept his suggestions gladly and there is no question of any opposition.

(5) Pressure: Ordinarily, opposition to change should be handled in a human way. In case the change is immediately needed and some particular employee opposes it unreasonably, pressure can be used in such a case. Such an employee can be threatened with the possibility of dismissal, transfer and ban on his promotion.

(6) Economic Security: The employees should be assured that the change will not harm them in any way economically. In case of any economic loss they should be assured of full compensation. In this way they will be mentally ready to accept the change.

● (B) At Group Level

Sometimes a particular group of employees oppose the change. In such a situation the following efforts can be made:

(1) Negotiation: This method is used only when the change is harmful to a particular group of employees. In such a situation it is important to strike a balance between the cost and the profit. It means that a party that suffers because of the change should be benefitted to an equal extent as a result of change. Only then the change can be implemented successfully. Such deals are generally made with the labour unions.

(2) Group Contact: In order to end the possibility of opposition to change, consultations can be had with a group. During the course of discussion they can be made to understand the causes that made the change imperative and how the various of parties will be affected. In addition to it, the representatives of the group and some senior members can be associated with the job of taking decision about the change. If the decision is taken with the approval of the group, the possibility of opposition is reduced to naught.

During contact with the group the managers at the top level should be mentally prepared that if the company is benefitted as a result of the change, they should not bother about their own power and influence. They should be reminded of their social responsibility in such a situation.

● C. Other Measures

There are some other measures to reduce opposition to change which may be described as under:

(1) Arrangement of Resources: The shortage of resources compells the top-level managers to oppose the change. The managers should think of the change only after making arrangement for sufficient resources.

(2) Management of Cost of Change: It is because of the change that the fixed assets and manpower are rendered useless and heavy costs have to be faced. The top-level management should ensure that the loss likely to be suffered because of the change in permanent assets is compensated by implementing the program of change or otherwise the idea of introducing the change should be abandoned. Similarly, the manpower should be made efficient by educating and training the employees so that their existence is not threatened and the organisation is saved from the trouble of spending more on the new employees.

(3) Proper Time of Change: The time of implementing the change deeply affects the opposition to change. If the company is earning profits and the employees are not being given any bonus, it would be foolish to think of change at such a time. On the contrary, if the company is earning good profits and the employees are getting good bonus alongwith some other facilities, one should take advantage of this time and immediately implement the change.

(4) Slow Introduction: Whenever, a programme of change is implemented in haste, it is always opposed. The employees cannot understand the 'what' and 'why' of the change being implemented. Therefore, the change should be gradually implemented in various stages. By doing so the employees get mentally prepared for the change and opposition to change is reduced.

■ **Emerging Horizons of Management in Ch....**

Organizational Behaviour

Unit -I

1) what is organisational behaviour, explain its nature and scope.

2) How the concept of OB has evolved and what are challenges to OB.

Unit -II

1) What do you mean by personality, what are its determinants and explain theories of personality

2) what is learning, explain its theories.

Unit -III

1) what do you mean by a group, explain its types and dynamics and how groups are formed.

2) Explain how teams are formed, also discuss different types of teams.

3) what are sources of contrict, types and how it can be managed.

Unit -IV

1) what is organisational change, how resistance to change can be managed.

2) what are possible sources/ causes of stress in the organization and how it can be managed.